



NORCOM Governing Board
December 13, 2024, 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 11, 2024
 - B. AP Reports October & November 2024
5. For Briefing to Board
 - A. November 19, 2024 Wind Storm Briefing
6. For Board Decision
 - A. 2025 Budget Approval - Resolution 218 Adoption of the 2025 Budget
 - B. Appointment of Deputy City Manager Call to Board Chair, and Selection and appointment of new Governing Board Vice-Chair
 - C. Strategic Plan Review, Direction and Approval
7. Newsletter
 - A. December IT & Operations Newsletters
8. Executive Session

The Governing Board may hold an Executive Session pursuant to one or more of the following:

 - *RCW 42.30.110(1)(i) to discuss with legal counsel representing the agency matters relating to agency enforcement actions, or to discuss with legal counsel representing the agency litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party, when public knowledge regarding the discussion is likely to result in an adverse legal or financial consequence to the agency;*
 - *RCW 42.30.110(1)(g) to review the performance of an employee; and*
 - *RCW 42.30.110(1)(f) to receive and evaluate complaints brought against an employee.*
9. Other Business- **NORCOM cordially invites the Governing Board to tour the updated facility following this meeting.

10. Adjournment

The next Governing Board meeting is scheduled for January 10, 2025.



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/13/2024
Subject: Governing Board Meeting Minutes October 11, 2024

Executive Summary:

The October 2024 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

GB Meeting Minutes 2024 10



**Meeting Minutes
NORCOM Governing Board
October 11, 2024**

MEMBERS

Nathan McCommon	City of Bellevue
Toni Call	City of Bothell (Vice-Chair)
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
Mike Bailey	City of Snoqualmie
Brian Culp	Fire District #27 (Chair)
Matt Cowan	Shoreline/Northshore Fire Department

ABSENT

Chris Sutter	City of Mercer Island
Ben Lane	Eastside/Woodinville/Duvall Fire & Rescue
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 TREASURER

Michael Olson	City of Kirkland (Board Treasurer)
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NORCOM STAFF

Bill Hamilton	Executive Director
Katy Myers	Deputy Director Administrative Services
Roky Louie	Deputy Director Operations
Judy Cayton	Human Resource Manager
Marianne Deppen	Finance Manager
Jeremy Henshaw	Law Enforcement Liaison
Cory James	Fire Liaison
Andrew Johnson	Service Desk & Applications Supervisor
Sean Goehner	Systems Engineer
Zeb Middleton	Senior Systems Engineer
Maggie Johanson	Administrative Assistant
Ben Webb	Public Records & QA Specialist
Chelsie Barcus	Payroll & Accounting Specialist



**Meeting Minutes
NORCOM Governing Board
October 11, 2024**

○ **Call to Order**

Chief Brian Culp, Governing Board 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 present Governing Board members. Ben Webb, Public Records & QA Specialist, reported a quorum.

○ **Open Communications from the Public**

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

○ **Consent Agenda**

- **Governing Board Meeting Minutes September 13, 2024**
- **Accounts Payable Report September 2024**

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.

○ **Board Briefing**

- **September 18, 2024 Outage Briefing**

Director Hamilton introduced the topic of the outage on September 18, 2024, that occurred during routine maintenance causing significant disruption in



Meeting Minutes NORCOM Governing Board October 11, 2024

service. NORCOM staff worked to determine the root cause and implement steps to prevent this from occurring in the future. Deputy Director Myers provided a network outage incident overview to include a timeline of the outage, stating that the outage was treated as a possible cyber attack until it was determined that was not the cause. Deputy Director Louie described the notification process used in the outage and how staffing was handled, including how staff stayed late, did not take breaks, and that they called extra staff in to handle the workload. Deputy Director Louie explained the manual dispatch process, showing an example of the forms and boards used for manual dispatch, stating that knowing manual dispatch adds a resilience level to NORCOM that allows us to be ready in the event of any outage. Deputy Director Myers followed up with an after-action report of the outage highlighting what went well and areas where there is an opportunity for improvement, then opened the floor for questions.

- **NORCOM Console Replacement and Facilities Refresh Update**

Deputy Director Myers introduced the console replacement update, stating the project is on schedule with a move-back date of November 13, 2024. Service Desk & Applications Supervisor Andrew Johnson provided a detailed overview of the completed activities, including moving the cables under the floor due to the new console configuration, which involved five vendors and cutting 30 three-inch holes in the flooring, along with a timeline of all the tasks completed during this period. Johnson stated that there will be a phone system upgrade on November 13th, the day that our dispatcher come back to Bellevue. Deputy Director Myers complimented the City of Bellevue, saying they have been a wonderful partner to work with during this project.

- **Other Business**

- Director Hamilton shared that there was some Board member interest in the possibility of canceling the November Board meeting. Director Hamilton shared that from a staff perspective there were no ILA driven timelines nor critical topics for the November meeting. The Board discussed and canceled the November 8, 2024, Governing Board Meeting. The next Governing Board meeting will be held on December 13, 2024.
- Director Hamilton stated that the Steering Committee would set up a meeting to review the Strategic Plan RFP and provide input.
- Director Hamilton noted that staff sincerely appreciates the new backup center and the Board's support of the decision to move to a larger area.



**Meeting Minutes
NORCOM Governing Board
October 11, 2024**

- Director Hamilton reminded the Board that a new vice chair must be selected at the December meeting. Chief Culp will step down at the completion of the December 2024 meeting, and Deputy City Manager Call will move into the Chair position.

o **Adjournment**

Chief Culp adjourned the meeting at 9:36.

The next Governing Board meeting is scheduled for December 13, 2024.

Approved by:

Chair

Attest:

Secretary



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/13/2024
Subject: AP Reports October & November 2024

Executive Summary:

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

Background:

These are routine reports produced monthly for Board review.

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

N/A

NORCOM Staff Recommendation:

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

Staff Comments:

Nothing Additional

Options

Risks

Finance Committee Review: Yes

Legal Review: No

Joint Operations Board Review: No

Attachments

AP Reports 2024 10

AP Reports 2024 11

NORCOM

ACTIVITY OCTOBER 1, 2024 THROUGH OCTOBER 31, 2024

Accounts Payable, Payroll, Electronic and Manual Payments Totaling: \$1,226,682.74

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, 2024

	2024 Budget	October Activity	2024 Collected to Date	% collected
Agency Revenue	15,191,029	-	\$ 15,190,847	100%
Agency Reimbursements	200,000	15,885	\$ 180,251	90%
Grants/Intergovernmental/Interest	285,000	2,348	\$ 113,298	40%
Total	15,676,029	18,233	15,484,396	99%

Transfers In	1,600,000	-	\$ 675,000	42%
Revenues + Transfers	17,276,029	18,233.30	16,159,396	94%

Expenses

	2024 Budget	October Activity	2024 Spending to Date	% used	Remaining Balance
Salaries & Wages - Regular	9,176,291	\$ 307,766	\$ 6,604,218	72%	2,572,073
Salaries & Wages - Overtime	433,954	\$ 29,368	\$ 729,053	168%	(295,099)
Professional Reimbursements	4,200	\$ 162	\$ 3,392	81%	808
Medical	1,389,242	\$ 44,062	\$ 1,025,551	74%	363,691
HSA Contributions	30,515	\$ 895	\$ 21,022	69%	9,493
Dental	102,950	\$ 3,146	\$ 73,851	72%	29,099
Vision	13,789	\$ 433	\$ 9,956	72%	3,834
Long-Term Care	7,184	\$ 514	\$ 6,196	86%	988
FSA Fees	2,955	\$ 100	\$ 1,000	34%	1,955
Medicare	142,449	\$ 4,532	\$ 98,770	69%	43,680
MEBT	580,026	\$ 20,411	\$ 451,713	78%	128,313
PERS	975,516	\$ 31,194	\$ 681,584	70%	293,931
Washington FMLA	22,412	\$ 696	\$ 15,524	69%	6,888
Unemployment	101,920	\$ 939	\$ 59,452	58%	42,468
Workers Comp	45,977	\$ 1,034	\$ 22,887	50%	23,090
Total Personnel	13,029,380	445,252	\$ 9,804,168	75%	3,225,212

Advertising	22,500	\$ 1,548	\$ 8,739	39%	13,761
Bank Fees	50	\$ -	\$ -	0%	50
Cellular,Pager & Radio Svcs	27,332	\$ 2,748	\$ 19,762	72%	7,570
Computer Hardware-Non Capital	13,028	\$ -	\$ 582	4%	12,446
Consumable Goods	17,560	\$ 751	\$ 10,225	58%	7,335
Dues & Memberships	13,304	\$ 1,827	\$ 12,322	93%	982
Equipment Leases	25,580	\$ 1,873	\$ 19,838	78%	5,742
Facility Lease	801,874	\$ -	\$ 668,704	83%	133,171
Financial Audit	42,270	\$ -	\$ -	0%	42,270
Hosted Services	228,023	\$ 19,684	\$ 219,881	96%	8,142
HR Services	88,092	\$ 14,053	\$ 98,536	112%	(10,444)
Insurance	135,500	\$ -	\$ 135,354	100%	146
Legal Services	133,350	\$ 2,032	\$ 36,266	27%	97,084
Local Travel/Training/ Mileage	6,900	\$ 1,212	\$ 2,993	43%	3,907
Network Service	49,749	\$ 1,727	\$ 23,870	48%	25,879
Office Furniture	15,575	\$ -	\$ 1,827	12%	13,748
Office Supplies	6,500	\$ 425	\$ 3,739	58%	2,761
Operating Supplies	5,100	\$ 369	\$ 2,885	57%	2,215
Parking Lease	31,200	\$ 4,804	\$ 29,482	94%	1,718
Payroll Services	17,010	\$ 1,126	\$ 13,278	78%	3,732
Postage	1,000	\$ 16	\$ 421	42%	579
Printing	2,000	\$ 62	\$ 1,719	86%	281
Professional Services	137,040	\$ 505	\$ 10,206	7%	126,834
R&M - Network Equipment	442,892	\$ 97,912	\$ 289,994	65%	152,899
R&M - Office Equipment	2,500	\$ 220	\$ 3,124	125%	(624)
R&M - Software Maintenance	989,438	\$ 128,849	\$ 890,542	90%	98,896
Radio Site Lease	60,301	\$ 624	\$ 25,670	43%	34,631
Recruitment Supplies	2,000	\$ -	\$ 523	26%	1,477
Small Tools & Minor Equipment	10,500	\$ (299)	\$ 3,910	37%	6,590
Software/Licensing	99,106	\$ 34,992	\$ 97,780	99%	1,326
Telephone Services	40,180	\$ 2,855	\$ 26,893	67%	13,287
Training/Conf Registrations	35,935	\$ 1,110	\$ 4,137	12%	31,798
Training/Conf Registrations/ Travel	27,138	\$ 624	\$ 12,254	45%	14,884
Transfers Out	1,553,945	\$ -	\$ 246,130	16%	1,307,815
Total Supplies & Services	5,084,473	321,647	\$ 2,921,586	57%	2,162,887
GRAND TOTAL	18,113,853	766,899	\$ 12,725,754	70%	5,388,099

502- Capital Projects

	2024 Budget	October Activity	2024 Spending to Date	% used	Remaining Balance
Alpha Numeric Paging	913,423	\$ -	\$ 93,038	10%	820,385
Console Replacement Project	714,000	\$ 4,386	\$ 309,890	43%	404,110
CAD Radio Interface	200,000	\$ -	\$ 3,023	2%	196,978
CAD to NICE	35,000	\$ -	\$ -	0%	35,000
Total	1,862,423	4,386	405,951	21.8%	1,456,472

503- Equipment Replacement:

	2024 Budget	October Activity	2024 Spending to Date	% used	Remaining Balance
Desktops/Laptops/Phones	30,850	\$ -	\$ 15,514	50%	15,336
Network Costs	75,000	\$ -	\$ -	0%	75,000
Routers/Servers	131,379	\$ -	\$ 162,996	124%	(31,618)
Switches & Access Points	33,250	\$ -	\$ -	0%	33,250
Total	270,479	-	178,510	66.0%	91,969

505-E 911 Escrow

Revenues:	2024 Budget	October Activity	Collected to Date	% collected
E-911 Escrow	1,600,000	-	\$ 1,320,151	83%
Investment Interest	-	-	\$ 24,427	-
Total	1,600,000	-	\$ 1,344,578	84%

Expenditures:

	2024 Budget	October Activity	2024 Spending to Date	% used	Remaining Balance
Transfers Out	1,600,000	\$ -	\$ 675,000	42%	925,000

NORCOM Financial Summary
For Period Ending October 31, 2024

	2024 Adopted Budget	Actual	Percent of Budget
501 - Operating Fund			
2024 Beginning Fund Balance	746,633	743,633	
Agency Revenue	15,191,029	\$ 15,190,847	100.00%
Other Revenue	485,000	\$ 293,549	60.53%
Transfers In	1,600,000	\$ 675,000	42.19%
Revenue Collected	17,276,029	16,159,396	93.54%
Total Resources	18,022,662	16,903,029	
Personnel Expenditures	12,928,930	\$ 9,804,168	75.83%
Operating Expenditures	3,400,787	\$ 2,921,586	85.91%
Transfers Out	1,553,945	\$ 246,130	15.84%
Total Expenditures	17,883,662	12,971,884	72.53%
Available Fund Balance	\$139,000	\$ 3,931,145	
502 - Capital Projects Fund			
2024 Beginning Fund Balance	51,206	\$51,206	
Agency Revenue	-	\$0	0.00%
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	660,000	-	0.00%
Revenue Collected	660,000	-	0.00%
Total Resources	711,206	51,206	
Expenditures	1,862,423	\$ 405,951	21.80%
Transfers Out	-	\$ -	0.00%
Total Expenditures	1,862,423	405,951	21.80%
Available Fund Balance	-\$1,151,217	-\$354,745	
503 - Equipment Replacement Reserve			
2024 Beginning Fund Balance	151,470	\$151,470	
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	246,130	-	0.00%
Revenue Collected	246,130	-	0.00%
Total Resources	397,600	151,470	
Expenditures	270,479	\$ 178,510	66.00%
Transfers Out	-	-	0.00%
Total Expenditures	270,479	178,510	66.00%
Available Fund Balance	\$127,121	-\$27,040	

	2024 Adopted Budget	Actual	Percent of Budget
504 - Operating Expense Reserve			
2024 Beginning Fund Balance	\$ 160,751	\$160,751	
Investment Interest	\$ -	-	0.00%
Other Revenue	\$ -	-	0.00%
Transfers In	\$ 40,000	-	0.00%
Revenue Collected	40,000	-	0.00%
Total Resources	200,751	160,751	
Operating Expenditures	-	-	0.00%
Transfers Out	-	-	0.00%
Total Expenditures	-	-	0.00%
Available Fund Balance	\$200,751	\$160,751	
505 - E-911 Escrow Trust			
2024 Beginning Fund Balance	\$170,532	\$170,532	
Operating Revenue	1,600,000	\$1,320,151	82.51%
Investment Interest	-	24,427	0.00%
Revenue Collected	1,600,000	1,344,578	84.04%
Total Resources	1,770,532	1,515,110	
Expenditures	-	-	0.00%
Transfers Out	1,600,000	675,000	42.19%
Total Expenditures	1,600,000	675,000	42.19%
Available Fund Balance	\$170,532	\$840,110	
506 - Rate Stabilization Reserve			
2024 Beginning Fund Balance	\$507,041	\$507,041	
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	607,814	-	0.00%
Revenue Collected	607,814	-	0.00%
Total Resources	1,114,855	507,041	
Expenditures	-	-	0.00%
Transfers Out	-	-	0.00%
Total Expenditures	-	-	0.00%
Available Fund Balance	\$1,114,855	\$507,041	

Accounts Payable

Checks by Date - Detail by Check Date

User: Cbarcus@norcom.org
 Printed: 11/4/2024 10:24 AM



Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
ACH	120	ADP	10/04/2024	
	PPE 09292024	Medicare Payable PPE 09292024		9,051.42
	PPE 09292024	Garnishments PPE 09292024		487.85
	PPE 09292024	Accrued Employment & WACares PPE 0929202		2,049.37
	PPE 09292024	FMLA Taxes PPE 09292024		2,429.72
	PPE 09292024	Accrued Wages PPE 09292024		235,518.35
	PPE 09292024	Federal Taxes PPE 09292024		36,186.85
Total for this ACH Check for Vendor 120:				285,723.56
ACH	131	HEALTH EQUITY	10/04/2024	
	PPE 09292024	HSA Contributions PPE 09292024		1,376.08
Total for this ACH Check for Vendor 131:				1,376.08
ACH	132	WILMINGTON TRUST	10/04/2024	
	09292024	MEBT Contributions PPE 09292024		40,154.01
Total for this ACH Check for Vendor 132:				40,154.01
ACH	133	DEPT OF RETIREMENT SYSTEMS	10/04/2024	
	PPE 09292024	PSERS Contributions PPE 09292024		27,245.89
	PPE 09292024	DRS DCP Contributions PPE 09292024		357.17
	PPE 09292024	PERS Contributions PPE 09292024		25,373.52
Total for this ACH Check for Vendor 133:				52,976.58
ACH	785	NAVIA BENEFITS SOLUTIONS	10/04/2024	
	10890360	Admin Fee - September		100.00
Total for this ACH Check for Vendor 785:				100.00
21149	675	ICMA-RC VANTAGEPOINT TRANSFER	10/04/2024	
	09292024	ICMA 457 Contributions PPE 09292024		5,892.89
Total for Check Number 21149:				5,892.89
21150	569	Kelly Stiefel NORCOM ASSOCIATED GU	10/04/2024	
	OCT2024	NAG Dues - October		1,554.00
Total for Check Number 21150:				1,554.00
21151	673	PUBLIC SAFETY EMPLOYEES UNION	10/04/2024	
	OCT2024	PSEY Dues - October 2024		780.07
Total for Check Number 21151:				780.07
Total for 10/4/2024:				388,557.19
ACH	120	ADP	10/11/2024	

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	672102918	Workforce Now Payroll Solution Bundle PPE 09		465.24
			Total for this ACH Check for Vendor 120:	465.24
ACH	131 yacf6ru	HEALTH EQUITY HSA Fees - October	10/11/2024	47.40
			Total for this ACH Check for Vendor 131:	47.40
ACH	146 Q32024	DEPT OF LABOR & INDUSTRIES L&I Taxes - Q3 2024	10/11/2024	9,642.34
			Total for this ACH Check for Vendor 146:	9,642.34
ACH	67 SEPT2024 SEPT2024 SEPT2024	DEPT OF REVENUE SMARSH - Professional Archive Excise Tax GovWorx - CommsCoach Annual Subscription - Meydenbyer - Employee Parking Excise Tax	10/11/2024	689.36 2,142.00 198.90
			Total for this ACH Check for Vendor 67:	3,030.26
ACH	785 10012024 10082024	NAVIA BENEFITS SOLUTIONS FSA Disbursement - 10.01.2024 FSA Disbursement - 10.08.2024	10/11/2024	15.00 491.24
			Total for this ACH Check for Vendor 785:	506.24
21152	482 INV-16526	3R TECHNOLOGY Sorting & Shredding Fee	10/11/2024	505.25
			Total for Check Number 21152:	505.25
21153	364 09272024	AT&T Cellular Services ACCT# 7817	10/11/2024	172.70
			Total for Check Number 21153:	172.70
21154	3 09282024	AT&T MOBILITY Cellular Services ACCT# 6980	10/11/2024	148.83
			Total for Check Number 21154:	148.83
21155	783 NORCOM17 NORCOM18	BENDIKSEN & BALL POLYGRAPH Polygraph Exam - 1x Polygraph Exam - 2x	10/11/2024	300.00 600.00
			Total for Check Number 21155:	900.00
21157	710 INV024128	BRCK INC Telephone Services ACCT# S00166571	10/11/2024	672.92
			Total for Check Number 21157:	672.92
21158	6 AA9DK8Y AA9DK8Y AA9DK8Y AA9DK8Y AA9DK8Y AA9DK8Y	CDW-GOVERNMENT INC Microsoft Office 365 License GOV MS MPSA AZURE Microsoft Azure Active Directory Premium Lice GOV MS MPSA GOV MS MPSA Audio Conferencing Microsoft Exchange Online License	10/11/2024	27,792.77 131.90 2,198.21 379.23 423.06 1,044.15
			Total for Check Number 21158:	31,969.32

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
21159	11 50506 50506	CITY OF BELLEVUE Monthly Parking Spaces - October Monthly Parking Spaces - October	10/11/2024	1,017.03 818.90
Total for Check Number 21159:				1,835.93
21160	324 60841-4	CRISTA MINISTRIES Tower Rental - September	10/11/2024	623.68
Total for Check Number 21160:				623.68
21161	594 SEPT	KAITLIN DINH Mileage Reimbursement - September	10/11/2024	60.30
Total for Check Number 21161:				60.30
21162	399 SEPT	DAN FINNIS Mileage Reimbursement - September	10/11/2024	37.52
Total for Check Number 21162:				37.52
21163	447 432128	FIRST CHOICE COFFEE SERVICES Ice Machie Rental - October	10/11/2024	121.33
Total for Check Number 21163:				121.33
21164	252 11015057	KING COUNTY FINANCE KCIT INET Other MISC SVC - September	10/11/2024	750.00
Total for Check Number 21164:				750.00
21165	821 SEPT	ALLYSON KOOY Mileage Reimbursemen - September	10/11/2024	138.82
Total for Check Number 21165:				138.82
21166	597 SEPT	KRYSTAL MCCOY Mileage Reimbursement - September	10/11/2024	130.25
Total for Check Number 21166:				130.25
21167	586 2024-10	MEYDENBAUER CENTER Construction Employee Parking - October	10/11/2024	1,950.00
Total for Check Number 21167:				1,950.00
21168	331 10012024	ZEB MIDDLETON Mileage Reimbursement - September	10/11/2024	61.10
Total for Check Number 21168:				61.10
21169	46 16436	NATIONAL TESTING NETWORK Background Investigation Services - 6x	10/11/2024	8,700.00
Total for Check Number 21169:				8,700.00
21170	798 SEPT	KEVIN NEFF Mileage Reimbursement - September	10/11/2024	6.97
Total for Check Number 21170:				6.97
21171	52 92905	PACIFICA LAW GROUP Legal Services - Prepare & Attend Board Meetin	10/11/2024	1,950.00

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
			Total for Check Number 21171:	1,950.00
21172	810 10052024	EMMA PEARSON Mileage Reimbursement - PD/FD Ride Along	10/11/2024	45.56
			Total for Check Number 21172:	45.56
21174	256 2024-989	PUBLIC SAFETY TESTING INC Q3 Subscription Fee For July - September	10/11/2024	1,121.00
			Total for Check Number 21174:	1,121.00
21175	814 163668	SEATTLE CONCRETE CORE DRILLING Construction Tile Work - Console Replacement I	10/11/2024	1,016.60
			Total for Check Number 21175:	1,016.60
21176	802 SEPT	ARIEL SIHARATH Mileage Reimbursement - September	10/11/2024	117.92
			Total for Check Number 21176:	117.92
21177	366 09212024	T MOBILE Cellular Services ACCT# 947208760	10/11/2024	37.42
			Total for Check Number 21177:	37.42
21178	499 130-150933	TYLER TECHNOLOGIES Brazos eCitation-PDA Maintenance - 12.01.24 -	10/11/2024	2,622.76
			Total for Check Number 21178:	2,622.76
21179	87 00183623	WA STATE PATROL Access User Fee - Q3	10/11/2024	18,000.00
			Total for Check Number 21179:	18,000.00
21180	817 SEPT	JEREMIAH SCOTT WATTS Mileage Reimbursement - September	10/11/2024	79.33
			Total for Check Number 21180:	79.33
21181	820 SEPT	MARK WOOD Mileage Reimbursement - September	10/11/2024	103.18
			Total for Check Number 21181:	103.18
21182	692 09262024 09282024	ZIPLY FIBER Telephone Services ACCT# 0215 Telephone Services ACCT# 6115	10/11/2024	1,605.01 147.43
			Total for Check Number 21182:	1,752.44
			Total for 10/11/2024:	89,322.61
ACH	120 PPE 10132024 PPE 10132024 PPE 10132024 PPE 10132024	ADP Federal Taxes - PPE 10132024 FMLA Taxes - PPE 10132024 Accrued Wages - PPE 10132024 Garnishments - PPE 10132024	10/18/2024	36,816.18 2,436.15 237,524.43 487.85

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	PPE 10132024	Medicare - PPE 10132024		9,064.85
	PPE 10132024	Accrued Employment & WACares - PPE 101320		1,957.54
		Total for this ACH Check for Vendor 120:		288,287.00
ACH	131 PPE 10132024	HEALTH EQUITY HSA Contributions - PPE 10132024	10/18/2024	1,319.84
		Total for this ACH Check for Vendor 131:		1,319.84
ACH	132 PPE 10132024	WILMINGTON TRUST MEBT Contributions - PPE 10132024	10/18/2024	40,358.06
		Total for this ACH Check for Vendor 132:		40,358.06
ACH	133 PPE10132024 PPE10132024 PPE10132024	DEPT OF RETIREMENT SYSTEMS PSERS Contributions - PPE 10132024 DRS DCP Contributions - PPE 10132024 PERS Contributions - PPE 10132024	10/18/2024	27,573.21 370.67 24,997.85
		Total for this ACH Check for Vendor 133:		52,941.73
21183	662 SEPT2024	NICOLE GOODMAN Mileage Reimbursement For Backup Center - St	10/18/2024	118.99
		Total for Check Number 21183:		118.99
21184	675 PPE 10132024	ICMA-RC VANTAGEPOINT TRANSFER ICMA 457 Contributions - PPE 10132024	10/18/2024	6,087.48
		Total for Check Number 21184:		6,087.48
		Total for 10/18/2024:		389,113.10
ACH	120 673150256	ADP Payroll Services & Workforce Now	10/25/2024	660.93
		Total for this ACH Check for Vendor 120:		660.93
ACH	134 NOVEMER24	COLONIAL LIFE Supplemental Insurance Premiums - November	10/25/2024	1,112.35
		Total for this ACH Check for Vendor 134:		1,112.35
ACH	140 NOVEMBER24	RELIANCE STANDARD Life/LTD Insurance Premiums - November	10/25/2024	1,570.46
		Total for this ACH Check for Vendor 140:		1,570.46
ACH	327 NOVEMBER24 NOVEMBER24 NOVEMBER24	ASSOCIATION OF WASHINGTON CITII Dental Premiums - November Vision Premiums - November Medical Premiums - November	10/25/2024	7,318.74 995.88 100,172.76
		Total for this ACH Check for Vendor 327:		108,487.38
ACH	785 10222024	NAVIA BENEFITS SOLUTIONS FSA Disbursement - 10.22.2024	10/25/2024	38.99
		Total for this ACH Check for Vendor 785:		38.99

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
21185	2 1130928	APCO INTERNATIONAL 2025 Annual Group Membership - Tier 1	10/25/2024	1,012.00
Total for Check Number 21185:				1,012.00
21186	8 10112024	CENTURYLINK Cellular Services ACCT# 333635208	10/25/2024	912.51
Total for Check Number 21186:				912.51
21187	11 50552 50553	CITY OF BELLEVUE Monthly Parking Spaces - November Fiber Usage Rental Fee	10/25/2024	1,835.93 477.00
Total for Check Number 21187:				2,312.93
21188	18 INV2898909	COPIERS NORTHWEST Console Project Layout Posters	10/25/2024	62.15
Total for Check Number 21188:				62.15
21189	627 9572	FIRSTLINE BUSINESS SYSTEMS, INC NICE - Annual Renewal	10/25/2024	25,180.70
Total for Check Number 21189:				25,180.70
21190	293 FW111989	FIRSTWATCH Annual Maintenance - 1.11.2025 - 1.10.2026	10/25/2024	14,645.39
Total for Check Number 21190:				14,645.39
21191	557 11410635	LANGUAGE LINE SERVICES Over-The-Phone Interpretation - September	10/25/2024	429.61
Total for Check Number 21191:				429.61
21192	560 2437	LEVRUM INC Code3 Strategist Annual Software Support - 11.1	10/25/2024	20,360.00
Total for Check Number 21192:				20,360.00
21193	244 9490216107	MICROSOFT CORPORATION Microsoft Services & Support	10/25/2024	66,040.00
Total for Check Number 21193:				66,040.00
21194	46 16608	NATIONAL TESTING NETWORK Background Investigation Services - 2X	10/25/2024	2,900.00
Total for Check Number 21194:				2,900.00
21195	741 NOR0924	PACIFIC NORTHWEST GIGAPOP Internet Services - September	10/25/2024	500.00
Total for Check Number 21195:				500.00
21196	795 INV01020944	PAGERDUTY, INC. Professional User Fee x6 & Business User Fee x	10/25/2024	628.70
Total for Check Number 21196:				628.70
21197	782 791	PSERN Operator Q4 Public Safety Radios X11 - Reissue	10/25/2024	1,218.36

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	792	Q4 Public Safety Radios X34 & Consoles X31 -		96,693.30
			Total for Check Number 21197:	97,911.66
21198	256 2024-1120	PUBLIC SAFETY TESTING INC Q3 Candidate Agency Test Site Add on - X12	10/25/2024	432.00
			Total for Check Number 21198:	432.00
21199	630 44829	SITECRAFTING INC Managed Website Hosting - October	10/25/2024	99.00
			Total for Check Number 21199:	99.00
21200	712 157945	SUMMIT LAW GROUP PLLC Legal Services - General Employment	10/25/2024	82.00
			Total for Check Number 21200:	82.00
21201	90 10032024	KHAI TRAN Mileage Reimbursement	10/25/2024	19.68
			Total for Check Number 21201:	19.68
21202	74 NOVEMBER24	UNUM Long Term Care Insurance Premiums - Novembe	10/25/2024	676.00
			Total for Check Number 21202:	676.00
21203	79 9976139080	VERIZON WIRELESS Cellular Services ACCT# 9976139080	10/25/2024	1,476.62
			Total for Check Number 21203:	1,476.62
21204	817 SEPTEMBER	JEREMIAH SCOTT WATTS Mileage Reimbursement - Backup Center Septen	10/25/2024	143.65
			Total for Check Number 21204:	143.65
21205	88 5031711044	WELLS FARGO FINANCIAL LEASING Copier Lease - October	10/25/2024	1,751.87
			Total for Check Number 21205:	1,751.87
21206	75 09102024 09102024 09102024 09102024 09112024 09112024 09112024 09112024 09112024 09122024 09132024 09132024 09132024 09132024 09142024 09172024 09172024 09172024	US BANK CORPORATE PAYMENT SYS BurgerMaster - Console Replacement Project Lu Washington State Chapter - APCO NENA Fall C Amazon - Printer Paper BurgerMaster - Console Replacement Project Lu Costco - Lysol & Kleenex Costco Yearly Membership Renewal Fee Amazon - Tools For Console Replacement Proje Costco - Coffee & Tortilla Chips - SOP01-021 APCO NENA Fall Conference X2 Fred Meyer - Smarties For SOP01-021 Proshred Seattle - Containers X2 - Console Repl: Washington State Chapter - APCO NENA Fall C QFC - Guacamole For SOP01-021 Primo Water Delivery Amazon - Memo Pads X10 Amazon - Webcam Government Jobs - Job Advertising	10/25/2024	-18.61 390.00 223.55 18.61 67.24 65.00 160.16 167.33 780.00 8.98 200.00 390.00 15.97 175.93 16.52 27.54 199.00

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
09172024		Amazon - Phone Cover		16.52
09182024		Amazon - Cable Cord Hole Cover X5 - Console		64.40
09192024		Clearwater Casino Resort - Fire Chief Summit H		-155.68
09202024		Amazon - Coffee Creamer		51.38
09202024		Amazon - Writing Pads X12		34.06
09202024		Amazon - Extension Cords x6 - Console Replace		96.30
09202024		Amazon - Lamp x4 & End Table - Console Repl		180.19
09242024		Amazon - Cable Cord Cover - Console Replacen		51.52
09242024		USPS - Postage - Return Headsets		15.70
09252024		Indeed - Job Advertising		552.21
09262024		Amazon - Keurig Coffee Maker		325.03
09272024		PluralSight - Annual Training		329.50
09292024		Amazon - Patch Cable - Console Replacement P		38.56
09292024		Amazon - Display Rack x6 - Console Replaceme		170.42
09292024		Amazon - Memo Pads & Halloween Decorations		83.33
09302024		Sandman - Modular PTM Switch Refund		-299.25
09302024		Costco - Coffee, Paper Plates & Plastic Cultery		216.71
09302024		QFC - Toilet Paper For Backup Center		40.24
10012024		Indeed - Job Advertising		240.55
10022024		Amazon Web Services - September		895.32
10022024		Primo Water Delivery		6.80
10022024		NENA - Public Sector 1 Annual Membership		750.00
10032024		Primo Water Delivery		82.48
10042024		Network Solution - RAADAR Domain Fee - 3 Y		252.38
10042024		Amazon - Cable Patch x46 - Console Replaceme		1,217.56
10052024		Amazon - Cable Patch x46 - Console Replaceme		1,056.66
10082024		Indeed - Job Advertising		555.81
10082024		Amazon - Gift Card For Boost Winner		25.00
10082024		Amazon - Monitor Mount Adaptor X20 - Consol		313.60
Total for Check Number 21206:				10,094.52
21207	768 SEPTEMBER	UNIQUE GRADY Mileage Reimbursement - September Reissue	10/25/2024	148.74
Total for Check Number 21207:				148.74
Total for 10/25/2024:				359,689.84
Report Total (76 checks):				1,226,682.74

NORCOM

ACTIVITY NOVEMBER 1, 2024 THROUGH NOVEMBER 30, 2024

Accounts Payable, Payroll, Electronic and Manual Payments Totaling: \$1,573,515.16

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 November 30, 2024

	2024 Budget	November Activity	2024 Collected to Date	% collected
Agency Revenue	15,191,029	-	\$ 15,190,847	100%
Agency Reimbursements	200,000	13,696	\$ 216,364	108%
Grants/Intergovernmental/Interest	285,000	1,277	\$ 128,803	45%
Total	15,676,029	14,973	15,536,014	99%

Transfers In	1,600,000	-	\$ 1,600,000	100%
Revenues + Transfers	17,276,029	14,973.48	17,136,014	99%

Expenses

	2024 Budget	November Activity	2024 Spending to Date	% used	Remaining Balance
Salaries & Wages - Regular	9,176,291	\$ 618,689	\$ 7,538,024	82%	1,638,267
Salaries & Wages - Overtime	433,954	\$ 88,314	\$ 845,298	195%	(411,344)
Professional Reimbursements	4,200	\$ 323	\$ 3,877	92%	323
Medical	1,389,242	\$ 49,878	\$ 1,122,643	81%	266,599
HSA Contributions	30,515	\$ 980	\$ 22,950	75%	7,566
Dental	102,950	\$ 3,548	\$ 80,792	78%	22,157
Vision	13,789	\$ 487	\$ 10,903	79%	2,886
Long-Term Care	7,184	\$ 28	\$ 6,224	87%	960
FSA Fees	2,955	\$ -	\$ 1,000	34%	1,955
Medicare	142,449	\$ 9,585	\$ 112,970	79%	29,479
MEBT	580,026	\$ 42,308	\$ 514,809	89%	65,217
PERS	975,516	\$ 30,805	\$ 728,655	75%	246,861
Washington FMLA	22,412	\$ 1,443	\$ 17,675	79%	4,737
Unemployment	101,920	\$ 1,329	\$ 61,575	60%	40,345
Workers Comp	45,977	\$ 2,171	\$ 26,100	57%	19,877
Total Personnel	13,029,380	849,887	\$ 11,093,495	85%	1,935,886

Advertising	22,500	\$ 2,479	\$ 11,414	51%	11,086
Bank Fees	50	\$ -	\$ -	0%	50
Cellular, Pager & Radio Svcs	27,332	\$ 1,281	\$ 21,044	77%	6,288
Computer Hardware-Non Capital	13,028	\$ -	\$ 582	4%	12,446
Consumable Goods	17,560	\$ 731	\$ 10,956	62%	6,604
Dues & Memberships	13,304	\$ -	\$ 12,322	93%	982
Equipment Leases	25,580	\$ 1,873	\$ 21,711	85%	3,868
Facility Lease	801,874	\$ 139,474	\$ 808,178	101%	(6,303)
Financial Audit	42,270	\$ -	\$ -	0%	42,270
Hosted Services	228,023	\$ 1,023	\$ 220,904	97%	7,119
HR Services	88,092	\$ 2,732	\$ 101,268	115%	(13,176)
Insurance	135,500	\$ -	\$ 135,354	100%	146
Legal Services	133,350	\$ 14,079	\$ 50,344	38%	83,006
Local Travel/Training/ Mileage	6,900	\$ 3,739	\$ 6,732	98%	168
Network Service	49,749	\$ 2,402	\$ 26,272	53%	23,477
Office Furniture	15,575	\$ 586	\$ 2,413	15%	13,162
Office Supplies	6,500	\$ 152	\$ 3,891	60%	2,609
Operating Supplies	5,100	\$ 276	\$ 3,161	62%	1,939
Parking Lease	31,200	\$ 2,149	\$ 31,631	101%	(431)
Payroll Services	17,010	\$ 1,124	\$ 14,402	85%	2,608
Postage	1,000	\$ 146	\$ 567	57%	433
Printing	2,000	\$ 1	\$ 1,720	86%	280
Professional Services	137,040	\$ 459	\$ 10,665	8%	126,375
R&M - Network Equipment	442,892	\$ -	\$ 289,994	65%	152,899
R&M - Office Equipment	2,500	\$ -	\$ 3,124	125%	(624)
R&M - Software Maintenance	989,438	\$ 2,915	\$ 893,457	90%	95,981
Radio Site Lease	60,301	\$ 624	\$ 26,293	44%	34,008
Recruitment Supplies	2,000	\$ -	\$ 523	26%	1,477
Small Tools & Minor Equipment	10,500	\$ 466	\$ 4,376	42%	6,124
Software/Licensing	99,106	\$ 11,433	\$ 109,212	110%	(10,106)
Telephone Services	40,180	\$ 3,221	\$ 30,114	75%	10,066
Training/Conf Registrations	35,935	\$ 2,400	\$ 6,537	18%	29,398
Training/Conf Registrations/ Travel	27,138	\$ 2,603	\$ 14,857	55%	12,281
Transfers Out	1,553,945	\$ -	\$ 246,130	16%	1,307,815
Total Supplies & Services	5,084,473	198,367	\$ 3,120,149	61%	1,964,324

GRAND TOTAL	18,113,853	1,048,254	\$ 14,213,644	78%	3,900,210
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502- Capital Projects

	2024 Budget	November Activity	2024 Spending to Date	% used	Remaining Balance
Alpha Numeric Paging	913,423	\$ 860	\$ 93,898	10%	819,525
Console Replacement Project	714,000	\$ 38,783	\$ 348,674	49%	365,327
CAD Radio Interface	200,000	\$ -	\$ 3,023	2%	196,978
CAD to NICE	35,000	\$ -	\$ -	0%	35,000
Total	1,862,423	39,643	445,594	23.9%	1,416,829

503- Equipment Replacement:

	2024 Budget	November Activity	2024 Spending to Date	% used	Remaining Balance
Desktops/Laptops/Phones	30,850	\$ -	\$ 15,514	50%	15,336
Network Costs	75,000	\$ -	\$ -	0%	75,000
Routers/Servers	131,379	\$ -	\$ 162,996	124%	(31,618)
Switches & Access Points	33,250	\$ -	\$ -	0%	33,250
Total	270,479	-	178,510	66.0%	91,969

505-E 911 Escrow

Revenues:	2024 Budget	November Activity	Collected to Date	% collected
E-911 Escrow	1,600,000	-	\$ 1,320,151	83%
Investment Interest	-	-	\$ 28,583	-
Total	1,600,000	-	\$ 1,348,735	84%

Expenditures:

	2024 Budget	November Activity	2024 Spending to Date	% used	Remaining Balance
Transfers Out	1,600,000	\$ -	\$ 1,600,000	100%	-

NORCOM Financial Summary
For Period Ending November 30, 2024

	2024 Adopted Budget	Actual	Percent of Budget
501 - Operating Fund			
2024 Beginning Fund Balance	746,633	743,633	
Agency Revenue	15,191,029	\$ 15,190,847	100.00%
Other Revenue	485,000	\$ 345,167	71.17%
Transfers In	1,600,000	\$ 1,600,000	100.00%
Revenue Collected	17,276,029	17,136,014	99.19%
Total Resources	18,022,662	17,879,647	
Personnel Expenditures	12,928,930	\$ 11,093,495	85.80%
Operating Expenditures	3,400,787	\$ 3,120,149	91.75%
Transfers Out	1,553,945	\$ 246,130	15.84%
Total Expenditures	17,883,662	14,459,774	80.85%
Available Fund Balance	\$139,000	\$ 3,419,874	
502 - Capital Projects Fund			
2024 Beginning Fund Balance	51,206	\$51,206	
Agency Revenue	-	\$0	0.00%
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	660,000	660,000	100.00%
Revenue Collected	660,000	660,000	100.00%
Total Resources	711,206	711,206	
Expenditures	1,862,423	\$ 445,594	23.93%
Transfers Out	-	\$ -	0.00%
Total Expenditures	1,862,423	445,594	23.93%
Available Fund Balance	-\$1,151,217	\$265,612	
503 - Equipment Replacement Reserve			
2024 Beginning Fund Balance	151,470	\$151,470	
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	246,130	246,130	100.00%
Revenue Collected	246,130	246,130	100.00%
Total Resources	397,600	397,600	
Expenditures	270,479	\$ 178,510	66.00%
Transfers Out	-	-	0.00%
Total Expenditures	270,479	178,510	66.00%
Available Fund Balance	\$127,121	\$219,090	

	2024 Adopted Budget	Actual	Percent of Budget
504 - Operating Expense Reserve			
2024 Beginning Fund Balance	\$ 160,751	\$160,751	
Investment Interest	\$ -	-	0.00%
Other Revenue	\$ -	-	0.00%
Transfers In	\$ 40,000	40,000	100.00%
Revenue Collected	40,000	40,000	100.00%
Total Resources	200,751	200,751	
Operating Expenditures	-	-	0.00%
Transfers Out	-	-	0.00%
Total Expenditures	-	-	0.00%
Available Fund Balance	\$200,751	\$200,751	
505 - E-911 Escrow Trust			
2024 Beginning Fund Balance	\$170,532	\$170,532	
Operating Revenue	1,600,000	\$1,320,151	82.51%
Investment Interest	-	28,583	0.00%
Revenue Collected	1,600,000	1,348,735	84.30%
Total Resources	1,770,532	1,519,267	
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	\$170,532	-\$80,733	
506 - Rate Stabilization Reserve			
2024 Beginning Fund Balance	\$507,041	\$507,041	
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	607,814	607,814	100.00%
Revenue Collected	607,814	607,814	100.00%
Total Resources	1,114,855	1,114,855	
Expenditures	-	-	0.00%
Transfers Out	-	-	0.00%
Total Expenditures	-	-	0.00%
Available Fund Balance	\$1,114,855	\$1,114,855	

Accounts Payable

Checks by Date - Detail by Check Date

User: Cbarcus@norcom.org
 Printed: 12/2/2024 9:25 AM



Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
ACH	120	ADP	11/05/2024	
	PPE10272024	FMLA Taxes PPE10272024		2,481.22
	PPE10272024	Garnishments Payable PPE10272024		487.85
	PPE10272024	Accrued Wages PPE10272024		239,392.16
	PPE10272024	Federal Taxes PPE10272024		38,132.26
	PPE10272024	Accrued Employment & WACares PPE10272024		1,851.71
	PPE10272024	Medicare Payable PPE10272024		9,230.85
Total for this ACH Check for Vendor 120:				291,576.05
ACH	131	HEALTH EQUITY	11/05/2024	
	PPE10272024	HSA Contributions PPE10272024		1,319.84
Total for this ACH Check for Vendor 131:				1,319.84
ACH	132	WILMINGTON TRUST	11/05/2024	
	PPE10272024	MEBT Contributions PPE10272024		42,642.88
Total for this ACH Check for Vendor 132:				42,642.88
ACH	133	DEPT OF RETIREMENT SYSTEMS	11/05/2024	
	PPE10272024	DRS DCP Contributions PPE10272024		377.63
	PPE10272024	PERS Contributions PPE10272024		26,940.30
	PPE10272024	PSERS Contributions PPE10272024		26,125.38
Total for this ACH Check for Vendor 133:				53,443.31
ACH	785	NAVIA BENEFITS SOLUTIONS	11/05/2024	
	10292024	FSA Disbursement - 10.29.2024		15.00
	10897582	FSA Admin Fee - October		100.00
Total for this ACH Check for Vendor 785:				115.00
21208	675	ICMA-RC VANTAGEPOINT TRANSFER	11/05/2024	
	PPE10272024	457 ICMA Contributions PPE10272024		6,058.36
Total for Check Number 21208:				6,058.36
21209	569	Kelly Stiefel NORCOM ASSOCIATED GU	11/05/2024	
	NOVEMBER	NAG Dues - November 2024		1,406.00
Total for Check Number 21209:				1,406.00
21210	673	PUBLIC SAFETY EMPLOYEES UNION	11/05/2024	
	NOVEMBER	PSEU Dues - November 2024		671.50
Total for Check Number 21210:				671.50
Total for 11/5/2024:				397,232.94

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
ACH	120 PPE 09292024	ADP FMLA Taxes - PPE 09292024 Adjust	11/06/2024	3.00
Total for this ACH Check for Vendor 120:				3.00
Total for 11/6/2024:				3.00
ACH	120 674329565	ADP Workforce Now Payroll Solution Bundle PPE 10	11/08/2024	448.81
Total for this ACH Check for Vendor 120:				448.81
ACH	131 g9vv0uo	HEALTH EQUITY HSA Monthly Admin Fee - November	11/08/2024	19.75
Total for this ACH Check for Vendor 131:				19.75
21211	718 11213088	ACCESS CORP Shredding Services - October	11/08/2024	293.85
Total for Check Number 21211:				293.85
21212	808 0141519	AMERICAN POWER SYSTEMS, LLC Circuit Breaker 30 AMP	11/08/2024	78.91
Total for Check Number 21212:				78.91
21213	364 10272024	AT&T Cellular Services ACCT# 7817	11/08/2024	172.78
Total for Check Number 21213:				172.78
21214	3 10282024	AT&T MOBILITY Cellular Services ACCT# 46980	11/08/2024	149.17
Total for Check Number 21214:				149.17
21215	783 NORCOM19	BENDIKSEN & BALL POLYGRAPH Pre-Employment Polygraph Exam - 1X	11/08/2024	300.00
Total for Check Number 21215:				300.00
21216	577 09252024	NICOLE BENSON Mileage Reimbursement	11/08/2024	49.04
Total for Check Number 21216:				49.04
21217	671 OCTOBER	JENNIFER BORLEAU Mileage Reimbursement - OCTOBER	11/08/2024	112.56
Total for Check Number 21217:				112.56
21218	710 INV024773	BRCK INC Telephone Services ACCT# S00166571	11/08/2024	672.91
Total for Check Number 21218:				672.91
21219	9 708686804	CENTURYLINK Cellular Services ACCT# 5571	11/08/2024	6.76
Total for Check Number 21219:				6.76

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
21220	324 60841-5	CRISTA MINISTRIES Tower Rental - October	11/08/2024	623.68
Total for Check Number 21220:				623.68
21221	594 OCTOBER	KAITLIN DINH Mileage Reimbursement - OCTOBER	11/08/2024	134.00
Total for Check Number 21221:				134.00
21222	595 OCTOBER SEPTEMBER	MY DU Mileage Reimbursement - OCTOBER Mileage Reimbursement - SEPTEMBER	11/08/2024	231.15 180.90
Total for Check Number 21222:				412.05
21223	399 OCTOBER	DAN FINNIS Mileage Reimbursement - OCTOBER	11/08/2024	178.22
Total for Check Number 21223:				178.22
21224	447 434915	FIRST CHOICE COFFEE SERVICES Ice Machine - November	11/08/2024	121.33
Total for Check Number 21224:				121.33
21225	126 10222024	KAREN FURUYA Per Diem& Mileage Reimbursement - KC Fire C	11/08/2024	173.52
Total for Check Number 21225:				173.52
21226	662 OCTOBER	NICOLE GOODMAN Mileage Reimbursement - OCTOBER	11/08/2024	158.66
Total for Check Number 21226:				158.66
21227	768 OCTOBER	UNIQUE GRADY Mileage Reimbursement - OCTOBER	11/08/2024	178.49
Total for Check Number 21227:				178.49
21228	585 KFJMI18026 KFMI18026	IVOXY CONSULTING LLC Barracuda Software - 11.26.24 - 11.25.25 Barracuda Software - 11.26.24 - 11.25.25	11/08/2024	2,942.34 2,175.35
Total for Check Number 21228:				5,117.69
21229	669 11042024	MARGARET JOHANSON New Hire Basket Item Reimbursement	11/08/2024	14.99
Total for Check Number 21229:				14.99
21230	821 OCTOBER	ALLYSON KOOY Mileage Reimbursement - OCTOBER	11/08/2024	158.65
Total for Check Number 21230:				158.65
21231	597 OCTOBER	KRYSTAL MCCOY Mileage Reimbursement - OCTOBER	11/08/2024	217.08
Total for Check Number 21231:				217.08
21232	654	MERIT NETWORK INC	11/08/2024	

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	286836	RADb Annual Subscription - 11.6.24 - 11.5.24		425.00
			Total for Check Number 21232:	425.00
21233	586 2024-11	MEYDENBAUER CENTER Construction Employee Parking - November	11/08/2024	1,950.00
			Total for Check Number 21233:	1,950.00
21234	331 11012024	ZEB MIDDLETON Mileage Reimbursement - October	11/08/2024	30.55
			Total for Check Number 21234:	30.55
21235	798 10292024 OCTOBER	KEVIN NEFF Mileage Reimbursement - Recruiting Outreach Mileage Reimbursement - OCTOBER	11/08/2024	32.16 83.62
			Total for Check Number 21235:	115.78
21236	744 OCTOBER	SCOTT NORCROSS Mileage Reimbursement - OCTOBER	11/08/2024	151.21
			Total for Check Number 21236:	151.21
21237	809 OCTOBER	DANIELLE SCHARF Mileage Reimbursement - OCTOBER	11/08/2024	159.19
			Total for Check Number 21237:	159.19
21238	816 OCTOBER	JULIA SEMB Mileage Reimbursement - OCTOBER	11/08/2024	158.66
			Total for Check Number 21238:	158.66
			Total for 11/8/2024:	12,783.29
ACH	120 PPE 11102024 PPE 11102024 PPE 11102024 PPE 11102024 PPE 11102024 PPE 11102024	ADP Accrued Employment & WACares - PPE 11102024 Federal Taxes - PPE 11102024 Accrued Wages - PPE 11102024 Garnishments - PPE 11102024 Medicare Payable - PPE 11102024 FMLA Taxes - PPE 11102024	11/15/2024	1,708.08 38,065.46 236,670.12 487.85 9,205.23 2,450.03
			Total for this ACH Check for Vendor 120:	288,586.77
ACH	131 PPE 11102024	HEALTH EQUITY HSA Contributions PPE 11102024	11/15/2024	1,432.32
			Total for this ACH Check for Vendor 131:	1,432.32
ACH	132 PPE 11102024	WILMINGTON TRUST MEBT Contributions PPE 11102024	11/15/2024	42,098.95
			Total for this ACH Check for Vendor 132:	42,098.95
ACH	133 PPE 11102024 PPE 11102024 PPE 11102024	DEPT OF RETIREMENT SYSTEMS DRS DCP Contributions PPE 11102024 PERS Contributions PPE 11102024 PSERS Contributions PPE 11102024	11/15/2024	378.35 25,304.22 28,174.05

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
			Total for this ACH Check for Vendor 133:	53,856.62
ACH	785 11122024	NAVIA BENEFITS SOLUTIONS FSA Disbursement - 11.12.2024	11/15/2024	548.22
			Total for this ACH Check for Vendor 785:	548.22
ACH	822 PPE 11102024	NICOLE SPARKS Physical Check PPE 11102024	11/15/2024	1,063.28
			Total for this ACH Check for Vendor 822:	1,063.28
ACH	823 PPE 11102024	ANNIKA ASAS Physical Check PPE 11102024	11/15/2024	1,063.28
			Total for this ACH Check for Vendor 823:	1,063.28
ACH	824 PPE 11102024	SADAK HASSAN Physical Check PPE 11102024	11/15/2024	1,063.28
			Total for this ACH Check for Vendor 824:	1,063.28
21239	675 PPE 11102024	ICMA-RC VANTAGEPOINT TRANSFER IMCA 457 Contributions PPE 11102024	11/15/2024	6,062.93
			Total for Check Number 21239:	6,062.93
			Total for 11/15/2024:	395,775.65
ACH	120 675462640	ADP ADP Payroll Services And Workforce Now	11/22/2024	675.29
			Total for this ACH Check for Vendor 120:	675.29
ACH	134 DECEMBER	COLONIAL LIFE Supplemental Insurance Premiums - December	11/22/2024	1,112.35
			Total for this ACH Check for Vendor 134:	1,112.35
ACH	140 DECEMBER24	RELIANCE STANDARD Life/LTD Payable - December	11/22/2024	1,672.41
			Total for this ACH Check for Vendor 140:	1,672.41
ACH	327 DECEMBER DECEMBER DECEMBER	ASSOCIATION OF WASHINGTON CITII Vision Premiums - December Medical Premiums - December Dental Premiums - December	11/22/2024	1,019.04 103,789.44 7,527.38
			Total for this ACH Check for Vendor 327:	112,335.86
ACH	67 OCTOBER OCTOBER	DEPT OF REVENUE Levrum Software - Excise Tax Meydenbayer Employee Parking - Excise Tax	11/22/2024	2,076.72 198.90
			Total for this ACH Check for Vendor 67:	2,275.62
ACH	692 10262024 10282024	ZIPLY FIBER Telephone Services ACCT# 0215 Telephone Services ACCT# 6115	11/22/2024	1,908.33 309.07

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
Total for this ACH Check for Vendor 692:				2,217.40
ACH	785 11182024	NAVIA BENEFITS SOLUTIONS FSA Disbursement - 11.18.2024	11/22/2024	148.70
Total for this ACH Check for Vendor 785:				148.70
21240	808 0141520-IN	AMERICAN POWER SYSTEMS, LLC RACK MOUNT DC-DC CONVERTER - Horiz	11/22/2024	781.36
Total for Check Number 21240:				781.36
21241	651 S1492519	AMERICAN REGISTRY FOR INTERNET Annual Fee - Registration Services Plan X3	11/22/2024	250.00
Total for Check Number 21241:				250.00
21242	8 11112024	CENTURYLINK Cellular Services ACCT# 333635208	11/22/2024	915.33
Total for Check Number 21242:				915.33
21243	11 50727 50752 50766 50806	CITY OF BELLEVUE Q4 2024 CoLocation Monthly Rent - October Fiber Usage Rental Fee - December Monthly Rent - November	11/22/2024	30,064.89 54,704.44 477.00 54,704.44
Total for Check Number 21243:				139,950.77
21244	594 NOVEMBER	KAITLIN DINH Mileage Reimbursement - November	11/22/2024	46.90
Total for Check Number 21244:				46.90
21245	595 NOVEMBER	MY DU Mileage Reimbursement - November	11/22/2024	110.55
Total for Check Number 21245:				110.55
21246	751 744316 748471	FISHER BROYLES, LLP Legal Services - September Legal Services - October	11/22/2024	7,222.50 3,861.00
Total for Check Number 21246:				11,083.50
21247	662 NOVEMBER	NICOLE GOODMAN Mileage Reimbursement - November	11/22/2024	89.24
Total for Check Number 21247:				89.24
21248	768 NOVEMBER	UNIQUE GRADY Mileage Reimbursement - November	11/22/2024	59.50
Total for Check Number 21248:				59.50
21249	323 NOVEMBER	HEIDI HALEY Mileage Reimbursement - November	11/22/2024	27.14
Total for Check Number 21249:				27.14
21250	252	KING COUNTY FINANCE	11/22/2024	

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	11015170	KCIT INET Other MISC SVC - October		750.00
			Total for Check Number 21250:	750.00
21251	821 NOVEMBER	ALLYSON KOOY Mileage Reimbursement - November	11/22/2024	79.32
			Total for Check Number 21251:	79.32
21252	557 11430244	LANGUAGE LINE SERVICES Over-The-Phone Interpretation - October	11/22/2024	330.71
			Total for Check Number 21252:	330.71
21253	728 160437	MULTICARE CENTERS OF OCCUPATIC Pre-Employment Physical Exam - 2X	11/22/2024	892.00
			Total for Check Number 21253:	892.00
21254	741 NOR1024	PACIFIC NORTHWEST GIGAPOP Internet Services	11/22/2024	500.00
			Total for Check Number 21254:	500.00
21255	52 93478 93479	PACIFICA LAW GROUP Legal Services - Public Records Special Projects Legal Services - Review, Prepare & Attend Meet	11/22/2024	1,045.00 1,950.00
			Total for Check Number 21255:	2,995.00
21256	810 OCTOBER	EMMA PEARSON Mileage Reimbursement - October	11/22/2024	59.09
			Total for Check Number 21256:	59.09
21257	812 5662	SEQUOYAH ELECTRIC LLC Console Replacement Project - Electrical Work	11/22/2024	21,118.10
			Total for Check Number 21257:	21,118.10
21258	711 2728	SHIELD ASSESSMENTS Pre-Employment Psychological Exam - October	11/22/2024	1,540.00
			Total for Check Number 21258:	1,540.00
21259	802 OCTOBER	ARIEL SIHARATH Mileage Reimbursement - OCTOBER	11/22/2024	241.20
			Total for Check Number 21259:	241.20
21260	630 44989	SITECRAFTING INC Monthly Managed Webiste Hosting - November	11/22/2024	99.00
			Total for Check Number 21260:	99.00
21261	779 11202024	JULIE SMITH Mileage Reimbursement - APCO Conference	11/22/2024	367.16
			Total for Check Number 21261:	367.16
21262	366 10212024	T MOBILE Cellular Services Acct# 947208760	11/22/2024	37.42

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
			Total for Check Number 21262:	37.42
21263	826 INV014083	TRALIAN OPERATING, LLC Training - Preventing Workplace Harassment	11/22/2024	90.91
			Total for Check Number 21263:	90.91
21264	499 130-152054 130-152301	TYLER TECHNOLOGIES New World Source Code Escrow Maintenance Subscription - Receive Credits For Conference &	11/22/2024	838.53 6,300.00
			Total for Check Number 21264:	7,138.53
21265	74 DECEMBER	UNUM Long Term Care Insurance Premiums - Decembe	11/22/2024	649.00
			Total for Check Number 21265:	649.00
21266	817 NOVEMBER OCTOBER	JEREMIAH SCOTT WATTS Mileage Reimbursement - November Mileage Reimbursement - October	11/22/2024	125.69 215.47
			Total for Check Number 21266:	341.16
21267	827 11212024	BENJAMIN WEBB Reimbursement - Shower Repair	11/22/2024	89.11
			Total for Check Number 21267:	89.11
21268	88 5032069580	WELLS FARGO FINANCIAL LEASING Copier Lease - November	11/22/2024	1,751.87
			Total for Check Number 21268:	1,751.87
21269	820 NOVEMBER	MARK WOOD Mileage Reimbursement - November	11/22/2024	103.18
			Total for Check Number 21269:	103.18
21270	75 10102024 10112024 10132024 10132024 10142024 10142024 10162024 10172024 10172024 10182024 10182024 10182024 10182024 10182024 10192024 10202024 10202024 10212024 10222024 10222024 10222024	US BANK CORPORATE PAYMENT SYS Primo Water Delivery Proshred Seattle - Temp Shred For Backup Cente Indeed - Job Advertising Amazon - Training Splitter Adapter Cable Amazon - Headset Cables 3X Amazon - iPhone Phone Case Walmart - Keyboard X10 - Console Replacemen Primo Water Delivery Amazon - Smart Card Reader DoubleTree - APCO Training Hotel Amazon - Keyboard - Console Replacement Proj DoubleTree - APCO Training Hotel DoubleTree - APCO Training Hotel DoubleTree - APCO Training Hotel DoubleTree - APCO Training Hotel Amazon 1/2 - Keyboard X23 & Mice X70 - Con Amazon -Tape & USB Flash Drive Amazon 2/2 - Keyboard X23 & Mice X70 - Con PASS24 - PASS Data Community Summit Regis Seattle Public Records - Printing Fee Spark Hire - Job Advertising Spark Hire - Job Advertising	11/22/2024	82.48 165.00 551.85 81.84 59.46 31.40 440.69 82.48 137.70 694.00 44.07 520.50 520.50 694.00 1,458.23 41.30 1,968.71 2,309.20 1.25 149.22 149.00

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
10232024		Amazon - Ink Cartridge Replacement		28.22
10232024		Indeed - Job Advertising		551.38
10232024		Amazon - Air Filter Replacement 3X		91.10
10242024		Google Chromecast - Console Replacement		165.25
10242024		Amazon - Heavy Duty Tape - Console Replacem		21.16
10242024		Primo Water Delivery		82.48
10242024		Doodle - Meeting Poll		14.95
10242024		Amazon - Portable Desk & Adapter		585.70
10252024		Costco - TV Mounts X4 - Console Replacement		440.75
10252024		USPS - Stamps X2		146.00
10252024		Amazon - Security Key - MFA For CAD		66.11
10262024		Amazon - Charger Adapter X30 - Console Repla		219.60
10272024		Amazon - Speaker Bar X40 - Console Replacem		982.40
10282024		Home Depot - Industrial Tape - Console Replace		49.52
10282024		Yodeck - Annual Subscription - Console Replace		1,411.55
10292024		ARMODILO - iPad Kiosks - Console Replacem		610.00
10292024		Amazon - Walking pad Treadmill - Console Repl		660.10
10292024		Home Depot - Double-Sided Mounting Tape - Co		6.46
10292024		Amazon - USB Splitter X30 - Console Replacem		443.10
10292024		Amazon - Wire Connectors & Power Extension -		42.96
10292024		Amazon - Network Adapter - Console Replacem		76.50
10302024		Amazon - Headphone Extension Cable X40 - Co		396.40
10302024		Amazon - Nylon Labels For Equipment - Consol		149.22
10302024		Amazon - Computer Speakers X40 - Console Re		837.20
10302024		Amazon - Bluetooth Keyboard For iPad - Conso		23.13
10302024		Primo Water Delivery		6.81
10312024		Costco - TV X3 - Console Replacement		1,035.85
10312024		Costco - TV X1 - Console Replacement		418.75
10312024		Amazon - Self-Gripping Tape - Console Replace		43.56
10312024		Amazon - Patch Cable - Console Replacement		52.86
10312024		Primo Water Delivery		82.48
11012024		Home Depot - Cabinet - Console Replacement		402.77
11012024		Costco - Kleenex & Feminine Products		95.38
11012024		Amazon - Keyboard X8 - Console Replacement		352.56
11012024		Amazon - Swifer Duster		28.89
11022024		Amazon Web Services - October		924.49
11022024		YouTubeTV Subscription - Console Replacemen		55.09
11022024		Indeed - Job Advertising		415.54
11032024		Amazon - Pens, Highlighters, Post-it Notes & D		78.19
11042024		Amazon - Training Room Materials - Console R		677.74
11042024		Amazon - Heating Pad Replacement - Wellness C		32.72
11042024		Neighborhood Grills Catering - Boss's Day Reco		228.25
11042024		Amazon - Patch Cables - Console Replacement		55.09
11042024		Tri-Tek - PSERN Radios Boat Light Controllers		2,587.61
11042024		EBay - Step Stool 6-Pack X3 - Console Replacem		284.28
11042024		Neighborhood Grills Catering Deposit - Boss's D		68.09
11052024		Amazon - Adapter X18 - Console Replacement		138.60
11062024		Amazon - Under Cabinet Lighting X12 - Consol		221.08
11062024		Amazon - Laser Pointer - Console Replacement		33.05
11062024		Amazon - Cable - Console Replacement		28.64
11062024		Amazon - Magnets - Console Replacement		83.72
11062024		Amazon - Magnetic Label Holder X3 - Console		33.03
11062024		Amazon - Trash Can 3-Pack X12 - Console Repl		456.84
11072024		Home Depot - Extension Cord X20 - Console Re		44.52
11072024		Amazon - Stainless Sign X2 - Console Replacem		15.40
11072024		Primo Water Delivery		82.48
11072024		Amazon - Keyboard X10 - Console Replacemen		440.70
11082024		Amazon - Thermal Laminating Pouches		32.98
11082024		FastSigns - Position Signs X51 - Console Replac		634.23

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	11082024	Amazon - Speaker Bar Return X40 - Console Re		-974.41
	11082024	Michaels - Frame X2 - Console Replacement		33.16
	11092024	LinkedIn - Job Advertising		330.05
	11092024	Amazon - Flash Drive X5 - Console Replacemer		63.30
Total for Check Number 21270:				27,908.49
Total for 11/22/2024:				340,833.17
ACH	120	ADP	11/27/2024	
	PPE 11242024	FMLA Taxes PPE 11242024		2,599.68
	PPE 11242024	Accrued Wages PPE 11242024		259,742.49
	PPE 11242024	Garnishments PPE 11242024		487.85
	PPE 11242024	Accrued Employment & WACares PPE 1124202		1,697.99
	PPE 11242024	Medicare PPE 11242024		10,063.06
	PPE 11242024	Federal Taxes PPE 11242024		43,515.41
Total for this ACH Check for Vendor 120:				318,106.48
ACH	132	WILMINGTON TRUST	11/27/2024	
	PPE 11242024	MEBT Contributions Payable - PPE 11242024		44,821.76
Total for this ACH Check for Vendor 132:				44,821.76
ACH	133	DEPT OF RETIREMENT SYSTEMS	11/27/2024	
	PPE 11242024	PSERS Contributions - PPE 11242024		31,577.93
	PPE 11242024	DRS DCP Contributions - PPE 11242024		379.93
	PPE 11242024	PERS Contributions - PPE 11242024		25,874.62
Total for this ACH Check for Vendor 133:				57,832.48
ACH	785	NAVIA BENEFITS SOLUTIONS	11/27/2024	
	11262024	FSA Disbursement - 11.26.2024		14.98
Total for this ACH Check for Vendor 785:				14.98
21271	675	ICMA-RC VANTAGEPOINT TRANSFER	11/27/2024	
	PPE 11242024	IMCA 457 Contributions - PPE 11242024		6,111.41
Total for Check Number 21271:				6,111.41
Total for 11/27/2024:				426,887.11
Report Total (91 checks):				1,573,515.16



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/13/2024
Subject: November 19, 2024 Wind Storm Briefing

Executive Summary:

On November 19th, our service area experienced a significant windstorm that impacted the majority of King County. The storm caused considerable damage and loss of life, leaving over 300,000 people without power, some for several days. The increase in NORCOM call volume was substantial.

For example, on average, NORCOM manages approximately 780 calls a day, of which our combined Police agencies respond to approximately 350 calls, and our combined Fire agencies respond to approximately 211 calls per day. During the storm, NORCOM managed 747 calls within an hour and approximately 3500 calls in 24 hours. Our police agencies responded to 611 calls, and our Fire agencies responded to approximately 1732. Although all were very busy, NORCOM had pre-planned for the storm and staffed accordingly. The collaboration and cooperation among all first responders was outstanding, many of whom worked through the storm despite being personally impacted in various ways.

Background:

NORCOM has procedures to handle significant events and periods of high activity. These procedures include a staffing plan, a special events phone queue, putting fire departments on resource emergency and reduced response, and putting police agencies on resource emergency and a level one delay.

Past Board or Other Related Actions:

At the October Governing Board Meeting, Medina Police Chief Jeff Sass recommended that NORCOM develop a resource emergency plan for police agencies to complement the existing fire procedures. Procedures were developed, put into policy, and successfully utilized on the day of the windstorm.

Policy and Strategic Implications:

There are no further policy or strategic implications at this time. NORCOM's existing policies were sufficient to handle the event.

NORCOM Staff Recommendation:

This report is informational in nature. Staff has no additional recommendations at this time.

Staff Comments:

Staff has no additional comments.

Options

Risks

Finance Committee Review: No

Legal Review: No

Joint Operations Board Review: No



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/13/2024
Subject: 2025 Budget Approval - Resolution 218 Adoption of the 2025 Budget

Executive Summary:

The Board is being asked to adopt the NORCOM 2025 budget. There are several key features of this budget that include:

Overall, user fees will increase by 5.2%

- 1.5% of the fee increase is directed to the Operating fund. Significant changes approved for 2025 impacting the operating fund are:
 - Increase of two FTE- one Training Telecommunicator and one IT employee
 - The NORCOM Strategic Plan Project
- 2.7% of the fee increase is directed towards the Capital Project fund. Projects receiving funding in 2025 include:
 - **Continuity of Operations Project**- complete server separation and migration to an advanced data backup and recovery system.
 - **Call Taking Protocol Systems**- part of NORCOM's quality assurance program overhaul.
 - **Internet Service Resiliency**- implement improvements with current internet service providers and include a non-terrestrial, tertiary provider.
- 1% of the fee increase is directed towards the Equipment Replacement Fund. Total budgeted equipment expenditures in 2025 is \$160,000.

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 2025. The Governing Board has provided input and direction for consideration to the Finance Committee and NORCOM Management. On July 12th, the Governing Board approved this budget for submission to its agencies.

Past Board or Other Related Actions:

Policy and Strategic Implications:

Adopting the 2025 budget brings several strategic benefits, aligning with NORCOM's long term goals of operational excellence, security and service quality.

The addition of a telecommunicator position will enhance NORCOM's ability to onboard and develop new hires. The new IT position addresses a vital need for bench strength in network security and resilience.

The projects funded in this budget further advance NORCOM's mission:

- **Call Taking Protocol System:** this initiative supports the evaluation and adjustments of NORCOM's call taking processes and implementing a supportive, assistive protocol system that will decrease training time and enhance the accuracy and consistency of call handling.

- Continuity of Operations: by implementing advanced server separation and a robust data backup and recovery system, NORCOM ensures greater disaster and failover recovery capabilities and improved operational responses to during failure operations.
- Internet Service Resiliency: Improvements to existing internet service providers and the addition of a non-terrestrial tertiary provider ensure uninterrupted connectivity, a cornerstone for reliable emergency response.

Long-term, these strategic investments position NORCOM to meet evolving public safety demands.

NORCOM Staff Recommendation:

NORCOM Staff recommends approval to adopt the 2025 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 2025 without a financial framework.

Finance Committee Review: Yes

The finance committee has been advised of the 2025 budget recommendation and offered guidance, which has been incorporated.

Legal Review: No

Joint Operations Board Review: No

Attachments

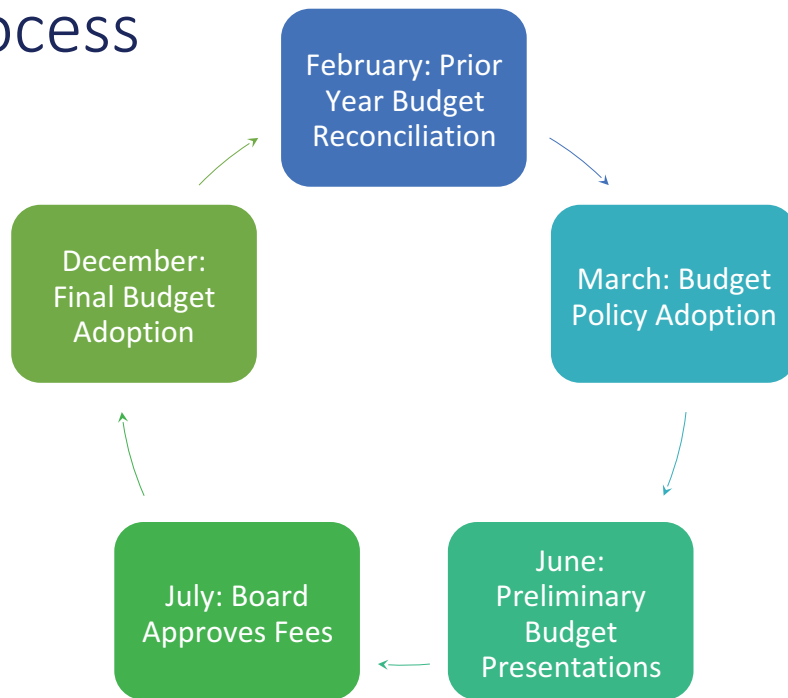
Adoption of the 2025 Budget - Resolution 218

2025 Budget Document

R218 Adoption of the 2025 Budget

Resolution 218- Adopting the 2025 Budget

Budget Process



Key Budget Items

- Overall fee increase of 5.2%
 - Increase NORCOM FTE by 2- 1 Telecommunicator and 1 IT
 - Provides funding for a Strategic Plan Project
 - Budget includes funding for 3 new Capital Projects
 - Continuity of Operations
 - Call Taking Protocol Systems
 - Internet Service Resilience

2025 Fund Summary

NORCOM is seeking Board approval to approve the 2025 Budget

NORCOM Budget 2025 Financial Summary							
NORCOM Budget Description	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
Estimated Beginning Balance	\$ 745,060	\$ 135,573	\$ 133,324	\$ 200,751	\$ 185,517	\$ 1,114,855	\$ 2,515,080
Revenue:							
From Participating Agencies	15,415,807	417,753	151,910	-	-	-	\$ 15,985,470
E-911 Revenue	-	-	-	-	1,500,000	-	\$ 1,500,000
Miscellaneous Revenues	470,000	-	-	-	-	-	\$ 470,000
Interest Earnings	20,000	-	-	-	-	-	\$ 20,000
Total Revenue	15,905,807	417,753	151,910	-	1,500,000	-	17,975,470
Total 2025 Resources	\$ 16,650,867	\$ 553,326	\$ 285,234	\$ 200,751	\$ 1,685,517	\$ 1,114,855	\$ 20,490,550
Expenditures							
Salaries & Wages	10,245,155	-	-	-	-	-	10,245,155
Personnel Benefits	3,799,421	-	-	-	-	-	3,799,421
Operating Services & Supplies	3,806,232	-	-	-	-	-	3,806,232
Equipment Expense	-	-	158,561	-	-	-	158,561
Capital Outlays	-	500,000	-	-	-	-	500,000
Total Expenditures	\$ 17,850,808	\$ 500,000	\$ 158,561	\$ -	\$ -	\$ -	\$ 18,509,369
Transfers:							
Transfers In	1,545,000	-	-	-	-	-	1,545,000
Transfer Out:							
To Operating	-	-	-	-	1,545,000	-	1,545,000
To Reserves	-	-	-	-	-	-	-
Transfers In less Transfers out	\$ 1,545,000	\$ -	\$ -	\$ -	\$(1,545,000)	\$ -	\$ -
2025 Ending Fund Balance	\$ 345,059	\$ 53,326	\$ 126,673	\$ 200,751	\$ 140,517	\$ 1,114,855	\$ 1,981,181
Change in Fund Balance	\$ (400,001)	\$ (82,247)	\$ (6,651)	\$ -	\$ (45,000)	\$ -	\$ (533,899)



NORTH EAST KING COUNTY REGIONAL PUBLIC SAFETY
COMMUNICATIONS AGENCY



2025 ADOPTED BUDGET
DECEMBER 13, 2024

PHONE: (425) 577-5700 • www.norcom.org • PO Box 50911, BELLEVUE, WA 98015-0911



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Message from the Executive Director

I welcome you to the 2025 budget on behalf of the highly skilled and dedicated team that defines NORCOM.

The 2025 budget recognizes that strategic investments and a long-term vision drive sustained organizational success and service excellence. The Governing Board's ongoing collaborative support, vision, direction, and the strategic allocation of correlating resources are pivotal to this success.

While the budget continues to provide for maintaining highly effective service delivery, the 2025 budget focuses on a sustainable, secure, predictable, and increasingly resilient path forward for NORCOM. This budget reflects a sound technological and human capital infrastructure investment while remaining fiscally responsible.

For example, the 2025 budget provides increased network security, improved employee training capabilities, competitive employee compensation, new mechanisms for improved employee mental health wellness, disaster recovery improvements, and a comprehensive strategic plan to help guide future decision-making.

By embracing long-term, adaptable, value-driven financial, technical, and operational planning, we best position ourselves to navigate ever-increasing complexity and emerging growth opportunities to support long-term sustainable excellence.

Respectfully,

William Hamilton

Executive Director

Our mission is to be a caring and trusted Servant to those who Need Help and those who provide help.

Agency Overview

Mission, Vision and Values Statement

The **Core Mission** of the North East King County Regional Communication Agency (NORCOM) is to be a caring and trusted servant to those who need help and those who provide help.

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

The North East King County Regional Public Safety Communications Agency (NORCOM) officially organized on November 7, 2007 as a Washington not-for-profit corporation created by in Interlocal Agreement among the City of Bellevue, City of Bothell, City of Clyde Hill, City of Kirkland, City of Lake Forest Park, City of Medina, City of Mercer Island, City of Snoqualmie, King County Fire District #45 (Duvall), Eastside Fire and Rescue, King County Fire District #27 (Fall City), Northshore Fire, Shoreline Fire, King and Kittitas Counties Fire District #51 (Snoqualmie Pass Fire and Rescue) and Woodinville Fire and Life, as authorized by the Interlocal Cooperation Act under Chapters 24.06 and 39.34 of the Revised Code of Washington.

On July 1, 2009, NORCOM answered its first 911 call as a consolidated dispatch agency.

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's northern border stretches into parts of Snohomish County, with services provided by Shoreline and Bothell Fire departments. The most southern portion of NORCOM's service area is the City of Normandy Park, located in the southwest part of King County. The most easterly part of NORCOM's service area stretches into parts of Kittitas 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:

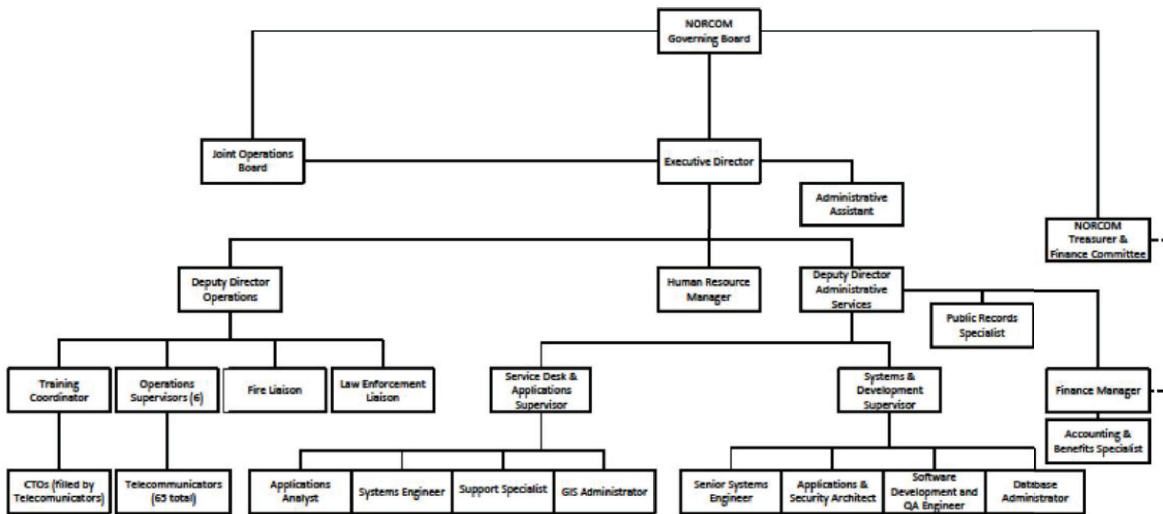
Agency	Principal Member	Title
City of Bellevue	Nathan McCommon	Deputy City Manager
City of Bothell	Toni Call	Deputy City Manager
City of Clyde Hill	Kyle Kolling	Police Chief
Duvall Fire District #45	Ben Lane	Fire Chief
Eastside Fire and Rescue	Ben Lane	Fire Chief
Fall City Fire District #27	Brian Culp	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	Chris Sutter	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	Ben Lane	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 of 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 Organizational Chart



Budget Overview

The NORCOM budget process is part of an overall policy framework that guides the services and functions of NORCOM. 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 2025 budget creation.

Date	Action
March 8	Governing Board approves budget policy for the fiscal year 2025
July 12	Governing Board approves 2025 NORCOM Operating Budget
September 15	Participating Agencies advised of budget and user fees
December 13	Governing Board adopts 2025 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 2025 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 for their analysis 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 equal to 5-10% 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 this year's budget approach.

The Board historically addressed the budget with an annual focus. Long-term projects and costly expected expenditures outside the next budget year were not eloquently 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	5.2%	5.7%	6.8%	7.5%	3.0%	3.0%	3.0%	4.0%	3.7%	3.6%
Total Agency Fees	15,985,471	16,896,694	18,045,669	19,399,095	19,981,067	20,580,499	21,197,914	22,045,831	22,861,527	23,686,828
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Beginning Fund Balance										
Operating Fund	745,060	345,059	13,767	184	6,771	147,282	1,580	19,882	73,142	13,061
Capital Project Fund	135,573	53,327	18,109	52,593	18,963	112,954	112,765	168,570	5,549	176,007
Equipment & Replacement Reserves	133,324	126,673	150,989	26,751	29,861	177,156	144,163	89,584	95,063	235,462
Esrow	185,517	140,517	140,517	70,517	70,517	70,517	70,517	70,517	70,517	70,517
Operating Expense Reserve	200,751	200,751	200,751	200,751	200,751	450,751	555,751	555,751	565,751	565,751
Rate Stabilization Reserve Fund	1,114,855	1,114,855	1,114,855	889,855	839,855	839,855	944,855	944,855	944,855	944,855
Total NORCOM Fund Beg Balance	2,515,080	1,981,182	1,638,988	1,240,651	1,166,718	1,798,515	1,829,630	1,849,158	1,754,876	2,005,653
Operating Revenues										
<i>Operating increase for Agency Fees</i>	1.5%	3.2%	3.6%	2.6%	1.0%	1.0%	1.0%	2.0%	1.7%	1.8%
Agency Fees for Operations	15,415,807	16,497,056	17,504,975	18,514,857	19,583,085	20,180,878	20,786,304	21,621,873	22,420,610	23,275,320
E911 Revenues	1,545,000	1,415,000	1,485,000	1,415,000	1,400,000	1,200,000	1,200,000	1,200,000	1,100,000	1,100,000
KOEMS	255,000	255,000	260,000	265,000	265,000	265,000	265,000	265,000	265,000	265,000
IT Billing	195,000	200,000	200,000	205,000	205,000	200,000	200,000	200,000	200,000	200,000
Miscellaneous	40,000	45,000	45,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Transfers in from Reserves	-	-	225,000	50,000	-	-	-	-	-	-
Total Operating Revenues	17,450,807	18,412,056	19,719,975	20,499,857	21,513,085	21,895,878	22,501,304	23,336,873	24,035,610	24,890,320
Operating Expenditures										
Operating Expenditures	17,850,808	18,743,348	19,733,538	20,493,269	21,122,575	21,731,580	22,483,002	23,273,613	24,095,691	24,903,224
Transfer to ERR	-	-	-	-	-	50,000	-	-	-	-
Transfer to Capital	-	-	-	-	-	50,000	-	-	-	-
Transfer to Reserves	-	-	-	-	250,000	210,000	-	10,000	-	-
Total Operating Fund Expenses	17,850,808	18,743,348	19,733,538	20,493,269	21,372,575	22,041,580	22,483,002	23,283,613	24,095,691	24,903,224
Capital Projects Fund										
<i>Capital increase for Agency Fees</i>	2.8%	1.5%	0.5%	3.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Agency Fee Distribution	417,753	239,783	84,483	541,370	193,991	199,811	205,805	211,979	220,458	228,615
Transfers from Operations	-	-	-	-	-	50,000	-	-	-	-
Capital Expenses	500,000	275,000	50,000	575,000	100,000	250,000	150,000	375,000	50,000	250,000
Net Impact to Cap Proj. Fund Balance	(82,247)	(35,217)	94,483	(33,630)	93,991	(189)	55,805	(163,021)	170,458	(21,385)
Equipment & Replacement Reserves										
<i>Equipment increase for Agency Fees</i>	1.0%	1.0%	2.7%	1.9%	1.0%	1.0%	1.0%	1.0%	1.0%	0.8%
Agency Fee Distribution	151,910	159,855	456,211	342,868	193,991	199,811	205,805	211,979	220,458	182,892
Transfers from Operations	-	-	-	-	-	50,000	-	-	-	-
Equipment Expenses	158,561	135,539	580,449	339,758	46,696	282,804	260,384	206,500	80,059	22,950
Net Impact to ERR Fund Balance	(6,651)	24,316	(124,238)	3,110	147,295	(32,993)	(54,579)	5,479	140,399	159,942
Reserves										
Op. Ex. Reserve - Transfers In	-	-	-	-	250,000	105,000	-	10,000	-	-
Op. Ex. Reserve - Transfer Out	-	-	-	-	-	-	-	-	-	-
Rate Stabilization Reserve Transfer In	-	-	-	-	-	105,000	-	-	-	-
Rate Stabilization Reserve Transfer Out	-	-	(225,000)	(50,000)	-	-	-	-	-	-
Net Impact to Reserves Fund Balance	-	-	(225,000)	(50,000)	250,000	210,000	-	10,000	-	-
Ending Fund Balance										
Operating Fund	345,059	13,767	184	6,771	147,282	1,580	19,882	73,142	13,061	157
Capital Project Fund	53,327	18,109	52,593	18,963	112,954	112,765	168,570	5,549	176,007	154,622
Equipment & Replacement Reserves	126,673	150,989	26,751	29,861	177,156	144,163	89,584	95,063	235,462	395,404
Esrow	185,517	140,517	70,517	70,517	70,517	70,517	70,517	70,517	70,517	70,517
Operating Expense Reserve	200,751	200,751	200,751	200,751	450,751	555,751	555,751	565,751	565,751	565,751
<i>% of operating expenses (5-10% policy goal)</i>	1.1%	1.1%	1.0%	1.0%	2.0%	2.6%	2.5%	2.4%	2.3%	2.3%
Rate Stabilization Reserve Fund	1,114,855	1,114,855	889,855	839,855	839,855	944,855	944,855	944,855	944,855	944,855
<i>% of operating revenues (policy limit 10%)</i>	7.2%	6.8%	5.1%	4.3%	4.3%	4.7%	4.5%	4.4%	4.2%	4.1%
Total NORCOM Fund Beg Balance	2,026,182	1,638,988	1,240,651	1,166,718	1,798,515	1,829,630	1,849,158	1,754,876	2,005,653	2,131,307

2025 Fund Summary ¹

NORCOM Budget 2025 Financial Summary

NORCOM Budget Description	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
Estimated Beginning Balance	\$ 745,060	\$ 135,573	\$ 133,324	\$ 200,751	\$ 185,517	\$ 1,114,855	\$ 2,515,080
Revenue:							
From Participating Agencies	15,415,807	417,753	151,910.00	-	-	-	\$ 15,985,470
E-911 Revenue		-	-	-	1,500,000	-	\$ 1,500,000
Miscellaneous Revenues	470,000	-	-	-	-	-	\$ 470,000
Interest Earnings	20,000	-	-	-	-	-	\$ 20,000
Total Revenue	15,905,807	417,753	151,910	-	1,500,000	-	17,975,470
Total 2024 Resources	\$ 16,650,867	\$ 553,326	\$ 285,234	\$ 200,751	\$ 1,685,517	\$ 1,114,855	\$ 20,490,550
Expenditures							
Salaries & Wages	10,245,155	-	-	-	-	-	10,245,155
Personnel Benefits	3,799,421	-	-	-	-	-	3,799,421
Operating Services & Supplies	3,806,232	-	-	-	-	-	3,806,232
Equipment Expense			158,561				158,561
Capital Outlays	-	500,000		-	-	-	500,000
Total Expenditures	\$ 17,850,808	\$ 500,000	\$ 158,561	\$ -	\$ -	\$ -	\$ 18,509,369
Transfers:							
Transfers In	1,545,000	-	-	-	-	-	1,545,000
Transfer Out:							
To Operating	-	-	-	-	1,545,000	-	1,545,000
To Capital Projects	-	-	-	-	-	-	-
To ER & R	-	-	-	-	-	-	-
To Reserves	-	-	-	-	-	-	-
Transfers In less Transfers out	1,545,000	-	-	-	(1,545,000)	-	-
2024 Ending Fund Balance	\$ 345,059	\$ 53,326	\$ 126,673	\$ 200,751	\$ 140,517	\$ 1,114,855	\$ 1,981,181
Change in Fund Balance	\$ (400,001)	\$ (82,247)	\$ (6,651)	\$ -	\$ (45,000)	\$ -	\$ (533,899)

¹ The 2025 estimated beginning and ending fund balance may change after carry forward impacts of the 2023 budget activities

2025 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 a number of calls for service over a two-ear historical call calculation period.

The calculation is as follows:

1. **Calculate NORCOM's FTE Percentage based on the following functions:**
 - b. Call Receiver FTE
 - c. Police Dispatch FTE
 - d. Police Radio FTE
 - e. Fire Dispatch FTE
3. **Calculate Agency Call receiver Cost:** Call Receiver FTE % x (Agency CFS / Total CFS)
4. **Calculate Police Dispatch Contribution:** Police Dispatch FTE % x (Agency CFS / Total Police CFS)
5. **Calculate Police Data Radio Contribution:** Police Data FTE % x (Agency CFS / Total Police CFS)
6. **Calculate Fire/EMS Dispatch Contribution:** FD Dispatch FTE % x (Agency CFS / Total Fire CFS)

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

Additional resources in 2025:

- **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 2025, NORCOM's distributions are planned to be consistent to 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. 2025 is the last year of the County's EMS Levy. NORCOM is awarded \$250,000 in funds for 2025, consistent to 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 2025 is expected to be consistent to 2024.
- **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 to agencies through fees. Previously, NORCOM adopted break-even budgets and would estimate a beginning balance of \$0 in its operating fund. Should carryforward funds from the prior budget year be identified, these funds are generally transferred to other funds, or used to cover necessary expenses identified after budget adoption.
 - In 2024, NORCOM broke tradition and left the carryforward balance in the operating fund. The Board supported the use of these funds to reduce 2024 user fees
 - NORCOM continued this practice in 2025 budget planning. NORCOM estimated beginning fund balance resources of \$745,000, largely from 2023 budget vacancy savings, and unbudgeted revenues collected in 2023. NORCOM's Governing Board approved the use of \$400,000 of the estimated balance to offset fee increases in 2025. The remaining \$345,000 will be saved for future fee smoothing, due the addition of ongoing personnel costs approved in the 2025 budget, and the anticipation of large activity in the Capital and Equipment funds in the upcoming three years.

Through the functional distribution methodology, 2025 participation fees are:

2025 User Fees	Dispatch Law	Data Radio	Dispatch Fire	Call Receiver	2024 Adopted Total	2025 Total	Increase/ (Decrease)	Percent Change
Bellevue Police	1,648,534	710,265		1,885,723	3,967,232	4,244,521	277,290	7.0%
Bothell Police	612,853	196,567		701,030	1,269,473	1,510,450	240,976	19.0%
Clyde Hill Police	48,642	6,989		55,640	93,036	111,271	18,235	19.6%
Kirkland Police	1,108,803	345,275		1,268,336	2,734,562	2,722,414	(12,148)	-0.4%
Lake Forest Park	211,016	21,906		241,377	460,562	474,298	13,736	3.0%
Medina Police	42,592	1,460		48,721	81,566	92,773	11,207	13.7%
Mercer Island Police	309,749	33,693		354,316	560,336	697,758	137,422	24.5%
Normandy Park Police	55,149	29,625		63,084	134,420	147,859	13,438	10.0%
Total Police	4,037,338	1,345,779	-	4,618,226	9,301,188	10,001,344	700,156	7.5%
Bellevue Fire			1,022,650	584,171	1,588,400	1,606,822	18,422	1.2%
Bothell Fire			318,808	182,114	497,571	500,922	3,351	0.7%
Duvall Fire			49,198	28,104	77,700	77,302	(398)	-0.5%
Eastside Fire and Rescue			549,595	313,947	827,310	863,542	36,232	4.4%
<i>Mercer Island Fire</i>			120,848	69,033	186,100	189,881	3,781	2.0%
<i>Woodinville Fire</i>			147,657	84,346	220,561	232,003	11,442	5.2%
Fall City Fire			23,445	13,392	41,488	36,837	(4,650)	-11.2%
Kirkland Fire			393,946	225,035	614,553	618,980	4,427	0.7%
Redmond Fire			461,488	263,617	694,070	725,105	31,035	4.5%
Shoreline Fire			491,461	280,739	800,632	772,200	(28,432)	-3.6%
<i>Northshore Fire</i>			149,369	85,325	227,825	234,694	6,869	3.0%
Skykomish Fire			16,507	9,429	23,695	25,936	2,241	9.5%
Snoqualmie Pass Fire			18,654	10,656	26,851	29,310	2,459	9.2%
Snoqualmie Fire			44,929	25,665	63,085	70,594	7,508	11.9%
Total Fire	-	-	3,808,556	2,175,572	5,889,842	5,984,127	94,286	1.6%
Agency Total	4,037,338	1,345,779	3,808,556	6,793,798	15,191,029	15,985,471	794,442	5.2%

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 \$140,517.

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 2025 budget are:

Personnel

In 2025, the Governing Board approved increases to staffing in the IT and Operations departments.

In the IT department, Network & Security oversight is a critical function of NORCOM's IT Department. It is imperative to have knowledgeable support in these areas to continue NORCOM's level of standards of high uptime. Current support for this area is reliant on one position. As a result, NORCOM has called in this employee for assistance during his vacations, or sick time- a practice NORCOM desires to move away from. The newly approved position also provides preparation for employee retirement expected in the near future.

Additionally, NORCOM assessed a need to increase its telecommunicator staffing to 66. Telecommunicator staffing levels at NORCOM have traditionally solely based on operating needs, or the staff needed to work the dispatch floor to meet minimum standards. With actual staffing levels experiencing natural ebbs and flows, training new hires is a constant requirement of NORCOM operating workload- with key responsibilities of the training program placed on the Training Coordinator – a member of the NORCOM Supervisors workgroup.

The new training position will assist with the training program, which at times represents a workload that exceeded NORCOM's current dedicated resources. Additionally, updates to training certification requirements for Telecommunicators to be implemented in the future represent increased workload for the department. NORCOM also believes this position will provide a more desirable schedule option for its telecommunicator group- which would increase morale and increase retention of more senior telecommunicators. Lastly, this position may work as a promotional pipeline for its supervisor group. It has been a goal of NORCOM to find non-monetary methods to increase interest of current Telecommunicators to promote to its supervisor group, so this position would be a step to achieve this goal.

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

Budgeted Full Time Position History by Business Unit					
<u>Business Unit</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
<u>Administration</u>					
Executive Director	1.0	1.0	1.0	1.0	1.0
Deputy Director	2.0	2.0	2.0	2.0	2.0
Police Liaison	1.0	1.0	1.0	1.0	1.0
Fire Liaison	1.0	1.0	1.0	1.0	1.0
Administrative Pool Position	1.0			1.0	1.0
QA & Records Specialist	1.0	1.0	1.0	1.0	1.0
<u>Finance</u>					
Finance Manager	1.0	1.0	1.0	1.0	1.0
Accounting and Payroll Specialist	1.0	1.0	1.0	1.0	1.0
<u>Human Resources</u>					
Human Resources Manager	1.0	1.0	1.0	1.0	1.0
<u>Operations</u>					
Training Coordinator	1.0	1.0	1.0	1.0	1.0
Team Supervisor	6.0	6.0	6.0	6.0	6.0
Telecommunicator	62.0	62.0	62.0	65.0	66.0
<u>Accreditation/Facilities/Continuity of Operations</u>					
AFC Manager	-	-	-		
<u>Technology</u>					
Technical Services Team Supervisor	2.0	2.0	2.0	2.0	2.0
Technology Team Member	7.0	7.0	7.0	8.0	9.0
Total	88.0	87.0	87.0	92.0	94.0

In addition to the change in staffing, other drivers led to the increase in personnel costs:

- The contract between NORCOM and the Telecommunicator Guild is effective through December 31, 2025, and established a 6% salary increase for represented employees.
- In 2024, NORCOM ratified a new contract with the Supervisor group for the periods January 1, 2025 through December 31, 2027. The contract established a 6% increase for its represented employees.
- Administrative staff have been approved to receive a 5% COLA.
- As an Associated Cities of Washington (AWC) Employee Benefit Trust member, NORCOM provides employees with medical, dental, and vision insurance plan options. NORCOM pays 100% of employee coverage and 80% of employee dependents. Based on the new rates published by the AWC, NORCOM budgeted a 6% increase in medical plans.

Facility Leases

- **City Hall Lease:** NORCOM's lease for its main operating facility located in Bellevue City Hall is contracted to increase its monthly rates based on the Consumer Price Index (CPI). Inflation rates have remained high, and NORCOM anticipated a 5% increase to 2025 lease fees.
- **Other leases:** 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:** NORCOM's largest non-personnel related category of expenditures. The annual budget for NORCOM's CAD system alone represents 17.8% of NORCOM total non-personnel operating expenses. While the 2025 budget for software maintenance does not expand the total software purchases, NORCOM anticipates general vendor increases for the year, and the overall budget for this category increased by \$85,000.
- **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.

Additional Supplies and Services

- **Professional Services:** The Governing Board approved a Strategic Plan Project and included funding for a consultant contract in 2025. Initial project budget is \$150,000.
- **Mental Health Services:** NORCOM continues to explore all opportunities to promote employee health and wellness. The 2025 budget includes \$15,000 to fund a new mental health support services program to offer to its employees.

Fund Detail

The following is a breakdown of budgeted personnel expenses in 2025:

	2023 Amended	2024 Amended	2025 Proposed	Change	Percent
Salaries & Wages - Regular	\$ 8,240,859	\$ 9,314,891	\$ 9,865,115	\$ 550,224	5.9%
Salaries & Wages - Overtime	\$ 294,876	\$ 409,404	\$ 584,422	\$ 175,018	42.7%
Professional Reimbursements	\$ 4,200	\$ 4,200	\$ 4,200	\$ -	0.0%
Medical	\$ 1,264,210	\$ 1,364,242	\$ 1,481,774	\$ 117,532	8.6%
HSA Contributions	\$ 22,249	\$ 25,515	\$ 24,298	\$ (1,218)	-4.8%
Dental	\$ 104,339	\$ 100,450	\$ 100,513	\$ 63	0.1%
Vision	\$ 13,603	\$ 13,789	\$ 13,321	\$ (468)	-3.4%
Long-Term Care	\$ 6,600	\$ 7,184	\$ 7,849	\$ 665	9.3%
Medicare	\$ 126,711	\$ 142,449	\$ 153,653	\$ 11,204	7.9%
FSA Fees	\$ -	\$ 2,954	\$ 1,740	\$ (1,214)	-41.1%
MEBT	\$ 499,131	\$ 541,108	\$ 647,804	\$ 106,696	19.7%
Life	\$ 7,133	\$ 15,288	\$ 15,792	\$ 504	3.3%
LTD	\$ 12,614	\$ 13,630	\$ 14,634	\$ 1,004	7.4%
PERS	\$ 921,506	\$ 925,516	\$ 995,879	\$ 70,363	7.6%
Washington FMLA	\$ 17,369	\$ 22,412	\$ 25,180	\$ 2,768	12.4%
Unemployment	\$ 92,394	\$ 84,920	\$ 74,815	\$ (10,105)	-11.9%
Workers Comp	\$ 43,959	\$ 40,977	\$ 33,587	\$ (7,389)	-18.0%
Total Personnel	\$ 11,671,753	\$ 13,028,930	\$ 14,044,576	\$ 1,015,646	7.8%

Operating expenses are budgeted as follows:

	2023	2024	2025		
	Actual	Adopted	Proposed	Change	Percent
Advertising	10,983	12,500	15,000	2,500	20.0%
Bank Fees	-	50	25	(25)	-50.0%
Cellular, Pager & Radio Svcs	35,111	27,332	24,540	(2,792)	-10.2%
Computer Hardware-Non Capital	7,622	12,533	15,000	2,467	19.7%
Consumable Goods	16,179	22,060	21,095	(965)	-4.4%
Dues & Memberships	10,420	13,304	15,205	1,901	14.3%
Equipment Leases	21,985	25,580	24,420	(1,159)	-4.5%
Facility Lease	720,301	801,874	854,649	52,775	6.6%
Financial Audit	22,530	27,270	29,492	2,222	8.1%
Hosted Services	156,949	248,023	274,300	26,277	10.6%
HR Services	92,929	98,092	113,453	15,360	15.7%
Insurance	90,940	135,000	168,750	33,750	25.0%
Legal Services	92,653	163,350	111,400	(51,950)	-31.8%
Local Travel/Training/ Mileage	2,680	6,900	6,350	(550)	-8.0%
Network Service	36,946	49,749	48,500	(1,249)	-2.5%
Office Furniture	7,107	14,000	11,500	(2,500)	-17.9%
Office Supplies	4,059	6,500	6,650	150	2.3%
Operating Supplies	2,832	5,100	4,500	(600)	-11.8%
Parking Lease	30,730	31,200	31,263	63	0.2%
Payroll Services	15,022	17,010	20,000	2,990	17.6%
Postage	668	1,000	1,000	-	0.0%
Printing	741	2,000	1,550	(450)	-22.5%
Professional Services	127,324	102,040	195,205	93,165	91.3%
R&M- Network Equipment	132,613	442,892	466,702	23,809	5.4%
R&M- Office Equipment	-	2,500	2,500	-	0.0%
R&M- Software Maintenance	918,103	987,760	1,071,145	83,385	8.4%
Radio Site Lease	138,715	60,301	65,752	5,451	9.0%
Recruitment Supplies	1,289	2,000	2,000	-	0.0%
Small Tools & Minor Equipment	10,169	11,000	10,500	(500)	-4.5%
Software/Licensing	72,883	88,612	89,458	846	1.0%
Telephone Services	40,090	40,180	44,578	4,398	10.9%
Training/Conf Registrations/ Travel	\$ 7,567	\$ 63,073	\$ 59,750	(3,323)	-5.3%
Total Operating	\$ 2,828,137	\$ 3,520,786	\$ 3,806,232	285,446	8.1%

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

- **Alpha-Numeric Paging System Upgrade**

The Board approved NORCOM to work with Sno911 to accomplish a decreased scope of work tied to the paging system. Instead a forklift replacement, the project now consists of upgrading and installing equipment at each radio site necessary to keep the system operational for up to ten more years. The project team consists of NORCOM and Sno911 staff. The estimated cost for the project is \$600K. Funding includes a 300K transfer from the Rate Stabilization account in 2022 and the rest of the funding established in 2023. Project spending is planned in 2025.

- **CAD Radio Interface and Continued CAD Solutions**

NORCOM continues the work related to the Tyler Fire Migration project started in 2022. The final aspects of the project include the Radio Interface work and the Reporting Solutions. All funding for these projects were approved and committed in the 2022 through and 2023 budgets through transfers from the operating fund. The project is reliant on vendor availability, which was limited after funding for the project was approved and NORCOM completed all CAD Migration project work in at the end of 2023. The project is anticipated to be completed in 2025.

- **Continued Operations – CAD Server separation with RUBRICK**

To improve NORCOM's preparedness to address the risk of operations interruptions and disaster recovery, the Governing Board approved funding for an upgrade to its server backup system. Total approved in 2025 is \$275,000. Project includes two parts. First is the upgrade to the RUBRICK archiving system. Current systems are aging and projections of a catastrophic loss of data would include significant costs to recover lost data. The proposed upgraded system would improve current archiving practices and mitigate risks associated with data recovery. The second part of the project is a hardware upgrade to separate CAD services, an activity that aligns with the disaster recovery project plans.

- **Call Taking Protocol Systems**

As part of NORCOM's overhaul of its quality assurance program and goal of providing continuous high level of services to its agencies, NORCOM has planned a project that includes a review of its call taking protocols with development of training and process implementation. A budget of \$150,000 has been approved for this project.

- **Internet Provider Resiliency Preparation**

NORCOM plans to take a proactive approach for anticipated improvements and plans for a project to work with current internet service providers to facilitate these anticipated improvements. Total budget for this project is \$75,000

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 5.2% fee increase to NORCOM’s agencies, the total fees directed to provide funding resources to the capital project fund represent 2.8% of the fee increase, or \$417,700.

Historic funding of the projects are summarized below:

Project	Year funding was committed			
	2022	2023	2024	2025
Alpha Numeric Paging	300,000	600,000		
CAD Radio & Reporting Solutions	55,000	280,000		
Continued Operations- CAD Server RUBRICK				275,000
Call Taking Protocol Systems				150,000
Internet Provider Resiliency Preparation				75,000
Total Funding	355,000	880,000	-	500,000

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Facility / Workspace Updates	-	-	15,000	35,000	25,000	75,000	75,000	125,000	50,000	50,000
Admin Workplace Reconfiguration			15,000	35,000						
Dispatch Floor Preparation for Expansion					25,000	75,000	75,000	75,000		
Earmarking for Future Console Replacement								50,000	50,000	50,000
COOP Project	235,000	165,000	100,000	-	-	-	-	-	-	-
Hardware Upgrade- Separation of CAD Servers	100,000									
Backup/ Recovery System - Rubrick	100,000	50,000	25,000							
Internet Service Provider Upgrades	35,000	40,000								
Remote Call Taking / Dispatching		75,000	75,000							
911 Operations	75,000	75,000	-	100,000	200,000	200,000	-	-	-	-
Call Taking / Dispatching Guides	75,000	75,000								
Receive/Share Incoming Digital Data (Video)				100,000	200,000	200,000				
911 Systems	-	46,875	78,125	50,000	90,000	150,000	75,000	200,000	75,000	150,000
Enterprise RMS		46,875	78,125							
VMWare Host Upgrade								75,000		
Recording System Updates				20,000	20,000					
Tyler Module Implementation				30,000	70,000	100,000				
NICE Screen Recording						50,000	75,000			
Long Term Project Planning Prep-1								125,000	75,000	50,000
Long Term Project Planning Prep-2										100,000
Total	310,000	286,875	193,125	185,000	315,000	425,000	150,000	325,000	125,000	200,000

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.

2025 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 2025 budget process include:

- **Servers-** NORCOM anticipates the replacement of 3 server groups with a cost of approximately \$90,000 in 2025.
- **Network- Firewall & Load Balancer-** equipment identified for replacement in this category are necessary for NORCOM's network security as warranty options for current equipment have expired and obsolete. Total estimated costs in 2025 are \$37,500.

Of the overall fee increase of 5.2% to NORCOM agencies, the funding dedicated towards the Equipment fund represents a 1% increase, with \$150,000 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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Workstations	15,500	15,500	16,250	16,250	16,750	16,750	17,000	17,000		
Locution Computers	10,250	10,500	10,500	10,750	10,750	10,750	10,750	10,750		
Radio Site Expenses	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000		
Cell Phones	675	675	725	725	750	750	800	800		
Desk Phones	300	300	300	13,000	300	300	300	300	300	300
Tyler Desktops Replacements			125,000					150,000		
Network										
Network Total	10,200	28,585	226,468	55,302	13,146	77,316	170,284	22,650	22,650	22,650
Routers										
Routers Totals	-	-	-	60,000	-	75,000	-	-	-	-
Servers										
Server Totals	89,438	12,000	185,000	125,000	-	34,438	-	27,500	-	-
Switch										
Switch Totals	-	51,000	-	17,000	-	8,500	56,250	-	42,500	-
Wireless Access Point										
Wireless Access Point Total	-	-	-	1,725	-	3,000	-	-	1,875	-
Firewall										
Firewall Totals	27,168	11,979	11,206	35,000	-	-	-	-	12,734	-
Universal Power Supply										
Total UPS	-	-	-	-	-	-	-	-	-	-
Radio										
Radio Totals	-	-	-	-	-	51,000	-	-	-	-
	158,531	135,539	580,449	339,752	46,696	282,804	260,384	234,000	80,059	22,950

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

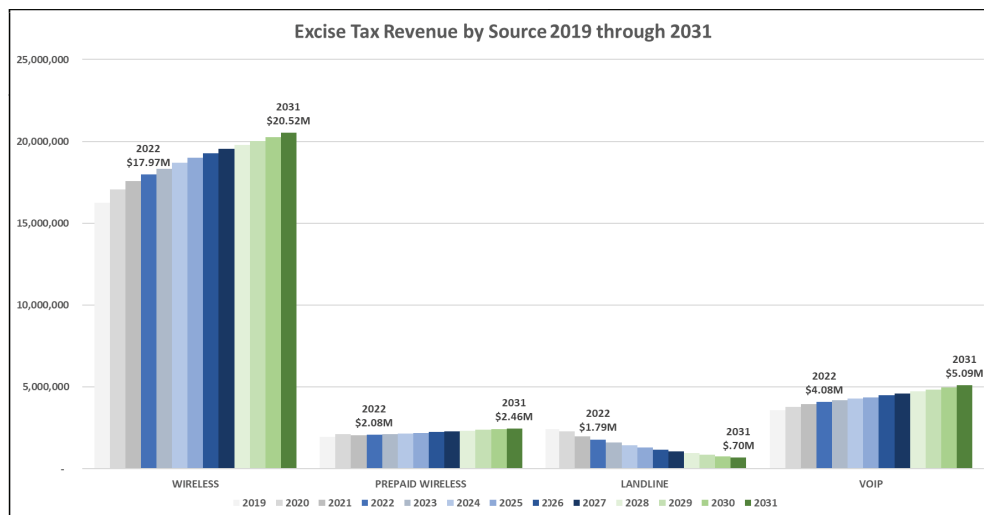
Fund Overview and Drivers

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 increases in the 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 2025 are \$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.

RESOLUTION 218

RESOLUTION OF THE GOVERNING BOARD OF NORCOM ADOPTING THE 2025 BUDGET

WHEREAS, the legislative bodies of each Principal and Subscriber have approved their respective allocations for NORCOM’s 2025 budget; and

WHEREAS, on July 12, 2024 the Governing Board held a public hearing on NORCOM’s 2025 budget;

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

Section 1.2024 NORCOM Budget. The 2025 NORCOM Budget, attached hereto and incorporated as Exhibit A, is approved for distribution to the Participating Agencies as required in the Interlocal Agreement.

Section 2. Summary of 2025 NORCOM Budget. A summary of the 2025 Budget is as follows:

	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
2025 Beginning Fund Balance	745,060	135,573	133,324	200,751	185,517	1,114,855	2,515,080
Total 2025 Revenues	15,905,807	417,753	151,910	-	1,500,000	-	17,975,470
Transfer Activities	1,545,000	-	-	-	(1,545,000)	-	-
Total 2025 Resources	18,195,867	553,326	285,234	200,751	185,517	1,114,855	20,490,550
Total 2025 Expenditures	17,850,808	500,000	158,561	-	-	-	18,509,369
Total Ending Fund Resources	345,059	53,326	126,673	200,751	140,517	1,114,855	1,981,181

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 13th of December, 2024.

Signed in authentication thereof on this 13th day of December, 2024.

Chair

Attest

Appendix A.
2025 Budget Fund Summary

**NORCOM Budget
2025 Financial Summary**

NORCOM Budget Description	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
Estimated Beginning Balance	\$ 745,080	\$ 135,573	\$ 133,324	\$ 200,751	\$ 185,517	\$ 1,114,855	\$ 2,515,080
Revenue:							
From Participating Agencies	15,415,807	417,753	151,910	-	-	-	\$ 15,985,470
E-911 Revenue		-	-	-	1,500,000	-	\$ 1,500,000
Miscellaneous Revenues	470,000	-	-	-	-	-	\$ 470,000
Interest Earnings	20,000	-	-	-	-	-	\$ 20,000
Total Revenue	15,905,807	417,753	151,910	-	1,500,000	-	17,975,470
Total 2025 Resources	\$ 16,650,867	\$ 553,326	\$ 285,234	\$ 200,751	\$ 1,685,517	\$ 1,114,855	\$ 20,490,550
Expenditures							
Salaries & Wages	10,245,155	-	-	-	-	-	10,245,155
Personnel Benefits	3,799,421	-	-	-	-	-	3,799,421
Operating Services & Supplies	3,806,232	-	-	-	-	-	3,806,232
Equipment Expense			158,561				158,561
Capital Outlays	-	500,000	-	-	-	-	500,000
Total Expenditures	\$ 17,850,808	\$ 500,000	\$ 158,561	\$ -	\$ -	\$ -	\$ 18,509,369
Transfers:							
Transfers In	1,545,000	-	-	-	-	-	1,545,000
Transfer Out:							
To Operating	-	-	-	-	1,545,000	-	1,545,000
To Reserves	-	-	-	-	-	-	-
Transfers In less Transfers out	\$ 1,545,000	\$ -	\$ -	\$ -	\$ (1,545,000)	\$ -	\$ -
2025 Ending Fund Balance	\$ 345,059	\$ 53,326	\$ 126,673	\$ 200,751	\$ 140,517	\$ 1,114,855	\$ 1,981,181
Change in Fund Balance	\$ (400,001)	\$ (82,247)	\$ (6,651)	\$ -	\$ (45,000)	\$ -	\$ (533,899)

Resolution 218
Adopting the 2025 Budget



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/13/2024
Subject: Appointment of Deputy City Manager Call to Board Chair, and Selection and appointment of new Governing Board Vice-Chair

Executive Summary:

The term of the current Governing Board Chair, Chief Culp, will expire after the December Governing Board meeting. The current Governing Board Vice-Chair, Deputy City Manager Toni Call, will be appointed as the new Chair effective January 2025. This creates a Vice-Chair vacancy, which shall be decided at the December 13th, 2024, meeting through a Governing Board nomination and voting process.

Background:

The term of the Governing Board Chair, Chief Culp, will expire, and as such, the Governing Board Vice-Chair, Deputy City Manager Toni Call, will be appointed as the new Chair. This creates a vacancy for the vice chair position.

Should the Governing Board wish to follow a well-established (yet informal) rotation practice, the next Vice-Chair would be a board representative from a police agency. However, the board may deviate from this practice if it desires to do so.

Past Board or Other Related Actions:

None

Policy and Strategic Implications:

This process is established in Section 6(j) of the ILA. The specific timing of the transfer from Vice-Chair to Chair and the selection of a new Vice-Chair was updated from April to January of each year (to follow NORCOM's fiscal year more accurately). The Governing Board recommended and approved this change.

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review, and analysis and recommends approval to select and appoint a new Governing Board Vice-Chair for 2025.

Staff Comments:

Nothing Additional

Options

Risks

Finance Committee Review: No

Legal Review: No

Joint Operations Board Review: No



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/13/2024
Subject: Strategic Plan Review, Direction and Approval

Executive Summary:

With the Governing Board's approval, funding, and direction, NORCOM seeks to develop a comprehensive strategic plan. Staff and a subgroup of Board members have prepared a draft Request For Proposal (RFP) for Governing Board consideration. The goal of the RFP is to identify and acquire subject-matter expert consultant services to assist in developing a strategic plan.

After reviewing, discussing, and adopting any modifications, staff seeks the Governing Board's approval to publish the RFP.

Background:

On April 12, 2024, the NORCOM Governing Board identified a process for best defining the scope of a desired strategic plan. A subgroup of staff and board members across various disciplines volunteered to develop recommendations for presentation and consideration by the full Governing Board. On September 13th, 2024, the proposed project scope was approved by the Governing Board.

On November 7th, 2024, the subgroup met to develop a final RFP draft for presentation to the Governing Board. The proposed RFP is attached to this agenda and distributed to the Governing Board for possible review before the December 13th meeting.

Past Board or Other Related Actions:

Policy and Strategic Implications:

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends the Board review the RFP draft and provide feedback or modifications as desired. Staff seeks Board approval to publish the finalized Request for Proposals.

Staff Comments:

Options

Risks

Finance Committee Review: Yes

The Finance Committee is aware of this process to include the applicable funding.

Legal Review: No

None at this time.

Joint Operations Board Review: No

Attachments

2024 112 10 Strategic Plan RFP PPT

DRAFT Strategic Plan RFP

Strategic Plan RFP

- Overview
 - A Steering Team composed of NORCOM staff and stakeholders will lead the process.
 - The Steering Team will provide updates and seek guidance from the NORCOM Governing Board throughout the project.
 - The Governing Board will have final decision-making authority regarding the consultant's work and deliverables.
- Request
 - Approval to publish RFP
- Next Steps
 - The Steering Team will review proposals
 - Top candidates may be invited for interviews to supplement submissions
 - The Steering Team will return to the Governing Board to present their evaluation and recommend a preferred vendor for final approval

Scope of Work

Phase 1: Project Launch	Phase 2: Information Gathering	Phase 3: Strategic Plan Development	Phase 4: Plan Adoption
Key Phase Milestones			
<ol style="list-style-type: none"> 1. Steering Committee Group Workshop 2. Governing Board presentation 	<ol style="list-style-type: none"> 1. Surveys/Interviews/Focus Groups of selected stakeholders and interest groups 2. Regular meetings with Steering Committee 	<ol style="list-style-type: none"> 1. Regular meetings with Steering Committee 2. Stakeholder engagement and review 	<ol style="list-style-type: none"> 1. Governing Board presentation 2. Stakeholder presentations
Key Phase Deliverables			
<ol style="list-style-type: none"> 1. Draft and final workplan and engagement strategy 2. Phase 2 and 3 schedule 	<ol style="list-style-type: none"> 1. SWOT Analysis 2. Survey/Interview/Focus Group findings 3. Strategic plan recommendations 	<ol style="list-style-type: none"> 1. Draft Strategic Plan 2. Draft Implementation Plan 3. Draft Monitoring Plan 	<ol style="list-style-type: none"> 1. Final Strategic Plan 2. Final Implementation Plan 3. Final Monitoring Plan

Evaluation Criteria

- Budget (10%): Detailed, cost-effective proposal aligned with project objectives.
- Understanding of Needs (25%); Clear articulation of goals, challenges, and unique project requirements.
- Project Approach (25%): Feasible, creative strategies with defined steps and timelines.
- Data Collection Plan (25%): Comprehensive strategy for collecting and analyzing actionable data.
- Experience (15%): Proven success in similar projects; capable team with relevant qualification.

DRAFT



REQUEST FOR
PROPOSALS
—STRATEGIC PLAN

For North East King County Regional Public Safety Communications
Agency

RFP #
Release date: Click
or tap to enter a
date.
Date Due:

Contents

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Introduction

North East King County Regional Public Safety Communications Agency (NORCOM), a Washington Interlocal governmental agency, is requesting proposals for Strategic Plan development consulting services. NORCOM's needs are outlined in the following Request for Proposal (RFP).

NORCOM, a 9-1-1 Public Safety Answering Point and Dispatch Center located in Bellevue, Washington, was founded in 2007 by an Interlocal agreement. NORCOM currently serves 14 Fire Agencies and 8 Law Enforcement Agencies. NORCOM handles emergency, fire, police, and medical calls and provides dispatch services for a service area of approximately 662 square miles of North King County. NORCOM requires that no person or entity shall, on the grounds of race, religion, color, national origin, sex, age, marital status, political affiliation, sexual orientation, or the presence of any sensory, mental, or physical disability be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity. NORCOM further assures that every effort will be made to ensure non-discrimination in all its programs and activities, whether those programs are federally funded or not.

Project Description

NORCOM is interested in partnering with a consultant to prepare a Strategic Plan and needs assessment. *The project is anticipated to be an inclusive and collaborative process that provides a picture of how NORCOM fits within the state of 911 in Washington State and develop plans to address expansion related to projected population growth, evolving services (e.g., mental health), and changing demands (e.g., customer expectations of service and IT support services).*

The project will be guided by a Strategic Plan Steering Team that includes NORCOM staff from various departments, and representatives of NORCOM stakeholders. Communications and correspondence will be conducted in various methods including in-person meetings, emails, or virtual meetings. These participants will work closely with the consultant team throughout the process and ensure the momentum of the Strategic Plan Project.

Scope of Work

Tasks of this project include:

- *Environmental scan of the state of 911 in Washington*
- *Identification of NORCOM customers (current and future)*
- *Assess current organizational structure and operations*
- *Identify the gaps in current services or capabilities*
- *Develop a roadmap for NORCOM future services*
- *SWOT analysis*
- *Analysis of infrastructure needs for alignment with current and future service delivery goals and expectations*
- *Evaluate the current financial model for its alignment with the agency's needs and goals*
- *Data analysis to include but not limited to*
 - *Call volume and dispatched calls for service*
 - *Workload drivers*
 - *Staffing levels*
 - *Retention/attrition drivers*
 - *Population projections*

- o *Satisfaction with NORCOM's service*

Attachment A has a detailed list of tasks and deliverables for the scope of project.

The NORCOM Governing Board has authorized staff to proceed with this RFP.

Term

The contract will be from approximately [Click here to enter a date](#) to [Click here to enter a date](#).. The contract resulting from this RFP shall remain in effect until completion and a final payment of the services described in the Contract unless terminated earlier per NORCOM's contractual policies. NORCOM reserves the right to terminate this Contract at any time upon 30 days written notice to the consultant.

Timeline

Milestone	Date
RFP Announced	Click here to enter a date.
Deadline to Submit RFP	Click here to enter a date.
Evaluations of Proposals	Click here to enter a date.
Interviews	Click here to enter a date.
Consultant Selected	Click here to enter a date.
Execution of Contract	Click here to enter a date.
Project Kickoff	Click here to enter a date.

Proposal Due

Proposals are due to NORCOM's Finance Manager no later than [Click or tap to enter a time & date](#) at [Click here to enter text](#).

Late proposals will not be considered for award of contract.

NORCOM reserves the right to reopen the solicitation if there are no proposals acceptable to NORCOM due to this solicitation. Any changes or amendments to this solicitation will be immediately posted to the NORCOM's website, and any previous submitter(s) will be allowed to rescind and resubmit their application(s).

Proposal Submittal Procedures

We encourage that the responses be submitted by email. Emailed responses should include "NORCOM Strategic Plan" in the subject line and be addressed to: [Click here to enter email address](#). (Emailed responses must be in PDF format and cannot exceed 20MB). As an alternate to email, responses can be shared through a cloud service provider of the respondent's choice or mailed or delivered to:

NORCOM

Attn: [Click here to enter Contact Name](#). – Strategic Plan

PO BOX 50911

Bellevue, WA 98015

The respondent is responsible for covering all expenses incurred in creating a response to this RFP, and NORCOM is not liable for any costs. The respondent must bear all costs of preparing and presenting the written and oral submissions. Any response and accompanying documentation submitted will become the property of NORCOM and will not be returned. Responders can withdraw their proposals before the listed close date, provided they give a written notification to the designated NORCOM agent(s).

Submissions must include all necessary information and meet the requirements outlined in this RFP. A committee will assess all proposals submitted. NORCOM may request additional information or clarification from responding firms during the evaluation process.

Response Requirement and Format

Proposals should be prepared in a straightforward, concise manner. Emphasis should be on accuracy, completeness, and clarity of content. All parts, pages, figures, and tables should be numbered and clearly labeled.

Responses to this RFP must include the following:

- **Executive Summary:** Introduce your agency and showcase your understanding of the proposal and why you are interested in partnering with NORCOM. This section should also outline your approach, understanding, and strategy for completing the work.
- **Prior Experience: provide a detailed summary of your prior experience in public safety communications. This summary should include, but not be limited to:**
 - **Scope of experience: describe specific projects or contracts completed within the public safety communications sector (e.g., 911 call centers, dispatch centers or related services.)**
 - **Timeframe: indicate the duration of the experience, specifying start and end dates for relevant projects.**
 - **Relevance: Explain how the previous work aligns with the scope of services requested in this RFP.**
 - **Demonstrated Outcomes: highlight measurable achievements or improvements resulting from your work in public safety communications.**
- **A work plan** for completing the scope of work outlined in Appendix A
 - Timeline for each task
 - Brief description of tasks including anticipated stakeholders to involve and anticipated level of work by NORCOM staff
 - Ability of consultant to complete the project in view of dedicated staff, resources, and commitments to other projects.
- **Project budget:** provide a detailed budget that breaks down cost by phase or deliverable. If any expenses need to be included in your proposal, please list them as separate line items and indicate the total anticipated costs and nature of the expenses (ex. Supplies, lodging, meals, etc.)
- **References-** Please include a list of references (with contact name and telephone number) of at least three (3) projects completed within the last three years

a

Additionally, Consultants must make the proposals in the official name of the firm or individual under which business is conducted (showing

Consultants must make the proposals in the official name of the firm or individual under which business is conducted (showing official business address) and must be signed by a person duly authorized to legally bind the person, partnership, company, or corporation submitting the proposal. A corporation must indicate the place and date of incorporation.

Selection and Award

All interested parties are requested to provide a response containing all required elements herein to NORCOM by the deadline given. A selection committee will review and evaluate all proposals, with the intention of selecting a consultant who provides a proposal that, in the opinion of NORCOM, provides the best value (receives the highest score, as determined by the evaluation criteria listed below). If the selection committee so chooses, respondents may be invited for an interview to supplement their submission.

Evaluation Criteria

Criteria	Weight
Budget	10%
Understanding of needs	25%
Project approach	25%
Plan to collect quantitative data and qualitative data	25%
Experience	15%

Budget (10%) – provide a detailed budget proposal that justifies the proposed expenditures and demonstrate cost-effectiveness while meeting the project’s objectives.

Understanding of Needs (25%) - demonstrate a thorough understanding of the project’s goals, challenges, and specific requirements. Your proposal should articulate the project’s purpose and objectives clearly, highlighting any insights into its unique aspects.

Project Approach (25%) - describe your methodology and overall approach to successfully executing the project. This should include clear, feasible, and creative strategies to achieve the desired outcomes, as well as an outline of key steps and timelines.

Plan to Collect Quantitative and Qualitative Data (25%) - present a detailed plan for collecting and analyzing both quantitative and qualitative data. Include information about the tools, methods, and strategies you will use, ensuring they are rigorous, appropriate, and capable of producing actionable insights.

Experience (15%) - highlight your team’s relevant experience and qualifications. Provide examples of similar projects completed successfully, emphasizing your organization’s capability to deliver results within the proposed timeline and scope.

Questions and Inquiries

Please direct any questions concerning this RFP or NORCOM’s requirements to the NORCOM agent(s) listed below. No other NORCOM official or employee is empowered to speak for NORCOM with respect

to this request. Information obtained from any other source shall not be binding and may disqualify your response.

Contact

Bill Hamilton

Executive Director

Email: bhamilton@norcom.org

Phone: 425-577-5586

Appendix of Attachments

A. Scope of Work

The following have been prepared as a detailed list of tasks and deliverables for the scope of the project

Phase 1: Project Launch	Phase 2: Information Gathering	Phase 3: Strategic Plan Development	Phase 4: Plan Adoption
Key Phase Milestones			
<ol style="list-style-type: none"> 1. Steering Committee Group Workshop 2. Governing Board presentation 	<ol style="list-style-type: none"> 1. Surveys/Interviews/Focus Groups of selected stakeholders and interest groups 2. Regular meetings with Steering Committee 	<ol style="list-style-type: none"> 1. Regular meetings with Steering Committee 2. Stakeholder engagement and review 	<ol style="list-style-type: none"> 1. Governing Board presentation 2. Stakeholder presentations
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B. Sample Agreement

Boilerplate contract example provided here

C. Insurance

The Contractor shall procure and maintain for the duration of this Contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the Contractor, his agents, representatives, employees or subcontractors. The cost of such insurance shall be paid by the Contractor. Insurance shall meet or exceed the following unless otherwise approved by NORCOM.

A. Minimum Insurance:

- Commercial General Liability coverage with limits not less than \$1,000,000 per occurrence/\$2,000,000 annual aggregate.
- Business Automobile Liability Coverage with limits not less than \$1,000,000 per accident for any auto.
- Stop Gap/Employer's Liability coverage with limits not less than \$1,000,000 per accident/disease.
- Technology Errors and Omissions (E&O) shall be written with limits no less than \$1,000,000 per claim and \$1,000,000 policy aggregate limit.
- Workers' Compensation coverage as required by the Industrial Insurance Laws of the State of Washington.

B. Self-Insured Retentions:

Self-insured retentions must be declared to NORCOM in writing.

C. Other Provisions

1. Commercial General Liability policies must be endorsed to:
 - a) include NORCOM, its officials, employees and volunteers as additional insureds,
 - b) Provide that such insurance shall be primary as respects any insurance or self-insurance maintained by NORCOM.
2. Contractor or its Insurance Agent/Broker shall notify NORCOM of any cancellation, or reduction in coverage or limits, of any insurance within seven (7) days of receipt of insurer's notification to that effect.

D. Acceptability of Insurers

Insurance shall be placed with Insurers with an AM Best rating of A-minus or higher.

E. Verification of Coverage:

Contractor shall furnish NORCOM with certificates of insurance required by this clause. The certificates are to be received and approved by NORCOM before work commences. NORCOM reserves the right to require complete, certified copies of all required insurance policies at any time.



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/13/2024
Subject: December IT & Operations Newsletters

Executive Summary:

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

Background:

The Newsletters are routinely provided to the Board.

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

N/A

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends the Board review the updates and offer input or questions as desired.

Staff Comments:

N/A

Options

Risks

Finance Committee Review: No

Legal Review: No

Joint Operations Board Review: No

Attachments

202412 IT & Operations Newsletters

Radio

PSERN to CAD Interface

Kick-off meeting was held in late October. We are waiting for equipment receipt to begin installation.

Alpha-Numeric Paging

Installations of equipment at various sites continues.

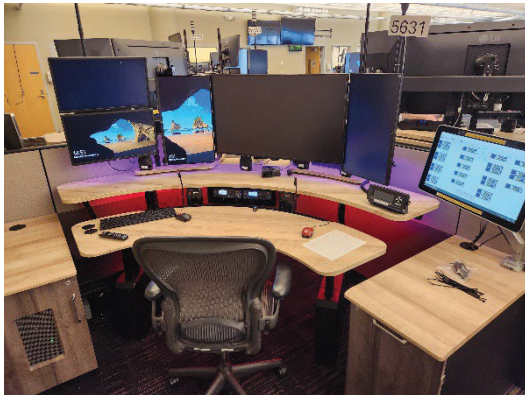
Telephone Systems

911 Platform Replacement

Go-live completed on November 13, 2024 without any major issues.

Project, Systems and Programs

911 Console Replacement



911 Operations to move back on November 13 in a smooth transition.

New fire console near completion

Multi-factor authentication in dispatch

To maintain compliance with new CJIS requirements our dispatch staff must use multi-factors to log into the dispatch computers. A few vendors using different methods are being tested including a proximity card, fingerprint reader, and physical token.

Security Specialist Position

2nd round interviews are being scheduled. NORCOM's goal is to have the selected candidate's start date as close to Jan 1, 2025 as possible.

IT Service Desk

Surveys

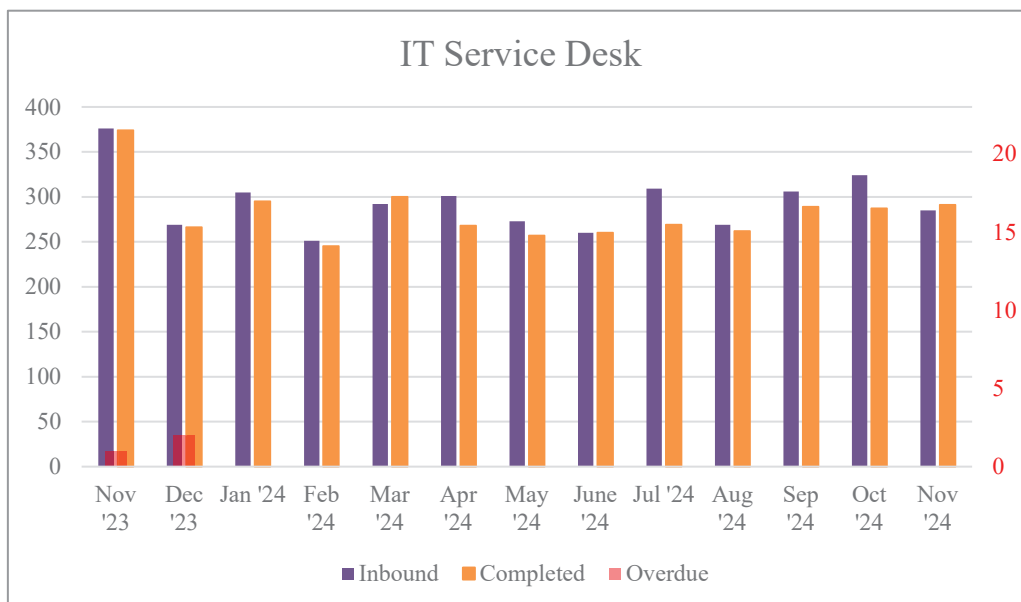
Each requester that has a ticket closed receives a link to a four-question survey. Each question is rated on a three-choice scale, with an opportunity to share comments.

“Appreciate Khai having to run this down... and sticking with it until it got fixed.”

“Norcom was hesitant to do the fix they thought would work best but it was also a fair amount of work on Normcom's [sic] side vs trying a few easy things on out [sic] side.”

Last Month: 8 surveys were returned (32 ratings)

- Better than expected – 24
- As expected – 7
- Less than expected - 1





Operations Updates

From: Roky Louie, Deputy Director of Operations

December 2024

Reduced Resource Responses

NORCOM has policy in place to match responsiveness to altered levels of activity. This allows the agency to better handle emergency activity during events ranging from heavy fireworks activity on the Fourth of July to wind storms, snow, cold snaps, and other events. These policies can be initiated separately, or in concert to provide a specific, tailored response to a situation.

Events Queue

NORCOM has the ability to send specific types of calls to a specific phone queue, freeing up other call takers to take other calls. This policy is known as the Events Queue. For instance, on the Fourth of July, the Events Queue is used to send all fireworks complaints to one call taker. This process ensures that other call takers remain available to handle crimes in progress or life-threatening medical emergencies.

Resource Emergency

Fire and medical responses are selected through the use of predetermined response plans. Special response plans exist for periods of high activity. For instance, in normal activity a particular fire department may have two or more fire units respond to an incident. During a significant weather event, it is common to receive a large amount of lower priority responses which could exhaust available resources. In Resource Emergency, lower priority incidents are sent to individual agencies to triage and respond as they are able. This allows better management of resources keeping units available for higher priority more critical life-saving events.

Reduced Response – Fire

Similar to Resource Emergency, while in a Reduced Response, special response plans are used to alter the quantity of resources sent. All incidents will have units dispatched to them, however with the reduction in the quantity of units, it helps maintain resources available for higher priority more critical events.

Reduced Response – Police

This type of altered response level is activated when a police agency declares that weather conditions (or similar emergencies - i.e., a severe staffing shortage, heavy wind, rainstorm, flooding, as well as snowstorms, or other high-priority incidents.) become dangerous enough to enact reduced responses for their agency. Each agency has a modified version of reducing normal responses. This can include altering responses like how many officers respond to calls, altered or no responses for traffic collisions with no injuries, blocking vehicles, and non-emergency routine requests. Police agency supervisors authorize the use of reduced response plans.

Level 1 Resource Emergency – NORCOM & Police

In the event of a situation that significantly reduces NORCOM's ability to sustain normal service delivery for an extended period, NORCOM will alert participating police agencies that we are in a "Level 1" Resource Emergency. This level of notification would be authorized by the NORCOM Executive Director, Deputy Directors, or the on-duty NORCOM Supervisor. Agencies would be advised via radio channels and paging groups that this procedure has been activated. All priority emergencies would continue to be dispatched via CAD and on radio channels. Non-emergency call would be held until the conclusion of the declared emergency. All radio traffic, CAD chat functions, and emails will be limited to necessary communication during this event. Agencies are encouraged to limit non-urgent officer-initiated contacts, traffic stops, follow up calls, etc. until the conclusion of the declared emergency.