



AGENDA

NORCOM Governing Board
November 14, 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 October 10, 2025
 - B. AP Reports October 2025
5. For Board Decision
 - A. Resolution # 222 - Adoption of the 2026 Budget
6. NORCOM Agency Newsletter
7. Adjournment

The next Governing Board meeting is scheduled for December 12, 2025



MEMORANDUM

To: Governing Board
From: Katy Myers, Executive Director
Date: 11/14/2025
Subject: Governing Board Meeting Minutes October 10, 2025

Executive Summary:

The October 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

Governing Board Meeting Minutes 101025



**Meeting Minutes
NORCOM Governing Board
October 10, 2025**

MEMBERS

Nathan McCommon	City of Bellevue
Kyle Kolling	City of Clyde Hill
Julie Underwood	City of Kirkland
Mike Harden	City of Lake Forest Park
Jeff Sass	City of Medina
Dan Yourkoski	City of Normandy Park (Chair)
Mike Bailey	City of Snoqualmie
Will Aho	Eastside Fire & Rescue
Brian Culp	Fire District #27 (Vice-Chair)
Matt Cowan	Shoreline Fire Department

ABSENT

Ken Seuberlich	City of Bothell
Jeff Magnan	City of Mercer Island
Adrian Sheppard	Redmond 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 STAFF

Bill Hamilton	Executive Director
Katy Myers	Executive Director
Roky Louie	Human Resources Manager
Marianne Deppen	Finance Manager
Jeremy Henshaw	LE & Fire Liaison
Andrew Johnson	Acting IT Manager
Karen Furuya	Systems & Development Supervisor
Maggie Johanson	Administrative Assistant
Ben Webb	Public Records & QA Specialist

GUESTS

Lora Ueland	Uncommon Bridges
Jacqueline Robinette	Uncommon Bridges
Cory James	Community Member



**Meeting Minutes
NORCOM Governing Board
October 10, 2025**

○ **Call to Order**

Chief Brian Culp, Governing Board Vice-Chair, 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 Webb, Public Records & QA Specialist, reported a quorum.

○ **Open Communications from the Public**

There was one request for in-person open communication from the public. Cory James, a former NORCOM employee as of October 9, 2025, thanked NORCOM and the Governing Board for everything they have done throughout his 17 years at NORCOM.

○ **Consent Agenda**

- **Governing Board Meeting Minutes September 12, 2025**
- **Accounts Payable Report September 2025**

There was no discussion on any consent agenda items.

Deputy City Manager McCommon made a motion to approve the Consent Agenda. Chief Sass seconded the motion.

Motion carried.



Meeting Minutes NORCOM Governing Board October 10, 2025

- **Board Briefing**

- **Records Management System Update**

Executive Director Myers introduced the topic of the RMS update, stating that it is vital as the current Tyler system is approaching its end-of-life cycle by the end of 2027. She explained the steps taken so far, including user surveys and in-person workshops, to gather requirements and identify stress points of the current application. She mentioned there are additional workshops scheduled for November 12th and 13th from Tyler Technologies Enterprise Records Solutions. These workshops will provide a demo of the products and a deep dive into questions with the hope of moving forward in 2026. Questions from the Governing Board regarding the budget were asked. Executive Director Myers stated that, if approved, the estimated \$70,000 more than the current maintenance, will be added to the 2027 budget. It is understood that there is a wide range of options to explore.

- **Strategic Planning Process – Strategic Positioning of NORCOM**

Executive Director Myers introduced the topic of Strategic Positioning of NORCOM, stating that last month, Uncommon Bridges provided a status check. Jacqueline Robinette & Lora Ueland from Uncommon Bridges attended the Governing Board meeting to review the components of the strategic plan and strategic planning process, provide a review, ask for input, and facilitate a conversation focused on NORCOM's vision statement. NORCOM's Governing Board members had several suggestions and ideas to consider. Uncommon Bridges commented that the organization's vision will directly support the discussion and outcomes of the strategic priority work groups. Next step in the process will be to hold work group meetings on topical areas of Governance, Sustainable Growth, Technology Systems & Services, and Workplace Development.



**Meeting Minutes
NORCOM Governing Board
October 10, 2025**

○ **Other Business**

Executive Director Myers shared the recent promotion of Andrew Johnson to the position of Operations Manager, and thanked Karen Furuya for stepping into the Acting IT Manager Role. With the loss of Cory James as Fire Liaison, Jeremy Henshaw will be filling in the role in addition to his Police Liaison duties.

○ **Adjournment**

Chief Yourkoski adjourned the meeting at 9:58.

The next Governing Board meeting is scheduled for November 14, 2025.

Approved by:

Chair

Attest:

Secretary



MEMORANDUM

To: Governing Board
From: Katy Myers, Executive Director
Date: 11/14/2025
Subject: AP Reports October 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

October 2025 Accounts Payable Reports

NORCOM
ACTIVITY OCTOBER 1, 2025, THROUGH OCTOBER 31, 2025

Accounts Payable, Payroll, Electronic and Manual Payments Totaling: \$1,699,933.30

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 October 31, 2025

	2025 Budget	October Activity	2025 Collected to Date	% collected
Agency Revenue	15,985,470	-	\$ 15,985,472	100%
Agency Reimbursements	215,000	17,448	\$ 174,947	81%
Grants/Intergovernmental/Interest	275,000	855	\$ 126,532	46%
Total	16,475,470	18,303	16,286,952	99%
Transfers In	1,600,000	570,000	\$ 1,600,000	100%
Revenues + Transfers	18,075,470	588,303	17,886,952	99%

Expenses

	2025 Budget	October Activity	2025 Spending to Date	% used	Remaining Balance
Salaries & Wages - Regular	9,865,115	\$ 1,082,611	\$ 7,309,647	74%	2,555,468
Salaries & Wages - Overtime	584,422	\$ 103,340	\$ 668,812	114%	(84,390)
Professional Reimbursements	4,200	\$ 969	\$ 4,846	115%	(646)
Medical	1,481,774	\$ 110,760	\$ 1,093,819	74%	387,956
HSA Contributions	24,298	\$ 2,284	\$ 21,680	89%	2,618
Dental	100,512	\$ 7,521	\$ 72,818	72%	27,695
Vision	13,321	\$ 1,013	\$ 9,944	75%	3,377
Long-Term Care	7,848	\$ 768	\$ 6,214	79%	1,634
FSA Fees	1,740	\$ 400	\$ 1,800	103%	(60)
Medicare	153,654	\$ 16,020	\$ 107,274	70%	46,379
MEBT	678,231	\$ 72,053	\$ 494,103	73%	184,128
PERS	995,880	\$ 76,923	\$ 648,071	65%	347,808
Washington FMLA	25,178	\$ 3,045	\$ 20,885	83%	4,293
Unemployment	74,815	\$ 3,390	\$ 63,123	84%	11,692
Workers Comp	33,589	\$ 3,492	\$ 20,031	60%	13,558
Total Personnel	14,044,577	1,484,590	\$ 10,543,067	75%	3,501,509
Advertising	15,000	\$ -	\$ 14,241	95%	759
Bank Fees	25	\$ -	\$ -	0%	25
Cellular,Pager & Radio Svcs	24,540	\$ 1,683	\$ 17,422	71%	7,118
Computer Hardware-Non Capital	15,000	\$ -	\$ 12,168	81%	2,832
Consumable Goods	21,095	\$ 1,697	\$ 10,629	50%	10,466
Dues & Memberships	15,205	\$ 282	\$ 12,555	83%	2,650
Equipment Leases	24,420	\$ 1,969	\$ 20,559	84%	3,862
Facility Lease	854,649	\$ -	\$ 547,092	64%	307,557
Financial Audit	29,492	\$ -	\$ 21,213	72%	8,279
Hosted Services	274,301	\$ 4,456	\$ 167,194	61%	107,107
HR Services	113,453	\$ 1,497	\$ 106,521	94%	6,932
Insurance	168,750	\$ -	\$ -	0%	168,750
Legal Services	111,400	\$ 12,451	\$ 58,100	52%	53,300
Local Travel/Training/ Mileage	6,350	\$ 146	\$ 1,304	21%	5,046
Network Service	48,500	\$ 925	\$ 16,812	35%	31,688
Office Furniture	11,500	\$ -	\$ 19,494	170%	(7,994)
Office Supplies	6,650	\$ 42	\$ 4,634	70%	2,016
Operating Supplies	4,500	\$ 361	\$ 11,045	245%	(6,545)
Parking Lease	31,263	\$ 2,149	\$ 26,535	85%	4,729
Payroll Services	20,000	\$ 1,376	\$ 12,986	65%	7,014
Postage	1,000	\$ -	\$ 571	57%	429
Printing	1,550	\$ 159	\$ 666	43%	884
Professional Services	220,205	\$ 10,072	\$ 110,173	50%	110,032
R&M - Network Equipment	466,702	\$ 93,352	\$ 457,822	98%	8,880
R&M - Office Equipment	2,500	\$ -	\$ -	0%	2,500
R&M - Software Maintenance	1,091,144	\$ -	\$ 866,583	79%	224,561
Radio Site Lease	65,752	\$ 8,193	\$ 26,431	40%	39,321
Recruitment Supplies	2,000	\$ 517	\$ 608	30%	1,392
Small Tools & Minor Equipment	10,500	\$ -	\$ 7,730	74%	2,770
Software/Licensing	269,458	\$ 40,401	\$ 152,496	57%	116,962
Telephone Services	44,578	\$ 1,064	\$ 25,696	58%	18,882
Training/Conf Registrations	30,000	\$ 330	\$ 45,203	151%	(15,203)
Training/Conf Registrations/ Travel	29,750	\$ 9,763	\$ 25,667	86%	4,083
Transfers Out	600,000	\$ -	\$ 600,000	100%	-
Total Supplies & Services	4,631,232	192,884	\$ 3,400,148	73%	1,231,084
GRAND TOTAL	18,675,809	1,677,474	\$ 13,943,215	75%	4,732,593

502- Capital Projects

	2025 Budget	October Activity	2025 Spending to Date	% used	Remaining Balance
COOP: CAD Server RUBRICK	275,000	\$ -	\$ 244,287	89%	30,713
Call Taking Protocol Systems	150,000	\$ 15,960	\$ 35,835	24%	114,165
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	\$ -	\$ 177,457	38%	292,315
	1,268,325	15,960	543,050	42.8%	725,275

503- Equipment Replacement:

	2025 Budget	October Activity	2025 Spending to Date	% used	Remaining Balance
Desktops/Laptops/Phones	31,725	\$ -	\$ 19,474	61%	12,251
Network Costs	10,200	\$ -	\$ -	0%	10,200
Routers/Servers	153,200	\$ -	\$ 89,651	59%	63,549
Firewall	27,168	\$ -	\$ -	0%	27,168
	222,293	-	109,126	49.1%	113,167

505-E 911 Escrow

Revenues:	2025 Budget	October Activity	Collected to Date	% collected
E-911 Escrow	1,500,000	-	\$ 1,180,003	79%
Investment Interest	-	-	\$ 30,653	
	1,500,000	-	\$ 1,210,656	81%

Expenditures:

	2025 Budget	October Activity	2025 Spending to Date	% used	Remaining Balance
Transfers Out	1,600,000	\$ 570,000	\$ 1,600,000	100%	-

NORCOM Financial Summary

For Period Ending October 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	\$ 15,985,472	100.00%
Other Revenue	490,000	\$ 301,480	61.53%
Transfers In	1,600,000	\$ 1,600,000	100.00%
Revenue Collected	18,075,470	17,886,952	98.96%
Total Resources	19,902,280	19,713,762	
Personnel Expenditures	14,044,576	\$ 10,543,067	75.07%
Operating Expenditures	4,031,232	\$ 2,800,148	69.46%
Transfers Out	600,000	\$ 600,000	100.00%
Total Expenditures	18,675,808	13,943,215	74.66%
Available Fund Balance	\$1,226,472	\$ 5,770,546	
<u>502 - Capital Projects Fund</u>			
2025 Beginning Fund Balance	653,756	<i>\$653,756</i>	
Agency Revenue	417,753	\$417,753	100.00%
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	200,000	200,000	100.00%
Revenue Collected	617,753	617,753	100.00%
0			
Total Resources	1,271,509	1,271,509	
Expenditures	1,243,325	\$ 543,050	43.68%
Transfers Out	-	\$ -	0.00%
Total Expenditures	1,243,325	543,050	43.68%
Available Fund Balance	\$28,184	\$728,459	
<u>503 - Equipment Replacement Reserve</u>			
2025 Beginning Fund Balance	226,930	<i>\$226,930</i>	
Agency Revenue	151,910	<i>\$151,910</i>	100.00%
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	200,000	200,000	100.00%
Revenue Collected	351,910	351,910	100.00%
Total Resources	578,840	578,840	
Expenditures	222,293	\$ 109,126	49.09%
Transfers Out	-	-	0.00%
Total Expenditures	222,293	109,126	49.09%
Available Fund Balance	\$356,547	\$469,714	

	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	\$1,180,003	78.67%
Investment Interest	-	30,653	0.00%
Revenue Collected	1,500,000	1,210,656	80.71%
Total Resources	1,785,030	1,495,686	
Expenditures	-	-	0.00%
Transfers Out	1,600,000	1,600,000	100.00%
Total Expenditures	1,600,000	1,600,000	100.00%
Available Fund Balance	\$185,030	-\$104,314	
<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: Cbarcus@norcom.org
Printed: 10/31/2025 12:35 PM



Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
21751	728 161488	MULTICARE CENTERS OF OCCUPATIC Pre-Employment Physical Exam - 3x	10/01/2025	1,389.00
Total for Check Number 21751:				1,389.00
21752	712 166183	SUMMIT LAW GROUP PLLC Legal Services - General Employment	10/01/2025	850.00
Total for Check Number 21752:				850.00
Total for 10/1/2025:				2,239.00
ACH	785 11024976	NAVIA BENEFITS SOLUTIONS FSA Monthly Admin Fee - September	10/03/2025	200.00
Total for this ACH Check for Vendor 785:				200.00
ACH	120 PPE 09282025 PPE 09282025 PPE 09282025 PPE 09282025 PPE 09282025 PPE 09282025	ADP FMLA Taxes - PPE 09282025 Accrued Wages - PPE 09282025 Garnishments - PPE 09282025 Medicare - PPE 09282025 Federal Taxes - PPE 09282025 Accrued Employment & WACares - PPE 09282025	10/03/2025	3,615.65 279,657.21 487.85 10,781.97 44,840.74 2,554.35
Total for this ACH Check for Vendor 120:				341,937.77
ACH	131 PPE 09282025	HEALTH EQUITY HSA Contributions - PPE 09282025	10/03/2025	1,439.50
Total for this ACH Check for Vendor 131:				1,439.50
ACH	132 PPE 09282025	WILMINGTON TRUST MEBT Contributions - PPE 09282025	10/03/2025	48,346.41
Total for this ACH Check for Vendor 132:				48,346.41
ACH	133 PPE 09282025 PPE 09282025 PPE 09282025	DEPT OF RETIREMENT SYSTEMS PSERS Contributions - PPE 09282025 PERS Contributions - PPE 09282025 DCP Contributions - PPE 09282025	10/03/2025	33,322.58 17,359.53 820.19
Total for this ACH Check for Vendor 133:				51,502.30
ACH	785 09302025	NAVIA BENEFITS SOLUTIONS FSA Disbursement - 09302025	10/03/2025	172.98
Total for this ACH Check for Vendor 785:				172.98
ACH	703	WAFD Bank	10/03/2025	

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	10032025	Banking Deposit Slips		78.66
		Total for this ACH Check for Vendor 703:		78.66
21753	675 PPE 09282025	MISSIONSQUARE - 306590 ICMA 457 Contributions - PPE 09282025	10/03/2025	4,776.45
		Total for Check Number 21753:		4,776.45
21754	569 OCTOBER25	NORCOM ASSOCIATED GUILD NAG Dues - October 2025	10/03/2025	2,331.00
		Total for Check Number 21754:		2,331.00
21755	673 OCTOBER25	PUBLIC SAFETY EMPLOYEES UNION PSEU Dues - October 2025	10/03/2025	824.38
		Total for Check Number 21755:		824.38
		Total for 10/3/2025:		451,609.45
ACH	120 701923222	ADP Workforce Now Payroll Solution Bundle PPE 09	10/10/2025	534.07
		Total for this ACH Check for Vendor 120:		534.07
ACH	131 3jx1gjp	HEALTH EQUITY HSA Admin Fee - October 2025	10/10/2025	55.30
		Total for this ACH Check for Vendor 131:		55.30
ACH	67 SEPT25 SEPT25 SEPT25	DEPT OF REVENUE Smarsh Professional Archive - September Excise GovWorx CommsCoach Software - September E Meydenbayer Center Parking - September Excise	10/10/2025	758.31 2,142.00 198.90
		Total for this ACH Check for Vendor 67:		3,099.21
ACH	692 09262025 09282025	ZIPLY FIBER Telephone Services ACCT# 0215 Telephone Services ACCT# 6115	10/10/2025	634.89 114.38
		Total for this ACH Check for Vendor 692:		749.27
ACH	785 10072025	NAVIA BENEFITS SOLUTIONS FSA Disbursement - 10072025	10/10/2025	119.24
		Total for this ACH Check for Vendor 785:		119.24
21756	718 11829829	ACCESS CORP Shredding Services - September	10/10/2025	215.29
		Total for Check Number 21756:		215.29
21757	364 09272025	AT&T Cellular Services ACCT# 7817	10/10/2025	197.52
		Total for Check Number 21757:		197.52
21758	3 09282025	AT&T MOBILITY Cellular Services ACCT# 6980	10/10/2025	111.24

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
Total for Check Number 21758:				111.24
21760	6	CDW-GOVERNMENT INC	10/10/2025	
	AG2XE6M	Endpoint Security Enterprise Hybrid - 9.26.25 - 9.26.25		2,710.92
	AG3AP5U	Power BI Pro		714.48
	AG3AP5U	GOV Microsoft Office 365 MPSA		1,044.14
	AG3AP5U	Audio Conference		423.06
	AG3AP5U	Azure Active Directory Premium		2,198.21
	AG3AP5U	Project License		379.24
	AG3AP5U	Microsoft Office 365 License		29,898.36
	AG3AP5U	Entra ID P2		131.90
	ZR00855997	Google Cloud RAADAR - 8.1.25 - 8.31.25		4,249.50
Total for Check Number 21760:				41,749.81
21761	9	CENTURYLINK	10/10/2025	
	752670352	Cellular Services ACCT# 5571		6.89
Total for Check Number 21761:				6.89
21762	18	COPIERS NORTHWEST	10/10/2025	
	INV3042000ADJ	Daily Mail Pick-Up - August Cost Difference		32.64
	INV3074559	Daily Mail Pick-Up - September		352.64
	INV3077048	Copier Lease - September		19.97
Total for Check Number 21762:				405.25
21763	324	CRISTA MINISTRIES	10/10/2025	
	61771-6	Radio Tower Lease - September		654.86
Total for Check Number 21763:				654.86
21764	388	NICK CURRY	10/10/2025	
	09242025	Academy Boundary Tour Vehicle Fuel Reimburs		94.54
Total for Check Number 21764:				94.54
21765	447	FIRST CHOICE COFFEE SERVICES	10/10/2025	
	763921	Ice Machine Rental - October		126.72
Total for Check Number 21765:				126.72
21766	254	ANDREW JOHNSON	10/10/2025	
	10062025	KCFCA Leadership Summit Reimbursement		164.10
Total for Check Number 21766:				164.10
21767	252	KING COUNTY FINANCE	10/10/2025	
	7012971	RED ANT - September		6,788.45
Total for Check Number 21767:				6,788.45
21768	430	ROKY LOUIE	10/10/2025	
	09302025	Operations Manager Panel Consumables		130.69
Total for Check Number 21768:				130.69
21769	654	MERIT NETWORK INC	10/10/2025	
	291445	RADb Annual Subscription - 11.6.25 - 11.5.26		425.00
Total for Check Number 21769:				425.00

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
21770	586 2025-10	MEYDENBAUER CENTER Construction Employee Parking - October	10/10/2025	1,950.00
Total for Check Number 21770:				1,950.00
21771	331 10012025	ZEB MIDDLETON Mileage Reimbursement - September	10/10/2025	51.10
Total for Check Number 21771:				51.10
21772	52 101485 101486 101487 101948	PACIFICA LAW GROUP Legal Services September - Public Records Spec Legal Services September - Norway Hill License Legal Services September - General Legal Services September - License Review	10/10/2025	517.50 2,535.00 1,950.00 2,457.00
Total for Check Number 21772:				7,459.50
21773	782 2548 2549	PSERN Operator Q4 Public Safety Radio 11x Q4 Public Safety Radio 36x & Consoles X29	10/10/2025	1,218.36 92,134.02
Total for Check Number 21773:				93,352.38
21774	366 09212025	T MOBILE Cellular Services ACCT# 8760	10/10/2025	18.71
Total for Check Number 21774:				18.71
21775	844 2167	UNCOMMON BRIDGES Strategic Plan - September	10/10/2025	9,471.51
Total for Check Number 21775:				9,471.51
Total for 10/10/2025:				167,930.65
ACH	120 702503836 ADP PPE 10122025 PPE 10122025 PPE 10122025 PPE 10122025 PPE 10122025 PPE 10122025 PPE 10122025	ADP Previous Quarter Adjustment Processing Fee Previous Quarter Adjustment - WACares Federal Taxes - PPE 10122025 Medicare - PPE 10122025 FMLA Taxes - PPE 10122025 Accrued Employment & WACares - PPE 10122025 Garnishments - PPE 10122025 Accrued Wages - PPE 10122025	10/17/2025	92.50 10.44 46,309.30 10,798.50 3,617.33 2,397.23 487.85 281,993.60
Total for this ACH Check for Vendor 120:				345,706.75
ACH	131 PPE 10122025	HEALTH EQUITY HSA Contributions - PPE 10122025	10/17/2025	1,439.55
Total for this ACH Check for Vendor 131:				1,439.55
ACH	132 PPE 10122025	WILMINGTON TRUST MEBT Contributions - PPE 10122025	10/17/2025	50,803.38
Total for this ACH Check for Vendor 132:				50,803.38
ACH	133 PPE 10122025 PPE 10122025	DEPT OF RETIREMENT SYSTEMS PERS Contributions - PPE 10122025 DCP Contributions - PPE 10122025	10/17/2025	16,747.54 720.21

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	PPE 10122025	PSERS Contributions - PPE 10122025		32,528.05
		Total for this ACH Check for Vendor 133:		49,995.80
ACH	146 Q32025	DEPT OF LABOR & INDUSTRIES Q3 2025 - L&I Taxes	10/17/2025	10,225.87
		Total for this ACH Check for Vendor 146:		10,225.87
ACH	785 10142025	NAVIA BENEFITS SOLUTIONS FSA Disbursement - 10142025	10/17/2025	157.98
		Total for this ACH Check for Vendor 785:		157.98
21776	675 PPE 10122025	MISSIONSQUARE - 306590 ICMA 457 Contributions - PPE 10122025	10/17/2025	4,715.42
		Total for Check Number 21776:		4,715.42
		Total for 10/17/2025:		463,044.75
ACH	120 703050879	ADP ADP Payroll Services & Workforce Now	10/24/2025	749.90
		Total for this ACH Check for Vendor 120:		749.90
ACH	134 NOV25	COLONIAL LIFE Supplemental Insurnace Premiums - November	10/24/2025	1,025.15
		Total for this ACH Check for Vendor 134:		1,025.15
ACH	140 NOV25	RELIANCE STANDARD Life & LTD Premiums - November 2025	10/24/2025	2,290.66
		Total for this ACH Check for Vendor 140:		2,290.66
ACH	327 NOV25 NOV25 NOV25	ASSOCIATION OF WASHINGTON CITII Vision Premiums - November 2025 Dental Premiums - November 2025 Medical Premiums - November 2025	10/24/2025	1,111.68 8,352.22 120,059.54
		Total for this ACH Check for Vendor 327:		129,523.44
ACH	630 46823	SITECRAFTING INC Monthly Managed Webiste Hosting - October	10/24/2025	109.10
		Total for this ACH Check for Vendor 630:		109.10
ACH	75 09102025 09102025 09112025 09122025 09122025 09122025 09122025 09162025 09162025 09182025 09182025 09182025	US BANK CORPORATE PAYMENT SYS Marcus Whitman Hotel - FBI National Academy Amazon - Retirement Recognition Custom Lanyard - NORCOM Lanyards X1000 - Copiers Northwest - NORCOM Employee Poste Costco - Coffee & Bottled Water Costco - Kleenex Costco - Executive Membership Renewal Fee NENA - Public Sector Membership Fee Butler Transportation - Academy Boundary Tour Amazon - Coffee Creamer Amazon - Dry Erase Wall Calendar Michaels - Boundary Map Frame X2	10/24/2025	403.02 187.28 516.65 118.88 177.95 36.38 130.00 152.00 822.92 28.80 24.23 69.49

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	09182025	Amazon - Note Pads		39.64
	09182025	Amazon - Retirement Recognition Decoration		33.14
	09192025	Safeway - Governing Board Refreshments		14.09
	09202025	Primo Water Delivery		109.39
	09222025	Amazon - Wall Calendar Refund		-7.26
	09232025	Chipotle - IT Professionals Day Lunch		229.77
	09262025	Northwest Trophy - Retirement Plaque		77.14
	09262025	PluralSight - Annual Training		329.51
	09272025	Amazon - Toner For Supervisor Printer		59.88
	09292025	Clearwater Casino Resort Room Deposit - Leade		155.00
	09302025	Google - YouTube TV		5.49
	10012025	Barnes & Noble - Gift Card X3 Wellness Readin		100.00
	10012025	Primo Water Delivery		20.39
	10022025	Clearwater Casino Resort Room Fee - Leadershi		362.08
	10022025	Google - YouTube TV		91.45
	10042025	Amazon - Retirement Decorations		18.71
	10042025	Amazon - HDMI USB & iPhone Case		56.51
	10042025	Primo Water Delivery		151.90
	10042025	Nothing Bundt Cake - Retirement Party Consum		173.31
	10062025	VistaPrint - Business Cards X250		40.42
	10062025	Amazon -Retirement Decorations		32.55
	10062025	Amazon - Vinyl Rolls, Vinyl Cutters & Cutting M		42.34
	10062025	Amazon - Replacement Ink Pads		27.44
	10062025	Walmart - Lens Cleaner Wipes		81.80
	10072025	Safeway - Recognition Card		5.50
	10072025	Safeway - Water		5.50
	10072025	Northwest Trophy - Recognition Plaque		66.38
	10082025	Costco - Recognition Cake		27.99
	10082025	QFC - Coffee Creamer		8.78
	10082025	Amazon - Serving Thermos		28.43
	10082025	Safeway - Plastic Plates & Flatware		23.62
	10082025	Amazon - Toner For Supervisor Printer Return &		-59.88
	10092025	Hyatt Regency Room Fee - 2025 APCO Fall AI		1,240.55
Total for this ACH Check for Vendor 75:				6,259.16
ACH	785	NAVIA BENEFITS SOLUTIONS	10/24/2025	
	10212025	FSA Disbursement - 10.21.2025		1,308.98
Total for this ACH Check for Vendor 785:				1,308.98
21777	293	FIRSTWATCH	10/24/2025	
	FW113389	Annual Support & Maintenance - Final Installme		385.00
	FW113390	Tyer CAD & EMS Hospital Status Dashboard - 1		15,574.83
Total for Check Number 21777:				15,959.83
21778	751	FISHER BROYLES, LLP	10/24/2025	
	828273	Legal Services - RAADAR		4,347.00
Total for Check Number 21778:				4,347.00
21779	252	KING COUNTY FINANCE	10/24/2025	
	11016412	KCIT INET Other MISC SVC - September		750.00
Total for Check Number 21779:				750.00
21780	557	LANGUAGE LINE SERVICES	10/24/2025	
	11721115	Over-The-Phone Interpretation - September		314.51

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
			Total for Check Number 21780:	314.51
21781	741 NOR0925	PACIFIC NORTHWEST GIGAPOP Internet Services - September	10/24/2025	500.00
			Total for Check Number 21781:	500.00
21782	499 CI100-00227440	TYLER TECHNOLOGIES Tyler Connect Pass X2 & Training X40 - 12.1.25	10/24/2025	6,615.00
			Total for Check Number 21782:	6,615.00
21783	74 NOV25	UNUM Long Term Care Premiums - November 2025	10/24/2025	847.60
			Total for Check Number 21783:	847.60
21784	79 6125839854	VERIZON WIRELESS Cellular Services ACCT# 3790	10/24/2025	1,348.82
			Total for Check Number 21784:	1,348.82
21785	88 5036179636	WELLS FARGO FINANCIAL LEASING Copier Lease - October	10/24/2025	1,821.96
			Total for Check Number 21785:	1,821.96
			Total for 10/24/2025:	173,771.11
21786	783 NORCOM31	BENDIKSEN & BALL POLYGRAPH Pre-Employment Polygraph Exam X1	10/28/2025	331.80
			Total for Check Number 21786:	331.80
21787	256 PST25-1157	PUBLIC SAFETY TESTING INC Q3 Subscription Fees	10/28/2025	1,165.00
			Total for Check Number 21787:	1,165.00
21788	712 166935	SUMMIT LAW GROUP PLLC Legal Services - General Employment	10/28/2025	644.00
			Total for Check Number 21788:	644.00
			Total for 10/28/2025:	2,140.80
ACH	120 PPE 10262025 PPE 10262025 PPE 10262025 PPE 10262025 PPE 10262025 PPE 10262025	ADP FMLA Taxes - PPE 10262025 Accrued Wages - PPE 10262025 Federal Taxes - PPE 10262025 Garnishments - PPE 10262025 Employment Security & WACares - PPE 10262025 Medicare - PPE 10262025	10/31/2025	3,459.06 275,210.27 43,868.39 487.85 2,264.90 10,499.90
			Total for this ACH Check for Vendor 120:	335,790.37
ACH	132 PPE 10262025	WILMINGTON TRUST MEBT Contributions - PPE 10262025	10/31/2025	48,510.18

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
Total for this ACH Check for Vendor 132:				48,510.18
ACH	133	DEPT OF RETIREMENT SYSTEMS	10/31/2025	
	PPE 10262025	PSERS Contributions - PPE 10262025		32,084.85
	PPE 10262025	DCP Contributions - PPE 10262025		735.43
	PPE 10262025	PERS Contributions - PPE 10262025		16,257.33
Total for this ACH Check for Vendor 133:				49,077.61
ACH	785	NAVIA BENEFITS SOLUTIONS	10/31/2025	
	10282025	FSA Disbursement - 10.28.2025		1,126.17
Total for this ACH Check for Vendor 785:				1,126.17
ACH	785	NAVIA BENEFITS SOLUTIONS	10/31/2025	
	11033928	Admin Monthly Fee - October		200.00
Total for this ACH Check for Vendor 785:				200.00
21789	675	MISSIONSQUARE - 306590	10/31/2025	
	PPE 10262025	ICMA 457 Contributions - PPE 10262025		4,493.21
Total for Check Number 21789:				4,493.21
Total for 10/31/2025:				439,197.54
Report Total (68 checks):				1,699,933.30



MEMORANDUM

To: Governing Board
From: Katy Myers, Executive Director
Date: 11/14/2025
Subject: Resolution # 222 - Adoption of the 2026 Budget

Executive Summary:

In accordance with the NORCOM ILA, the Board is now asked to adopt the NORCOM 2026 budget. There are several key features of this budget that include:

Overall, user fees will increase by 4.3%

- 0.9% of the fee increase is directed by the Operating fund. Significant changes approved for 2026 impacting the operating fund are:
 - Budgeted personnel expenditures increased by 570,000 from the prior year or 4.1%
 - Budgeted operating supplies & services increased by \$100,000 or 2.6%
- 2.2% of the fee increase is directed towards the Capital Project fund. Projects receiving funding in 2026 include:
 - Call Taking Protocol Systems - part of NORCOM's quality assurance program build-out.
 - If approved by the police agencies, Tyler Enterprise Records and Report Writing
- 1.2% of the fee increase is directed towards the Equipment Replacement Fund. Total budgeted equipment expenditures in 2026 are \$160,000.
- The presented budget includes the proposed usage of \$400,000 from the Operating beginning fund balance to offset fee increase (65% of available fund balance).

Background:

NORCOM staff and the Finance Committee have worked throughout the year to create this budget, which puts forth the financial framework for continued success in 2026. The Governing Board has provided input and direction for consideration to the Finance Committee and NORCOM Management. The approved budget was transmitted to all agencies and all agencies have received approval from their legislative authorities for their financial participation.

Past Board or Other Related Actions:

The Board approved the budget at July's Governing Board meeting.

Policy and Strategic Implications:

The adoption of the 2026 budget will enable NORCOM to continue to improve efforts around service excellence and provide updated technology systems to our agencies.

NORCOM Staff Recommendation:

NORCOM Staff recommends adoption of the 2026 budget.

Staff Comments:

NORCOM Staff and Finance Committee will be happy to take questions pertaining to this budget.

Options**Risks**

Adoption of the budget is required per the ILA. Failure to adopt forces NORCOM to begin operations in 2026 without a financial framework.

Finance Committee Review: Yes

The finance committee has been advised of the 2026 budget recommendation and offered guidance, which has been incorporated.

Legal Review: No**Joint Operations Board Review:** No

Attachments

2026 Budget Adoption

R222 - Adoption of the 2026 Budget

2026 Budget Document

2026 Budget Adoption

- Overall activity in budget results in fee increase of 4.3%
 - Operating Fund expenditures increased by total \$670,000
 - Used beginning fund balance resources of \$400,000 to offset fee increases
 - Capital Project Fund- receives \$360,000 in funding for 4 projects
 - Equipment Fund- receives \$190,000 in funding

2026 Budget Adoption- Resolution 222

NORCOM Budget

2026 Financial Summary

NORCOM Budget Description	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
Estimated Beginning Balance	\$ 601,730	\$ 218,181	\$ 356,517	\$ 300,751	\$ 240,030	\$ 1,214,855	\$ 2,932,064
Revenue:							
From Participating Agencies	16,129,340	359,194	188,149	-	-	-	\$ 16,676,683
E-911 Revenue		-	-	-	1,500,000	-	\$ 1,500,000
Miscellaneous Revenues	475,000	-	-	-	-	-	\$ 475,000
Interest Earnings	30,000	-	-	-	-	-	\$ 30,000
Total Revenue	16,634,340	359,194	188,149	-	1,500,000	-	18,681,683
Total 2026 Resources	\$ 17,236,070	\$ 577,375	\$ 544,666	\$ 300,751	\$ 1,740,030	\$ 1,214,855	\$ 21,613,747
Expenditures							
Salaries & Wages	10,971,475	-	-	-	-	-	10,971,475
Personnel Benefits	3,645,736	-	-	-	-	-	3,645,736
Operating Services & Supplies	3,904,976	-	-	-	-	-	3,904,976
Equipment Expense			363,042				363,042
Capital Outlays	-	575,000		-	-	-	575,000
Total Expenditures	\$ 18,522,187	\$ 575,000	\$ 363,042	\$ -	\$ -	\$ -	\$ 19,460,229
Transfers:							
Transfers In	1,500,000	-	-	-	-	-	1,500,000
Transfer Out:							
To Operating	-	-	-	-	1,500,000	-	1,500,000
To Capital Projects	-	-	-	-	-	-	-
To ER & R	-	-	-	-	-	-	-
To Reserves	-	-	-	-	-	-	-
Transfers In less Transfers out	\$ 1,500,000	\$ -	\$ -	\$ -	\$ (1,500,000)	\$ -	\$ -
2026 Ending Fund Balance	\$ 213,883	\$ 2,375	\$ 181,624	\$ 300,751	\$ 240,030	\$ 1,214,855	\$ 2,153,518
Change in Fund Balance	\$ (387,847)	\$ (215,806)	\$ (174,893)	\$ -	\$ -	\$ -	\$ (778,546)

RESOLUTION 222

RESOLUTION OF THE GOVERNING BOARD OF NORCOM ADOPTING THE 2026 BUDGET

WHEREAS, the legislative bodies of each Principal and Subscriber have approved their respective allocations for NORCOM's 2026 budget; and

WHEREAS, on July 11, 2025 the Governing Board held a public hearing on NORCOM's 2026 budget;

NOW, THEREFORE, BE IT RESOLVED by the Governing Board of NORCOM as follows:

Section 1. 2026 NORCOM Budget. The 2026 NORCOM Budget, attached hereto and incorporated as Exhibit A, is adopted.

Section 2. Summary of 2026 NORCOM Budget. A summary of the 2026 Budget is as follows:

	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
2026 Beginning Fund Balance	601,730	218,181	356,517	300,751	240,030	1,214,855	2,932,064
Total 2026 Revenues	16,634,340	359,194	188,149	-	1,500,000	-	16,681,683
Transfer Activities	1,500,000	-	-	-	(1,500,000)	-	-
Total 2026 Resources	18,736,070	577,375	544,666	300,751	240,030	1,214,855	21,613,747
Total 2026 Expenditures	18,522,187	575,000	363,042	-	-	-	19,460,229
Total Ending Fund Resources	213,883	2,375	181,624	300,751	240,030	1,214,855	2,153,518

Section 3. Effective Date. This resolution shall take effect immediately upon its passage and adoption.

Passed by a majority vote of the Governing Board in an open public meeting on this 14th of November, 2025.

Signed in authentication thereof on this 14th day of November, 2025.

Chair

Attest

Appendix A.
2026 Budget Fund Summary

NORCOM Budget 2026 Financial Summary								
NORCOM Budget Description	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds	
Estimated Beginning Balance	\$ 601,730	\$ 218,181	\$ 356,517	\$ 300,751	\$ 240,030	\$ 1,214,855	\$ 2,932,064	
Revenue:								
From Participating Agencies	16,129,340	359,194	188,149	-	-	-	\$ 16,676,683	
E-911 Revenue		-	-	-	1,500,000	-	\$ 1,500,000	
Miscellaneous Revenues	475,000	-	-	-	-	-	\$ 475,000	
Interest Earnings	30,000	-	-	-	-	-	\$ 30,000	
Total Revenue	16,634,340	359,194	188,149	-	1,500,000	-	18,681,683	
Total 2026 Resources	\$ 17,236,070	\$ 577,375	\$ 544,666	\$ 300,751	\$ 1,740,030	\$ 1,214,855	\$ 21,613,747	
Expenditures								
Salaries & Wages	10,971,475	-	-	-	-	-	10,971,475	
Personnel Benefits	3,645,736	-	-	-	-	-	3,645,736	
Operating Services & Supplies	3,904,976	-	-	-	-	-	3,904,976	
Equipment Expense			363,042				363,042	
Capital Outlays	-	575,000		-	-	-	575,000	
Total Expenditures	\$ 18,522,187	\$ 575,000	\$ 363,042	\$ -	\$ -	\$ -	\$ 19,460,229	
Transfers:								
Transfers In	1,500,000	-	-	-	-	-	1,500,000	
Transfer Out:								
To Operating	-	-	-	-	1,500,000	-	1,500,000	
To Capital Projects	-	-	-	-		-	-	
To ER & R	-	-	-	-		-	-	
To Reserves	-						-	
Transfers In less Transfers out	\$ 1,500,000	\$ -	\$ -	\$ -	\$ (1,500,000)	\$ -	\$ -	
2026 Ending Fund Balance	\$ 213,883	\$ 2,375	\$ 181,624	\$ 300,751	\$ 240,030	\$ 1,214,855	\$ 2,153,518	
Change in Fund Balance	\$ (387,847)	\$ (215,806)	\$ (174,893)	\$ -	\$ -	\$ -	\$ (778,546)	

Resolution 222
Adopting the 2026 Budget

NORTH EAST KING COUNTY REGIONAL PUBLIC SAFETY COMMUNICATIONS AGENCY



2026 ADOPTED BUDGET

NOVEMBER 14, 2025

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Message from the Executive Director

As NORCOM enters 2026, our focus remains steadfast on reliability, resilience, and service to the public we are privileged to serve. This year's adopted budget reflects both the strength of our organization and our commitment to fiscal responsibility, long-term sustainability, and continuous improvement.

The 2026 budget was developed with careful attention to our strategic priorities and in close collaboration with our Governing Board, Finance Committee, and agency partners. Together, we worked to balance the realities of rising operational costs with the need to maintain predictable, stable user fees through our fee-smoothing process. This approach enables NORCOM to plan for the future without creating sudden financial impacts for our participating agencies.

Throughout this effort, our strategic planning process served as both compass and guide. The initiatives within this budget were developed in tandem with the goals and direction identified through the strategic planning effort. This intentional alignment ensures that the financial decisions we make today directly support the mission, vision, and priorities shaping NORCOM's path forward.

During 2025, NORCOM underwent important organizational and structural changes designed to enhance leadership alignment, operational continuity, and technical oversight. The shift toward an Operations Manager and the planned addition of a dedicated Information Technology Manager in 2026 further reinforces our focus excellence through strong engagement and support for both our internal team and our partner agencies.

The year ahead will bring continued progress in key initiatives, including our expanded Quality Management Program supported by artificial intelligence, infrastructure modernization, and advancement of the multi-year capital and equipment replacement plans. Each of these efforts supports our core mission—to be caring and trusted servants when every second counts—and helps ensure that NORCOM remains a leader in emergency communications and a dependable partner to our police, fire, and EMS agencies.

I want to express my gratitude to our Governing Board members, agency partners, and the NORCOM team for their continued collaboration, trust, and dedication. Together, we are ensuring that NORCOM not only meets the needs of today but is ready for the challenges and opportunities ahead.

Katy Myers, CPE
Executive Director

Agency Overview

Mission, Vision and Values Statement

As part of the strategic planning process a NORCOM articulated our vision and adjusted our mission statement for brevity and inclusiveness.

Vision: NORCOM strives to be a reliable and resilient regional leader in public safety communications, serving the wellbeing of our communities.

The **Core Mission** of the North East King County Regional Communication Agency (NORCOM) is to be a caring and trusted servant when every second counts.

The **Core Values** include:

- Deliver Excellent Service to the Public
- Provide a Good Value: effective service while using resources wisely. Be Efficient.
- Customer Service: Provide the best possible service to the public, to agencies, and other public safety service providers. Be Responsive.
- Participatory Governance: We give all Participating Agencies and agency members a voice in operating decisions of the agency. Work Together.
- Promote Interagency Collaboration and Interoperability: We will be good neighbors. Be Open.
- Consider the future: We will continuously adapt to the needs of the public and customer needs. Be Innovative.

Legal Organization and Governance

In 2025, NORCOM is comprised of 8 police agencies and 14 fire agencies. The total population served by these agencies is 781,200 residents, which does not include commuters and visitors to the area every day. The service area is approximately 660 square miles, situated primarily in the northern and eastern portions of King County.

NORCOM is governed by the Governing Board, comprised of the Chief Executive Officer of each Principal Agency or their designee.

Principal members of the Governing Board are:

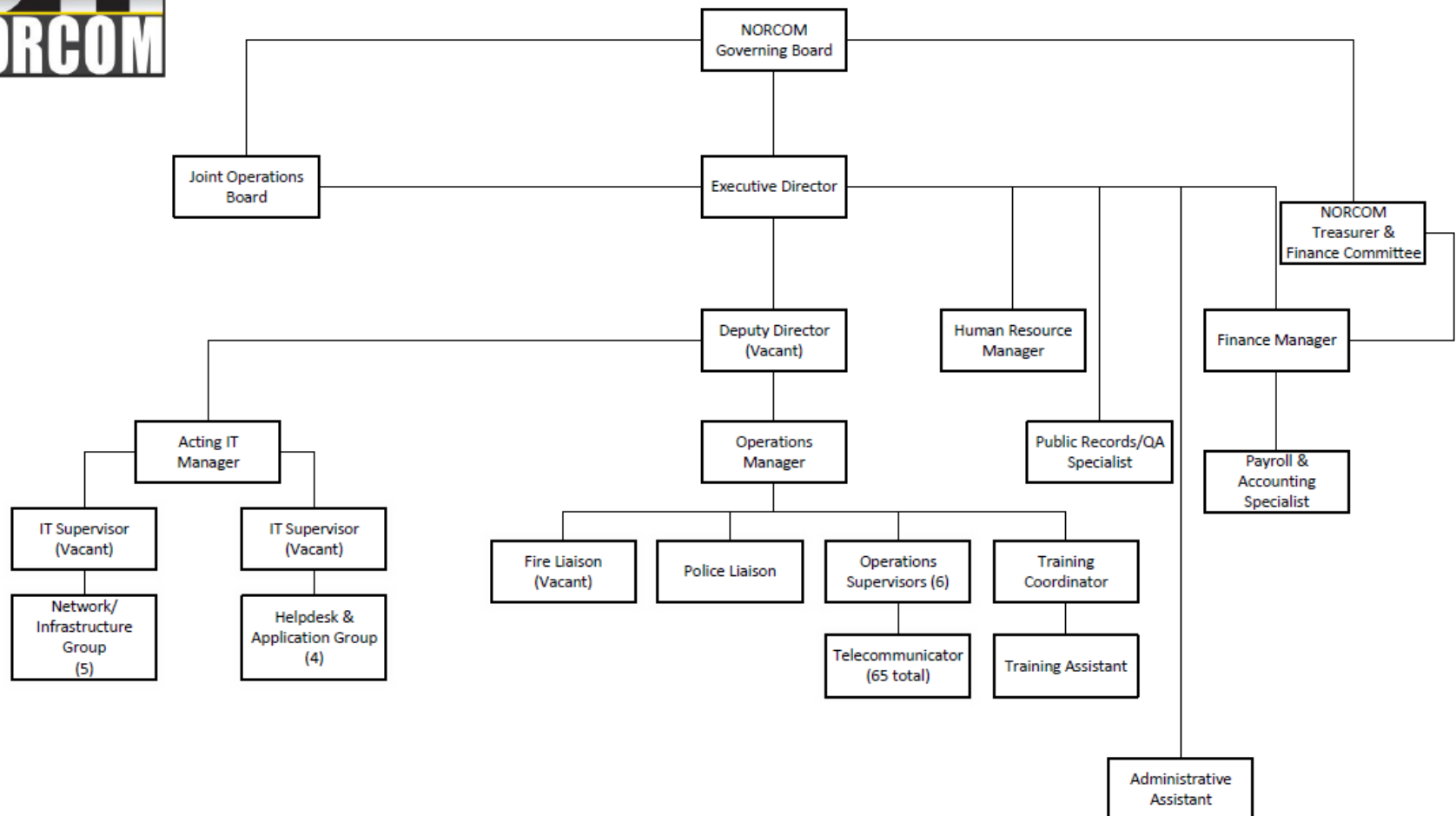
Agency	Principal Member	Title
City of Bellevue	Nathan McCommon	Deputy City Manager
City of Bothell	Toni Call	Deputy City Manager
City of Clyde Hill	Kyle Kolling	Police Chief
Duvall Fire District #45	Will Aho	Fire Chief
Eastside Fire and Rescue	Will Aho	Fire Chief
Fall City Fire District #27	Brian Culp	Fire Chief
City of Kirkland	Julie Underwood	Deputy City Manager
City of Lake Forest Park	Mike Harden	Police Chief
City of Medina	Jeff Sass	Police Chief
City of Mercer Island	Michelle Bennett	Interim Police Chief
City of Normandy Park	Dan Yourkoski	Police Chief
Northshore Fire District	Matt Cowan	Fire Chief
City of Redmond	Adrian Sheppard	Fire Chief
Shoreline Fire Department	Matt Cowan	Fire Chief
Skykomish Fire District #50	James Knisley	Fire Chief
City of Snoqualmie	Mike Bailey	Fire Chief
Snoqualmie Pass Fire District	Jay Wiseman	Fire Chief
Woodinville Fire and Life	Will Aho	Fire Chief

To assist the board with fiscal duties and responsibilities, the Board created a Finance Committee. The Finance Committee is an advisory committee, comprising employees of NORCOM's principals and subscribers. Chief Officers or designees of principals and subscribers may appoint an employee to the Committee for participation.

Organization Chart



NORCOM 2025 Organizational Chart



Budget Overview

The NORCOM budget process is part of an overall policy framework that guides its services and functions. The budget serves a vital role in that policy framework by allocating financial resources to support the Core Values and Goals set by NORCOM leadership and the Governing Board. NORCOM utilizes an accrual basis of budgeting, identical to its basis of accounting.

Developing the annual budget is an ongoing process that begins as soon as the final budget is approved for the prior year.

Budget Planning

Budget planning begins with the creation of a budget schedule presented to the NORCOM leadership team. Once finalized, the schedule is presented to the Board for approval. Budget templates are sent to the leadership team to capture budget requests for the upcoming fiscal year. The requests are reviewed and compiled into a comprehensive budget document reviewed by the NORCOM leadership team.

After the leadership team has reviewed the proposed budget, it is presented to the Finance Committee for feedback and approval. The Finance Committee is an advisory committee, comprising employees of NORCOM's principals and subscribers. Chief Officers or designees of principals and subscribers may appoint an employee for a one-year term.

Comments from the Finance Committee are considered and incorporated into the proposed budget. The updated budget proposal is then presented to the Governing Board. The general public may provide input during Governing Board meetings under the public comment agenda items. Feedback is incorporated into a final budget document for their approval.

Below are the Agency's budget action dates for the 2026 budget creation.

2025 Dates	Action
March 4	Governing Board approves budget policy for the fiscal year 2026
July 11	Governing Board approves 2026 NORCOM Operating Budget
September 12	Participating Agencies advised of budget and user fees
November 14	Governing Board adopts 2026 NORCOM Budget

Budget Objectives

NORCOM strives to provide a financial base sufficient to sustain high-quality emergency communication services to the public and its customers. This base includes maintaining the ability to withstand local and regional economic hardships sustained by our Participating Agencies.

As fiscal conditions and circumstances shift and operating needs change, continually achieving these policies may not be practical or always desirable. Therefore, these policies are intended to guide, not govern, financial decision making, and may not be fully achieved within any budget period.

Key budget policies that drove the development of the 2026 budget include:

Operating Policies:

- NORCOM defines a balanced budget as current annual revenues (including fund balances) equal to or greater than current annual expenditures.
- The operating budget is NORCOM's comprehensive financial plan which provides for the level of services prescribed by the Participating Agencies, including additional services or new programs as approved in subsequent years. A new budget will be adopted every year as a result of a comprehensive process incorporating any newly approved programs, inflationary increases, and other expenses.
- NORCOM Leadership will analyze new programs before they are presented to the Governing Board and, if approved, incorporated into the budget. No "one-time" expenses will be carried forward into subsequent budgets without specific authority.
- All current operating expenditures will be paid from current revenues and cash carried over from the prior year. Current revenues and operating expenditures will be reviewed monthly during the year.

Amendment/Adjustment Policies:

- All supplemental appropriations for programs requested after the original budget is adopted will only be approved by the Governing Board after consideration of the availability of revenues.

Revenue Policies:

- "Other" Revenues shall be realistically estimated and based upon the most recent information available.
- NORCOM follows a vigorous policy of collecting revenues.
- NORCOM seeks to avoid dependence on temporary or unstable revenues to fund ongoing mission-critical services.

Expenditure Policies:

- The NORCOM budget provides a sustainable service level for the employees' well-being and emergency service providers' safety.
- Expenditures approved by the Governing Board in the annual budget define NORCOM's spending limits for the upcoming year. In addition to legal requirements, NORCOM will maintain an operating philosophy of cost control and responsible financial management.
- Emphasis is placed on improving individual and workgroup productivity rather than adding to the workforce. NORCOM invests in technology and other efficiency tools to maximize productivity.

Capital Projects and Equipment Replacement

- NORCOM maintains all its assets at an acceptable level to protect capital investment and minimize future maintenance and replacement costs.

- NORCOM analyses equipment replacement and maintenance needs, using a cash flow method. The Capital Projects and Equipment Repair and Replacement schedules have been extended to a ten-year projection.
- Equipment Replacement is fully funded according to the cash flow schedule to minimize large increases in User Fees from year to year.

Operating Reserves and Contingency:

- Per section 12h of the ILA, each budget year the Governing Board shall set the Operating Expense Reserve at a level that ensures funds are on hand to reasonably address unforeseen operating contingencies. NORCOM's goal is to maintain the Operating Expense Reserve at a level between 5% and 10% of the total Operating Budget.
- To determine Operating Expense Reserve funding, the Governing Board defines the Operating Budget as the operating fund expenses less salaries, benefits, and one-time expenses.
- The Rate Stabilization Fund shall not exceed 10% of current Operating Fund Revenues. If it is determined that funds will be used to offset the transition to higher rates or fund one-time expenditures the designated amount shall be applied to the overall budget prior to calculating assessments.
- All expenditures drawn from reserve accounts shall require prior Board approval unless previously authorized for expenditure in the annual budget.

Debt Service:

- NORCOM does not have the power to issue obligations or to incur debt. If capital funding is needed for facilities, technology, or equipment, one or more Principal Agencies may issue debt to provide NORCOM's needs.
- To date, not participating agency has issued debt on NORCOM's behalf.

Fee Smoothing, Fund Separation, and Long-Term Planning

In collaboration with the Finance Committee, NORCOM has established a smoothing mechanism that gives more predictability in rate increases year over year. The development process is deliberative and has driven a shift in recent year's budget approach.

The Board historically addressed the budget with an annual focus. Long-term projects and expected costly expenditures outside the next budget year were not previously well integrated into the budget planning. As a result, fee rates could fluctuate wildly.

The smoothing concept identifies anticipated operating revenues, expenditures, equipment replacement and repair (ER&R), and proposed non-capital and capital expenses for the upcoming ten years. The costs to support the Operating, ER&R and Capital Project Funds are now differentiated, and through the budget planning process, the Board may set rate increases against each fund.

Fee Smoothing Projections

Overall Fee Increase	4.3%	7.0%	7.0%	3.5%	4.6%	3.0%	3.3%	5.0%	3.0%	4.6%
Total Agency Fees	16,676,683	17,844,050	19,093,134	19,761,394	20,660,537	21,280,353	21,982,605	23,081,735	23,774,187	24,867,800
Beginning Fund Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Fund	601,730	213,883	7,467	31,435	16,589	4,826	17,360	9,245	14,744	29,687
Capital Project Fund	218,181	2,374	2,645	9,434	145,831	2,133	83,738	171,541	166,367	247,185
Equipment & Replacement Reserves	356,517	181,624	27,394	61,945	164,747	11,079	181,757	16,306	1,404	9,872
Escrow	240,030	240,030	170,030	170,030	170,030	170,030	170,030	170,030	170,030	170,030
Operating Expense Reserve	300,751	300,751	300,751	300,751	363,251	373,251	398,251	448,251	448,251	485,751
Rate Stabilization Reserve Fund	1,214,855	1,214,855	1,064,855	814,855	877,355	887,355	887,355	937,355	937,355	974,855
Total NORCOM Fund Beg Balance	2,932,064	2,153,517	1,573,141	1,388,450	1,737,802	1,448,673	1,738,491	1,752,729	1,738,152	1,917,380
Operating Revenues										
Operating increase for Agency Fees	0.9%	2.3%	1.0%	0.5%	0.9%	0.5%	1.0%	0.7%	1.0%	1.0%
Agency Fees for Operations	16,129,340	17,060,246	18,022,491	19,188,600	19,939,246	20,763,840	21,493,157	22,136,483	23,312,552	24,011,929
E911 Revenues	1,500,000	1,500,000	1,400,000	1,400,000	1,200,000	1,200,000	1,200,000	1,100,000	1,100,000	900,000
KCEMS	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000
IT Billing	200,000	200,000	205,000	205,000	200,000	200,000	200,000	200,000	200,000	200,000
Miscellaneous	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Transfers in from Reserves		150,000	250,000	-	-	-	-	-	-	-
Total Operating Revenues	18,134,340	19,215,246	20,182,491	21,098,600	21,644,246	22,468,840	23,198,157	23,741,483	24,917,552	25,416,929
Operating Expenditures										
Operating Expenditures	18,522,187	19,321,663	20,008,523	20,788,445	21,511,010	22,156,305	22,906,272	23,715,984	24,557,609	25,386,293
Transfer to ERR		100,000	150,000	100,000	50,000	150,000	150,000	20,000	270,000	50,000
Transfer to Capital				100,000	75,000	125,000	50,000	-	-	-
Transfer to Reserves				125,000	20,000	25,000	100,000	-	75,000	-
Total Operating Fund Expenses	18,522,187	19,421,663	20,158,523	21,113,445	21,656,010	22,456,305	23,206,272	23,735,984	24,902,609	25,436,293
Capital Projects Fund										
Capital increase for Agency Fees	2.2%	2.7%	2.7%	1.5%	1.6%	1.0%	1.0%	1.0%	1.0%	1.0%
Agency Fee Distribution	359,194	450,270	481,789	286,397	306,302	206,605	212,804	219,826	230,817	237,742
Transfers from Operations	-	-	-	100,000	75,000	125,000	50,000	-	-	-
Capital Expenses	575,000	450,000	475,000	250,000	525,000	250,000	175,000	225,000	150,000	375,000
Net impact to Cap Proj. Fund Balance	(215,806)	270	6,789	136,397	(143,698)	81,605	87,804	(5,174)	80,817	(137,258)
Equipment & Replacement Reserves										
Equipment increase for Agency Fees	1.2%	2.0%	3.3%	1.5%	2.1%	1.5%	1.3%	3.3%	1.0%	2.6%
Agency Fee Distribution	188,149	333,534	588,854	286,397	414,989	309,908	276,645	725,426	230,817	618,129
Transfers from Operations	-	100,000	150,000	100,000	50,000	150,000	150,000	20,000	270,000	50,000
Equipment Expenses	363,042	587,764	704,302	283,596	618,657	289,230	592,095	760,328	492,350	666,350
Net impact to ERR Fund Balance	(174,893)	(154,230)	34,552	102,801	(153,668)	170,678	(165,450)	(14,902)	8,467	1,779
Reserves										
Op Ex Reserve- Transfers In	-	-	-	62,500	10,000	25,000	50,000	-	37,500	-
Op. Ex Reserve - Transfer Out	-	-	-	-	-	-	-	-	-	-
Rate Stabilization Reserve Transfer In	-	-	-	62,500	10,000	-	50,000	-	37,500	-
Rate Stabilization Reserve Transfer Out	-	(150,000)	(250,000)	-	-	-	-	-	-	-
Net impact to Reserves Fund Balance	-	(150,000)	(250,000)	125,000	20,000	25,000	100,000	-	75,000	-
Ending Fund Balance										
Operating Fund	213,883	7,467	31,435	16,589	4,826	17,360	9,245	14,744	29,687	10,323
Capital Project Fund	2,374	2,645	9,434	145,831	2,133	83,738	171,541	166,367	247,185	109,927
Equipment & Replacement Reserves	181,624	27,394	61,945	164,747	11,079	181,757	16,306	1,404	9,872	11,651
Long Term Replacement Funding	120,000	240,000	360,000	480,000	600,000	720,000	840,000	960,000	1,080,000	450,000
Escrow	240,030	170,030	170,030	170,030	170,030	170,030	170,030	170,030	170,030	170,030
Operating Expense Reserve	300,751	300,751	300,751	363,251	373,251	398,251	448,251	448,251	485,751	485,751
% of operating expenses (5-10% policy goal)	7.0%	6.2%	5.7%	6.3%	6.0%	6.0%	6.3%	5.8%	5.8%	5.3%
Rate Stabilization Reserve Fund	1,214,855	1,064,855	814,855	877,355	887,355	887,355	937,355	937,355	974,855	974,855
% of operating revenues (policy limit 10%)	7.5%	6.2%	4.5%	4.6%	4.5%	4.3%	4.4%	4.2%	4.2%	4.1%
Total NORCOM Fund Beg Balance	2,273,517	1,813,141	1,748,450	2,217,802	2,048,673	2,458,491	2,592,729	2,698,152	2,997,380	2,212,536

2026 Fund Summary ¹

NORCOM Budget 2026 Financial Summary							
NORCOM Budget Description	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
Estimated Beginning Balance	\$ 601,730	\$ 218,181	\$ 356,517	\$ 300,751	\$ 240,030	\$ 1,214,855	\$ 2,932,064
Revenue:							
From Participating Agencies	16,129,340	359,194	188,149	-	-	-	\$ 16,676,683
E-911 Revenue		-	-	-	1,500,000	-	\$ 1,500,000
Miscellaneous Revenues	475,000	-	-	-	-	-	\$ 475,000
Interest Earnings	30,000	-	-	-	-	-	\$ 30,000
Total Revenue	16,634,340	359,194	188,149	-	1,500,000	-	18,681,683
Total 2026 Resources	\$ 17,236,070	\$ 577,375	\$ 544,666	\$ 300,751	\$ 1,740,030	\$ 1,214,855	\$ 21,613,747
Expenditures							
Salaries & Wages	10,971,475	-	-	-	-	-	10,971,475
Personnel Benefits	3,645,736	-	-	-	-	-	3,645,736
Operating Services & Supplies	3,904,976	-	-	-	-	-	3,904,976
Equipment Expense			363,042				363,042
Capital Outlays	-	575,000		-	-	-	575,000
Total Expenditures	\$ 18,522,187	\$ 575,000	\$ 363,042	\$ -	\$ -	\$ -	\$ 19,460,229
Transfers:							
Transfers In	1,500,000	-	-	-	-	-	1,500,000
Transfer Out:							
To Operating	-	-	-	-	1,500,000	-	1,500,000
To Capital Projects	-	-	-	-	-	-	-
To ER & R	-	-	-	-	-	-	-
To Reserves	-	-	-	-	-	-	-
Transfers In less Transfers out	\$ 1,500,000	\$ -	\$ -	\$ -	\$ (1,500,000)	\$ -	\$ -
2026 Ending Fund Balance	\$ 213,883	\$ 2,375	\$ 181,624	\$ 300,751	\$ 240,030	\$ 1,214,855	\$ 2,153,518
Change in Fund Balance	\$ (387,847)	\$ (215,806)	\$ (174,893)	\$ -	\$ -	\$ -	\$ (778,546)

¹ The 2026 estimated beginning and ending fund balance may change after carry forward impacts of the 2025 budget activities

2026 Resources

Resources are comprised of estimated beginning fund balances and revenues. Revenues include fees collected from Participating Agencies, E-911 Revenue, Miscellaneous Revenues, and Interest Earnings.

- **Fees from Participating Agencies:** the primary source of NORCOM's revenue is assessments issued to Participating Agencies. Fees are calculated using a Functional Distribution Model implemented in 2017. The model uses calls for service as a basis for allocating fees to agencies by function. An annual average of billable calls for services is determined based on the number of calls for service over a two-year historical call calculation period.

The calculation is as follows:

1. Calculate NORCOM's FTE Percentage based on the following functions:

- | | |
|------------------------|----------------------|
| a. Call Receiver FTE | c. Police Radio FTE |
| b. Police Dispatch FTE | d. Fire Dispatch FTE |

2. Calculate Agency Call receiver Cost: $\text{Unfunded budget} \times \text{Call Receiver FTE \%} \times (\text{Agency CFS} / \text{Total CFS})$

3. Calculate Police Dispatch Contribution: $\text{Unfunded budget} \times \text{FD Dispatch FTE \%} \times (\text{Agency CFS} / \text{Total Police CFS})$

4. Calculate Police Data Radio Contribution: $\text{Unfunded budget} \times \text{Police Data FTE \%} \times (\text{Agency CFS} / \text{Total Police CFS})$

5. Calculate Fire/EMS Dispatch Contribution: $\text{Unfunded budget} \times \text{FD Dispatch FTE \%} \times (\text{Agency CFS} / \text{Total Fire CFS})$

Percentages are applied to the current approved budget, less revenues from other sources.

Additional resources in 2026:

- **E-911 Revenue:** excise tax revenues collected by King County and distributed to NORCOM. NORCOM receives these revenues in its E-911 Escrow Fund and transfers funds to its Operating Fund. In 2026, NORCOM's distributions are planned to be consistent with the prior years at \$1,500,000.
- **King County EMS Levy Grant:** King County Emergency Medical Services grants NORCOM funds through its Emergency Medical Dispatch program. Funds are used for employee training, and costs incurred to improve medical dispatch. NORCOM anticipates an award of \$250,000 in 2026, consistent with the prior year's award.
- **Miscellaneous revenues:** NORCOM collects funds to reimburse software purchased and hosted for several agencies. NORCOM also has service contracts in which IT employees perform services to various principal agencies and charge hourly rates for the time worked on the contracts. *Budgeted miscellaneous revenues in 2026 are expected to be consistent to 2025.*
- **Beginning Fund Balance:** incorporating a beginning Operating Fund balance provides the opportunity to impact fees. This balance may be included in NORCOM's user fee calculations, offsetting the total costs passed on to agencies through fees.

- NORCOM estimated beginning fund balance resources of \$612,000 for 2026. This balance is largely from 2024 budget vacancy savings, and unbudgeted revenues collected in 2024 the Board did not direct to use elsewhere in 2025. NORCOM's Governing Board approved the use of \$400,000 of the estimated balance to offset fee increases in 2026. The remaining \$212,000 will be saved for future fee smoothing, and the anticipation of large activity in the Capital and Equipment Funds in the upcoming three years.

Through the functional distribution methodology, 2026 participation fees are:

2026 User Fees	Dispatch Law	Data Radio	Dispatch Fire	Call Receiver	2025 <i>Adopted Total</i>	2026 Total	Increase/ (Decrease)	Percent Change
Bellevue Police	1,683,730	702,737		1,874,325	4,244,521	4,260,791	16,270	0.4%
Bothell Police	680,898	213,767		757,974	1,510,450	1,652,639	142,189	9.4%
Clyde Hill Police	56,913	7,027		63,356	111,271	127,296	16,026	14.4%
Kirkland Police	1,196,537	356,911		1,331,983	2,722,414	2,885,430	163,016	6.0%
Lake Forest Park	167,982	54,041		186,997	474,298	409,020	(65,278)	-13.8%
Medina Police	41,995	3,266		46,749	92,773	92,011	(762)	-0.8%
Mercer Island Police	316,834	36,621		352,699	697,758	706,154	8,396	1.2%
Normandy Park Police	64,630	28,802		71,946	147,859	165,379	17,520	11.8%
Total Police	4,209,519	1,403,173	-	4,686,029	10,001,344	10,298,721	297,377	3.0%
Bellevue Fire			1,048,795	633,217	1,606,822	1,682,012	75,190	4.7%
Bothell Fire			329,174	198,741	500,922	527,915	26,993	5.4%
Duvall Fire			49,111	29,651	77,302	78,762	1,461	1.9%
Eastside Fire and Rescue			555,754	335,540	863,542	891,295	27,752	3.2%
<i>Mercer Island Fire</i>			129,147	77,973	189,881	207,120	17,239	9.1%
<i>Woodinville Fire</i>			165,520	99,934	232,003	265,454	33,451	14.4%
Fall City Fire			23,259	14,043	36,837	37,302	465	1.3%
Kirkland Fire			427,309	257,990	618,980	685,299	66,319	10.7%
Redmond Fire			484,261	292,376	725,105	776,636	51,531	7.1%
Shoreline Fire			679,766	410,413	1,006,895	1,090,179	83,284	8.3%
Skykomish Fire			14,679	8,863	25,936	23,542	(2,394)	-9.2%
Snoqualmie Pass Fire			17,147	10,353	29,310	27,500	(1,810)	-6.2%
Snoqualmie Fire			47,057	28,411	70,594	75,468	4,875	6.9%
Total Fire	-	-	3,970,979	2,397,505	5,984,128	6,368,484	384,356	6.4%
Agency Total	4,209,519	1,403,173	3,970,979	7,083,534	15,985,472	16,667,205	681,733	4.3%

Transfers

Transfers are accounted for to accurately reflect each fund's resources and expenditures while considering transfer activity between funds.

Transfers include the full amount of anticipated E-911 Revenue from the Escrow Fund into the Operating Fund, leaving an E911 Escrow balance of \$240,030.

Operating Fund

Fund Overview and Drivers

The Operating Fund supports operating costs. All current operating expenditures are paid by collecting participant fees, agency reimbursements, and regular grants- such as the King County EMS Performance program.

NORCOM continues to strive to develop a lean budget for supplies and services. Categories outside of NORCOM's discretion drive many increases.

Significant operating expenditures include personnel costs, facility leases, and technology costs. Key drivers impacting the 2026 budget are:

Personnel

Significant drivers of personnel costs in 2026 include:

- The contract between NORCOM and the NORCOM Associated Guild is effective through December 31, 2025. Estimations of 2026 salary COLAs and benefits have been developed and incorporated for initial budget estimations.
- The contract between NORCOM and the Supervisor Guild is effective through December 31, 2027, and established a 3% salary increase for represented employees.
- Administrative staff have an initial COLA of 3% incorporated in budget estimations.
- The Department of Retirement systems reduced the required employer contributions for its Public Employee Retirement System (PERS) and Public Safety Employee Retirement System programs. The reductions resulting in a decrease in budgeted contributions of \$140,000.

Personnel Changes

During 2025, NORCOM planned and underwent several organizational changes following the appointment of a new Executive Director. These adjustments were designed to better align leadership structure, operational oversight, and technology management with the agency's current direction and long-term goals. The Deputy Director positions were reduced from two to one to streamline executive functions and clarify reporting relationships; this change was effective mid-2025. To enhance operational continuity and staff support, an Operations Manager position was created and filled in October 2025.

With the transition of the Fire Liaison position, and the addition of the Operations Manager position, the two liaison roles were thoughtfully consolidated into a single role, retitled Assistant Operations Manager.

This is a pilot initiative intended to strengthen coordination between operations and member agencies. This model is being carefully monitored to ensure continued responsiveness and support to all participating agencies.

Recognizing the growing importance of technology in emergency communications, NORCOM plans to add an Information Technology (IT) Manager position in 2026. This role will provide dedicated leadership to ensure the reliability and advancement of critical systems while strengthening NORCOM's capacity to offer full-service technical support to interested partner agencies.

A historical overview of NORCOM's budgeted FTE is summarized below:

Budgeted Full Time Position History by Business Unit					
<u>Business Unit</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
<u>Administration</u>					
Executive Director	1.00	1.00	1.00	1.00	1.00
Deputy Director	2.00	2.00	2.00	2.00	1.00
Police Liaison	1.00	1.00	1.00	1.00	-
Fire Liaison	1.00	1.00	1.00	1.00	-
Administrative Specialist	1.00	1.00	1.00	1.00	1.00
QA & Records Specialist	1.00	1.00	1.00	1.00	1.00
<u>Finance</u>					
Finance Manager	1.00	1.00	1.00	1.00	1.00
Payroll Specialist	1.00	1.00	1.00	1.00	1.00
<u>Human Resources</u>					
Human Resources Manager	1.00	1.00	1.00	1.00	1.00
<u>Operations</u>					
Operations Manager	-	-	-	-	1.00
Assistant Operations Manager	-	-	-	-	1.00
Training Coordinator	1.00	1.00	1.00	1.00	1.00
Team Supervisor	6.00	6.00	6.00	6.00	6.00
Telecommunicator	62.00	62.00	65.00	66.00	66.00
<u>Technology</u>					
Information Technology Manager	-	-	-	-	1.00
Technical Services Team Supervisor	2.00	2.00	2.00	2.00	2.00
Technology Team Member	7.00	7.00	8.00	9.00	9.00
Total	88.00	88.00	92.00	94.00	94.00

Facility Leases

- NORCOM's lease for its main operating facility located in Bellevue City Hall is contracted to increase its rates based on the Consumer Price Index (CPI). Additionally, NORCOM reduced the server rack space it leases from the City resulting in a 33.5% reduction in rack space lease costs.
- Other leases paid by NORCOM include an annual lease payment to the City of Redmond for its back-up center site, and radio site leases paid to King County. All budgets for these leases incorporate an increase in the annual payment amounts.

Technology

Software Maintenance: Software costs represents over 30% of NORCOM's non-personnel expenses. NORCOM incorporated the following changes in addition to regular inflationary increases:

- **Absolute Access ID-** a multifactor identification software run on all NORCOM workstations to comply with CJIS security requirements. Represents an on-going cost of approximately \$22,000.
- **CommsCoach-** NORCOM is expanding its Quality Management program and is piloting an AI Program to assist these activities. Represents an on-going cost of approximately \$25,000.
- **Hosted Services:** NORCOM pays cloud hosting fees for RAADAR and CAD Lite, website hosting and NORCOM's Cybersecurity services. The cybersecurity as a service contract was new to NORCOM in 2024, and NORCOM initially elected a single-year contract option with the new vendor. Anticipated contract increases are built in to the 2025 projections. NORCOM's initial cloud hosting contract also renews in 2025 and anticipated increases have been incorporated in the category's budget.
- **PSERN-** NORCOM pays service fees to PSERN to cover the costs and ongoing operation of the PSERN system. Service fees are determined based on the quantity of radios and dispatch consoles controlled by each agencies, and are billed on a quarterly basis. NORCOM incorporated an anticipated increase to PSERN fees of 16% based on communication received from the agency.

Additional Supplies and Services

- **Hiring Services:** NORCOM uses several services to pass a new employee through its recruitment process. This includes a physical evaluation, polygraph, and background check. On average, it costs NORCOM \$3,000 for each new hire to complete the process.

Fund Detail

The following is a breakdown of budgeted personnel expenses in 2026:

	2024 Actual	2025 Adopted	2026 Proposed	Change	Percent
Salaries & Wages - Regular	\$ 8,506,866	\$ 9,865,115	\$ 10,343,001	\$ 477,886	4.8%
Salaries & Wages - Overtime	\$ 945,244	\$ 584,422	\$ 624,274	\$ 39,851	6.8%
Professional Reimbursements	\$ 4,200	\$ 4,200	\$ 4,200	\$ -	0.0%
Medical	\$ 1,232,772	\$ 1,481,774	\$ 1,624,067	\$ 142,293	9.6%
HSA Contributions	\$ 24,902	\$ 24,298	\$ 25,200	\$ 902	3.7%
Dental	\$ 88,047	\$ 100,513	\$ 106,820	\$ 6,307	6.3%
Vision	\$ 11,893	\$ 13,321	\$ 14,069	\$ 748	5.6%
Long-Term Care	\$ 4,148	\$ 7,849	\$ 8,027	\$ 179	2.3%
Medicare	\$ 127,147	\$ 153,653	\$ 162,029	\$ 8,376	5.5%
FSA Fees	\$ 4,431	\$ 1,740	\$ 2,240	\$ 500	28.7%
MEBT	\$ 558,110	\$ 647,804	\$ 674,072	\$ 26,268	4.1%
Life	\$ 6,878	\$ 15,792	\$ 15,960	\$ 168	1.1%
LTD	\$ 13,179	\$ 14,634	\$ 21,714	\$ 7,080	48.4%
PERS	\$ 773,229	\$ 995,879	\$ 854,787	\$ (141,092)	-14.2%
Washington FMLA	\$ 19,972	\$ 25,180	\$ 31,570	\$ 6,390	25.4%
Unemployment	\$ 65,430	\$ 74,815	\$ 76,000	\$ 1,185	1.6%
Workers Comp	\$ 29,168	\$ 33,587	\$ 29,182	\$ (4,406)	-13.1%
Total Personnel	\$ 12,415,617	\$ 14,044,576	\$ 14,617,211	\$ 572,635	4.1%

Operating expenses are budgeted as follows:

	2024 Actual	2025 Adopted	2026 Proposed	Change	Percent
Advertising	\$ 14,988	\$ 15,000	\$ 17,500	\$ 2,500	16.7%
Bank Fees	\$ -	\$ 25	\$ 25	\$ -	0.0%
Cellular, Pager & Radio Svcs.	\$ 21,852	\$ 24,540	\$ 24,953	\$ 413	1.7%
Computer Hardware-Non Capital	\$ 582	\$ 15,000	\$ 7,500	\$ (7,500)	-50.0%
Consumable Goods	\$ 12,539	\$ 21,095	\$ 18,620	\$ (2,475)	-11.7%
Dues & Memberships	\$ 11,129	\$ 15,205	\$ 16,775	\$ 1,570	10.3%
Equipment Leases	\$ 23,766	\$ 24,420	\$ 25,682	\$ 1,262	5.2%
Facility Lease	\$ 853,224	\$ 854,649	\$ 842,879	\$ (11,770)	-1.4%
Financial Audit	\$ 18,848	\$ 29,492	\$ 30,967	\$ 1,475	5.0%
Hosted Services	\$ 215,475	\$ 274,300	\$ 268,887	\$ (5,413)	-2.0%
HR Services	\$ 126,159	\$ 113,453	\$ 143,195	\$ 29,742	26.2%
Insurance	\$ 135,354	\$ 168,750	\$ 170,519	\$ 1,769	1.0%
Legal Services	\$ 60,317	\$ 111,400	\$ 86,900	\$ (24,500)	-22.0%
Local Travel/Training/ Mileage	\$ 1,621	\$ 6,350	\$ 3,850	\$ (2,500)	-39.4%
Network Service	\$ 26,339	\$ 48,500	\$ 47,424	\$ (1,076)	-2.2%
Office Furniture	\$ 4,133	\$ 11,500	\$ 11,500	\$ -	0.0%
Office Supplies	\$ 4,211	\$ 6,650	\$ 6,550	\$ (100)	-1.5%
Operating Supplies	\$ 3,468	\$ 4,500	\$ 6,400	\$ 1,900	42.2%
Parking Lease	\$ 33,665	\$ 31,263	\$ 32,087	\$ 824	2.6%
Payroll Services	\$ 16,011	\$ 20,000	\$ 20,000	\$ -	0.0%
Postage	\$ 928	\$ 1,000	\$ 1,250	\$ 250	25.0%
Printing	\$ 1,836	\$ 1,550	\$ 2,000	\$ 450	29.0%
Professional Services	\$ 11,053	\$ 195,205	\$ 53,220	\$ (141,985)	-72.7%
R&M - Network Equipment	\$ 381,907	\$ 466,702	\$ 665,742	\$ 199,040	42.6%
R&M - Office Equipment	\$ 3,124	\$ 2,500	\$ -	\$ (2,500)	-100.0%
R&M - Software Maintenance	\$ 1,000,422	\$ 1,071,145	\$ 1,100,880	\$ 29,735	2.8%
Radio Site Lease	\$ 46,900	\$ 65,752	\$ 65,917	\$ 165	0.3%
Recruitment Supplies	\$ 522	\$ 2,000	\$ 2,000	\$ -	0.0%
Small Tools & Minor Equipment	\$ 8,983	\$ 10,500	\$ 15,500	\$ 5,000	47.6%
Software/Licensing	\$ 55,565	\$ 89,458	\$ 109,695	\$ 20,237	22.6%
Telephone Services	\$ 41,530	\$ 44,578	\$ 46,310	\$ 1,732	3.9%
Training/Conf. Registrations/ Travel	\$ 21,863	\$ 59,750	\$ 60,250	\$ 500	0.8%
Total Operating	\$ 3,158,315	\$ 3,806,232	\$ 3,904,976	\$ 98,744	2.6%

Capital Projects Fund

Fund Overview and Drivers

The Capital Projects Fund supports projects typically lasting more than one year. Proposed projects are forecasted by agency leadership based on industry trends, national, state, regional and community focuses, participating agency requests and other driving forces. The Board must approve projects before the commitment of any funds. Project approval can be during annual budget planning or as an independent presentation and approval process.

Fund Detail

- **Remote Call Taking Phase 1 & 2** – Part of the on-going Continuity of Operations Project, this project invests and implements a system to allow for remote Telecommunicator work. Phase 1 funds policy implementation and equipment exploration. Phase 2 funds additional equipment and training. 2025 funds Phase 1 of the project, and commits \$150,000 towards the project.
- **Tyler Enterprise Records** – NORCOM has utilized the same Records Management System (RMS) platform for over 15 years. The modern replacement, Enterprise Records, it's ready for deployment. Should police partner agencies select Enterprise Records as their replacement system, an on-going operating increase is reflected in the annual maintenance to NORCOM's CAD system. Total funding for the project in 2026 is \$150,000.
- **Tyler Report Writing** – Alongside Enterprise Records, Tyler is offering a next-generation mobile report writing solution designed to be more intuitive and fully compatible with the new RMS. This solution could replace our current Police Mobile Report Writing system. Should police partner agencies select Tyler Report Writing, an on-going operating increase is reflected in the annual maintenance to NORCOM's CAD system. Total funding for the project in 2026 is \$75,000.
- **Locution Updates and Backups** - Locution is the station alerting system operating at all fire stations. This project includes updating equipment and implementing a backup alerting mechanism to trigger Locution at each station, providing critical redundancy and enhancing reliability in emergency communications. Funding requested for this project in 2026 is \$200,000

Funding

The Capital Projects Fund has historically been funded with transfers of ending balances from other funds or project approvals during the budget process. With the smoothing process, Participating Agencies are levied a Capital Projects fee.

Of the total 4.3% fee increase to NORCOM's agencies, the total fees directed to provide funding resources to the capital project fund represent 2.2% of the fee increase, or \$417,700.

Capital Projects Fund Spending Forecast

The projects listed are included for planning purposes. Each project requires Board approval before any funds are committed. These projects may or may not be brought to the Board in future years.

Project Name	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Facility / Workspace Updates	-	25,000	-	35,000	15,000	-	-	-	-	-
Admin Phone		25,000								
Admin Workplace Reconfiguration				35,000	15,000					
COOP Project	162,500	75,000	75,000	175,000	125,000	150,000	25,000	-	-	-
RCECC Hot Backup				100,000	125,000	150,000	25,000			
Backup/ Recovery System	87,500									
Remote Call Taking / Dispatching	75,000	75,000	75,000	75,000						
911 Operations	150,000	-	100,000	200,000	100,000	-	10,000	75,000	15,000	-
Call Taking / Dispatching Guides	75,000									
Mental Health Responses (Consultant)	75,000									
ASAP to PSAP							10,000	75,000	15,000	
Receive/Share Incoming Digital Data			100,000	200,000	100,000					
911 Systems	321,875	303,125	230,000	105,000	250,000	140,000	75,000	25,000	125,000	150,000
Tyler Enterprise Records & Report Writing	150,000	75,000								
Locution Upgrades	125,000	75,000	200,000							
Enterprise RMS	46,875	78,125								
VMWare Host Upgrade		75,000								
Tyler Module Implementation			30,000	70,000	100,000					
Incoming Videos				35,000	150,000	90,000				
NICE Screen Recording						50,000	75,000			
Project 3								25,000	75,000	25,000
Project 4									50,000	125,000
Total	634,375	403,125	405,000	515,000	490,000	290,000	110,000	100,000	140,000	150,000

Equipment Replacement & Reserve Fund

Fund Overview and Drivers

NORCOM strives to ensure that the Equipment Replacement Reserve is fully funded while minimizing large increases in User Fees from year to year due to the acquisition or replacement of capital and equipment items.

2026 Fund Expenses

Part of the budget process for the ERR Fund includes reviewing and updating the replacement schedules based on updated quotes, available equipment warranties and equipment status.

Significant updates made to the schedule during the 2026 budget process include:

- **Servers-** the 2026 schedule incorporates the replacement of two servers that have reached the end of their service and support life for \$50,000
- **Switches-** the 2026 schedule includes \$50,000 for the replacement of two switches.
- **Long-term Replacement Smoothing:** the smoothing of funding for \$1million+ replacements anticipated over the next 10+ years. Funding requested in 2026 is \$120,000

Of the overall fee increase of 4.3% to NORCOM agencies, the funding dedicated towards the Equipment Fund represents a 1.2% increase, with \$188,000 directed towards the fund.

Projected ER&R Fund Forecast

In the development of the smoothing mechanism, NORCOM created the following 10-year forecast for anticipated Equipment Replacement activities:

Equipment Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Workstations	15,500	16,250	16,250	16,750	16,750	17,000	17,000	17,500	17,500	17,500
Location Computers	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Radio Site Expenses	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Cell Phones	675	725	725	750	750	800	800	850	850	850
Desk Phones	300	300	300	300	300	300	300	300	300	300
Tyler workstation Replacements		163,909					196,851			
New VHF paging system	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	200,000
Console Replacement	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Network										
Network Total	67,867	120,675	21,327	13,096	124,295	21,430	22,943	125,000	91,000	12,000
Routers										
Routers Totals	-	-	50,000	-	32,000	-	-	-	-	-
Servers										
Server Totals	50,000	20,000	527,000	-	154,863	200,000	58,000	225,000		95,000
Switch										
Switch Totals	34,000	10,000	19,000	-	-	-	46,500	55,500	15,000	32,000
Wireless Access Point										
Wireless Access Point Total	-	-	-	2,000	-	-	-	-	-	3,000
Firewall										
Firewall Totals	25,000	11,206	-	1,000	-	-	-	11,206	113,000	1,000
Radio										
Radio Totals	15,000	15,000	15,000	37,500	57,500	17,500	17,500	20,000	20,000	20,000
Fund Totals	363,042	512,764	804,302	228,596	543,657	414,230	517,095	615,056	417,350	466,350

Operating Expense Reserve

Fund Overview and Drivers

Per section 12h of the ILA, each budget year the Governing Board shall set the Operating Expense Reserve at a level that ensures funds are on hand to reasonably address unforeseen operating contingencies. NORCOM's policy is to maintain an Operating Expense Reserve at a level equal to 5% of the total Operating Budget. To determine Operating Expense Reserve funding, the Governing Board defines the Operating Budget as the Operating Fund expenses less salaries, benefits, and one-time expenses.

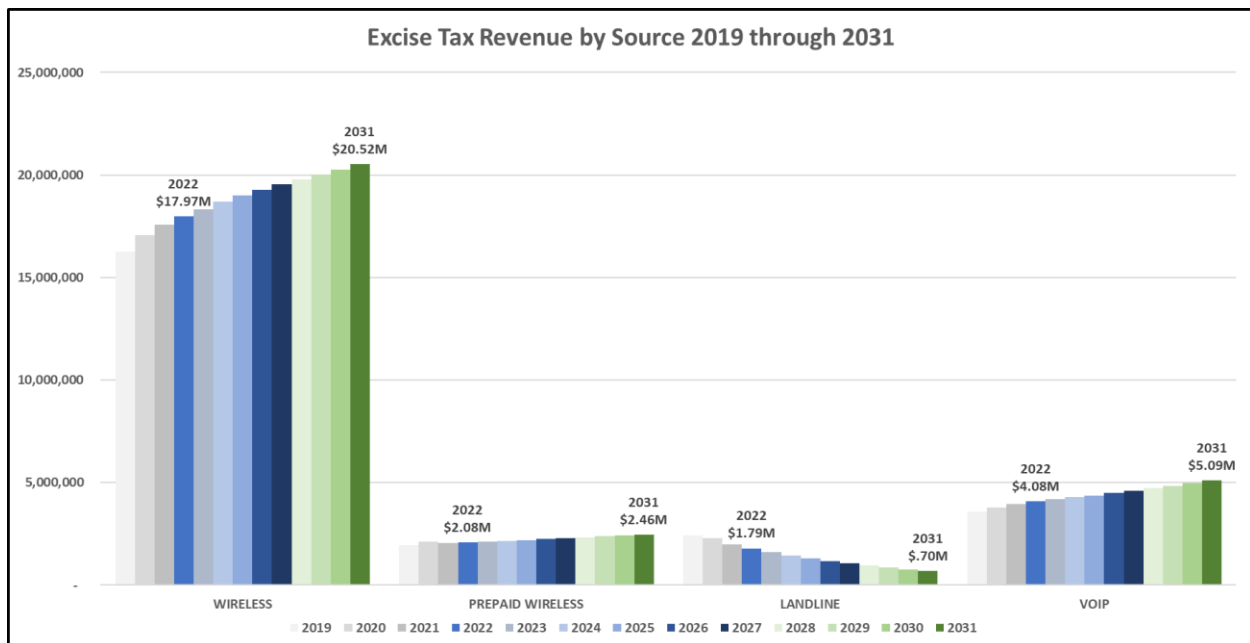
E-911 Escrow Fund

Fund Overview and Drivers

The King County E-911 office collects excise taxes for wireline, wireless, and VoIP services. Tax proceeds are distributed among the twelve Public Safety Answering Point located in the county. Distributions to PSAPs are made quarterly into an escrow account until NORCOM requests to draw out a specific amount for authorized operations support. These funds are used to offset the cost of operations and are transferred to the operating fund as necessary.

Fund Forecasts

The E-911 office forecasts the following changes in total Excise Tax revenue collected through 2031:



With the increase in amounts collected, the office has budgeted to increase its distributions to PSAPS. NORCOM's budgeted distribution in 2026 is \$1,500,000.

Rate Stabilization Fund

Fund Overview and Drivers

The Rate Stabilization Fund was created in 2012 and is funded through one-time revenues, new agency assessments/fees, ending fund balance or other sources deemed appropriate by the Governing Board. In 2017, the Board determined that a portion of these funds could be used to offset the changes in agency rates due to the new functional distribution formula.



MEMORANDUM

To: Governing Board
From: Katy Myers, Executive Director
Date: 11/14/2025
Subject: NORCOM Agency Newsletter

Executive Summary:

NORCOM is implementing a transition from separate departmental newsletters—previously focused on IT and Operations—to a single, agency-wide publication beginning this month. This change reflects NORCOM's evolution toward a more unified organizational approach that emphasizes transparency, collaboration, and shared purpose across all divisions. The new NORCOM Agency Newsletter will replace the individual IT and Operations updates historically included in the Governing Board packet. While it will continue to provide operational metrics, project updates, and staffing information, the format has been redesigned to present a comprehensive view of agency-wide performance and initiatives.

The November 2025 edition serves as the inaugural issue under this new format, featuring sections on Human Resources, Operations, Technology, Quality Management, and Strategic Planning progress. We hope this integrated structure will improve alignment across all program areas and provide a clearer narrative of NORCOM's priorities and achievements for both internal and external stakeholders.

Background:

The Newsletter is 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:

Nothing additional

Options

Risks

Finance Committee Review: No

Legal Review: No

Joint Operations Board Review: No

Attachments

November NORCOM Agency Newsletter

NORCOM Agency Newsletter

Katy Myers, Executive Director

November 2025



HUMAN RESOURCES

Current Recruitment

Call Receiving Academy #49 – 1st & 2nd interviews in process.
Approximate start date in late January 2026

Information Technology Manager position posted 11/6/2025

Current Staffing

Current FTEs	Approved	Actual
Total Headcount	94	87
Administration/Executive	8	7
Finance	2	2
Information Technology	11	10
911 Operations		
Dispatch Supervisors	6	6
Training Coordinator	1	1
Training Assistant	1	0
Telecommunicators – Fully Released	65	38
Telecommunicators – Partial Released		11
Telecommunicators – In Training		12

Communications Training Program

Current Status	Total
Call Receiving (CR) Academy	0
Call Receiving On the Job (OJT) Training	12
Call Receiving Released	5
Completed CR, in Fire Dispatch Training	0
Completed CR, in Police Dispatch Training	0
CR & Fire Dispatch Released	2
CR & Police Dispatch Released	4

Celebrations

We released 2 fully training Public Safety Telecommunicators this month. Congratulations Max and Ariel!



Our team created custom breast cancer awareness shirts for purchase. Employees donated cash or purchased shirts which raised \$557 for Northwest Hope & Healing – a Seattle-based nonprofit that provides immediate financial assistance to women undergoing breast or gynecologic cancer treatment.



NORCOM also recognized six PSTs with awards for giving CPR instructions that resulted in lives being saved.

9-1-1 OPERATIONS

Call Statistics

Incoming 911 Calls:	13,943
Answering Statistics:	
% w/in 15 seconds (90% standard):	95%
% w/in 20 seconds (95% standard):	97%
Abandonment Rate:	2.63%
Text to 911 Messages:	1,050
Incoming Ten-Digit Calls:	10,732
Outgoing Calls:	10,682

Nurse Navigation Program

NORCOM triaged and sent 113 calls to the Nurse Line/Nurse Navigation line in October.

Language Line Services

245 Calls went to the Language Line in the month of October

Total Time Spent using the service – 1642 Minutes with an average call time of 6.7 Minutes

Top 3 Languages

Spanish – 174 Calls, Mandarin – 18 Calls, Russian – 14 Calls

Public Records Requests

393 Records Requests Submitted in October

QUALITY MANAGEMENT

Continuing Education / Professional Development

In October, NORCOM staff participated in several training and development opportunities. Team members completed refresher training on Tolt Dam procedures and reviewed tips and expectations for balancing workload between radio traffic and phone calls. Security awareness training was implemented to strengthen information safety practices, and monthly BOOST training focused on weather-related processes. Additionally, one of our Telecommunicators represented NORCOM as a presenter at the Kirkland Police Community Academy.

IT SERVICE DESK

Customer Surveys

- 26 surveys returned (104 ratings)
- Better than expected – 86
- As expected – 16
- Less than expected - 2

Ticket Resolution

- Inbound tickets – 286
- Completed tickets – 230
- Overdue - 0

RADIO

PSERN to CAD Interface

Progress on the Tyler Technologies–Motorola interface is limited this month. Tyler is currently awaiting contract finalization with Motorola. NORCOM IT continues to monitor the situation to ensure alignment with agency needs and project timelines.

PSERN Encryption

PSERN continues to work on programming all radios, so they are encryption ready for Q1 of 2026. NORCOM has installed and tested the necessary equipment for a 30-minute delay to broadcast POL-1, 2 and 3 on Broadcastify. Broadcastify is a web-based platform for streaming live audio for public safety, aircraft, rail, and marine related communications. It is widely used by

public safety agencies and supports scalable, public-facing communication in a way that aligns with NORCOM's mission.

Radio System Support

With our single, internal radio expert, Andrew Johnson, moving to Operations Manager, NORCOM needs to identify a plan for supporting the various radio equipment and systems we operate. We are currently in talks with the King County Radio Shop to determine if a contract is feasible and what that scope of work and costs would look like.

PROJECTS

Law Enforcement Records Replacement

NORCOM hosted Tyler report writing and enterprise management demonstrations on November 12 & 13th. We are working to put together a steering committee which will help make recommendations for next steps.

Warm Backup Solution

NORCOM's warm backup project at RCECC continues to advance. Nearly all data is replicating to RCECC. One remaining system is scheduled for replication, after which the team will focus on fine-tuning the environment to ensure optimal performance.

Windows 11

NORCOM's migration to Windows 11 remains on track for completion in November. With Microsoft ending security updates for Windows 10, any systems still running it will pose cybersecurity risks. All partner agencies must complete their transition off Windows 10 by year-end to maintain secure connectivity with NORCOM.

Internet Resiliency

Work continues on NORCOM's dedicated iNET connection at Redmond Police Department. Following last month's equipment delivery, new hardware has now been installed and connected to King County I-NET. NORCOM is currently awaiting service activation from King County to complete the setup and enable this critical secondary network path for resiliency.

STRATEGIC PLAN

NORCOM's Strategic Planning process continues to progress on schedule. All four workgroups - Workplace Environment

Development, Sustainable Growth, Technology Systems & Services, and Governance - have completed their facilitated sessions. Each group identified a goal and objectives within their respective focus areas.

Immediately following the November Governing Board meeting, the Strategic Plan Steering Committee will convene to review and refine the goals emerging from those workgroup discussions. This step will ensure alignment across all focus areas and help prioritize the initiatives that will shape NORCOM's next phase of development.

A summary of the refined goals, along with proposed next steps and implementation strategies, will be presented to the Governing Board in January 2026 for review and discussion.