

ANNUAL REPORT

2025



CARING AND TRUSTED SERVANTS WHEN SECONDS COUNT

2025 ANNUAL REPORT

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SERVICE BY THE NUMBERS

Total # of calls answered	344,117
Total unique fire address points	284,700
Calls with police units dispatched	155,564
Total unique police address points	119,900
Calls with fire/EMS dispatched	79,554
Total fire road segments	40,600
Total police road segments	16,600
Total fire road miles	4,200
Public disclosure requests	4,150
Total police road miles	1,300
Average daily calls received	942
Total service area in square miles	660
Total fire square miles covered	658
Total police square miles covered	81
Cardiac arrest saves	87
Babies born with dispatch assistance	3

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MESSAGE FROM THE GOVERNING BOARD CHAIR

As we reflect on 2025, we recognize a year of meaningful progress and transition for NORCOM. Throughout the year, the organization continued to demonstrate the professionalism, dedication, and collaboration that define its role as a trusted public safety partner. As the needs of our communities evolve, NORCOM remains steadfast in its commitment to delivering service that is responsive, compassionate, and reliable.

This year also marked an important leadership transition. The Governing Board extends its sincere appreciation to former Executive Director Bill Hamilton for his years of dedicated service and steady leadership. We are pleased to welcome Executive Director Katy Myers, whose vision, experience, and commitment position NORCOM well for the future. In support of this transition, the agency also implemented thoughtful enhancements to its leadership structure to strengthen organizational effectiveness and support long-term success.

The Board is proud of the accomplishments achieved in 2025. NORCOM advanced critical technology initiatives, strengthened system resilience, invested in employee development and well-being, and completed strategic planning efforts that will help guide the organization in the years ahead. These achievements reflect a forward-looking agency that is responsive to current needs while preparing responsibly for future opportunities and challenges.

We also extend our gratitude to NORCOM's employees, whose professionalism and dedication are the foundation of the exceptional service provided every day. Their commitment to supporting our member agencies and the communities they serve remains at the heart of NORCOM's success.



Chief Dan Yourkoski

Police Chief
City of Normandy Park

As we look ahead, we do so with confidence and optimism. This annual report highlights an organization grounded in service, partnership, and continuous improvement. Guided by clear priorities and a shared commitment to excellence, NORCOM is well-positioned to meet the evolving needs of the region and continue delivering on its mission in the years to come.

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2025 TREASURER REPORT

NORCOM continued its track record of strong financial performance in 2025 with revenues over budget due to increased interest revenue, and expenditures under budget, due primarily to vacancies. The 2025 year-end fund balance enabled NORCOM to supplement the 2026 Budget with increased transfers to the Capital and Equipment funds and set aside fund balance to offset future Participating Agency contributions. Other highlights include receiving a clean audit of both the Financial Statements and the Internal Control over Financial Reporting from the Washington State Auditor's Office for the year 2024, published February 2026. NORCOM has had clean audits on the annual Financial Statements and Accountability audits since its inception.

The Finance Committee continued to meet regularly in 2025 to review activity, discuss issues and provide recommendations to the Governing Board on financial matters. This process helps provide transparency and accountability in financial management to the Governing Board. Three internal reviews were conducted in 2025 in the following areas: 1) Treasury activities including cash handling, 2) Accounts Receivable and Revenue internal controls, and 3) Internal control review of financial statement preparation, financial closing and reporting, fixed assets, and depreciation. There were no material deficiencies in NORCOM's internal control environment in all three reviews.

The Finance Committee members include representatives of member agencies, the NORCOM Finance Manager and the NORCOM Treasurer. The Committee supports the Treasurer in the oversight of all financial records, reviews the budget, and provides support and expertise to the NORCOM Finance Manager.

I want to express my thanks and appreciation to the Governing Board, the NORCOM staff, and the Finance Committee who have worked diligently to keep NORCOM financially strong.



Michael Olson
City of Kirkland
NORCOM Finance Committee Treasurer

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MESSAGE FROM EXECUTIVE DIRECTOR

2025 was a defining year for NORCOM, marked by strategic positioning and important organizational change. As I stepped into the role of Executive Director, I had the privilege of witnessing firsthand the strength, commitment, and professionalism that guide this organization every day. The retirement of former Executive Director Bill Hamilton and the restructuring of our leadership team marked a significant transition, and I am grateful for the trust placed in me to carry forward our mission with steadiness and care.

Despite the pace of change, our staff demonstrated extraordinary dedication. We strengthened service to our partner agencies and community members, invested in the people who power our operations, and continued to modernize the technology and systems that ensure reliability when every second counts. From major training achievements and strategic planning efforts to innovations in cybersecurity, interoperability, and regional coordination, 2025 reflected who we are at our core: collaborative, forward thinking, and mission driven.

As we move into the coming year, we are building on a strong foundation. With clear strategic priorities, a strengthened leadership team, and a continued focus on supporting our workforce, NORCOM is prepared for both the opportunities and the challenges ahead. I am grateful for everything our team accomplished in 2025 and excited for the progress we will make together.



Katy Myers
Executive Director

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PRINCIPAL REPRESENTATIVES



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2025 GOVERNING BOARD

Chair

Toni Call
Deputy City Manager
City of Bothell

Dan Yourkoski
Police Chief
City of Normandy Park

Vice Chair

Dan Yourkoski
Police Chief
City of Normandy Park

Brian Culp
Fire Chief
Fire District # 27 – Fall City

Members

Nathan McCommon
Deputy City Manager
City of Bellevue

Kyle Kolling
Police Chief
City of Clyde Hill

Julie Underwood
Deputy City Manager
City of Kirkland

Mike Harden
Police Chief
City of Lake Forest Park

Jeff Sass
Police Chief
City of Medina

Jeff Magnan
Commander
City of Mercer Island

Mike Bailey
Fire Chief
City of Snoqualmie

Ben Lane
Fire Chief
Eastside Fire & Rescue
Woodinville Fire & Rescue
Duvall Fire District #45
Mercer Island Fire Department

Matt Cowan
Fire Chief
Northshore Fire Department
Shoreline Fire Department
Bothell Fire Department

Adrian Sheppard
Fire Chief
Redmond Fire Department

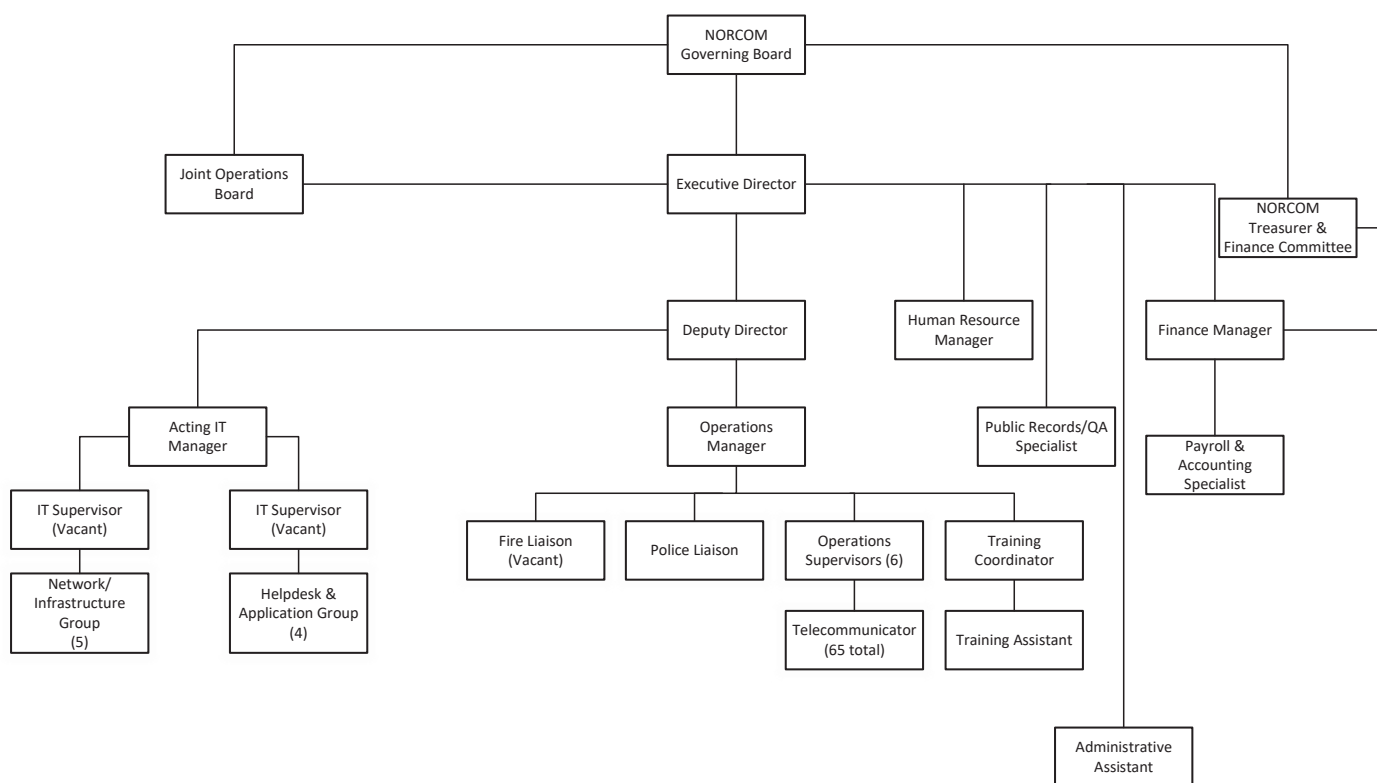
Jay Wiseman
Fire Chief
Snoqualmie Pass Fire

James Knisley
Fire Chief
Skykomish Fire District #50

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NORCOM 2025 Organizational Chart



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LEADERSHIP TEAM



Katy Myers, Executive Director



Jamie Donley, Deputy Director



Andrew Johnson, Operations Manager



Roky Louie, Human Resources Manager



Marianne Deppen, Finance Manager



Karen Furuya, Acting IT Manager

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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:

- **C**ooperatively toward a common goal; to be held
- **A**ccountable for my words and actions; to showing
- **R**espect to all people I come in contact with; to striving for
- **E**xcellence in my work, word, and deeds, and to being
- **S**upportive of those I work with and for.



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SERVICE TO OUR COMMUNITIES

In 2025, NORCOM continued its role as a committed community partner through direct service, multiagency collaboration, and support for regional public safety initiatives. Our team contributed time, expertise, and coordination to programs that advanced food security, public education, community preparedness, and local emergency response capabilities.

Advancing Food Security & Charitable Support

NORCOM helped coordinate the region's multiagency PSAP Food Drive, partnering with public safety organizations across the area to support local food banks ahead of the holiday season. The center also supported an employee led charitable fundraiser that contributed proceeds to a local cancer support organization and provided assistance to a designated holiday family.

Supporting Community Education & Public Safety Outreach

NORCOM participated in regional community education efforts, including events designed to increase public understanding of 911 operations and dispatch services. The center also collaborated with public safety partners on legislative briefings to help inform policymakers on evolving crisis response models and their impact on community well-being.

Growing Regional Volunteerism & Training Support

To enhance community resilience, NORCOM promoted volunteer opportunities with partner organizations and encouraged employee participation during regional police training scenarios, contributing to realistic, community centered training environments for first responders.



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911 OPERATIONS

2025 NORCOM Operations: Key Accomplishments & Initiatives

1. Leadership & Workforce Development

- **Advanced School of Leadership:** NORCOM launched the Advanced School of Leadership for Operations Supervisors, a nine month program led by SCGI Performance Management Consulting and Dr. De Hicks. This Board supported investment is designed to further strengthen and align the Operations leadership team while advancing strategic plan priorities related to leadership, culture, and workforce sustainability. Participants include all supervisors, the Operations Coordinator, Operations Manager, Deputy Director and Executive Director.



2025 Operations Leadership Team

- **NORCOM Operations Committee (NOC):** Created to strengthen teamwork across the organization by giving employees a clear and meaningful voice in shaping improvements. The committee gathers ideas from staff, reviews and evaluates them, and forwards well-developed recommendations to leadership, ensuring that great ideas can turn into real operational enhancements. Its formation highlights NORCOM's commitment to collaboration, transparency, and valuing the experience and insight of every employee as we work together to make NORCOM better.

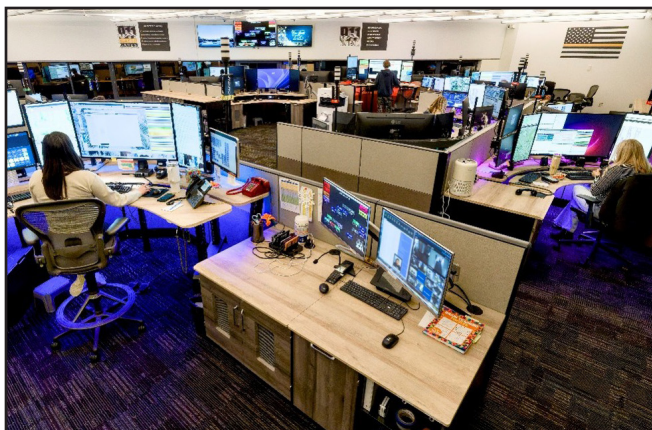
2. Staffing, Training, & Peer Support

- **Recruitment & Training:** Multiple Call Receiving Academies were conducted with new telecommunicators progressing through training and on-the-job phases. NORCOM continued to expand its cadre of fill-in trainers to support new hires and ensure high-quality onboarding.



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911 OPERATIONS



Dispatch floor after remodel

- **Peer Support Team:** The Peer support team composed of certified public safety professionals, provided confidential support to staff, responding to both critical incidents and everyday stressors. The team's work was highlighted during Mental Health Awareness Month, and NORCOM continued to invest in wellness resources, including the AlliConnect app for rapid access to clinicians.

3. Operational Excellence & Performance

- **911 Call Performance:** NORCOM consistently exceeded state and national standards for 911 answering times and low abandonment rates with 92% of 911 calls answered within 10 seconds and 96% answered within 15 seconds. Text-to-911 usage increased significantly in 2025, reaching 3,642 sessions—an increase of nearly 25% compared to 2,911 sessions in 2024 and language line calls remained high, reflecting NORCOM's commitment to accessibility.
- **Life-Saving Impact:** Telecommunicators were recognized with multiple Telephone

CPR Save Awards for delivering life-saving CPR instructions. NORCOM's critical role in the Chain of Survival was further demonstrated through 87 documented cardiac arrest saves.

4. Major Projects & Technology Modernization

- **Console Replacement Project:** The final phase of the 911 console replacement was completed, including sound paneling and window tinting for security and comfort. The new workstations offer modern ergonomics and technology.

5. Policy, Procedure, & Process Improvements

- **Operational Position Expectations:** NORCOM consolidated position expectations and introduced a dedicated break relief role to improve coverage and reduce disruptions.
- **Scenario-Based Training:** Continued emphasis on scenario-based and systems outage training, including low-frequency/high-criticality scenarios, manual dispatching, and radio outage procedures.
- **Policy & Procedure Updates:** Ongoing updates to all policies and procedures, with police and fire dispatch sections completed, with data/call-taking, operations, and training sections ongoing.

6. Regional Readiness

- **FIFA World Cup 2026 Planning:** NORCOM participated in regional planning and exercises (e.g. Spectrum Cyclone) to prepare for the anticipated surge in 911 call volume, language diversity, and operational complexity during the Seattle-hosted matches.

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911 OPERATIONS

2026 Operational Goals and Priorities

Building from this foundation, Operations will continue to enhance capabilities and strengthen organizational readiness with a set of focused, practical goals:

- **Finalize Continuity of Operations Plans (COOP)**

Ensure NORCOM can seamlessly sustain operations under any disruption, including facility outages, large-scale regional incidents, and technology failures.

- **Institute AI Based Translation Tools**

Deploy real time translation and communication tools in preparation for the 2026 FIFA World Cup events in Seattle, supporting multilingual callers and reducing barriers during periods of extremely high call volume.

- **Train for and implement Radio Encryption**

Prepare staff for the transition to encrypted public safety radio communications, including policy development, training, and interoperability coordination with partner agencies.

- **Increase Certified Training Officer (CTO) Cadre**

Expand and strengthen the instructional workforce to support the hiring process, improve trainee support, and enhance consistency in training delivery.

- **Enhance Peer Support Processes**

Build on existing wellness initiatives by expanding peer support resources, training additional peer support team members, and integrating wellness practices into everyday operations.

- **Develop Comprehensive Supervisor Policy & Procedure Guidance**

Create a structured, accessible policy and procedure framework tailored for supervisors to ensure clarity, accountability, and consistency in supervisory decision making and consistency.

- **Continue Strengthening NORCOM's Culture**

Reinforce positive team centered culture across Operations by supporting engagement, recognition, inclusion, mentoring, and leadership visibility.



Khai T. receiving award for 25 years of service in the industry



Max M. received Public Safety Telecommunicator state certification

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TECHNOLOGY, SYSTEMS, & RESILIENCE

Reliable technology is essential to NORCOM's ability to serve our communities, support our public safety partners, and maintain continuity in a mission-critical environment. In 2025, NORCOM continued strengthening its technology foundation through infrastructure modernization, cybersecurity improvements, system reliability work, software development, and regional interoperability initiatives. These efforts reflect the agency's ongoing commitment to resilient operations, secure systems, and dependable service delivery.

In 2025, NORCOM expanded its technical capacity with the addition of a Network Security Engineer, strengthening the agency's cybersecurity maturity and network operations capabilities. This added capacity helped the team complete several major initiatives while continuing to strengthen cybersecurity, network segmentation, firewall reliability, and overall system resilience.

The IT Service Desk continued to provide strong support across the organization. In 2025, the team handled 3,257 tickets, a decrease from 3,478 tickets in 2024. Customer satisfaction remained exceptionally high, with 99.5% of survey responses reflecting service that met or exceeded expectations.

NORCOM's network infrastructure also demonstrated strong reliability, achieving 99.9% uptime for the year. The IT team remained focused on performance optimization, proactive maintenance, vendor coordination, and critical connectivity improvements to support operational continuity. Major cybersecurity efforts included firewall high availability across primary and disaster recovery environments, continued security monitoring and incident response, improved VPN controls, and SQL audit work focused on access, accounts, failed logins, and activity anomalies.

Several major public safety system projects were completed or advanced during the year, including annual Tyler CAD system upgrades, alpha-numeric paging hardware replacement, Windows 11 migration, multi-factor authentication implementation, and backup and disaster recovery improvements through Rubrik-based warm backup capabilities and replication to the disaster recovery site.

NORCOM also continued to invest in internally developed tools that support regional coordination and community response. RAADAR, NORCOM's real-time data-sharing platform, expanded with the onboarding of Enumclaw Police, Valley Communications, and North Sound Metro SWAT. The platform received new features and enhancements that improved call search, mobile reporting, agency administration, system performance, and user governance. The Regional Crisis Response application, Navigator, also continued to mature, with releases that improved follow-up reminders, documentation, reporting fields, risk-assessment accuracy, and navigator workflows.

Together, these accomplishments strengthened NORCOM's operational resilience, improved system reliability, enhanced cybersecurity, and supported greater regional interoperability. As technology needs continue to evolve, NORCOM remains committed to maintaining secure, modern, and dependable systems that support the people and agencies who rely on us every day.



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INVESTING IN OUR PEOPLE

NORCOM's strength begins with its people. In 2025, the agency continued to invest in recruitment, retention, training, professional development, wellness, and leadership capacity to support a skilled, resilient, and service-focused workforce. These efforts reflect NORCOM's commitment to building a workplace where employees are prepared for the demands of public safety communications, supported in their growth, and equipped to serve our partner agencies and communities with excellence.

In 2025, NORCOM hired 22 Telecommunicators, one Deputy Director, and one Network Security Engineer. The agency also promoted an Operations Manager, reclassified two existing positions to better support organizational needs, and the Governing Board promoted a new Executive Director. Telecommunicator staffing averaged 92% during the year, and turnover in the Telecommunicator workgroup decreased from 40% in 2024 to 26% in 2025.

Training remained a major focus throughout the year. The Operations Training Department delivered 10,824 hours of one-on-one training, including call receiving, police radio, and fire radio instruction. NORCOM completed four Call Receiving Academies, three Fire Radio Academies, and three Police Radio Academies. Twenty-six students graduated from Call Receiving Academy, with employees released to independent call taking, police radio, and fire radio assignments. The Training Department also delivered King County EMS Criteria-Based Dispatch training and continued refining documentation and reporting processes to meet Washington State certification standards.

Professional development extended beyond operations. NORCOM's IT staff completed cybersecurity, database, software development, infrastructure, and platform-specific training to strengthen technical proficiency and

organizational resilience. Training opportunities included cybersecurity courses, Microsoft modernization and security workshops, PostgreSQL and SQL coursework, and participation in key industry conferences focused on station alerting, public safety technology, data and analytics, artificial intelligence, software development, RMS, CAD, and mobile applications. These investments support the reliability, security, and modernization of the systems NORCOM depends on every day.

Looking ahead, NORCOM will continue to focus on sustainable staffing, employee growth, and workforce readiness. Priorities include recruiting an Information Technology Manager, expanding strategies to increase diversity in recruitment, improving tools to assess job fit for the Telecommunicator role, increasing advanced training opportunities, growing the Communications Training Officer cadre, expanding simulation-based training, and continuing to strengthen employee wellness, resilience, and professional development programs.

Through these efforts, NORCOM remains committed to investing in the people who make reliable, compassionate, and high-quality public safety communications possible.



Self-care station encouraging the importance of self-care.

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AWARDS

Telecommunicator of the Year - Krystal M.

In recognition of exceptional professionalism, dedication, and commitment to excellence. Krystal consistently demonstrates calm, confident, and compassionate service in every call she handles, embodying the CARES values in all aspects of her work.

Her accountability, humility, and continuous drive to improve set a powerful example for others. With over 25 years of experience, she remains committed to growth while generously sharing her knowledge to support new trainees and the team as a whole. Krystal's leadership, reliability, and service make her truly deserving of this honor.

Technician of the Year - Khai T.

In recognition of exceptional professionalism, expertise, and dedication to supporting critical systems and operations. Khai consistently demonstrates a strong commitment to reliability, problem-solving, and service, ensuring that the technology our teams depend on performs when it matters most. Khai's contributions strengthen our organization every day and makes him truly deserving of this honor.

Critical Incident Dispatcher of the Year - Callie B.

In recognition of exceptional performance, composure, and professionalism during a prolonged and high-risk critical incident. During a rapidly evolving situation involving an armed and barricaded subject, Callie served as the primary dispatcher for over seven hours, maintaining steady control of radio traffic and delivering clear, timely communication throughout.

Her calm demeanor, focus under pressure, and dedication to the safety of responders and the

community reflect the highest standards of emergency communications. Callie's professionalism and commitment make her truly deserving of this honor.

Supervisor of the Year - Nicole B.

In recognition of outstanding leadership, mentorship, and dedication to her team. Nicole consistently demonstrates a genuine commitment to the success and wellbeing of those she supervises, creating an environment where staff feel supported, heard, and valued. Her thoughtful perspective, honest feedback, and ability to work through challenges collaboratively make her a trusted leader and mentor. Nicole leads with fairness, consistency, and integrity, holding high standards while ensuring her team has the guidance and support they need to succeed. Her tireless work ethic and dedication to NORCOM and its people make her truly deserving of this honor.

Administrative Professional of the Year - Maggie J.

In recognition of outstanding dedication, reliability, and service to NORCOM. Maggie is a constant source of support, ensuring that both people and operations have what they need to succeed. From the smallest details to the larger organizational needs, her work keeps everything running smoothly.

She approaches every task with care, positivity, and a commitment to excellence, treating everyone with patience and respect. Maggie's attention to detail, strong work ethic, and willingness to help—no matter the need—make her an invaluable part of the team.

Maggie's contributions truly hold the organization together, making her exceptionally deserving of this honor.



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AWARDS

Trainer of the Year - Larissa B.

In recognition of exceptional dedication, innovation, and excellence in training. Larissa approaches each trainee with respect and understanding, tailoring her support to meet individual needs and foster success. Her thoughtful, creative approach to coaching, combined with her willingness to go above and beyond, creates a positive and effective learning environment. She is a trusted resource who encourages questions, supports growth, and consistently models professionalism and knowledge.

Larissa's commitment to developing others and strengthening our team makes her truly deserving of this honor.

Police Dispatcher of the Year - Tracey M.

In recognition of exceptional skill, professionalism, and composure in police dispatching. Tracey consistently demonstrates outstanding awareness, precision, and control of the radio, ensuring the safety and support of field units at all times. Her calm, confident presence during high-stress incidents reflects the highest standards of emergency communications and serves as a model for her peers.

Tracey's dedication, reliability, and commitment to excellence make her truly deserving of this honor.

Fire Dispatcher of the Year - Allyson K.

In recognition of outstanding performance, dedication, and expertise in fire dispatching. Allyson consistently goes above and beyond to ensure accurate unit status, adherence to SOPs, and effective resource deployment on every call. Her ability to manage multiple incidents simultaneously with precision and composure reflects a deep commitment to

excellence. A trusted resource and steady presence on the floor, Allyson's professionalism and attention to detail strengthen operations and support both her team and the field.

Her work exemplifies the highest standards of emergency communications.

Call Receiver of the Year - Danielle S.

In recognition of outstanding performance, professionalism, and adaptability in call receiving. Danielle consistently demonstrates thoroughness, sound judgment, and exceptional customer service on every call.

As a newer call receiver, she quickly built confidence and skill, requiring minimal direction while adapting seamlessly to a variety of situations. Her ability to manage calls effectively, even in dynamic environments, reflects a strong commitment to excellence and service.

Danielle's dedication and professionalism make her truly deserving of this honor.

Team of the Year – Critical Incident - Emma, Devin, Joe, Kjersten, and Nathaniel

In recognition of exceptional teamwork, coordination, and performance during a critical incident. From the initial call intake through multi-agency coordination, this team demonstrated outstanding communication, situational awareness, and collaboration.

Through rapid information gathering, seamless dispatching, and effective coordination with partner agencies, the team played a vital role in the swift identification, location, and detention of a suspect. Their collective efforts exemplify the strength of teamwork and the highest standards of emergency communications.

This award honors the professionalism, dedication, and unified response demonstrated by all involved.



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STRATEGIC PLANNING & REGIONAL COLLABORATION

In 2025, NORCOM continued work to strengthen our long-term direction, regional partnerships, and role within the broader public safety communications system. As a regional 911 center serving multiple police, fire, and emergency medical response agencies, our success depends on strong relationships, shared planning, and coordinated decision-making with our partner agencies, Governing Board, regional leaders, and state 911 stakeholders.

A major focus of the year was the development of NORCOM's strategic plan. Through engagement with board members, agency partners, leadership, and staff, this process helped identify key priorities related to sustainable growth, technology services and systems, governance, and workplace environment development. These priorities provide a foundation for future decisions and help ensure NORCOM is prepared to meet evolving service demands.

NORCOM also remained actively engaged in regional planning related to emergency communications systems, public safety technology, wireless 911 routing, preparedness, and future service needs. As the region prepares for major events, including the 2026 FIFA World Cup, NORCOM continued participating in efforts to support coordinated response, public messaging, call handling considerations, and continuity of operations.

This work reflects NORCOM's commitment to being a reliable and resilient regional leader in public safety communications. By investing in planning, partnership, and shared problem-solving, NORCOM is better positioned to serve our communities today and prepare for the challenges ahead.

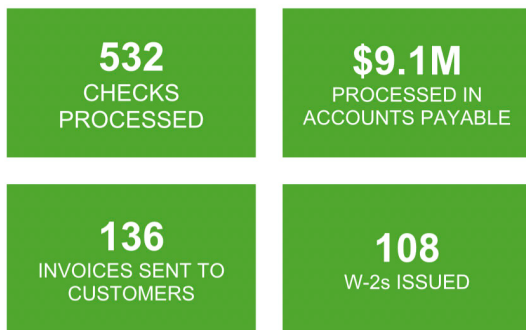


Kat M. volunteering during bomb squad demonstration

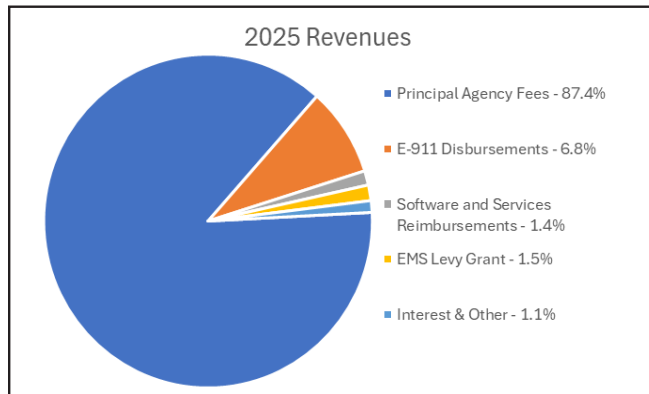
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FINANCIAL STEWARDSHIP

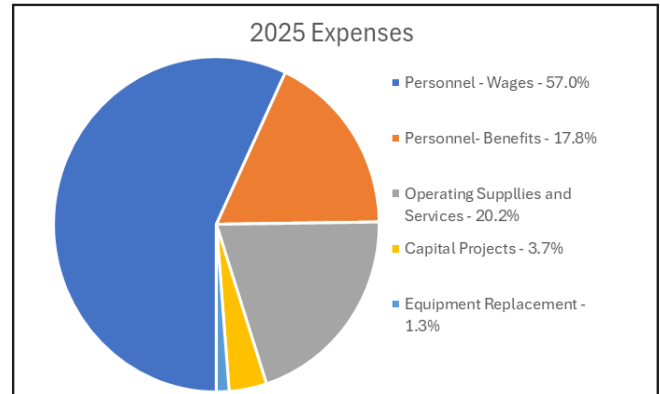
Strong financial stewardship supports NORCOM's ability to provide reliable, sustainable, and accountable public safety communications services. In 2025, the Finance Department continued to provide fiduciary oversight and day-to-day management of the agency's financial resources, including purchasing, payroll, invoicing, budget development, and preparation of annual financial statements.



NORCOM collected \$18,296,733 in total revenues in 2025. The majority of revenue came from principal agency fees, with additional revenue from E-911 disbursements, software and services reimbursements, EMS levy grant funding, interest, and other sources. Total spending for the year was \$17,368,915, with expenses primarily supporting personnel wages and benefits, operating supplies and services, capital projects, and equipment replacement.



Total Revenues Collected in 2025: \$18,296,733



Total Spending in 2025: \$17,368,915

As a public agency, NORCOM remains committed to transparency, accountability, and sound financial management. NORCOM undergoes independent financial statement audits completed by the Washington State Auditor's Office, and audit reports are made publicly available.

Through careful budget management, responsible purchasing practices, and continued focus on financial transparency, NORCOM works to ensure that public funds are managed effectively in support of mission-critical service delivery.

NORCOM undergoes independent financial statement audits completed by the Washington State Auditor's Office. NORCOM's audit reports are available at <https://www.sao.wa.gov/reports-data/audit-reports/>

Please note that the financial information presented in this annual report has not been audited by the State Auditor's Office and are subject to change.



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LOOKING AHEAD

Looking ahead, NORCOM will focus on turning the work of 2025 into meaningful action. The goals identified through the strategic planning process will guide future decisions related to sustainable growth, technology services and systems, governance, and workplace environment development.

We will continue investing in our employees through focused work to improve recruitment and retention, strengthen training and professional development, and formalize wellness and peer support programs. Our people are the foundation of the services we provide, and supporting them remains essential to maintaining a healthy, resilient, and high-performing emergency communications center.

Technology and system resilience will also remain a priority. NORCOM will continue working to modernize systems, strengthen cybersecurity,

support partner agency needs, and evaluate emerging tools in a careful and responsible way. This includes a thoughtful approach to new technologies, such as artificial intelligence and translation tools, with a focus on safety, accuracy, transparency, and public trust.

As the region prepares for major events, including the 2026 FIFA World Cup, NORCOM will continue working with regional partners to plan for potential impacts to call volume, transportation, language access, and public safety coordination.

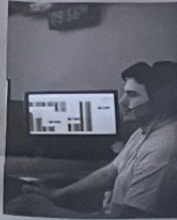
Guided by our mission, vision, and values, NORCOM remains committed to serving as a caring and trusted public safety partner when every second counts. With strong partnerships, thoughtful planning, and continued investment in our people and systems, we are well-positioned to meet the challenges and opportunities ahead.



Krystal M. answering 911 calls

National Public Safety Telecommunicator Week

April 13-19, 2025



**Honoring the
heroes behind the
headsets.**



**Caring and Trusted Servants
to Those Who Need Help
and Those who Provide Help**

