

NORCOM 911

# Strategic Plan 2026-2031

# THANK YOU TO OUR CONTRIBUTORS

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And all NORCOM employees who participated in individual and group interviews and responded to surveys. Without you our work would not be accomplished.



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## ABOUT NORCOM

NORCOM was established in 2007 as a Washington not-for-profit corporation through an Interlocal Agreement authorized under RCW Chapters 39.34 and 24.06. The Agency provides regional emergency communications services, including 911 call-taking and dispatch, to participating public safety agencies in King, Snohomish, and Kittitas Counties.

The NORCOM Governing Board, composed of chief executive officers of each participating agency, provides policy and legislative direction for NORCOM and its administration. The Board appoints and supervises the Executive Director, oversees the finances and budget of the Agency, determines what services the Agency shall offer, reviews and adopts policies, and acts as necessary to further NORCOM's mission.

# WORDS FROM LEADERSHIP



**Katy Myers**

Executive  
Director

NORCOM was created with a clear purpose: to bring agencies together to deliver reliable, high-quality emergency communications through regional collaboration and shared responsibility. That foundation remains strong today, and it continues to guide how we serve our communities. What has changed is the environment in which we operate and the level of intention required to succeed within it.

Public safety communications is evolving rapidly. Expectations for service continue to rise. Technology plays an increasingly critical role in daily operations. Workforce sustainability, governance clarity, and financial resilience are more interconnected than ever. This Strategic Plan reflects NORCOM's decision to move forward deliberately, thoughtfully, and together.

This plan is not a response to a single issue or moment in time. It is a roadmap designed to help NORCOM navigate the years ahead with clarity and discipline, while honoring the foundation on which the organization was built. Through a comprehensive assessment and a collaborative planning process, we identified the areas where focused effort will have the greatest impact: sustaining responsible growth, strengthening resilient and forward-thinking technology services, ensuring clear and equitable governance, and fostering a supportive and capable workplace.

These priorities are intentionally interdependent. Sustainable growth relies on sound governance and long-term planning. Technology strategies must emphasize reliability, security, and service outcomes. A strong workplace environment is essential to delivering consistent, high-quality service to the public and our partners. This plan recognizes that progress in one area cannot occur in isolation from the others.

I am deeply grateful to the Governing Board, NORCOM employees, and partner agencies who contributed their insight, candor, and time throughout this process. Their perspectives strengthened this work and reinforced a shared commitment to NORCOM's future.

Through this strategic Plan, NORCOM affirms its commitment to responsible growth, operational resilience, and effective regional service delivery in support of the communities and agencies we serve.



# STATEMENTS OF SUPPORT

On behalf of the NORCOM Associated Guild, I am writing to express our support for the high-level goals and strategic direction outlined in the NORCOM Strategic Plan. As representatives of the professionals who serve as caring, trusted servants when seconds count, we share a fundamental interest in ensuring that NORCOM remains a reliable and resilient regional leader in public safety communications.

The Guild recognizes that this plan establishes a vision for NORCOM to be a well-respected industry leader. We are particularly encouraged by the strategic priorities that directly impact the strength of our organization and the well-being of our members:

- **Workforce Environment & Development:** We look forward to increased collaboration from management in developing a supportive and inclusive environment and refining recruitment and retention strategies to ensure a diverse workforce. We specifically value the commitment to reinforcing personal wellness and professional development programs to promote employee growth.
- **Operational Excellence:** We align with the goals of providing excellent and efficient service today and in the future through informed decision-making and sustainable growth.
- **Technological Resilience & Innovation:** The Guild appreciates the push toward technological advances and supports the goal of ensuring technology services are resilient and forward-thinking. While we encourage leadership to remain open to innovation, we advocate for a pragmatic and deliberate approach to selection and adoption. It is vital that new technology is reviewed based on its ability to increase value rather than replace employees. By implementing a technology governance framework that is steady and purposeful, we can ensure we do not overwhelm the workforce with "fly-by-night" systems that create unnecessary training burdens or job insecurity.

This statement serves as an acknowledgement of our shared interest in NORCOM's long-term sustainability and our mutual desire for the agency to be an outstanding place to work. While this support does not constitute an endorsement of specific future policies, implementation timelines, or matters subject to collective bargaining, it reflects our commitment to working cooperatively toward the common goal of serving our communities.

We look forward to continued partnership as we move toward these objectives.

Sincerely,

**Nicholas Curry President, NORCOM Associated Guild**

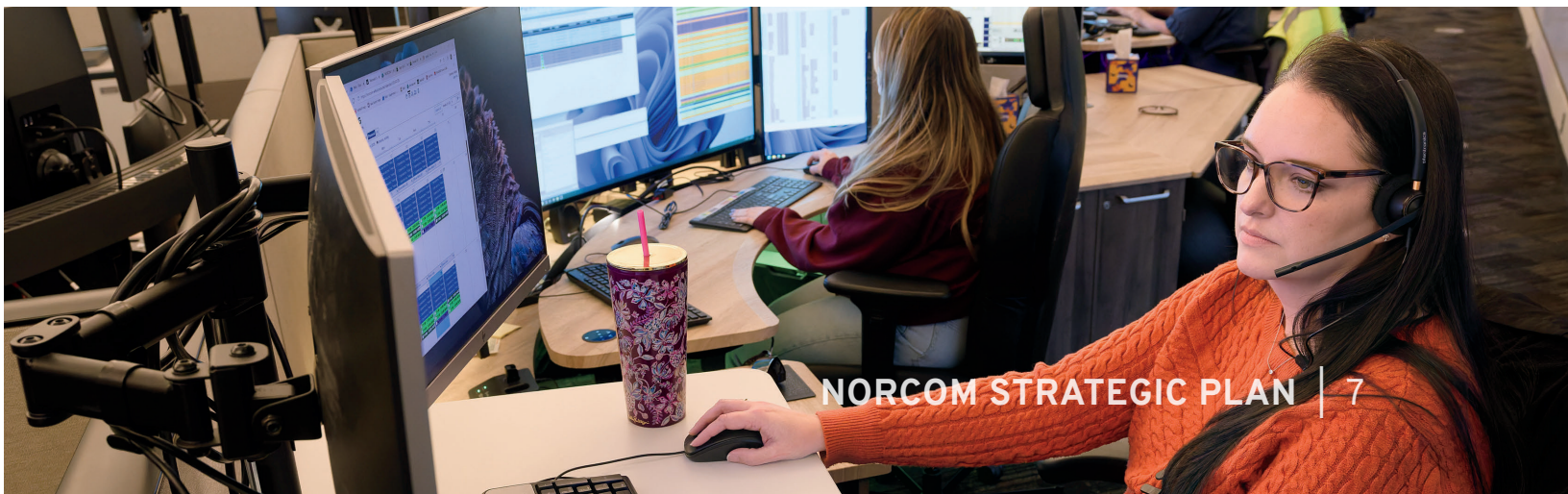
Since its inception, NORCOM has served as a model Public Safety Answering Point, not only for the communities it directly serves, but for the region as a whole. In a profession where seconds matter, NORCOM's collaboration with its fire and police partners has positively impacted countless lives. As the needs of the community continue to evolve, NORCOM has remained committed to adapting and improving to ensure people receive the help they need when it matters most.

As NORCOM enters its next phase, the Governing Board recognized the importance of being intentional and deliberate in developing this strategic plan. This plan outlines the organization's guiding principles, core beliefs, and a framework for addressing the opportunities and challenges that lie ahead.

This effort would not have been possible without the dedication and professionalism of NORCOM employees, past and present, the leadership of the steering committee, and the continued support of the Governing Board. It is my hope that this strategic plan will help guide NORCOM's continued success as an organization committed to connecting people with the help they need.



**Dan Yourkoski, Governing Board Chair**  
City of Normandy Park  
Police Chief





# PLANNING PROCESS

NORCOM's strategic planning process was a collaborative seven-month endeavor guided by a dedicated subcommittee of the Governing Board. The process followed a structured three-phase framework: Assessment, Planning, and Implementation.

## Phase 1: Assessment

To understand the organization's current standing, the process began with over 20 stakeholder interviews, staff surveys, and focus groups. This was bolstered by a robust document review, a peer landscape analysis, and an internal infrastructure audit. These efforts culminated in a comprehensive Strengths, Weaknesses, Opportunities, Threats analysis, allowing NORCOM to affirm its core values, refine its mission, and introduce its vision as foundational anchors.

## Phase 2: Planning

Building on the assessment, the organization identified four strategic priorities to serve as pillars for the future. Joint workgroups of staff and board members then defined specific goals and objectives to ensure each priority was strategically aligned with NORCOM's mission and vision for the future.

## Phase 3: Implementation

Finally, the process moved toward action. Staff collaborated in dedicated sessions to develop tactical plans and define key metrics. These benchmarks will be used to track progress and ensure success across all priorities over the next five years.

# STRATEGIC PLAN SNAPSHOT

## OUR VISION, MISSION, AND VALUES

NORCOM's vision, mission, and values provide direction, define purpose, and create a framework for decision-making and action at the organization.

### **Vision**

NORCOM strives to be a reliable and resilient regional leader in public safety communications, serving the well-being of our communities.

### **Mission**

We are caring and trusted servants when seconds count.

### **Values**

#### *Organizational Values:*

Be outstanding, be efficient, be responsive, work together, be open, be innovative.

#### *Cultural Values:*

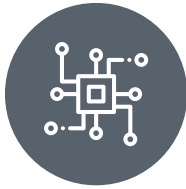
NORCOM team members are committed to working:

- Cooperatively toward a common goal; to be held
- Accountable for my words and actions; to showing
- Respect to all people I come in contact with; to striving for
- Excellence in my work, word, and deeds, and to being
- Supportive of those I work with and for.

## STRATEGIC PRIORITIES



**SUSTAINABLE GROWTH**



**TECHNOLOGY SERVICES**



**GOVERNANCE**



**WORKPLACE ENVIRONMENT  
DEVELOPMENT**



Aband	41 40:23	08 02:34
911	Taylor C	Mark W
10 Digit	42 19:24	32 41:41
Non Emer	44 01:28	Kelly S
1	43 26:02	07 13:47
	Dan C	Chris W
	33 01:46	34 64:28
	Ethan P	Lindsay R
	04 02:40	02 01:32
	01 00:18	Joshua R
	05 00:14	Viviek S
	50 29:49	Kaitlin C

16:41:40

# SUSTAINABLE GROWTH

**Goal: NORCOM is a well-respected industry leader, providing excellent and efficient service today and in the future.**

## **Objectives**

- Strengthen and evolve services and capacity to be responsive to community needs and expectations, while remaining true to the organization's mission.
- Ensure efficiency of budget and resources through long-term planning and forecasting.
- Ensure the physical location of NORCOM is suitable for operational and financial sustainability.
- Develop policies and a support model for existing, potential, and evolving members.

# TECHNOLOGY SERVICES

**Goal: NORCOM's technology services are resilient, and IT strategies are responsive and forward-thinking.**

## **Objectives**

- Establish and maintain an IT systems and services analysis to address current gaps and forecast future needs.
- Implement a technology governance framework with clear, documented criteria to evaluate and prioritize technologies, and to inform decisions related to technology innovation and the adoption of new services.
- Develop and ratify a service level agreement (SLA) that articulates services, performance targets, and responsibilities, aligning with established policies.
- Design and deploy a tiered unified IT services model to standardize service offerings and delivery.
- Optimize internal systems, team structures, and job descriptions to ensure responsiveness and scalability for delivering current and emerging technology services needs.



# GOVERNANCE

**Goal: NORCOM makes informed decisions to serve the greater good.**

## **Objectives**

- Ensure the current ILA model is the most appropriate organizational structure.
- Update the organization's interlocal agreements and bylaws to clarify operational and services expectations, increase the ability to be responsive to agency needs, and decrease complexity.
- Ensure the agency's decision-making model is equitable.
- Establish a process by which potential new and/or restructured existing members are incorporated into service and governance.



BE OUTSTANDING  
BE EFFICIENT  
BE RESPONSIVE  
WORK TOGETHER  
BE OPEN  
BE INNOVATIVE

# WORKFORCE ENVIRONMENT DEVELOPMENT

**Goal: NORCOM is a supportive and inclusive environment for a capable workforce.**

## **Objectives**

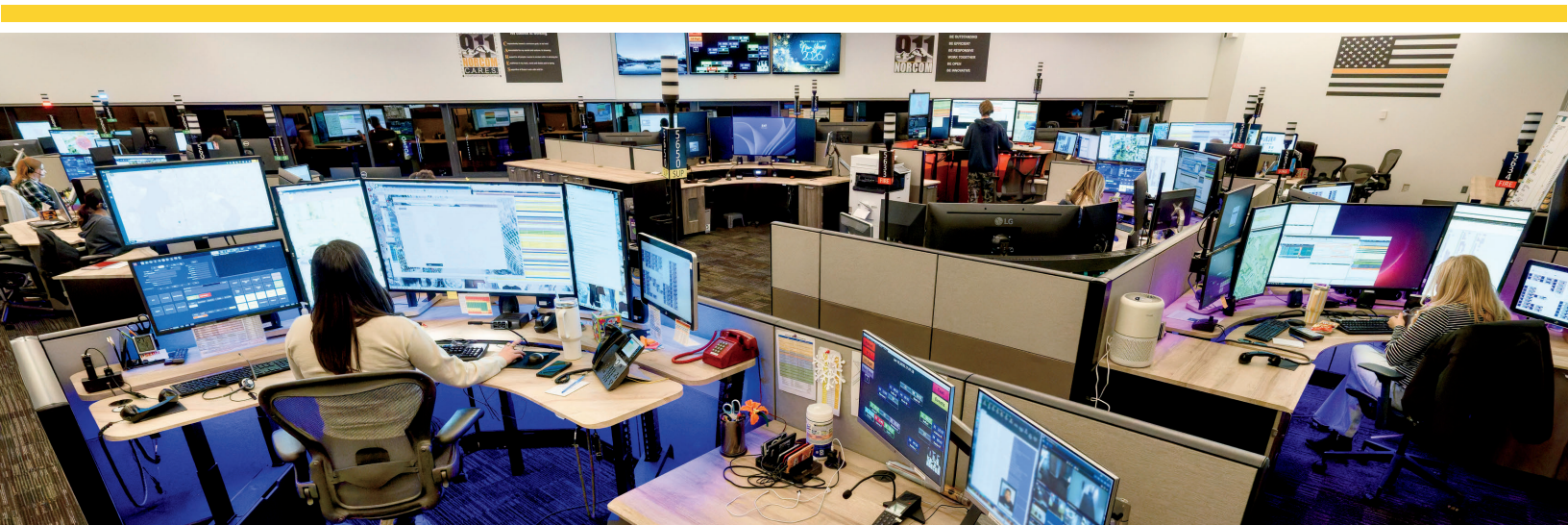
- Develop and refine a recruitment and retention strategy to ensure a diverse and representative workforce.
- Reinforce a personal wellness and professional development program to promote employee growth and wellbeing.
- Establish agency and team-specific expectations for consistent, high-quality training.
- Recognize and celebrate the success and achievements of all team members.
- Create an internal and external communication framework for consistent and clear messaging.
- Refine the agency's internal structure and position descriptions to streamline and increase the clarity and efficiency of work.

# WHAT'S NEXT

## Implementing the Strategic Plan

Using this strategic planning framework, NORCOM will work over the coming years to:

- **Prioritize actions:** Iteratively develop and maintain work plans to prioritize actions and drive progress across objectives and goals.
- **Develop buy-in:** Use the strategic plan as a storytelling tool to ensure alignment and accountability among the board, staff, and partners around its objectives.
- **Track progress:** Ensure that actions drive change and progress, and use key metrics to inform updated work planning throughout the life of the strategic plan.



## Metrics for tracking progress:

The following metrics will serve as a high-level dashboard to indicate the progress of the strategic plan and the overall health of the organization:

### **Sustainable Growth:**

- Workload (radio PPT, radio talk time, CAD calls etc.)
- Performance metrics (ring time, hold time, etc.)
- Progress toward optimal space and amenities, based on physical plant audit
- Budget increase in outside revenue
- Updated funding formula
- Completed SLA with agencies

### **Technology Services:**

- Uptime of mission-critical services
- Completed SLAs

### **Governance:**

- Legal structure adopted/affirmed
- Updated and confirmed decision-making model
- Updated onboarding process

### **Workplace Environment Development:**

- Recruitment and retention reporting
- Active communications and social media presence
- Utilization of employee programs and professional development resources



## NORCOM 911 **Strategic Plan**

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Special thanks to the strategic planning consulting team:  
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