



AGENDA

NORCOM Governing Board
September 12, 2025, 9:00 am

1. Call to Order
2. Roll Call
3. Open Communications from the Public
4. Consent Agenda
 - A. Governing Board Meeting Minutes July 11, 2025
 - B. AP Reports July & August 2025
5. For Briefing to Board
 - A. Strategic Planning Process - Assessment Summary
 - B. 911 Wireless Call Routing Changes
6. For Board Decision
 - A. Approval for Advanced School of Leadership
7. Newsletter
 - A. August & September IT & Operations Newsletters
8. Other Business
 - A. Chair Position
9. Executive Session

The Governing Board may hold an Executive Session pursuant to one or more of the RCW referenced in 42.30.110:

 - *RCW 42.30.110(1)(i) to discuss with legal counsel representing the agency matters relating to agency enforcement actions, or to discuss with legal counsel representing the agency litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party, when public knowledge regarding the discussion is likely to result in an adverse legal or financial consequence to the agency;*
10. Adjournment

The next Governing Board meeting is scheduled for October 10, 2025



MEMORANDUM

To: Governing Board
From: Katy Myers, Executive Director
Date: 09/12/2025
Subject: Governing Board Meeting Minutes July 11, 2025

Executive Summary:

The July 2025 Governing Board minutes are presented to the Board for review and consideration for approval.

Background:

The minutes are routinely submitted to the Governing Board for review, edits, and approval.

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

N/A

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends approval.

Staff Comments:

Nothing Additional

Options

Risks

Finance Committee Review: No

Legal Review: No

Joint Operations Board Review: No

Attachments

July 11, 2025 GB Meeting Minutes



Meeting Minutes
NORCOM Governing Board
July 11, 2025

MEMBERS

Nathan McCommon	City of Bellevue
Kyle Kolling	City of Clyde Hill
Julie Underwood	City of Kirkland
Jeff Sass	City of Medina
Jeff Magnan	City of Mercer Island
Dan Yourkoski	City of Normandy Park (Vice-Chair)
Mike Bailey	City of Snoqualmie
Will Aho	Eastside Fire & Rescue
Brian Culp	Fire District #27
Adrian Sheppard	Redmond Fire Department

ABSENT

Toni Call	City of Bothell (Chair)
Mike Harden	City of Lake Forest Park
Matt Cowan	Shoreline Fire Department
James Knisley	Skykomish Fire District #50
Jay Wiseman	Snoqualmie Pass Fire

NORCOM ATTORNEY

Deanna Gregory	Pacifica Law Group
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NORCOM TREASURER

Michael Olson	City of Kirkland (Board Treasurer)
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NORCOM STAFF

Bill Hamilton	Executive Director
Katy Myers	Deputy Director
Marianne Deppen	Finance Manager
Jeremy Henshaw	Law Enforcement Liaison
Cory James	Fire Liaison
Nathan Way	Application & Security Architect
Karen Furuya	Systems & Development Supervisor
Sean Goehner	Systems Engineer
Maggie Johanson	Administrative Assistant
Ben Webb	Public Records & QA Specialist



**Meeting Minutes
NORCOM Governing Board
July 11, 2025**

○ **Call to Order**

Chief Brian Culp, Governing Board Member, called the meeting to order at 9:00 a.m. The meeting was posted publicly and offered in a hybrid format, allowing the public to participate in person, telephonically, or by video remote access.

○ **Roll Call**

Chief Culp requested a roll call of Governing Board members. Ben Web, Public Records & QA Specialist, reported a quorum.

○ **Open Communications from the Public**

There were no requests for open communication from the public by email, phone or in person.

○ **Consent Agenda**

- **Governing Board Meeting Minutes May 9, 2025**
- **Accounts Payable Report May & June 2025**

There was no discussion on any consent agenda items.

Chief Sass made a motion to approve the Consent Agenda. Commander Magnan seconded the motion.

Motion carried.



**Meeting Minutes
NORCOM Governing Board
July 11, 2025**

○ **Board Briefing**

- **NORCOM's Resiliency Initiatives, Disaster Recovery, and Internet Redundancy Update**

Director Hamilton introduced the topic of NORCOM's efforts to ensure NORCOM's infrastructure is resilient. Acting IT Manager Andrew Johnson thanked the Board for their support and direction, which is allowing progress in these areas. He provided an overview of the 2025 Progress Milestone for Rubrik and Internet Resiliency, along with an explanation of the benefits of Rubrik to NORCOM and steps that will occur in 2026. Director Hamilton explained that previously, we were 100% reliant on the City of Bellevue's infrastructure for maintaining connectivity, and through these efforts, we have significantly improved upon this. Commander Magan asked if these projects would result in budgetary increases. Acting IT Manager Johnson stated that maintenance fees will be required. Deputy Director Myers noted that the maintenance required will be reflected in the 2027 budget.

○ **Board Decision**

- **Resolution 221 – 2026 Budget – Fee Approval**

Director Hamilton introduced the topic of Resolution 221 Approving the 2026 fees for distribution to participating agencies, stating that the ILA requires formal approval of the 2026 fees. Finance Manager Deppen reviewed the budget calendar, stating that internal budget development is complete and the NORCOM finance committee will present it to the Board earlier than stated on the budget calendar. She reviewed the 2026 Budget Drivers and Budget Development Results, which showed an overall increase of 4.3%, an improvement from the initial amount discussed and the fee table. Deputy City Manager Underwood requested a review of the fee increases over the past few years. Finance Manager Deppen provided the amounts from previous years of 0% in 2024 & 5.2% in 2025.

Deputy City Manager Underwood made a motion to approve Resolution 221 – Approving the 2026 fees for distribution to participating agencies. Chief Sass seconded the motion.

Motion carried.



**Meeting Minutes
NORCOM Governing Board
July 11, 2025**

○ **Executive Session**

An Executive Session was held pursuant to RCW 42.30.110(1)(g): to evaluate the qualifications of an applicant for public office employment or to review the performance of a public employee. Subject to RCW 42.30.140(4)

Chief Culp made a motion to move to Executive Session. The Executive Session began at 9:23 with a request for 10 minutes, followed by a request for an additional 2 minutes. Executive Session ended at 9:35.

The NORCOM Governing Board meeting resumed at 9:36 with the announcement that during the Executive Session, the subcommittee (formed at the April 2025 meeting) reviewed the employment contract for Katy Myers, the future director of NORCOM, and had presented it to the Governing Board for approval.

Deputy City Manager Underwood motioned to authorize the approval of the employment contract with Deputy Director Katy Myers, effective immediately, at an annual salary of \$216,000.00. Chief Sass seconded the motion.

Motion approved.

○ **Other Business**

The idea was presented to cancel the August 8, 2025, meeting due to a light agenda, as well as vacation schedules that may result in low attendance.

Chief Sass made a motion to cancel the August 8, 2025, Governing Board meeting. Commander Magnan seconded the motion.

Motion approved.

○ **Adjournment**

Chief Culp adjourned the meeting at 9:40.

The next Governing Board meeting is scheduled for September 12, 2025.



Meeting Minutes
NORCOM Governing Board
July 11, 2025

Approved by:

Chair

Attest:

Secretary



MEMORANDUM

To: Governing Board
From: Katy Myers, Executive Director
Date: 09/12/2025
Subject: AP Reports July & August 2025

Executive Summary:

NORCOM staff is asking that the Board review and approve these reports through consent. This action is routine in nature and the Finance Manager has reviewed all charges.

Background:

These are routine reports produced monthly for Board review.

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

N/A

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends approval.

Staff Comments:

Nothing Additional

Options

Risks

Finance Committee Review: Yes

Legal Review: No

Joint Operations Board Review: No

Attachments

AP Reports July 2025

AP Reports August 2025

NORCOM
ACTIVITY JULY 1, 2025, THROUGH JULY 31, 2025

Accounts Payable, Payroll, Electronic and Manual Payments Totaling: \$1,397,659.38

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation and that the claim is a just, due and unpaid obligation again NORCOM, and that I am authorized to authenticate and certify said claim.

Michael Olson, Treasurer

Date

We, the undersigned NORCOM Board Members, do hereby certify that claims in the amount detailed above are approved.

Governing Board Chair

Date

Governing Board Vice Chair

Date

501- Operating

For Period Ending July 31, 2025

	2025 Budget	July Activity	2025 Collected to Date	% collected
Agency Revenue	15,985,470	-	\$ 11,989,104	75%
Agency Reimbursements	215,000	15,150	\$ 114,750	53%
Grants/Intergovernmental/Interest	275,000	24,396	\$ 98,083	36%
Total	16,475,470	39,546	12,201,936	74%
Transfers In	1,600,000	-	\$ 515,000	32%
Revenues + Transfers	18,075,470	39,546	12,716,936	70%

Expenses

	2025 Budget	July Activity	2025 Spending to Date	% used	Remaining Balance
Salaries & Wages - Regular	9,865,115	\$ 680,530	\$ 4,786,026	49%	5,079,089
Salaries & Wages - Overtime	584,422	\$ 58,452	\$ 401,454	69%	182,968
Professional Reimbursements	4,200	\$ 485	\$ 2,585	62%	1,615
Medical	1,481,774	\$ 104,093	\$ 745,277	50%	736,498
HSA Contributions	24,298	\$ 2,302	\$ 14,351	59%	9,947
Dental	100,512	\$ 6,871	\$ 49,469	49%	51,043
Vision	13,321	\$ 942	\$ 6,767	51%	6,554
Long-Term Care	7,848	\$ 780	\$ 4,097	52%	3,750
FSA Fees	1,740	\$ 200	\$ 1,200	69%	540
Medicare	153,654	\$ 9,904	\$ 69,703	45%	83,951
MEBT	678,231	\$ 45,933	\$ 323,202	48%	355,029
PERS	995,880	\$ 53,880	\$ 466,109	47%	529,770
Washington FMLA	25,178	\$ 1,941	\$ 13,658	54%	11,520
Unemployment	74,815	\$ 5,888	\$ 51,863	69%	22,952
Workers Comp	33,589	\$ 1,897	\$ 11,978	36%	21,610
Total Personnel	14,044,577	974,098	\$ 6,947,740	49%	7,096,836
Advertising	15,000	\$ 1,469	\$ 14,241	95%	759
Bank Fees	25	\$ -	\$ -	0%	25
Cellular,Pager & Radio Svcs	24,540	\$ 3,470	\$ 12,722	52%	11,818
Computer Hardware-Non Capital	15,000	\$ 5,108	\$ 10,552	70%	4,448
Consumable Goods	21,095	\$ 570	\$ 6,916	33%	14,179
Dues & Memberships	15,205	\$ 400	\$ 11,724	77%	3,481
Equipment Leases	24,420	\$ 1,969	\$ 14,280	58%	10,141
Facility Lease	854,649	\$ 176,463	\$ 470,695	55%	383,954
Financial Audit	29,492	\$ -	\$ 21,213	72%	8,279
Hosted Services	274,301	\$ 18,196	\$ 131,192	48%	143,109
HR Services	113,453	\$ 34,927	\$ 94,519	83%	18,935
Insurance	168,750	\$ -	\$ -	0%	168,750
Legal Services	111,400	\$ 4,306	\$ 27,475	25%	83,925
Local Travel/Training/ Mileage	6,350	\$ 127	\$ 692	11%	5,658
Network Service	48,500	\$ 1,727	\$ 12,433	26%	36,067
Office Furniture	11,500	\$ 2,900	\$ 19,130	166%	(7,630)
Office Supplies	6,650	\$ 305	\$ 3,378	51%	3,272
Operating Supplies	4,500	\$ 3,856	\$ 8,512	189%	(4,012)
Parking Lease	31,263	\$ 2,149	\$ 17,528	56%	13,735
Payroll Services	20,000	\$ 1,708	\$ 9,050	45%	10,950
Postage	1,000	\$ -	\$ 385	39%	615
Printing	1,550	\$ 28	\$ 476	31%	1,074
Professional Services	220,205	\$ 5,409	\$ 57,405	26%	162,800
R&M - Network Equipment	466,702	\$ 94,031	\$ 343,592	74%	123,109
R&M - Office Equipment	2,500	\$ -	\$ -	0%	2,500
R&M - Software Maintenance	1,091,144	\$ 14,933	\$ 497,532	46%	593,612
Radio Site Lease	65,752	\$ 1,310	\$ 10,794	16%	54,958
Recruitment Supplies	2,000	\$ -	\$ 59	3%	1,941
Small Tools & Minor Equipment	10,500	\$ 223	\$ 5,821	55%	4,679
Software/Licensing	269,458	\$ 22,790	\$ 68,639	25%	200,819
Telephone Services	44,578	\$ 3,493	\$ 20,571	46%	24,007
Training/Conf Registrations	30,000	\$ 1,525	\$ 6,554	22%	23,446
Training/Conf Registrations/ Travel	29,750	\$ 4,685	\$ 11,785	40%	17,965
Transfers Out	600,000	\$ -	\$ 600,000	100%	-
Total Supplies & Services	4,631,232	408,075	\$ 2,509,863	54%	2,121,369
GRAND TOTAL	18,675,809	1,382,173	\$ 9,457,603	51%	9,218,205

502- Capital Projects

	2025 Budget	July Activity	2025 Spending to Date	% used	Remaining Balance
COOP: CAD Server RUBRICK	275,000	\$ 1,719	\$ 235,471	86%	39,529
Call Taking Protocol Systems	150,000	\$ -	\$ -	0%	150,000
Console Replacement	105,870	\$ 24,060	\$ 85,471	81%	20,399
Internet Resiliency	75,000	\$ -	\$ -	0%	75,000
CAD Radio Interface	157,683	\$ -	\$ -	0%	157,683
CAD to Nice	35,000	\$ -	\$ -	0%	35,000
Alpha Numeric Paging	469,772	\$ 114,588	\$ 174,545	37%	295,227
	1,268,325	140,367	495,487	39.1%	772,838

503- Equipment Replacement:

	2025 Budget	July Activity	2025 Spending to Date	% used	Remaining Balance
Desktops/Laptops/Phones	31,725	\$ -	\$ 15,056	47%	16,669
Network Costs	10,200	\$ -	\$ -	0%	10,200
Routers/Servers	153,200	\$ -	\$ 89,651	59%	63,549
Firewall	27,168	\$ -	\$ -	0%	27,168
	222,293	-	104,707	47.1%	117,586

505-E 911 Escrow

Revenues:	2025 Budget	June Activity	Collected to Date	% collected
E-911 Escrow	1,500,000	-	\$ 786,652	52%
Investment Interest	-	-	\$ 20,895	
	1,500,000	-	\$ 807,546	54%

Expenditures:

	2025 Budget	June Activity	2025 Spending to Date	% used	Remaining Balance
Transfers Out	1,545,000	\$ -	\$ 515,000	33%	1,030,000

NORCOM Financial Summary

For Period Ending July 31, 2025

	2025 Amended Budget	Actual	Percent of Budget
<u>501 - Operating Fund</u>			
2025 Beginning Fund Balance	1,826,810	<i>1,826,810</i>	
Agency Revenue	15,985,470	\$ 11,989,104	75.00%
Other Revenue	490,000	\$ 212,832	43.44%
Transfers In	1,545,000	\$ 515,000	33.33%
Revenue Collected	18,020,470	12,716,936	70.57%
Total Resources	19,847,280	14,543,746	
Personnel Expenditures	14,044,576	\$ 6,947,740	49.47%
Operating Expenditures	4,031,232	\$ 1,909,863	47.38%
Transfers Out	600,000	\$ 600,000	100.00%
Total Expenditures	18,675,808	9,457,603	50.64%
Available Fund Balance	\$1,171,472	\$ 5,086,143	
<u>502 - Capital Projects Fund</u>			
2025 Beginning Fund Balance	653,756	<i>\$653,756</i>	
Agency Revenue	417,753	\$104,438	25.00%
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	200,000	200,000	100.00%
Revenue Collected	617,753	304,438	49.28%
0			
Total Resources	1,271,509	958,194	
Expenditures	1,243,325	\$ 495,487	39.85%
Transfers Out	-	\$ -	0.00%
Total Expenditures	1,243,325	495,487	39.85%
Available Fund Balance	\$28,184	\$462,707	
<u>503 - Equipment Replacement Reserve</u>			
2025 Beginning Fund Balance	226,930	<i>\$226,930</i>	
Agency Revenue	151,910	<i>\$37,978</i>	25.00%
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	200,000	200,000	100.00%
Revenue Collected	351,910	237,978	67.62%
Total Resources	578,840	464,908	
Expenditures	222,293	\$ 104,707	47.10%
Transfers Out	-	-	0.00%
Total Expenditures	222,293	104,707	47.10%
Available Fund Balance	\$356,547	\$360,200	

	2025 Amended Budget	Actual	Percent of Budget
<u>504 - Operating Expense Reserve</u>			
2025 Beginning Fund Balance	\$ 200,751	<i>\$200,751</i>	
Other Revenue	\$ -	-	0.00%
Transfers In	\$ 100,000	100,000	100.00%
Revenue Collected	100,000	100,000	100.00%
Total Resources	300,751	300,751	
Operating Expenditures	-	-	0.00%
Transfers Out	-	-	0.00%
Total Expenditures	-	-	0.00%
Available Fund Balance	\$300,751	\$300,751	
<u>505 - E-911 Escrow Trust</u>			
2025 Beginning Fund Balance	\$285,030	<i>\$285,030</i>	
Operating Revenue	1,500,000	\$ 786,652	52.44%
Investment Interest	-	20,895	0.00%
Revenue Collected	1,500,000	807,546	53.84%
Total Resources	1,785,030	1,092,576	
Expenditures	-	-	0.00%
Transfers Out	1,545,000	515,000	33.33%
Total Expenditures	1,545,000	515,000	33.33%
Available Fund Balance	\$240,030	\$577,576	
<u>506 - Rate Stabilization Reserve</u>			
2025 Beginning Fund Balance	\$1,114,855	<i>\$1,114,855</i>	
Non-Operating Revenue	-	-	0.00%
Transfers In	100,000	100,000	100.00%
Revenue Collected	100,000	100,000	100.00%
Total Resources	1,214,855	1,214,855	
Expenditures	-	-	0.00%
Transfers Out	-	-	0.00%
Total Expenditures	-	-	0.00%
Available Fund Balance	\$1,214,855	\$1,214,855	

Accounts Payable

Checks by Date - Detail by Check Date

User: mryerson
Printed: 8/4/2025 2:31 PM



Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
ACH	785 10987548	NAVIA BENEFITS SOLUTIONS Monthly Admin Fee - June	07/03/2025	200.00
Total for this ACH Check for Vendor 785:				200.00
ACH	120 694179994	ADP Workforce Now Payroll Solution Bundle - PPE C	07/03/2025	490.72
Total for this ACH Check for Vendor 120:				490.72
ACH	146 Q22025	DEPT OF LABOR & INDUSTRIES L&I Taxes - Q2 2025	07/03/2025	10,941.13
Total for this ACH Check for Vendor 146:				10,941.13
ACH	785 07012025	NAVIA BENEFITS SOLUTIONS FSA Disbursement - 07012025	07/03/2025	356.28
Total for this ACH Check for Vendor 785:				356.28
21609	482 INV-17843	3R TECHNOLOGY Sorting & SSD Shredding Fee	07/03/2025	235.75
Total for Check Number 21609:				235.75
21610	783 NORCOM27	BENDIKSEN & BALL POLYGRAPH Pre-Employment Polygraph Exam - 1X	07/03/2025	300.00
Total for Check Number 21610:				300.00
21611	710 INV028506 INV029095	BRCK INC Telephone Services ACCT# S00166571 Telephone Services ACCT# S00166571	07/03/2025	673.13 672.95
Total for Check Number 21611:				1,346.08
21612	8 05112025 06112025	CENTURYLINK Telephone Services ACCT# 5208 - Credit Telephone Services ACCT# 5208	07/03/2025	-232.09 347.91
Total for Check Number 21612:				115.82
21613	9 740675795	CENTURYLINK Cellular Services ACCT# 5571	07/03/2025	6.82
Total for Check Number 21613:				6.82
21614	11 52966	CITY OF BELLEVUE Monthly Rent - July (Annual Increase)	07/03/2025	56,286.93
Total for Check Number 21614:				56,286.93

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
21615	18 INV3026573	COPIERS NORTHWEST Daily Mail Pick-Up Services - July	07/03/2025	352.64
Total for Check Number 21615:				352.64
21616	324 61771-3	CRISTA MINISTRIES Tower Rental - June	07/03/2025	654.86
Total for Check Number 21616:				654.86
21617	586 2025-07	MEYDENBAUER CENTER Construction Employee Parking - July	07/03/2025	1,950.00
Total for Check Number 21617:				1,950.00
21618	331 07012025	ZEB MIDDLETON Mileage Reimbursement - June	07/03/2025	58.80
Total for Check Number 21618:				58.80
21619	46 18753 18757	NATIONAL TESTING NETWORK Background Investigation Services - 5x Background Investigation Services - 2x	07/03/2025	6,736.25 792.50
Total for Check Number 21619:				7,528.75
21620	841 07012025	JOSEPH PALI Peer Support Training - Travel Reimbursement	07/03/2025	145.60
Total for Check Number 21620:				145.60
21621	782 2274 2275	PSERN Operator Q3 Public Safety Radios X11 Q3 Public Safety Radios X34 & Consoles X29	07/03/2025	1,218.36 91,912.50
Total for Check Number 21621:				93,130.86
21622	712 163974	SUMMIT LAW GROUP PLLC General Legal Services - May	07/03/2025	510.00
Total for Check Number 21622:				510.00
21623	366 04212025 05212025 06212025	T MOBILE Cellular Services ACCT# 8760 Cellular Services ACCT# 8760 Cellular Services ACCT# 8760	07/03/2025	-18.71 18.71 18.71
Total for Check Number 21623:				18.71
21624	585 KFMJI18618 KFMJI18618	TRACE3, LLC Optical Cable Fiber Network Cable	07/03/2025	969.76 749.36
Total for Check Number 21624:				1,719.12
21625	499 130-157675	TYLER TECHNOLOGIES Red Hat Migration Services	07/03/2025	6,700.16
Total for Check Number 21625:				6,700.16
21626	79 6115857092	VERIZON WIRELESS Cellular Services ACCT# 3790	07/03/2025	1,453.25

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
Total for Check Number 21626:				1,453.25
21627	658 INV032832	WA ASSOCIATION OF SHERIFFS & POI Conference Registration - 1X	07/03/2025	400.00
Total for Check Number 21627:				400.00
21628	87 00185244	WA STATE PATROL Access User Fee - Q2 2025	07/03/2025	18,000.00
Total for Check Number 21628:				18,000.00
Total for 7/3/2025:				202,902.28
ACH	120 PPE 07062025 PPE 07062025 PPE 07062025 PPE 07062025 PPE 07062025 PPE 07062025	ADP Medicare - PPE 07062025 FMLA Taxes - PPE 07062025 Accrued Employment & WACares - PPE 07062025 Federal Taxes - PPE 07062025 Accrued Wages - PPE 07062025 Garnishments - PPE 07062025	07/11/2025	9,891.45 3,404.58 4,290.73 40,552.63 253,432.37 487.85
Total for this ACH Check for Vendor 120:				312,059.61
ACH	131 cos9qdu	HEALTH EQUITY HSA Monthly Admin Fee - July	07/11/2025	47.40
Total for this ACH Check for Vendor 131:				47.40
ACH	132 PPE 07062025	WILMINGTON TRUST MEBT Contributions - PPE 07062025	07/11/2025	45,269.71
Total for this ACH Check for Vendor 132:				45,269.71
ACH	133 PPE 07062025 PPE 07062025 PPE 07062025	DEPT OF RETIREMENT SYSTEMS PSERS Contributions - PPE 07062025 PERS Contributions - PPE 07062025 DCP Contributions - PPE 07062025	07/11/2025	31,263.79 21,405.37 826.30
Total for this ACH Check for Vendor 133:				53,495.46
ACH	837 PPE 07062025	ADP PHYSICAL CHECK ADP Physical Check 167 - PPE 07062025	07/11/2025	2,506.17
Total for this ACH Check for Vendor 837:				2,506.17
ACH	131 PPE 07062025	HEALTH EQUITY HSA Contributions - PPE 07062025	07/11/2025	1,581.22
Total for this ACH Check for Vendor 131:				1,581.22
Total for 7/11/2025:				414,959.57
21629	675 PPE 07062025	MISSIONSQUARE - 306590 ICMA 457 Contributions - PPE 07062025	07/15/2025	5,021.41
Total for Check Number 21629:				5,021.41
21630	569	NORCOM ASSOCIATED GUILD	07/15/2025	

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	JULY25	NAG Dues - July 2025		2,220.00
			Total for Check Number 21630:	2,220.00
21631	673 JULY25	PUBLIC SAFETY EMPLOYEES UNION PSEU Dues - July 2025	07/15/2025	824.38
			Total for Check Number 21631:	824.38
			Total for 7/15/2025:	8,065.79
ACH	120 695093070	ADP Workforce Now Payroll Solution Bundle PPE 07	07/18/2025	508.62
			Total for this ACH Check for Vendor 120:	508.62
ACH	630 46334 46363	SITECRAFTING INC Security Updates Monthly Managed Website Hosting - July	07/18/2025	758.50 99.00
			Total for this ACH Check for Vendor 630:	857.50
ACH	67 JUNE25	DEPT OF REVENUE Meydenbayer Center Employee Parking - Excise	07/18/2025	198.90
			Total for this ACH Check for Vendor 67:	198.90
ACH	692 06262025 06282025	ZIPLY FIBER Telephone Services ACCT# 0215 Telephone Services ACCT# 6115	07/18/2025	606.10 118.74
			Total for this ACH Check for Vendor 692:	724.84
ACH	785 07152025	NAVIA BENEFITS SOLUTIONS FSA Disbursements - 07152025	07/18/2025	1,374.86
			Total for this ACH Check for Vendor 785:	1,374.86
21632	718 11672659	ACCESS CORP Shredding Services - June	07/18/2025	205.66
			Total for Check Number 21632:	205.66
21633	364 06272025	AT&T Cellular Services ACCT# 7817	07/18/2025	197.52
			Total for Check Number 21633:	197.52
21634	3 06282025	AT&T MOBILITY Cellular Services ACCT# 6980	07/18/2025	117.21
			Total for Check Number 21634:	117.21
21635	11 52984 53022 53023	CITY OF BELLEVUE Q2 2025 CoLocation Monthly Parking Spaces - July Fiber Usage Rental Fee - July 2025	07/18/2025	20,109.60 1,835.93 477.00
			Total for Check Number 21635:	22,422.53
21636	15	CITY OF REDMOND FINANCE DEPT	07/18/2025	

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	FTI0000817	Public Safety Building Telecom Lease - Backup		43,779.85
			Total for Check Number 21636:	43,779.85
21637	18 INV3031038	COPIERS NORTHWEST Copier Lease - June	07/18/2025	25.68
			Total for Check Number 21637:	25.68
21638	388 07082025	NICK CURRY Summer Forum Training Conference Mileage Re	07/18/2025	235.20
			Total for Check Number 21638:	235.20
21639	447 SE-533142	FIRST CHOICE COFFEE SERVICES Ice Machine Rental - July	07/18/2025	121.22
			Total for Check Number 21639:	121.22
21640	751 806694	FISHER BROYLES, LLP Legal Services June - RAADAR	07/18/2025	711.00
			Total for Check Number 21640:	711.00
21641	733 07012025	SEAN GOEHNER Mileage Reimbursement For Shoreline Fire IT S	07/18/2025	68.60
			Total for Check Number 21641:	68.60
21642	252 11016010	KING COUNTY FINANCE KCIT INET Other MISC SVC - June	07/18/2025	750.00
			Total for Check Number 21642:	750.00
21643	557 11639999	LANGUAGE LINE SERVICES Over-The-Phone Interpretation - June	07/18/2025	287.58
			Total for Check Number 21643:	287.58
21644	505 1028003794	LEXISNEXIS RISK SOLUTIONS DORS Annual License/Support Fee - 10.1.24 - 9	07/18/2025	7,089.20
			Total for Check Number 21644:	7,089.20
21645	741 NOR0625	PACIFIC NORTHWEST GIGAPOP Internet Services - June	07/18/2025	500.00
			Total for Check Number 21645:	500.00
21646	52 99477 99478	PACIFICA LAW GROUP Legal Services June - Public Records Special Pro Legal Services June - General	07/18/2025	57.50 1,950.00
			Total for Check Number 21646:	2,007.50
21647	841 07062025	JOSEPH PALI Peer Support Training Per Diem Reimbursement	07/18/2025	84.00
			Total for Check Number 21647:	84.00
21648	772 8476	SNO911 Cost Share - Paging System Project - Milestone 1	07/18/2025	114,588.21

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
			Total for Check Number 21648:	114,588.21
21649	844 2089	UNCOMMON BRIDGES Strategic Plan Project Delivery - June	07/18/2025	4,614.75
			Total for Check Number 21649:	4,614.75
21650	167 07012025	MELISSA VIETH Summer Forum Training Mileage Reimbursemer	07/18/2025	249.20
			Total for Check Number 21650:	249.20
			Total for 7/18/2025:	201,719.63
21651	256 2025-528 2025-673	PUBLIC SAFETY TESTING INC Q2 Subscription Fees Q2 PST Candidate Agenct Test Site Add-On X7€	07/22/2025	1,165.00 988.00
			Total for Check Number 21651:	2,153.00
21652	711 3152	SHIELD ASSESSMENTS Pre-Employment Psychological Evaluations - 5X	07/22/2025	2,325.00
			Total for Check Number 21652:	2,325.00
21653	762 25072	SOUTH SOUND POLYGRAPH, LLC Polygraph Exam - 3X	07/22/2025	900.00
			Total for Check Number 21653:	900.00
			Total for 7/22/2025:	5,378.00
ACH	120 PPE 07202025 PPE 07202025 PPE 07202025 PPE 07202025 PPE 07202025 PPE 07202025	ADP Federal Taxes - PPE 07202025 Accrued Wages - PPE 07202025 Medicare - PPE 07202025 Accrued Employment & WACares - PPE 07202025 FMLA Taxes - PPE 07202025 Garnishments - PPE 07202025	07/25/2025	41,132.46 256,462.26 9,916.85 3,974.76 3,411.23 487.85
			Total for this ACH Check for Vendor 120:	315,385.41
ACH	131 PPE 07202025	HEALTH EQUITY HSA Contributions - PPE 07202025	07/25/2025	1,522.89
			Total for this ACH Check for Vendor 131:	1,522.89
ACH	132 PPE 07202025	WILMINGTON TRUST MEBT Contributions - PPE 07202025	07/25/2025	47,586.95
			Total for this ACH Check for Vendor 132:	47,586.95
ACH	133 PPE 07202025 PPE 07202025 PPE 07202025	DEPT OF RETIREMENT SYSTEMS DCP Contributions - PPE 07202025 PERS Contributions - PPE 07202025 PSERS Contributions - PPE 07202025	07/25/2025	829.35 17,002.02 29,291.11
			Total for this ACH Check for Vendor 133:	47,122.48

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
ACH	134 AUGUST25	COLONIAL LIFE Supplemental Insurance Premiums - August	07/25/2025	1,074.65
Total for this ACH Check for Vendor 134:				1,074.65
ACH	140 AUGUST25	RELIANCE STANDARD Life/LTD Insurance Premiums - August	07/25/2025	2,123.77
Total for this ACH Check for Vendor 140:				2,123.77
ACH	327 AUGUST25 AUGUST25 AUGUST25	ASSOCIATION OF WASHINGTON CITIZI Dental Premiums - August Medical Premiums - August Vision Premiums - August	07/25/2025	7,519.60 111,770.80 1,019.04
Total for this ACH Check for Vendor 327:				120,309.44
ACH	75 06102025 06102025 06102025 06112025 06112025 06112025 06112025 06112025 06132025 06132025 06132025 06132025 06132025 06132025 06142025 06182025 06182025 06222025 06232025 06232025 06232025 06242025 06242025 06252025 06262025 06262025 06262025 06262025 06282025 06302025 07022025 07022025 07032025 07032025 07092025 07092025 07092025	US BANK CORPORATE PAYMENT SYS Costco - Kleenex Indeed - Job Advertising Costco - Coffee & Coffee Creamer Amazon - Audio Encryption Encoder X11 Primo Water Delivery AC Hotel - WA APCO/NENA Summer Forum C AC Hotel - WA APCO/NENA Summer Forum C Washington Chapter FBINAA Training Conferer Amazon - HDMI Adapter & HDMI Extender 1Password Licenses x8 VistaPrint - Name Plate UPLIFT - Desk, Standing Mat & Cable Tie Mou Costco - Supervisor Desk Chair Primo Water Delivery T3E Company - Wireless Base Stations & Spare Costco - Kleenex Spark Hire - July Job Advertising Monthly Fee Amazon - Wire Connectors X1 & Plug Adapter 2 Amazon - Cord Protector Amazon - Febreze x2 Doodle - July Monthly Subscription Ryan Swanson & Cleveland PLLC Consultation Indeed - June Job Advertising Fee Hyatt Regency - NENA Conference Travel Acco Amazon - First Aid Kit Hyatt Regency - NENA Conference Travel Acco Amazon - Wireless Charging Station Primo Water Delivery Google - YouTube TV Indeed - Job Advertising Google - YouTube TV Amazon - Leadership Books X5 Amazon - Supervisor Books X8 1105 Media Events - Virtual Studio Live Develop Primo Water Delivery Costco - Training Room Office Chairs X7	07/25/2025	23.77 558.14 182.54 5,108.18 20.39 423.66 520.16 150.00 110.13 82.46 27.88 1,809.48 165.29 177.41 3,744.00 17.86 329.50 45.70 16.40 26.25 16.47 525.00 551.98 347.44 44.02 2,019.44 50.68 168.90 5.49 29.21 91.45 111.00 193.52 1,525.00 20.39 925.61
Total for this ACH Check for Vendor 75:				20,164.80
ACH	837 PPE 07202025	ADP PHYSICAL CHECK Physical Check #168 - PPE 07202025	07/25/2025	2,859.66

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
Total for this ACH Check for Vendor 837:				2,859.66
21654	675 PPE 07202025	MISSIONSQUARE - 306590 ICMA 457 Contributions - PPE 07202025	07/25/2025	5,030.39
Total for Check Number 21654:				5,030.39
21655	74 AUGUST25	UNUM Long Term Care Insurance Premiums - August	07/25/2025	780.00
Total for Check Number 21655:				780.00
Total for 7/25/2025:				563,960.44
21656	710 INV0329681	BRCK INC Telephone Services ACCT# 6571	07/29/2025	673.67
Total for Check Number 21656:				673.67
Total for 7/29/2025:				673.67
Report Total (72 checks):				1,397,659.38

NORCOM

ACTIVITY AUGUST 1, 2025, THROUGH AUGUST 25, 2025

Accounts Payable, Payroll, Electronic and Manual Payments Totaling: \$1,246,137.36

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation and that the claim is a just, due and unpaid obligation again NORCOM, and that I am authorized to authenticate and certify said claim.

Michael Olson, Treasurer

Date

We, the undersigned NORCOM Board Members, do hereby certify that claims in the amount detailed above are approved.

Governing Board Chair

Date

Governing Board Vice Chair

Date

501- Operating

For Period Ending August 26, 2025

	2025 Budget	August Activity	2025 Collected to Date	% collected
Agency Revenue	15,985,470	-	\$ 11,989,104	75%
Agency Reimbursements	215,000	18,007	\$ 132,757	62%
Grants/Intergovernmental/Interest	275,000	-	\$ 98,083	36%
Total	16,475,470	18,007	12,219,944	74%

Transfers In	1,600,000	-	\$ 1,030,000	64%
Revenues + Transfers	18,075,470	18,007	13,249,944	73%

Expenses

	2025 Budget	August Activity	2025 Spending to Date	% used	Remaining Balance
Salaries & Wages - Regular	9,865,115	\$ 701,620	\$ 5,487,646	56%	4,377,469
Salaries & Wages - Overtime	584,422	\$ 87,193	\$ 488,647	84%	95,775
Professional Reimbursements	4,200	\$ 646	\$ 3,231	77%	969
Medical	1,481,774	\$ 119,995	\$ 865,272	58%	616,502
HSA Contributions	24,298	\$ 2,543	\$ 16,895	70%	7,403
Dental	100,512	\$ 7,995	\$ 57,465	57%	43,048
Vision	13,321	\$ 1,092	\$ 7,859	59%	5,462
Long-Term Care	7,848	\$ 578	\$ 4,675	60%	3,173
FSA Fees	1,740	\$ -	\$ 1,200	69%	540
Medicare	153,654	\$ 10,570	\$ 80,273	52%	73,381
MEBT	678,231	\$ 49,029	\$ 372,231	55%	306,000
PERS	995,880	\$ 51,448	\$ 517,558	52%	478,322
Washington FMLA	25,178	\$ 2,072	\$ 15,730	62%	9,448
Unemployment	74,815	\$ 4,580	\$ 56,443	75%	18,372
Workers Comp	33,589	\$ 2,220	\$ 14,198	42%	19,390
Total Personnel	14,044,577	1,041,582	\$ 7,989,323	57%	6,055,254

Advertising	15,000	\$ -	\$ 14,241	95%	759
Bank Fees	25	\$ -	\$ -	0%	25
Cellular,Pager & Radio Svcs	24,540	\$ 82	\$ 12,804	52%	11,736
Computer Hardware-Non Capital	15,000	\$ -	\$ 10,552	70%	4,448
Consumable Goods	21,095	\$ 860	\$ 7,776	37%	13,319
Dues & Memberships	15,205	\$ 220	\$ 11,944	79%	3,261
Equipment Leases	24,420	\$ 280	\$ 14,559	60%	9,861
Facility Lease	854,649	\$ -	\$ 470,695	55%	383,954
Financial Audit	29,492	\$ -	\$ 21,213	72%	8,279
Hosted Services	274,301	\$ 8,932	\$ 140,123	51%	134,178
HR Services	113,453	\$ 9,117	\$ 103,636	91%	9,818
Insurance	168,750	\$ -	\$ -	0%	168,750
Legal Services	111,400	\$ 7,813	\$ 35,288	32%	76,112
Local Travel/Training/ Mileage	6,350	\$ 111	\$ 803	13%	5,547
Network Service	48,500	\$ 477	\$ 12,910	27%	35,590
Office Furniture	11,500	\$ 143	\$ 19,274	168%	(7,774)
Office Supplies	6,650	\$ 455	\$ 3,834	58%	2,816
Operating Supplies	4,500	\$ 2,074	\$ 10,558	235%	(6,058)
Parking Lease	31,263	\$ 3,371	\$ 20,899	67%	10,364
Payroll Services	20,000	\$ 677	\$ 9,727	49%	10,273
Postage	1,000	\$ 156	\$ 541	54%	459
Printing	1,550	\$ 30	\$ 506	33%	1,044
Professional Services	220,205	\$ 6,212	\$ 63,617	29%	156,588
R&M - Network Equipment	466,702	\$ -	\$ 343,592	74%	123,109
R&M - Office Equipment	2,500	\$ -	\$ -	0%	2,500
R&M - Software Maintenance	1,091,144	\$ -	\$ 497,532	46%	593,612
Radio Site Lease	65,752	\$ -	\$ 10,794	16%	54,958
Recruitment Supplies	2,000	\$ 33	\$ 92	5%	1,908
Small Tools & Minor Equipment	10,500	\$ 1,039	\$ 6,860	65%	3,640
Software/Licensing	269,458	\$ 3,315	\$ 71,954	27%	197,504
Telephone Services	44,578	\$ 993	\$ 21,564	48%	23,014
Training/Conf Registrations	30,000	\$ 1,045	\$ 7,599	25%	22,401
Training/Conf Registrations/ Travel	29,750	\$ (446)	\$ 11,339	38%	18,411
Transfers Out	600,000	\$ -	\$ 600,000	100%	-
Total Supplies & Services	4,631,232	46,990	\$ 2,556,824	55%	2,074,408
GRAND TOTAL	18,675,809	1,088,572	\$ 10,546,147	56%	8,129,662

502- Capital Projects

	2025 Budget	August Activity	2025 Spending to Date	% used	Remaining Balance
COOP: CAD Server RUBRICK	275,000	\$ 8,816	\$ 244,287	89%	30,713
Call Taking Protocol Systems	150,000	\$ 19,876	\$ 19,876	13%	130,124
Console Replacement	105,870	\$ -	\$ 85,471	81%	20,399
Internet Resiliency	75,000	\$ -	\$ -	0%	75,000
CAD Radio Interface	157,683	\$ -	\$ -	0%	157,683
CAD to Nice	35,000	\$ -	\$ -	0%	35,000
Alpha Numeric Paging	469,772	\$ -	\$ 174,545	37%	295,227
	1,268,325	28,692	524,178	41.3%	744,147

503- Equipment Replacement:

	2025 Budget	August Activity	2025 Spending to Date	% used	Remaining Balance
Desktops/Laptops/Phones	31,725	\$ -	\$ 15,056	47%	16,669
Network Costs	10,200	\$ -	\$ -	0%	10,200
Routers/Servers	153,200	\$ -	\$ 89,651	59%	63,549
Firewall	27,168	\$ -	\$ -	0%	27,168
	222,293	-	104,707	47.1%	117,586

505-E 911 Escrow

Revenues:	2025 Budget	August Activity	Collected to Date	% collected
E-911 Escrow	1,500,000	-	\$ 786,652	52%
Investment Interest	-	-	\$ 24,168	
	1,500,000	-	810,820	54%

Expenditures:	2025 Budget	August Activity	2025 Spending to Date	% used	Remaining Balance
Transfers Out	1,545,000	\$ -	\$ 1,030,000	67%	515,000

NORCOM Financial Summary

For Period Ending August 26, 2025

	2025 Amended Budget	Actual	Percent of Budget
<u>501 - Operating Fund</u>			
2025 Beginning Fund Balance	1,826,810	<i>1,826,810</i>	
Agency Revenue	15,985,470	\$ 11,989,104	75.00%
Other Revenue	490,000	\$ 230,840	47.11%
Transfers In	1,545,000	\$ 1,030,000	66.67%
Revenue Collected	18,020,470	13,249,944	73.53%
Total Resources	19,847,280	15,076,754	
Personnel Expenditures	14,044,576	\$ 7,989,323	56.89%
Operating Expenditures	4,031,232	\$ 1,956,824	48.54%
Transfers Out	600,000	\$ 600,000	100.00%
Total Expenditures	18,675,808	10,546,147	56.47%
Available Fund Balance	\$1,171,472	\$ 4,530,607	
<u>502 - Capital Projects Fund</u>			
2025 Beginning Fund Balance	653,756	<i>\$653,756</i>	
Agency Revenue	417,753	\$104,438	25.00%
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	200,000	200,000	100.00%
Revenue Collected	617,753	304,438	49.28%
0			
Total Resources	1,271,509	958,194	
Expenditures	1,243,325	\$ 524,178	42.16%
Transfers Out	-	\$ -	0.00%
Total Expenditures	1,243,325	524,178	42.16%
Available Fund Balance	\$28,184	\$434,016	
<u>503 - Equipment Replacement Reserve</u>			
2025 Beginning Fund Balance	226,930	<i>\$226,930</i>	
Agency Revenue	151,910	<i>\$37,978</i>	25.00%
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	200,000	200,000	100.00%
Revenue Collected	351,910	237,978	67.62%
Total Resources	578,840	464,908	
Expenditures	222,293	\$ 104,707	47.10%
Transfers Out	-	-	0.00%
Total Expenditures	222,293	104,707	47.10%
Available Fund Balance	\$356,547	\$360,200	

	2025 Amended Budget	Actual	Percent of Budget
<u>504 - Operating Expense Reserve</u>			
2025 Beginning Fund Balance	\$ 200,751	<i>\$200,751</i>	
Other Revenue	\$ -	-	0.00%
Transfers In	\$ 100,000	100,000	100.00%
Revenue Collected	100,000	100,000	100.00%
Total Resources	300,751	300,751	
Operating Expenditures	-	-	0.00%
Transfers Out	-	-	0.00%
Total Expenditures	-	-	0.00%
Available Fund Balance	\$300,751	\$300,751	
<u>505 - E-911 Escrow Trust</u>			
2025 Beginning Fund Balance	\$285,030	<i>\$285,030</i>	
Operating Revenue	1,500,000	\$ 786,652	52.44%
Investment Interest	-	24,168	0.00%
Revenue Collected	1,500,000	810,820	54.05%
Total Resources	1,785,030	1,095,850	
Expenditures	-	-	0.00%
Transfers Out	1,545,000	1,030,000	66.67%
Total Expenditures	1,545,000	1,030,000	66.67%
Available Fund Balance	\$240,030	\$65,850	
<u>506 - Rate Stabilization Reserve</u>			
2025 Beginning Fund Balance	\$1,114,855	<i>\$1,114,855</i>	
Non-Operating Revenue	-	-	0.00%
Transfers In	100,000	100,000	100.00%
Revenue Collected	100,000	100,000	100.00%
Total Resources	1,214,855	1,214,855	
Expenditures	-	-	0.00%
Transfers Out	-	-	0.00%
Total Expenditures	-	-	0.00%
Available Fund Balance	\$1,214,855	\$1,214,855	

Accounts Payable

Checks by Date - Detail by Check Date

User: mryerson
Printed: 8/25/2025 12:38 PM



Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
ACH	120	ADP	08/01/2025	
	696361741	Workforce Now Payroll Solution Bundle PPE 07		502.93
	695715631	ADP Payroll Services & Workforce Now		205.81
Total for this ACH Check for Vendor 120:				708.74
ACH	785	NAVIA BENEFITS SOLUTIONS	08/01/2025	
	07292025	FSA Disbursement - 07292025		159.10
Total for this ACH Check for Vendor 785:				159.10
ACH	785	NAVIA BENEFITS SOLUTIONS	08/01/2025	
	10994570	FSA Admin Fee - July		200.00
Total for this ACH Check for Vendor 785:				200.00
21657	364	AT&T	08/01/2025	
	07272025	Cellular Services ACCT# 7817		197.52
Total for Check Number 21657:				197.52
21658	783	BENDIKSEN & BALL POLYGRAPH	08/01/2025	
	NORCOM28	Pre-Employment Polygraph Exam - 4x		1,200.00
	NORCOM29	Pre-Employment Polygraph Exam - 3x		900.00
	NORCOM30	Pre-Employment Polygraph Exam - 2x		600.00
Total for Check Number 21658:				2,700.00
21659	6	CDW-GOVERNMENT INC	08/01/2025	
	AE9XC7I	Baracuda Email Protection- Email Gateway Defi		10,909.80
	ZR00721618	Carahsoft Paygo Subscription - 12.1.24 - 02.28.2		16,526.96
	ZR00752576	Carahsoft Paygo Subscription Credit For 12.1.24		-4,745.21
Total for Check Number 21659:				22,691.55
21660	8	CENTURYLINK	08/01/2025	
	07112025	Telephone Services ACCT# 5208		344.83
Total for Check Number 21660:				344.83
21661	9	CENTURYLINK	08/01/2025	
	744669432	Cellular Services ACCT# 5571		6.78
Total for Check Number 21661:				6.78
21662	11	CITY OF BELLEVUE	08/01/2025	
	53173	Monthly Rent - August		56,286.93
Total for Check Number 21662:				56,286.93
21663	324	CRISTA MINISTRIES	08/01/2025	
	61771-4	Tower Rental - July		654.86

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
			Total for Check Number 21663:	654.86
21664	293 FW113010	FIRSTWATCH Annual Support & Maintenance	08/01/2025	385.00
			Total for Check Number 21664:	385.00
21665	254 06272025	ANDREW JOHNSON NENA 2025 Conference - Car, Parking & Per Di	08/01/2025	509.92
			Total for Check Number 21665:	509.92
21666	46 18944	NATIONAL TESTING NETWORK Background Investigation Services - 12x	08/01/2025	19,020.00
			Total for Check Number 21666:	19,020.00
21667	843 16987	SNAP-TEX NORTHWEST, INC Console Replacement Project - 70% Deposit	08/01/2025	24,060.00
			Total for Check Number 21667:	24,060.00
21668	712 164729	SUMMIT LAW GROUP PLLC Legal Services - General Employment	08/01/2025	552.50
			Total for Check Number 21668:	552.50
21669	366 07212025	T MOBILE Cellular Services ACCT# 8760	08/01/2025	18.71
			Total for Check Number 21669:	18.71
21670	79 6118369632	VERIZON WIRELESS Cellular Services ACCT# 3790	08/01/2025	1,453.24
			Total for Check Number 21670:	1,453.24
21671	88 5035088279	WELLS FARGO FINANCIAL LEASING Copier Lease - July	08/01/2025	1,821.96
			Total for Check Number 21671:	1,821.96
21672	189 23594	ZAVTEK, INC UPS Emergency Call	08/01/2025	900.00
			Total for Check Number 21672:	900.00
			Total for 8/1/2025:	132,671.64
ACH	120 PPE 08032025 PPE 08032025 PPE 08032025 PPE 08032025 PPE 08032025 PPE 08032025	ADP Medicare Taxes - PPE 08032025 FMLA Taxes - PPE 08032025 Federal Taxes - PPE 08032025 Accrued Wages - PPE 08032025 Accrued Employment & WACares - PPE 08032025 Garnishments - PPE 08032025	08/08/2025	10,103.21 3,478.83 42,800.57 260,425.20 3,597.82 487.85
			Total for this ACH Check for Vendor 120:	320,893.48
ACH	131	HEALTH EQUITY	08/08/2025	

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	PPE 08032025	HSA Contributions - PPE 08032025		1,322.89
		Total for this ACH Check for Vendor 131:		1,322.89
ACH	132 PPE 08032025	WILMINGTON TRUST MEBT Contributions - PPE 08032025	08/08/2025	46,281.79
		Total for this ACH Check for Vendor 132:		46,281.79
ACH	133 PPE 08032025 PPE 08032025 PPE 08032025	DEPT OF RETIREMENT SYSTEMS PSERS Contributions - PPE 08032025 PERS Contributions - PPE 08032025 DCP Contributions - PPE 08032025	08/08/2025	29,842.86 17,464.17 827.01
		Total for this ACH Check for Vendor 133:		48,134.04
ACH	785 08052025	NAVIA BENEFITS SOLUTIONS FSA Disbursement - 08052025	08/08/2025	2,002.84
		Total for this ACH Check for Vendor 785:		2,002.84
ACH	131 oh079hx	HEALTH EQUITY Monthly Admin Fee - August	08/08/2025	43.45
		Total for this ACH Check for Vendor 131:		43.45
21673	675 PPE 08032025	MISSIONSQUARE - 306590 ICMA Contributions - PPE 08032025	08/08/2025	5,515.98
		Total for Check Number 21673:		5,515.98
21674	569 AUGUST25	NORCOM ASSOCIATED GUILD NAG Dues - August 2025	08/08/2025	2,368.00
		Total for Check Number 21674:		2,368.00
21675	673 AUGUST25	PUBLIC SAFETY EMPLOYEES UNION PSEU Dues - August 2025	08/08/2025	824.38
		Total for Check Number 21675:		824.38
		Total for 8/8/2025:		427,386.85
ACH	120 697536343	ADP Workforce Now Payroll Solution Bundle PPE 08	08/19/2025	471.57
		Total for this ACH Check for Vendor 120:		471.57
ACH	67 JULY25	DEPT OF REVENUE Meydenbayer Employee Parking - July Excise T	08/19/2025	198.90
		Total for this ACH Check for Vendor 67:		198.90
ACH	692 07262025 07282025	ZIPLY FIBER Telephone Services ACCT# 0215 Telephone Services ACCT# 6115	08/19/2025	606.05 108.48
		Total for this ACH Check for Vendor 692:		714.53
ACH	785 08122025	NAVIA BENEFITS SOLUTIONS FSA Disbursement - 08122025	08/19/2025	277.81

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
Total for this ACH Check for Vendor 785:				277.81
21676	3 07282025	AT&T MOBILITY Cellular Services ACCT# 6980	08/19/2025	82.38
Total for Check Number 21676:				82.38
21677	6 CB01085115 ZR00768245	CDW-GOVERNMENT INC Microsoft 365 Annual License - 7.8.25 - 7.7.26 Google Cloud - RAADAR - 6.1.25 - 6.30.25	08/19/2025	1,190.16 3,765.58
Total for Check Number 21677:				4,955.74
21678	11 53202 53202 53212	CITY OF BELLEVUE Monthly Parking Spaces - August Monthly Parking Spaces - August Fiber Usage Rental Fee - August	08/19/2025	1,222.43 613.50 477.00
Total for Check Number 21678:				2,312.93
21679	18 INV3046808	COPIERS NORTHWEST Copier Lease - July	08/19/2025	158.50
Total for Check Number 21679:				158.50
21680	609 5307-ADJ	DESTINY SOFTWARE AgendaQuick Annual License	08/19/2025	5,069.20
Total for Check Number 21680:				5,069.20
21681	447 SE-609757	FIRST CHOICE COFFEE SERVICES Ice Machine Rental - August	08/19/2025	121.22
Total for Check Number 21681:				121.22
21682	293 FW113039	FIRSTWATCH Annual Support & Maintenance - First Installme	08/19/2025	19,875.63
Total for Check Number 21682:				19,875.63
21683	586 2025-08	MEYDENBAUER CENTER Construction Employee Parking - August	08/19/2025	1,950.00
Total for Check Number 21683:				1,950.00
21684	331 08052025	ZEB MIDDLETON Mileage Reimbursement - July	08/19/2025	71.82
Total for Check Number 21684:				71.82
21685	728 161367	MULTICARE CENTERS OF OCCUPATIC Pre-Employment Physical Exam - 9X	08/19/2025	4,167.00
Total for Check Number 21685:				4,167.00
21686	711 3208	SHIELD ASSESSMENTS Pre-Employment Psychological Evaluations July -	08/19/2025	4,650.00
Total for Check Number 21686:				4,650.00
21687	762 25083	SOUTH SOUND POLYGRAPH, LLC Pre-Employment Polygraph Exam - 1X	08/19/2025	300.00

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
			Total for Check Number 21687:	300.00
21688	585 KFJMI18608	TRACE3, LLC Rubrik Deployment Services	08/19/2025	8,816.00
			Total for Check Number 21688:	8,816.00
21689	90 08042025	KHAI TRAN Mileage Reimbursement - Locution Travel	08/19/2025	39.20
			Total for Check Number 21689:	39.20
			Total for 8/19/2025:	54,232.43
ACH	120 698139577 PPE 08172025 PPE 08172025 PPE 08172025 PPE 08172025 PPE 08172025 PPE 08172025	ADP ADP Payroll Services & Workforce Now Accrued Employment & WACares - PPE 08172025 Medicare - PPE 08172025 Accrued Wages - PPE 08172025 Garnishments Payable - PPE 08172025 FMLA Taxes - PPE 08172025 Federal Taxes - PPE 08172025	08/22/2025	205.81 3,587.64 11,036.38 269,773.04 487.85 3,796.43 45,926.01
			Total for this ACH Check for Vendor 120:	334,813.16
ACH	131 PPE 08172025	HEALTH EQUITY HSA Contributions - PPE 08172025	08/22/2025	1,827.04
			Total for this ACH Check for Vendor 131:	1,827.04
ACH	132 PPE 08172025	WILMINGTON TRUST MEBT Contributions - PPE 08172025	08/22/2025	53,053.67
			Total for this ACH Check for Vendor 132:	53,053.67
ACH	133 PPE 08172025 PPE 08172025 PPE 08172025	DEPT OF RETIREMENT SYSTEMS PERS Contributions - PPE 08172025 DCP Contributions - PPE 08172025 PSERS Contributions - PPE 08172025	08/22/2025	17,903.81 850.85 34,136.04
			Total for this ACH Check for Vendor 133:	52,890.70
ACH	134 SEPT25	COLONIAL LIFE Supplemental Insurance Premiums - September 2025	08/22/2025	1,074.65
			Total for this ACH Check for Vendor 134:	1,074.65
ACH	140 SEPT25	RELIANCE STANDARD Life/LTD Insurance Premiums - September 2025	08/22/2025	2,416.94
			Total for this ACH Check for Vendor 140:	2,416.94
ACH	327 SEPT25 SEPT25 SEPT25	ASSOCIATION OF WASHINGTON CITIZENS Vision Premiums - September 2025 Dental Premiums - September 2025 Medical Premiums - September 2025	08/22/2025	1,181.16 8,755.52 128,840.30
			Total for this ACH Check for Vendor 327:	138,776.98
ACH	837	ADP PHYSICAL CHECK	08/22/2025	

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	PPE 08172025	Physical Check #172 - PPE 08172025		2,021.52
		Total for this ACH Check for Vendor 837:		2,021.52
ACH	837 PPE 08172025	ADP PHYSICAL CHECK ADP Check #170 - PPE 08172025	08/22/2025	2,103.44
		Total for this ACH Check for Vendor 837:		2,103.44
ACH	837 PPE 08172025	ADP PHYSICAL CHECK ADP Check #169 - PPE 08172025	08/22/2025	2,115.63
		Total for this ACH Check for Vendor 837:		2,115.63
ACH	837 PPE 08172025	ADP PHYSICAL CHECK ADP Check #173 - PPE 08172025	08/22/2025	2,078.44
		Total for this ACH Check for Vendor 837:		2,078.44
ACH	837 PPE 08172025	ADP PHYSICAL CHECK ADP Check #175 - PPE 08172025	08/22/2025	2,128.44
		Total for this ACH Check for Vendor 837:		2,128.44
ACH	837 PPE 08172025	ADP PHYSICAL CHECK ADP Check #174 - PPE 08172025	08/22/2025	2,008.23
		Total for this ACH Check for Vendor 837:		2,008.23
ACH	837 PPE 08172025	ADP PHYSICAL CHECK ADP Check #171 - PPE 08172025	08/22/2025	2,100.58
		Total for this ACH Check for Vendor 837:		2,100.58
ACH	837 PPE 08172025	ADP PHYSICAL CHECK ADP Check #177 - PPE 08172025	08/22/2025	2,012.20
		Total for this ACH Check for Vendor 837:		2,012.20
ACH	837 PPE 08172025	ADP PHYSICAL CHECK ADP Check #176 - PPE 08172025	08/22/2025	2,128.44
		Total for this ACH Check for Vendor 837:		2,128.44
ACH	75 07102025 07102025 07122025 07152025 07162025 07172025 07192025 07192025 07212025 07222025 07222025 07242025 07242025 07242025 07242025 07262025 07262025	US BANK CORPORATE PAYMENT SYS Safeway - Boost Raffle Winner Gift Card Safeway - Water Bottles Primo Water Delivery Costco - Kleenex, First Aid Supplies & Feminine Hyatt - APCO Conference Accommodation Rooi 1Password - Annual Software License x19 Amazon - Coffee Creamer Amazon - Adaptor Cables X2 VistaPrint - Desk Name Plate IKEA - Training Desk Michaels - Picture Frames For Recognition Amazon - Training Desk Parts - Wheels, Mount, Amazon - Note Pads & Stapler Amazon - AC Charger Replacement Cords x3 Doodle - August Subscription Primo Water Delivery AC Hotel - APCO Conference Accommodation l	08/22/2025	25.00 5.50 151.90 99.42 -347.44 2,007.54 25.50 28.68 30.15 143.38 38.09 179.53 27.41 94.20 16.47 160.41 -98.40

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	07272025	Amazon - Picture Frames X2 For Recognition		53.97
	07292025	Dollar Tree - New Hire Basket Supplies - Pencils		33.09
	07292025	Safeway - New Hire Basket Supplies - Chips & 1		16.48
	07292025	Amazon - Three Ring Binders 4Pack x3		64.59
	07292025	Amazon - Microfiber Cleaning Cloths		16.52
	07302025	Washington State Chapter - 2025 Fall Conferenc		820.00
	07302025	Costco - Coffee		135.96
	07302025	Amazon - Dry Erase Markers		26.49
	07302025	Amazon - Magnets		35.25
	07302025	Google - YouTube TV		5.49
	07312025	Amazon - USB Flash Drive & Wireless Printer		192.14
	07312025	T3E Company- Mute Switch x30		706.50
	07312025	Amazon - Black Toner Cartridge		81.70
	07312025	Amazon - Note Pads x3, Index Cards x2, Sticky		123.86
	07312025	Motorola - Wireless Surveillance Kit For Tactical		171.92
	08022025	Amazon - Tower Fan x2		140.48
	08052025	Google - Youtube TV		91.45
	08052025	Home Depot - Dust Off 3Pack x2		36.30
	08052025	Playback Now - One Year Streaming Access - Al		220.00
	08062025	1Password - Add On User License Annual Fee		100.34
	08062025	Northwest Trophy - 20 Year Plaque		66.38
	08062025	Primo Water Delivery		20.39
	08072025	Amazon - Tape, Writing Pad & Pens		77.34
	08072025	Amazon - Air Duster		41.86
	08072025	Embassy Consulting - Women In Wellness Conf		225.00
	08082025	Office Depot - Printer		82.53
	08082025	USPS - Roll Of Stamps X2		156.00
	08092025	Primo Water Delivery		160.41
Total for this ACH Check for Vendor 75:				6,489.78
21690	847	CLEAR CHOICE HEADSETS & TECHN	08/22/2025	
	0725033	Shipping Charge		18.11
	0725033	SHG S 600 NC Elite Headset		89.00
	0725033	SHG PTT 6-Wire Amplifier		119.00
	0725033	SHG S 300 NC W/ PL QD		55.00
	0725033	SHG S 700 Headset		85.00
	0725033	Over The Ear/Head Headset		79.00
	0725033	SHG S 500 NC Elite Headset		80.00
	0725033	Shipping Insurance Fee		6.27
	0825022	Wireless DECT Base		455.49
	0825023	Mute Switch - 4X		105.41
Total for Check Number 21690:				1,092.28
21691	18	COPIERS NORTHWEST	08/22/2025	
	INV3042000	Daily Mail Pick-Up - August		320.00
Total for Check Number 21691:				320.00
21692	751	FISHER BROYLES, LLP	08/22/2025	
	813338	Legal Services July - RAADAR		7,812.60
Total for Check Number 21692:				7,812.60
21693	557	LANGUAGE LINE SERVICES	08/22/2025	
	11680055	Oer-The-Phone Interpretation - July		278.66
Total for Check Number 21693:				278.66
21694	675	MISSIONSQUARE - 306590	08/22/2025	

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	PPE 08172025	ICMA 457 Contributions - PPE 08172025		5,375.46
			Total for Check Number 21694:	5,375.46
21695	520 4916	NORTHWEST AED Defibrillator Battery Replacement	08/22/2025	249.05
			Total for Check Number 21695:	249.05
21696	844 2119	UNCOMMON BRIDGES Strategic Plan - August	08/22/2025	5,892.15
			Total for Check Number 21696:	5,892.15
21697	74 SEPT25	UNUM Long Term Care Insurance Premiums - Septemb	08/22/2025	786.40
			Total for Check Number 21697:	786.40
			Total for 8/22/2025:	631,846.44
			Report Total (71 checks):	1,246,137.36



MEMORANDUM

To: Governing Board
From: Katy Myers, Executive Director
Date: 09/12/2025
Subject: Strategic Planning Process - Assessment Summary

Executive Summary:

Uncommon Bridges and the Steering Committee are completing the assessment phase of the strategic planning process. This phase included extensive stakeholder input (documents, 23 interviews, staff listening sessions, surveys, and environmental scans). UB will present high-level observations covering leadership, workforce, financial sustainability, technology, and governance. These findings set the stage for the October 10 Board discussion, where priorities will be refined and the planning phase will begin.

Background:

- April 12, 2024 – The Board began discussion around strategic planning for NORCOM.
- May 10, 2024 – The Board approved the creation of the strategic plan scoping subcommittee charged with establishing goals, objectives, scope and processes for the future of NORCOM.
- September 13, 2024 – The proposal of the scoping committee was presented to the Board and the Board stood up a Strategic Plan Steering Team.
- December 13, 2024 – The Board approved publication of the Strategic Planning RFP, and the 2025 adopted budget included funds for the project.
- April 11, 2025 – The Board approved for the Executive Director to enter into a consulting contract with Uncommon Bridges.

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

This update does not amend or create new policy. The update is informational, but it frames future policy decisions the Board will make on priorities, core services, financial models, and governance.

NORCOM Staff Recommendation:

NORCOM staff recommends that the Board receive the updated information.

Staff Comments:

Nothing additional

Options

Risks

Finance Committee Review: No

Legal Review: No

Joint Operations Board Review: No



MEMORANDUM

To: Governing Board
From: Katy Myers, Executive Director
Date: 09/12/2025
Subject: 911 Wireless Call Routing Changes

Executive Summary:

King County is updating how wireless 911 calls are routed. Currently, all wireless calls placed within the county are delivered to one of five primary PSAPs (WSP-Bellevue, KCSO, Seattle PD, Valley Comm, or NORCOM). If the primary PSAP does not provide the necessary dispatch service for the caller's jurisdiction, the call is transferred to the appropriate secondary PSAP. For example, in NORCOM's service area, wireless 911 calls are delivered to NORCOM, and if the caller reports a police matter in Redmond PD's jurisdiction, the call is transferred.

Technological improvements have been made so that approximately 90% of wireless calls within NORCOM's area can now be accurately located within seconds of connection. With this improvement and the support of the Regional Advisory Governing Board (RAGB), wireless 911 calls will be delivered directly to the PSAP that dispatches for the caller's police jurisdiction.

This change is expected to:

- Reduce transfers from NORCOM to Redmond PD.
- Increase transfers from Redmond PD to NORCOM for fire/EMS calls.
- Reduce overall transfers between agencies across King County.

For callers, the change improves efficiency overall, though some, primarily residents in Redmond, seeking fire or EMS will experience more frequent transfers, similar to other NORCOM-served communities such as Eastside Fire & Rescue and Shoreline. Communities like Issaquah, however, will benefit from fewer transfers, as their calls will route directly to Issaquah PD rather than KCSO.

The change is scheduled for **September 17, 2025**. NORCOM will closely monitor shifts in 911 call volumes and transfer data to assess impacts and report back.

Background:

February 2023: The Board was briefed on potential restructuring of wireless routing. Staff noted that all wireless calls were routed to five PSAPs and that future technology would allow direct routing to city PSAPs (e.g., Redmond PD, Bothell PD).

The King County 911 Program Office sought PSAP input to the Regional Advisory Governance Board (RAGB). Impacts discussed included fewer overall transfers, but possible added transfer time for fire/EMS calls routed first to police PSAPs.

NORCOM 2024 Call Volume (Class of Service):

- Wireline/VOIP: 32,633 (17%)
- Wireless: 160,052 (83%)
- Unknown: 787 (<1%)
- **Total:** 193,472

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

This update does not amend or create new policy. However, it reflects a significant operational change with implications for efficiency, workload balance, and community expectations. NORCOM will track and analyze transfer data to guide future operational or policy discussions.

NORCOM Staff Recommendation:

NORCOM staff recommends the Board receive the updated information and provide feedback.

Staff Comments:

Nothing additional

Options

Risks

Caller Experience: Redmond residents may perceive more frequent transfers for fire/EMS calls.

Public Expectations: Residents may not understand why calls are transferred when they hadn't been previously. Public communication may be needed if concerns arise.

Technology Transition: As with any countywide 911 system change, rollout may involve technical issues. NORCOM will monitor closely and coordinate with King County 911 and PSAP partners.

Finance Committee Review: No

Legal Review: No

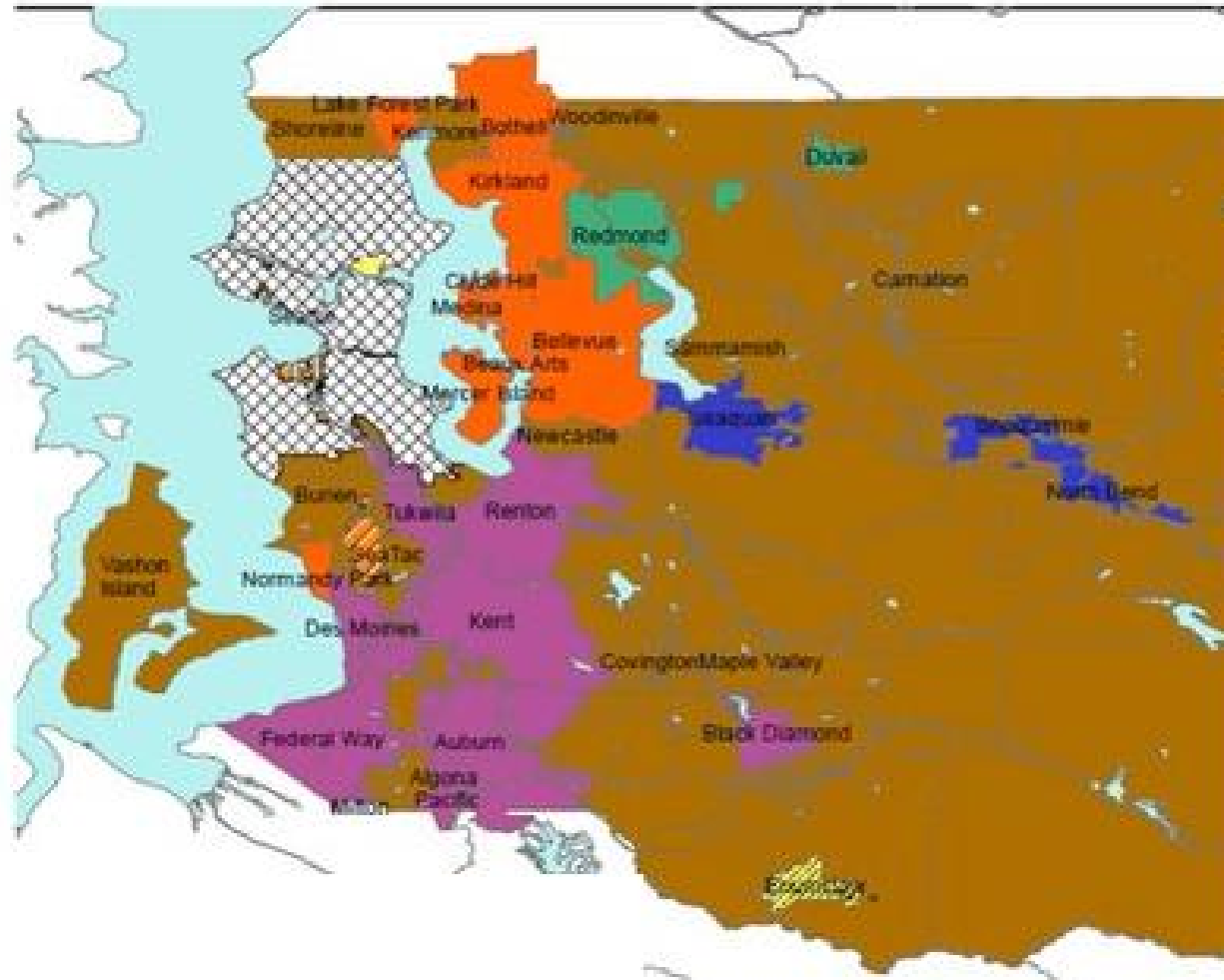
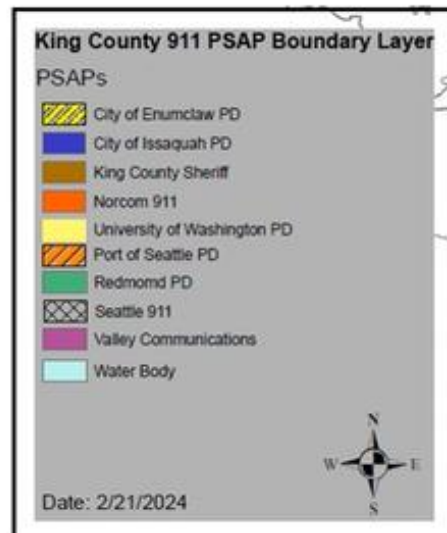
Joint Operations Board Review: No

Attachments

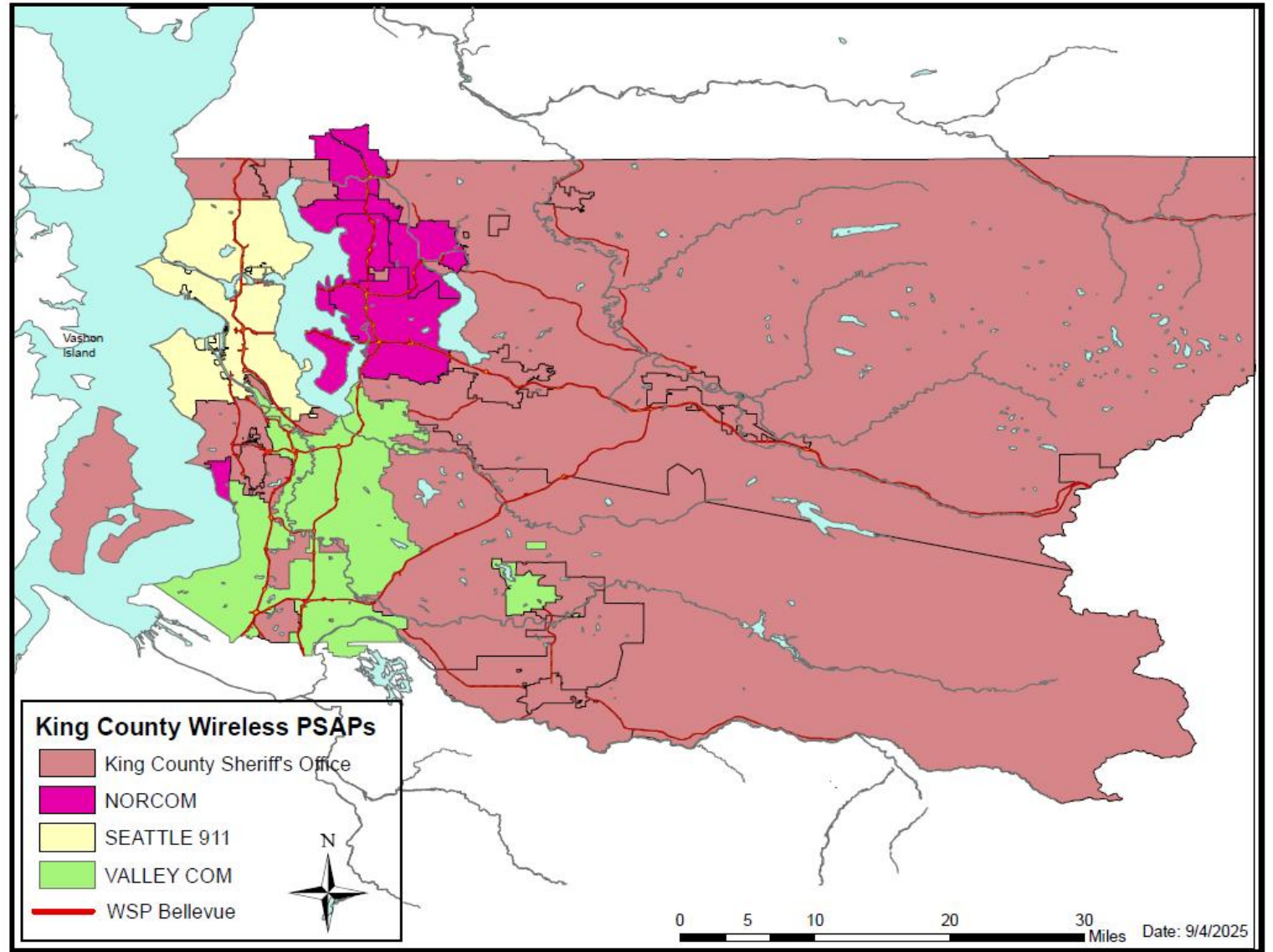
911 Wireless Call Routing

911 Wireless Call Routing Changes

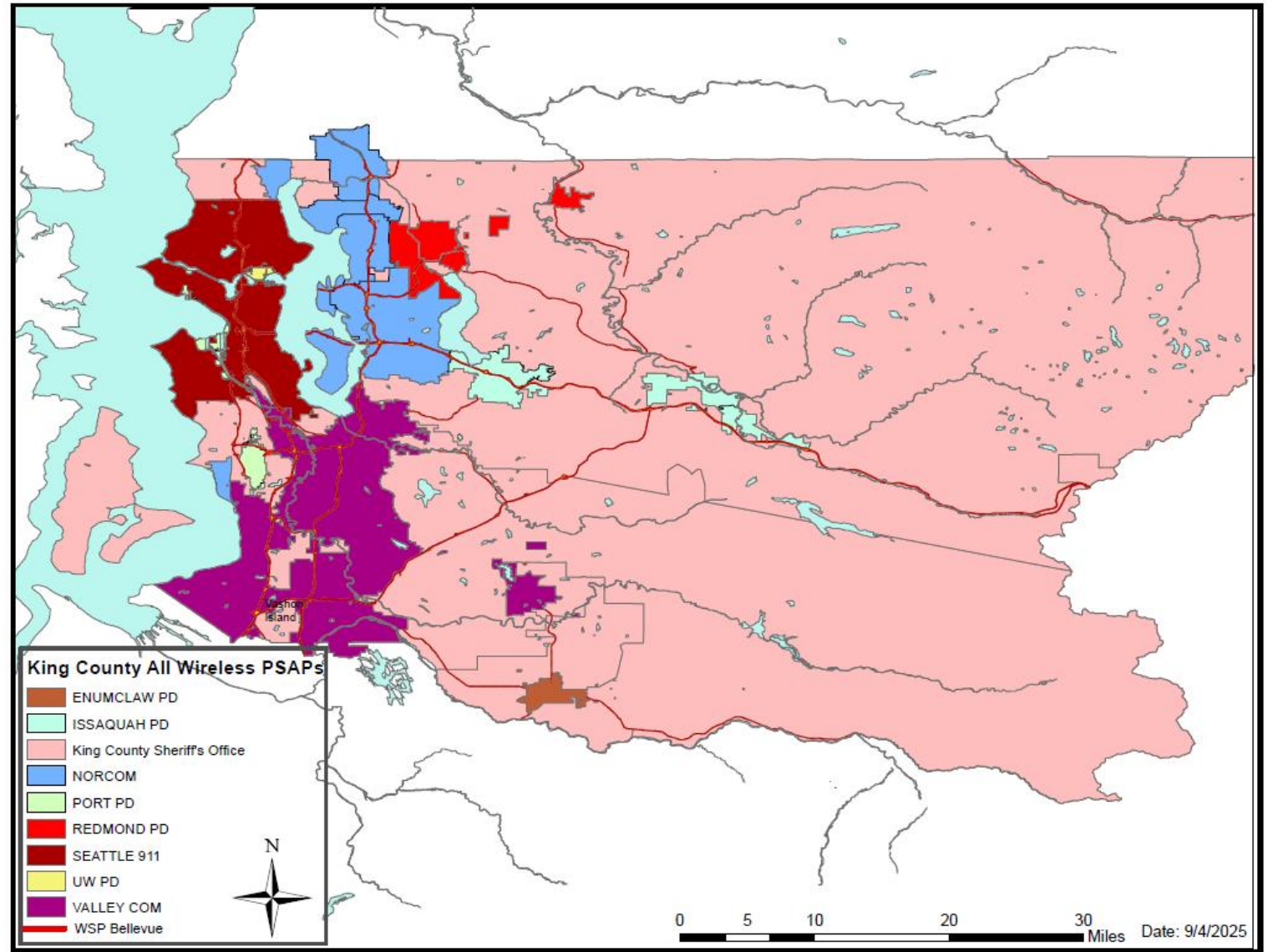
King County VOIP/Landline 911 Routing



Wireless Routing Current

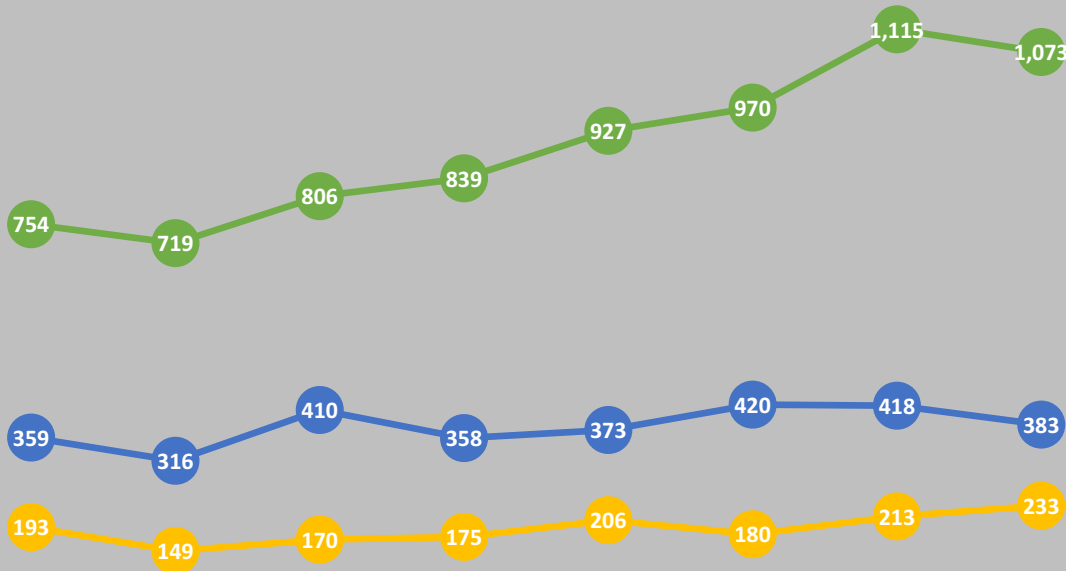


Wireless Routing After



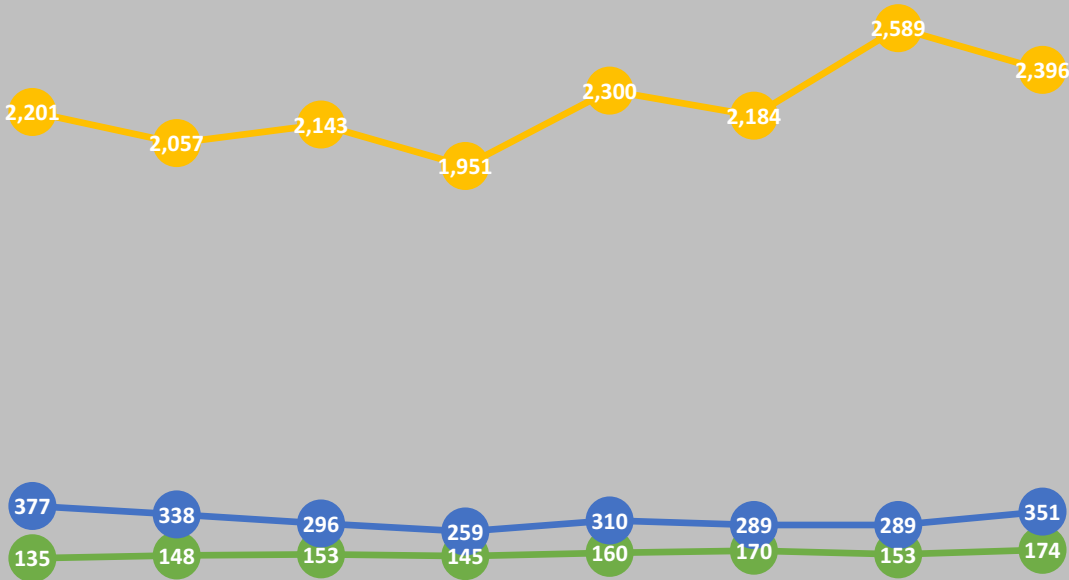
911 Transfers From NORCOM by Month in 2025

Redmond PD Washington State Patrol, BELLEVUE KCSO [King County Sheriffs Office]



911 Transfers To NORCOM by Month in 2025

Redmond PD Washington State Patrol, BELLEVUE KCSO [King County Sheriffs Office]





MEMORANDUM

To: Governing Board
From: Katy Myers, Executive Director
Date: 09/12/2025
Subject: Approval for Advanced School of Leadership

Executive Summary:

NORCOM staff requests approval to fund hosting the Advanced School of Leadership program, taught by SCGI Performance Management Consulting and led by Dr. De Hicks, President and CEO. The program is designed for 6 Dispatch Supervisors, the soon-to-be-selected Operations Manager, and the 2 Liaison positions. It provides a 9-month hosted leadership academy experience.

The total cost is approximately \$40,000. While this expense is not included in the current budget, it will be covered fully by salary savings from the reclassification of the Deputy Director of Operations to the Operations Manager role. The Finance Committee has reviewed and supports this expenditure.

With the transition to a new Executive Director and organizational structure changes, this is a perfect opportunity to invest in the Operations Leadership Team. This group is the backbone of NORCOM's service delivery, and no cultural or operational change can succeed without them functioning as a high-performing, cohesive team. The course offers a rare chance to build shared leadership capacity at exactly the time NORCOM is preparing to move from assessment into planning under the Strategic Plan. This is a significant investment in NORCOM's leadership capacity, directly aligned with the strategic plan assessment findings that staff are our greatest strength and that leadership, communication, and culture are critical areas for sustained improvement.

Dr. De Hicks has more than thirty years of experience working with 911 centers in Washington State and across the nation. He is the author of several books on leadership and organizational development and serves as a leadership strategist and coach to more than 200 organizations.

Background:

Each supervisor at NORCOM has completed an initial 40-hour supervisor course, providing a foundation of management skills. The Advanced School of Leadership builds on this base, offering:

- A deeper curriculum in organizational strategy, change management, and communication.
- A hosted, cohort-style experience that develops shared leadership approaches across the Operations leadership team.
- Practical application assignments between each session.

This program responds to the themes highlighted in the Strategic Planning Assessment (September 2025), which emphasized the importance of strong, consistent leadership, addressing staff burnout, and formalizing career paths.

Past Board or Other Related Actions:

Policy and Strategic Implications:

This request does not amend or create new policy. However, it has significant strategic implications: Bringing the entire Operations Leadership Team through this program together will foster a unified, cohesive approach to the future. This structured method of developing high-performing teams will be instrumental to NORCOM's long-term success as we work to recruit and retain exceptional talent, enhance efficiency in service delivery, and adapt to the evolving needs of the profession and our public safety partners. Approval of this investment will:

- **Support Strategic Priorities:** Aligns with NORCOM's mission and vision to be both a great place to work and a leader in service delivery.
- **Invest in Our People:** Addresses identified gaps in leadership development and workforce sustainability.
- **Improve Organizational Culture:** Equips supervisors and managers with the tools to address communication challenges, accountability concerns, and retention risks.

NORCOM Staff Recommendation:

NORCOM staff recommends the Board approve funding of \$45,000 for the Advanced School of Leadership program for supervisors, the Operations Manager, and the liaisons, with costs covered by salary savings.

Staff Comments:

Nothing additional

Options

Risks

Change Management: As NORCOM faces ongoing operational and technological changes (e.g., Next Gen 911, RAADAR), strong leadership skills are essential to manage transitions effectively.

Cultural Risks: Without investment in leadership capacity, risks identified in the strategic assessment—burnout, inconsistent communication, and culture gaps—may persist or worsen.

Financial Risks: Minimal, as the program is fully funded by existing salary savings and does not create additional budget pressure.

Finance Committee Review: Yes

Completed, and supports approval

Legal Review: No

Joint Operations Board Review: No

Attachments

Advanced School of Leadership

ASOL Agreement

Biography Dr. DE Hicks

Advanced School of Leadership

- Delivered by SCGI Performance Management Consulting (Dr. De Hicks)
- Participants: 6 Dispatcher Supervisors, 2 Liaisons, new Operations Manager
- Cost \$40,000 fully funded by salary savings, with Finance Committee support
- Builds and strengthens the operations leadership team during Executive Director transition and beyond
- Directly supports strategic plan themes: leadership, culture & workforce sustainability

NORCOM 911



Letter of Agreement for Advanced School of Leadership 2025-2026

Prepared for Katy
Myers, Deputy Director

SCGI, through Dr. De Hicks and Donnie Quitugua will provide the following:

Facilitation of the Advanced School of Leadership Course Nov 2025 ~ Jul 2026

Dr. De Hicks and Donnie Quitugua will facilitate this advanced leadership training course over a 9-month period in support of the Agency's goals to develop Supervisory Leaders throughout the organization, and to enhance the Agency's ability to address current complex organizational and workplace culture challenges. The ASOL will deepen the "leadership bench" by orienting participants to the sophisticated challenges of leading a growing emergency communications agency.

1. The ASOL will allow participants to assess and advance Core Leadership Competencies, and commensurate skills, essential to effective leadership at NORCOM 911.
2. The ASOL will guide participants through the steps necessary to prepare for enhanced leadership effectiveness in the future.

The ASOL will meet monthly as a group for nine (9) months to engage around one of the Core Leadership Competencies and apply it to real-time challenges the agency Supervisors/Leaders face. Participants will also complete practical application assignments between each session.

The Course is designed for up to 15 participants.

Instructor: Dr. De Hicks Course

Class Facilitator: Donnie Quitugua

Executive/Supervisory/Leadership Coaching:

(8) 1-hr., Monthly Coaching Calls (Nov '25 – Jul '26) provided for selected Supervisors/Leaders.

FEE:

(9) Tuition/Facilitation of the Advanced School of Leadership:	\$37,500.00
(8) Executive Coaching Sessions per Supervisor/Leader (per person*):	\$4,000.00*

**Fees due in advance upon signed agreement to secure dates.*

Proposed dates:

- | | | |
|--------------------------------------|-------------------------------|-------------------------------|
| 1. Thu., Nov 20 th , 2025 | 4. Wed., Feb 11 th | 7. Wed., May 13 th |
| 2. Wed., Dec 10 th | 5. Wed., Mar 11 th | 8. Wed., Jun 10 th |
| 3. Wed., Jan 14 th , 2026 | 6. Wed., Apr 15 th | 9. Wed., Jul 8 th |

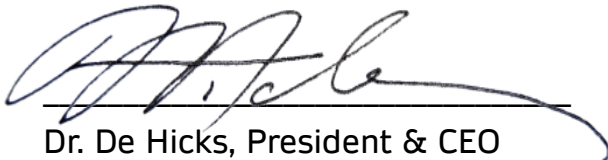
*Class Times: 10:00am – 3:00pm; dates to be confirmed and agreed upon by Katy Myers and Donnie Quitugua.

Contacts:

Dr. De Hicks
President & CEO, SCGI
360.698.3524 (o)
360.710.9523 (c)
dehicks@dehicks.com

Donnie Quitugua
Executive Vice President & COO, SCGI
360.698.3524 (o)
360-710-9523 (c)
donnie@dehicks.com

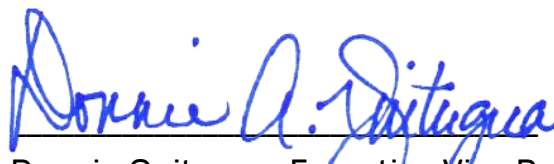
This Professional Services Agreement is entered into by:


Dr. De Hicks, President & CEO
SCGI, HILT Academy and the RMC
Group of Companies

Katy Myers, Deputy Director
NORCOM 911

Date: August 7th, 2025

Date: _____


Donnie Quitugua, Executive Vice President & COO
SCGI, HILT Academy and the RMC
Group of Companies

Date: August 7th, 2025



DR. DE HICKS

Dr. De Hicks is the Founder and President of the RMC Group of Companies which includes SCGI, a research firm dedicated to improving performance of high-impact, mission-oriented organizations, and the HILT Academy, a virtual Leadership Development School. SCGI's research, led by Dr. Hicks, has resulted in significant gains in impact and productivity for newly minted and experienced leaders. His research has resulted in breakthroughs in the science of habit formation, effective decision-making, cross-functional, and interdisciplinary communication, conflict management, change management as well as groundbreaking insights into stress management. Dr. Hicks has 40 years of experience in researching, teaching, complex problem solving, conflict resolution, negotiation, mentoring and coaching and strategic change management. Dr. Hicks is a featured speaker at conferences across the United States and works effectively with small and large groups. His firm's clients have included the Department of Defense's Command University and Trident Refit Facility, Multiple Police and Fire Departments, 9-1-1 Emergency Communications Centers, Healthcare consortiums, Universities, Software Development firms, Investment Funds, Broadcast and Print Journalism Enterprises, and International Trade Consortiums.

DONNIE QUITUGUA

Donnie Quitugua is the Executive Vice President and Chief Operating Officer for The RMC Group of Companies, and it's subsidiary SCGI, a nationally recognized performance management research firm and the HILT Academy, a virtual Leadership Development School. As EVP, Donnie operationalizes strategic plans across all RMC companies, heads research teams and leads executive search and placement. He also facilitates executive coaching nationwide and oversees the RMC Group of executives and managers. Donnie joined the leadership of SCGI in 2009 as Talent Development Practice Manager for the West Coast and quickly assumed company-wide responsibilities as Director of Operations. In July of 2014, he became Executive Vice President & COO and took on responsibility for investment and acquisition management and strategic implementation across the RMC Group of Companies.



MEMORANDUM

To: Governing Board
From: Katy Myers, Executive Director
Date: 09/12/2025
Subject: August & September IT & Operations Newsletters

Executive Summary:

The IT & Operations Newsletters contain updates and other important topics. The Newsletters are presented to the Board for review, input, and questions.

Background:

The Newsletters are routinely provided to the Board.

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

N/A

NORCOM Staff Recommendation:

NORCOM Staff recommends the Board review the updates and offer input or questions as desired.

Staff Comments:

N/A

Options

Risks

Finance Committee Review: No

Legal Review: No

Joint Operations Board Review: No

Attachments

August IT & Ops Newsletters

September IT & Ops Newsletters



Radio

PSERN to CAD Interface

Tyler Technologies is working with Motorola to create a new interface.

Project, Systems and Programs

Records Replacement Project

NORCOM has initiated an early evaluation of Tyler Technologies' Enterprise Records as a possible replacement for our current RMS system, LERMS. This review includes Tyler's new Report Writing tool for mobile field reporting and would involve a full platform transition rather than an upgrade. The evaluation is in its initial stages, focusing on gathering agency requirements to ensure any future system supports interoperability, data sharing, and efficient operations across all police agencies. No final decisions have been made at this time.

Windows 11

Work continues on NORCOM's transition to Windows 11 ahead of Windows 10 end-of-life in late 2025. All administrative and IT workstations have been upgraded, and half of the dispatch workstations are now complete. The remaining dispatch workstation conversions are being carefully planned and phased in to minimize disruption to operations. This project remains on track for completion before the Q4 2025 deadline.

Warm Backup Solution

With funding from NORCOM's 2025 capital projects budget, we have moved forward with plans to establish a warm backup site at RCECC. Rubrik was selected as our backup solution, the appliances have been installed, and we are now working with the vendor to configure the software to our specifications.

Internet Resiliency

This capital-funded project aims to strengthen redundancy and safeguard operations against potential outages. In July, significant progress was made with the signing of a contract for NORCOM's dedicated iNET connection at Redmond

Police Department and the purchase of networking equipment to support the new link. Work also continues to identify the best option for the third ISP. The target for implementation remains Q1 2026.

911 Console Replacement

The sound paneling installation, the final phase of the 911 console replacement project, is now complete.

Multi-factor Authentication

Multi-factor authentication (MFA) has now been rolled out NORCOM-wide, enhancing security for all staff across IT, administrative, and dispatch teams. This marks a significant milestone in strengthening our access controls and protecting critical systems.

Network & Security Specialist Position

NORCOM has successfully hired a new Network and Security staff member, Rasaq Adebiyi, who started on July 28. Rasaq is actively engaging with staff and participating in ride-alongs to gain a deeper understanding of the communities NORCOM serves.

E-Mail Retention

NORCOM's new email retention policy has now been rolled out organization-wide. Since implementation, approximately 1.5 million emails have been deleted to help align with state records retention requirements. Following the initial rollout to IT and administrative staff in June, dispatch personnel were included in early August, completing the final phase of this important initiative.

IT Service Desk

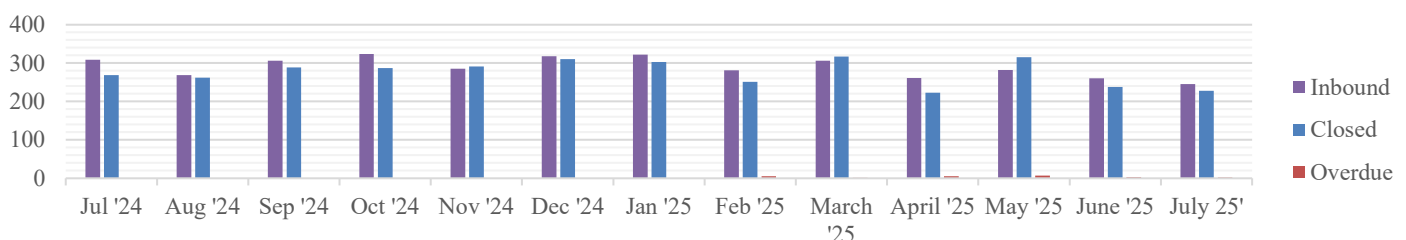
Surveys

Each requester that has a ticket closed receives a link to a four-question survey. Each question is rated on a three-choice scale, with an opportunity to share comments.

Last Month: 7 surveys were returned (28 ratings)

- Better than expected – 17
- As expected – 10
- Worse than expected – 0

Service Desk Tickets



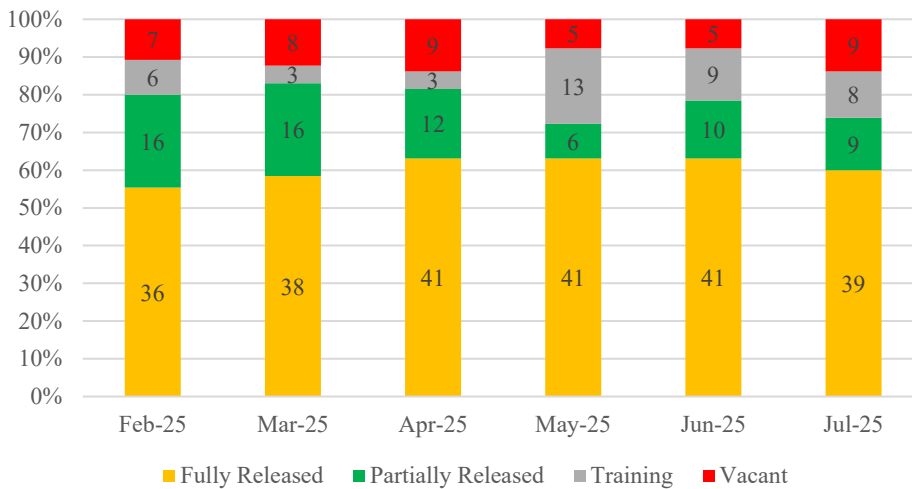


911 OPERATIONS UPDATES

From: Katy Myers, Director

August 2025

PST Staffing Levels



**Congratulations to our
Call Receiving Academy
#47 for successfully
completing academy
finals and moving to on-
the-job training:**

**Talor C
Braxton B
Jessie M
Layla A
Sakinah A
Kelly M**

Operational Updates

Last month, we rolled out several initiatives to streamline communication, improve clarity for staff, and enhance day-to-day operations in the dispatch center:

- Operational Change List & Calendar** – We created a centralized tool to track all operational changes. This single reference point allows staff to easily see what has changed over time, with direct links to related procedures, training materials, and supporting documents.
- Consolidated Position Expectations Procedure** – We issued Procedure 11-103-12, *PST Expectations*, effective August 1, 2025. This procedure combines historical operational bulletins, training bulletins, and directives into one streamlined document. It also introduces new processes, including updated guidelines for backup radio positions and a dedicated break relief role.
- Dedicated Break Relief Position** – This new role ensures consistent coverage during breaks, reducing disruptions to primary positions and maintaining service quality. Staff were provided with a short training video and procedure sign-off process to ensure everyone is aligned.
- Seasonal & Specialty Incident Refresher Training** – We delivered just-in-time refresher training on procedures for summer fire and trail responses, as well as marine incidents. These less frequent, often seasonal situations require unique considerations, and the training helps keep those protocols fresh in mind.

These updates are part of our ongoing focus on operational clarity, efficiency, and support for our team—helping us maintain excellence in service delivery while adapting to evolving needs.



Information Technology Updates

From: Andrew Johnson, Acting IT Manager

September 2025

Radio

PSERN to CAD Interface

Tyler Technologies is working with Motorola to create a new interface.

VHF Radio Replacements

NORCOM has acquired new VHF base station radios to replace aging equipment. This is part of our ongoing modernization of the VHF infrastructure, aimed at supporting current business practices while making the system easier to operate, troubleshoot, and maintain. The upgraded radios will provide more reliable communications for our agencies and help ensure seamless interoperability across the region. Installation and rollout are being coordinated carefully to minimize any disruption to day-to-day operations.

Project, Systems and Programs

Records Replacement Project

NORCOM has completed business process reviews with Lake Forest Park and Kirkland Police Departments as part of our assessment of potential replacements for the LERMS records management system. These reviews provide valuable insight into agency workflows, operational needs, and opportunities for improvement. Additional sessions with other partner agencies are scheduled in the coming months to ensure that any future solution is designed around shared requirements, streamlined processes, and effective collaboration.

Windows 11

NORCOM's migration to Windows 11 is progressing, with more than half of the dispatch workstations already transitioned. The remaining upgrades are being phased in carefully to avoid disruption. In addition, NORCOM has formally advised all partner agencies that any computer connecting to the NORCOM network must be migrated off Windows 10 by the end of this year, as Microsoft will end support and security updates, leaving those systems vulnerable to cybersecurity risks.

Warm Backup Solution

NORCOM's warm backup project at RCECC continues to

move forward. Following installation of the Rubrik appliances, our team has begun configuring the equipment and establishing schedules to back up critical systems. These steps are an important part of ensuring that NORCOM's data is protected and can be restored quickly in the event of a failure or outage.

Internet Resiliency

Work is underway to configure NORCOM's dedicated iNET connection at Redmond Police Department, which will provide a critical secondary path for network resiliency. Quotes are also being gathered for the supporting network hardware needed at Redmond. Looking ahead, NORCOM intends to add a third ISP through Amazon's satellite-based Kuiper service once it becomes available at the end of the year. These steps keep the project on track toward its goal of full implementation in early 2026.

Cybersecurity and Physical Security Assessment

At NORCOM's initiative, CISA (the Cybersecurity and Infrastructure Security Agency) recently conducted a no-cost cybersecurity assessment that provides ongoing port scanning and web application scanning. These tools strengthen our defenses by identifying vulnerabilities before they can be exploited, adding an important layer of protection to NORCOM's critical systems. In addition, CISA visited our facility to complete a physical security assessment, and we are awaiting their report and recommendations. NORCOM plans to continue partnering with CISA through future assessments, including more in-depth internal reviews and penetration testing, to ensure our security posture remains strong.

IT Service Desk

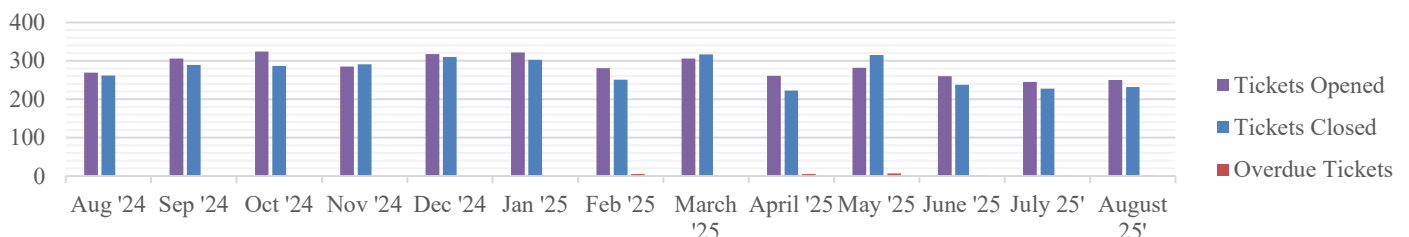
Surveys

Each requester that has a ticket closed receives a link to a four-question survey. Each question is rated on a three-choice scale, with an opportunity to share comments.

Last Month: 5 surveys were returned (20 ratings)

- Better than expected – 19
- As expected – 1
- Worse than expected – 0

Service Desk Tickets



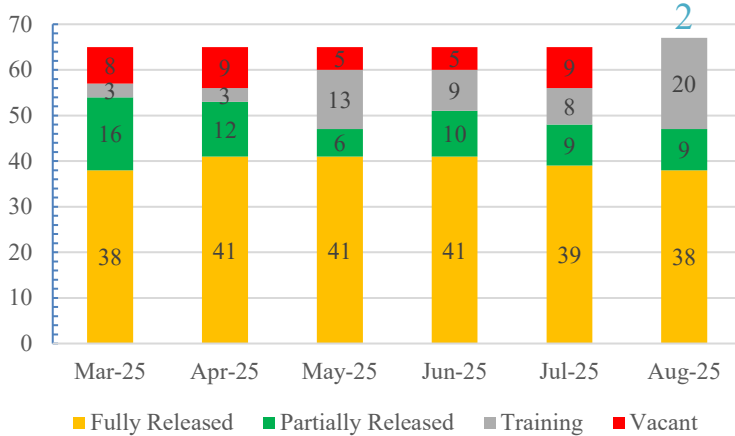


911 OPERATIONS UPDATES

From: Katy Myers, Director

September 2025

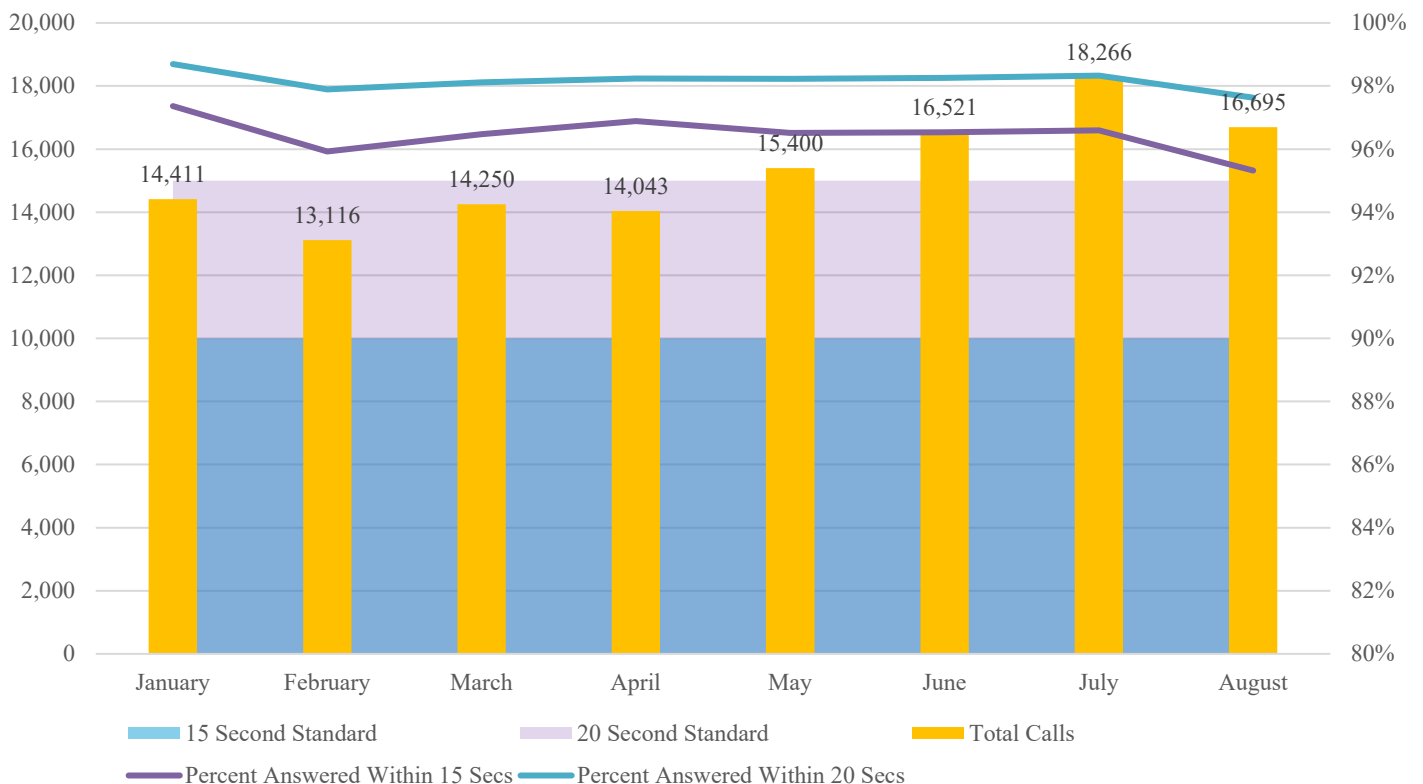
PST Staffing Levels



Welcome our newest Call Receiving Academy #48:



9-1-1 Answer Times





MEMORANDUM

To: Governing Board
From: Katy Myers, Executive Director
Date: 09/12/2025
Subject: Chair Position

Executive Summary:

Due to unforeseen circumstances, Deputy City Manager Toni Call will be unable to complete her term as Governing Board Chair. Per the NORCOM Interlocal Agreement (ILA) the Vice-Chair shall assume the Chair for the balance of the term. This leaves the Vice-Chair position vacant. The Board may consider filling the Vice-Chair position.

Background:

NORCOM Interlocal Agreement Section 6j (Officers) states "In the event of a vacancy in the Chair positions, the Vice-Chair shall assume the Chair for the balance of the term of the departed Chair. In the event of a vacancy in the Vice-Chair position, the Governing Board shall by Simple Majority Vote elect a new Vice-Chair to serve to the balance of the term of the departed Vice-Chair. An officer elected to fill the unexpired term of his or her predecessor shall not be precluded from serving a full annual term of office following the end of such unexpired term."

Resolution 211, passed by a Supermajority Vote of the Governing Board on February 9, 2024 which modified the ILA Section 6j (Officers) to read "Annually thereafter, at the January regular meeting or the next regular meeting thereafter, the Vice Chair shall assume the role of the Chair and the Governing Board shall elect a new Vice-Chair by Simple Majority Vote."

NORCOM By Laws Section 5.11 states "Vacancies in any office arising from any cause may be filled by the Board at any regular or special meeting of the Board, subject to the notice provisions set forth in Sections 4.4 through 4.6 of the Bylaws."

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

N/A

NORCOM Staff Recommendation:

NORCOM staff recommends the Board receive this information and consider filling the vacant Vice-Chair position for the remainder of the term.

Staff Comments:

Nothing additional

Options**Risks**

Finance Committee Review: No

Legal Review: No

Joint Operations Board Review: No
