



CITY OF KIRKLAND

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MEMORANDUM

To: City Council
From: Kurt Triplett, City Manager
Date: April 29, 2014
Subject: COUNCIL UPDATE ON EPSCA AND NORCOM

RECOMMENDATION:

That the City Council is introduced to Scott Hatfield, Executive Director of the Eastside Public Safety Communications Agency (EPSCA), and Thomas Orr, Executive Director of the North East King County Regional Public Safety Communications Agency (NORCOM), and receives updates from each Director on the status of the organization and major policy issues that impact the City of Kirkland.

BACKGROUND DISCUSSION:

Kirkland is a founding member of both EPSCA and NORCOM. The two organizations are related, but independent. EPSCA oversees the emergency radio system for Police and Fire for East King County, including Kirkland. NORCOM is the 911 Dispatch Center for Police and Fire in North East King County, including Kirkland. Both organizations are critical to the effective operations of the Kirkland Police and Fire Departments and the safety of Kirkland's residents. The Executive Directors will provide more information about each organization at the study session. The budgets and structures of each organization are approved by the legislative bodies (Councils or Fire Commissions) of the partner agencies. However, the daily operations of each organization are managed by Executive Directors and governed by Governing Boards which consist of the Chief Executive Officer of each organization. EPSCA partners are all cities, and the EPSCA Board includes the City Managers of Bellevue, Kirkland and Mercer Island, and the Mayors of Redmond and Issaquah. NORCOM partners are both cities and Fire Districts and therefore the Board includes consists of City Managers and Fire Chiefs.

For 2014, the Kirkland City Manager was elected as the Chair of the Governing Boards of both EPSCA and NORCOM.

The Kirkland City Council has not had a detailed presentation from either EPSCA or NORCOM in several years. Both organizations are currently involved in major regional discussions that could have implications for the financing, structure and governance of EPSCA and NORCOM. Therefore the City Manager felt now was appropriate to reintroduce the agencies to the City Council and provide the Council with an update on the major issues facing each organization.

EPSCA

Scott Hatfield is the Executive Director of EPSCA. Scott has been a member of the Public Safety community all of his adult life, starting out as an EMT in Mentone Indiana in 1994. In 2000 Scott moved his family to Texas and began as a 9-1-1 dispatcher. He rose through the ranks to become the Director of Communications for Bastrop County, Texas and managed both the 800MHz radio system and County Dispatch Center. In 2009 Scott was given the opportunity to move to the Pacific Northwest to become the Executive Director of EPSCA. Since then Scott has lead EPSCA through multiple large scale projects such as implementation of three new radio system sites, negotiations of a radio rebanding contract and project management that has provided EPSCA Public Safety agencies over \$500,000 worth of new radio equipment at no cost to the agencies. Scott is currently is working with King County regional partners to replace the County Wide 800 MHz Radio system through a potential 2015 countywide ballot measure.

The original EPSCA interlocal agreement was entered into in 1992 by the cities of Bellevue, Kirkland, Mercer Island and Redmond. Issaquah joined a year later. The purpose of EPSCA is to coordinate on a sub-regional basis the operation of the radio communications infrastructure serving East King County as it connected to the newly funded King County regional 800 MHz Network. The regional Network was originally funded by a voter-approved levy, and is overseen by a "Regional Communications Board" (RCB) consisting of representatives from EPSCA, Seattle, ValleyCom, King County and the Port of Seattle. Scott represents EPSCA on the RCB.

The original 1992 Agreement states in part that "The Agency shall be and is hereby created as a separate legal entity as authorized by RCW 39.34.030." EPSCA has been operating in most respects as a separate legal entity, writing checks, signing contracts, and so forth. However, in the years since the 1992 Agreement was adopted, legal thinking evolved in terms of the how to accomplish "separate legal entity" status. The simplest form to accomplish this goal, and that providing the most clarity in terms of decision making and best legal protection to member cities, is the nonprofit corporation form. In 2013 the City Council and all other EPSCA partners approved the Interlocal Agreement necessary to transition EPSCA to a nonprofit corporation.

EPSCA only has three full time employees (including the Executive Director), which are loaned from the City of Redmond to EPSCA. The cost of these employees is reimbursed by EPSCA to Redmond. More information from EPSCA's website is included as Attachment A, and the website address is www.EPSCA.com

The major issue facing EPSCA is the potential 2015 countywide ballot measure to replace all 800 MHz emergency radios in King County, including those of EPSCA principals and subscribers. There are many financial and technical challenges associated with the ballot measure. In addition, King County prefers that a new ballot measure be accompanied by a transition of governance to a new independent countywide regional emergency radio entity. The county's preferred model would sunset the four radio agencies, including EPSCA, and have all new radios, towers and existing EPSCA assets transferred to the new entity, which would then manage and maintain the system. As Chair of EPSCA, the Kirkland City Manager is part of these regional negotiations and will provide an update at the Study Session.

NORCOM

NORCOM is a multi-discipline, multi-jurisdictional 911 Public Safety Answering Point (PSAP) and Emergency Communications Center that serves 14 fire agencies and 5 law enforcement agencies in North East King County. With an annual budget of \$11 million, NORCOM is responsible for emergency communications for an area that covers 1,400 square miles and an estimated population of 700,000 people. In FY2012, NORCOM received and dispatched over 190,000 Police, Fire, and EMS incidents.

Thomas Orr currently serves as the Executive Director for NORCOM. Prior to his 2012 appointment as the NORCOM Executive Director, Tom served as the Executive Director for the Law Enforcement Support Agency (LESA) - a joint City-County agency that provided emergency communications, records, and information technology operations for 15 police agencies, courts, prosecutors, and various components of local, state and federal agencies. LESA served a population of over 790,000 in the urban, suburban, and rural areas of Pierce County, Washington including Mt. Rainier and Tacoma. Tom is also an attorney, a certified Labor Negotiator, a pilot and has had a long and distinguished military career. He is currently a Navy Captain in the U.S. Navy Reserves. A complete bio for Tom is included as Attachment B.

NORCOM is a much larger organization than EPSCA and the operations and policy issues are harder to summarize. Therefore the 2013 NORCOM Annual Report that provides extensive background on NORCOM is included as Attachment C.

More information on NORCOM may also be found on the website www.norcom.org.

The major issues facing NORCOM include the continued challenges implementing New World software for NORCOM Police agencies, implementing new Fire agency technology systems including Tri-tech Computer Assisted Dispatch and Tri-tech Mobile, and a regional E-911 sustainability discussion led by King County. Both the NORCOM Executive Director and the Chair of the NORCOM Board are heavily involved in these regional 911 discussions.

The purpose of the Study Session is to introduce the Council to the Executive Directors and provide an overview of each organization and major issues facing EPSCA and NORCOM. The Council may wish to schedule future presentations from EPSCA or NORCOM as result of the discussions.

Eastside Public Safety Communications Agency



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Eastside Public Safety Communications Agency (EPSCA)

The Eastside Public Safety Communications Agency (EPSCA) an emergency regional radio access service provider operation, was established on May 26, 1992, by an Interlocal Agreement, pursuant to the Interlocal Cooperation Act, Chapter 39.34 RCW, among the Cities of Bellevue, Redmond, Kirkland and Mercer Island (Principals), municipal corporations organized under the laws of the state of Washington. The Interlocal Agreement was amended June 10, 1993, to include the City of Issaquah as an additional principal in EPSCA's governance. The duration of this agreement was for ten years, The Executive Board extended the agreement four different times, since the end of the original agreement, in open regular meetings, through April 1, 2013. Effective March 1, 2013, the Agency was restructured as a nonprofit organization pursuant to Interlocal Cooperation Act, Chapter 39.34 RCW and Nonprofit Corporation Act, Chapter 24.06 RCW, until deemed otherwise by a majority vote of the EPSCA Principals. Majority vote is as outlined in the Interlocal Agreement (ILA) and other governing documents voted on and approved by the Executive Board in regular open public meeting(s).

EPSCA began principal operations of the 800 MHz radio system in December 1995.

EPSCA is governed by an Executive Board (Board), which is composed of the Chief Executive Officers of the Principals. The Executive Board is responsible for review and approval of all budgetary, financial and contractual matters.

An Operations Committee (Committee), composed of the Police Chief and Fire Chief of each Principal, reports to the Board and oversees budget preparation, rates, revenues, expenditures, policies and other operational issues. This Committee also includes representation from non-Principal EPSCA user agencies.

EPSCA has developed an Eastside radio communications system which is integrated with a regional radio communications network. Its capital funding derives from a September 15, 1992 voter-approved King County excess property tax levy of \$57,016,764. EPSCA's portion of the levy was \$10,004,469.

Operating revenues derive from fees charged to the Principals for communications services and from subscriber fees for communications services.

EPSCA is dedicated to the conservative reliable management of the area wide Public Safety Radio Communications system. Our goal is to provide the highest possible quality of customer service to our public safety and general government customers in a cost effective timely manner. We strive to make available the most up to date advanced technology in an interoperable environment to allow our first responders the voice and data communications they need to effectively do their job in a safe expedient manner.

Eastside Public Safety Communications Agency MS PSEPS P O Box 97010, Redmond, WA 98073-9710

Serving the Eastside's communications needs

THOMAS R. ORR



Thomas Orr currently serves as the Executive Director for NORCOM - a multi-discipline, multi-jurisdiction 911 Public Safety Answering Point (PSAP) and Emergency Communications Center that serves 14 fire agencies and 5 law enforcement agencies. With an annual budget of \$11 million, NORCOM is responsible for emergency communications for an area that covers 1,400 square miles and an estimated population of 700,000 people. In FY2012, NORCOM received and dispatched over 190,000 Police, Fire, and EMS incidents.

Prior to his 2012 appointment as the NORCOM Executive Director, Tom served as the Executive Director for the Law Enforcement Support Agency (LESA) - a joint City-County agency that provided emergency communications, records, and information technology operations for 15 police agencies, courts, prosecutors, and various components of local, state and federal agencies all of which served a population of over 790,000 in the urban, suburban, and rural areas of Pierce County, Washington including Mt. Rainier and Tacoma.

In addition to serving as the Executive Director for NORCOM and LESA, Tom has been an attorney for over thirty years with eleven years of service as a Legal Advisor and City Attorney to police departments in Colorado and Washington State; and over ten years of private practice with an emphasis on labor and employment law, and representation of private businesses in commercial litigation. He is a member of the U.S. Supreme Court Bar and the state bars of Washington and Colorado. He graduated, cum laude, from the University of Washington with a B.S. degree in society and justice, and graduated, magna cum laude, from Seattle University Law School. He was eighth in his law school class, served as managing editor of the Law Review, and received the American Jurisprudence and American Bar Association awards for Outstanding Academic Achievement.

In addition to his legal training, Tom has been certified in Labor Relations Management by the University of Wisconsin; graduated from Advanced Police Legal Advisor training at the Federal Law Enforcement Training Center in Glynco, GA; and completed advocacy training with the National Institute for Trial Advocacy. Prior to becoming an attorney, he graduated third overall in his class at the Washington State Police Academy, and served eight years as a police officer and police sergeant with the Seattle Police Department, including tours of duty in patrol, traffic, SWAT, and the Office of the Chief of Police. Prior to entering law enforcement, he completed four years of philosophical and pre-theological studies at a Roman Catholic monastery.

In addition to his local public service, Tom has served for 22 years as a commissioned officer in the U.S. Navy Reserve, and currently has the rank of Navy Captain. He has held three commands and is currently the Commanding Office of a specialized intelligence unit in Los Angeles. He has served in extensive active duty assignments at sea and ashore including a combat tour in Afghanistan as the Director of Intelligence for the Joint Coordination Center located at FOB Torkham near the Khyber Pass. In that capacity, he was responsible for sensitive ISR operations and counter-intelligence in direct support of ongoing combat operations in the tribal regions of Afghanistan bordering Pakistan. He has received numerous personal and service awards including a Bronze Star following completion of his tour of duty in Afghanistan; and earned his Naval Aviation Observer wings while assigned to Fighter Composite Squadron Thirteen, a Navy Adversary Fighter Squadron co-located with the Navy's TOPGUN school at the Naval Strike and Air Warfare Center in Fallon, Nevada.

He resides locally with his wife, Pamela, and youngest son Nicholas (13). Pamela, also a former Seattle police officer, now works as an assistant underwriter for a major insurance company in the Seattle area. His oldest son, Thomas, double majored in Economics and Accounting at Central Washington University in Ellensburg, Washington and now works locally as a CPA for BDO USA. Director Orr enjoys running and has completed three marathons. He is also a youth baseball coach, and is a certified scuba diver and licensed private pilot.

2013 Annual Report



Presented to the Principals Assembly
April 11, 2014

NORTH EAST KING COUNTY REGIONAL PUBLIC SAFETY COMMUNICATIONS AGENCY

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DEPUTY DIRECTOR



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2013 was a year full of challenges and opportunities for NORCOM, with many achievements and accomplishments. Permanently established in 2013, the duties and responsibilities of the position of Deputy Director include the management and oversight of all day-to-day operational aspects of NORCOM with the exception of Technology and Finance. The Deputy Director is responsible for the functions of Operations, Training, Human Resources, Accreditation, Facilities, Continuity of Operations, and Quality Assurance. The position has ten (10) direct reports.

OPERATIONS and TRAINING

To better assist in the day-to-day operation of the call-receiving/dispatch function, as well as span-of-control, one (1) Team Supervisor was re-purposed to function as an Administrative Supervisor, working a typical 40-hour week Monday through Friday. Among its many duties, this position serves NORCOM as the Terminal Access Coordinator, or TAC, and as such, maintains compliance with FBI and WSP rules, regulations and policies/procedures for the ACCESS system primarily used in law enforcement. ACCESS stands for "A Central Computerized Enforcement Service System," and given its law-enforcement sensitive data, is subject to strict rules, including triennial audits. This position provides an opportunity for a senior supervisor to work in an elevated capacity with more responsibility with exposure to projects of a more complex nature, providing in-house opportunity for career development.

A thorough assessment of the alpha-paging system was conducted in 2013, for the purpose of providing NORCOM with a detailed equipment inventory, current status and end-of-life estimates. This information will serve as the basis for an annual preventive maintenance program and will assist in budget planning for end-of-life system components.

All FCC licenses, previously held by the City of Bellevue have been transferred to NORCOM. The transfer of these licenses establishes NORCOM as the entity responsible to maintain, and repair the alpha-paging transmitters on nine (9) transmission towers throughout our service area. In concert with the license transfers, NORCOM successfully negotiated leases with King County – where no such leases had been in place for several years – at an annual cost of five-hundred dollars (\$500) per year at each of the four (4) transmitter sites on county-owned property. The establishment of the leases affords NORCOM unfettered access to the sites for equipment inspection or repair.

Call volume for 2013 remained fairly consistent as in prior years, with NORCOM dispatchers receiving 253,478 total calls (on all lines), resulting in 181,518 police, fire or medical calls being dispatched. In contrast, the number of agency inquiries declined. (An inquiry is the process by which an agency or citizen can lodge a complaint, or inquire as to why or how a certain response was managed). In 2013, there were a total of 53 such inquiries, compared to 73 in 2012 and 125 in 2011. The reduction is in part

due to the responsiveness of NORCOM’s training program, which addresses mistakes, anomalies or judgment issues in a variety of ways, all of which have proven effective.

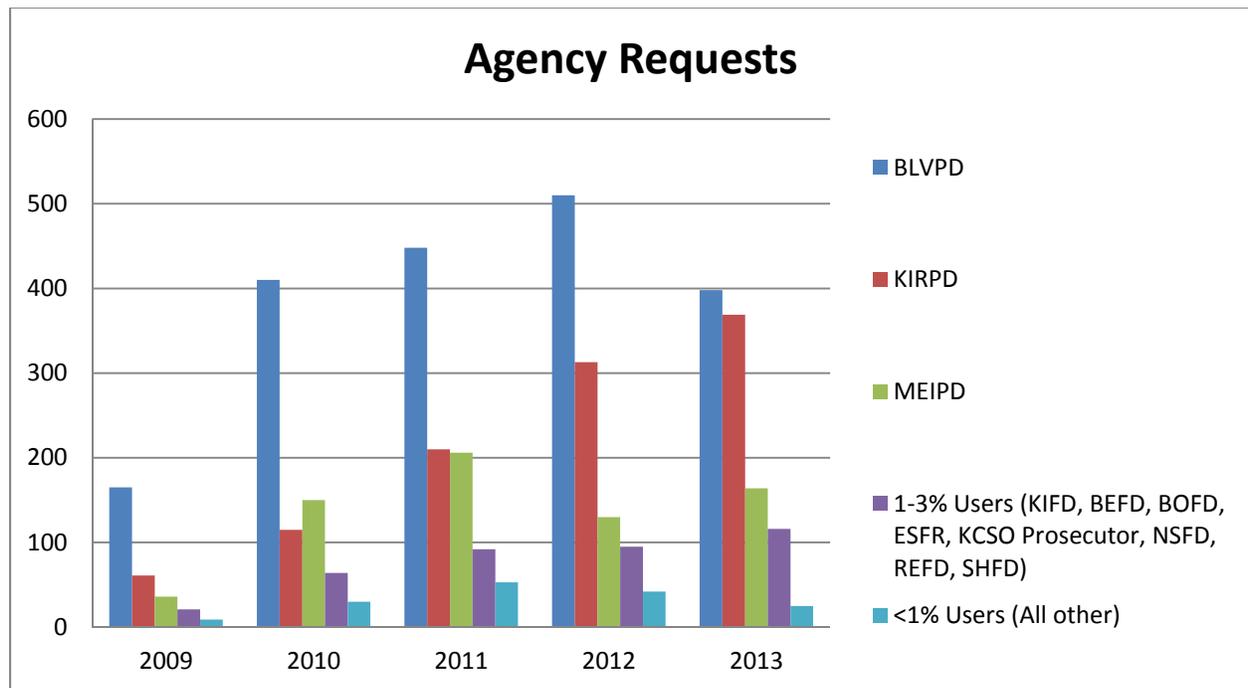
Two (2) new Cross Teams were formed in 2013 – an SOP, and an Employee Recognition Cross Team. Gwen Pilo chairs the Employee Recognition Cross Team which meets regularly to refine and enhance our existing recognition program with excellent results.

Melissa Crawford, our Administrative Supervisor, chairs the SOP Cross Team, consisting of nine (9) dispatchers volunteering their time to review and edit each operations-based policy and procedure in order that each conforms to best-practice, agency need, and CALEA standards (for future accreditation efforts).

PUBLIC RECORDS and QUALITY ASSURANCE REVIEW

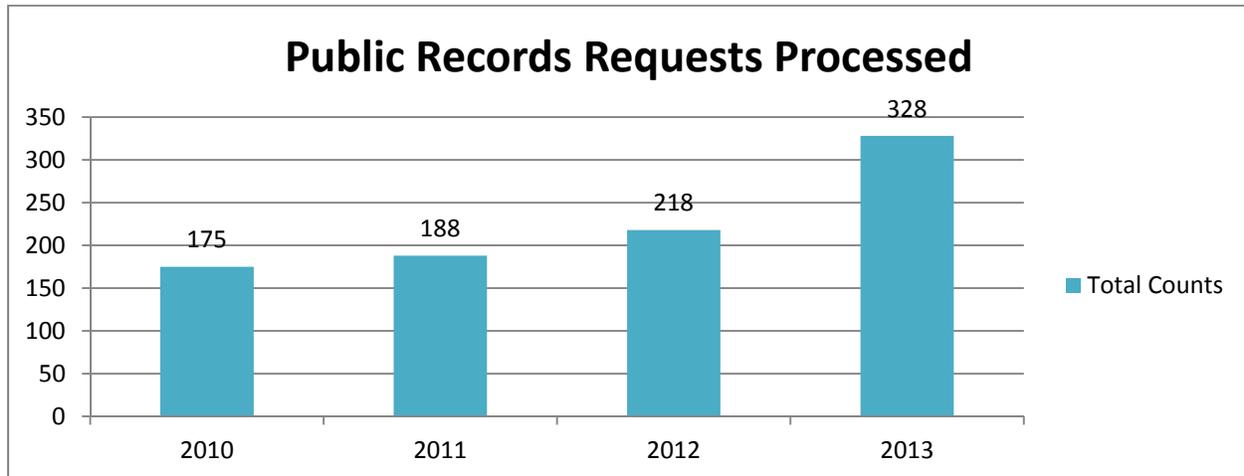
Agency Requests

In 2013, NORCOM responded to 1,072 requests for data, audio recordings, or computer aided dispatch (CAD) logs from participating and subscriber agencies, as well as surrounding law enforcement agencies, to include the King County Sheriff’s Office, Federal Bureau of Investigation, and various city police departments and/or city prosecutors.



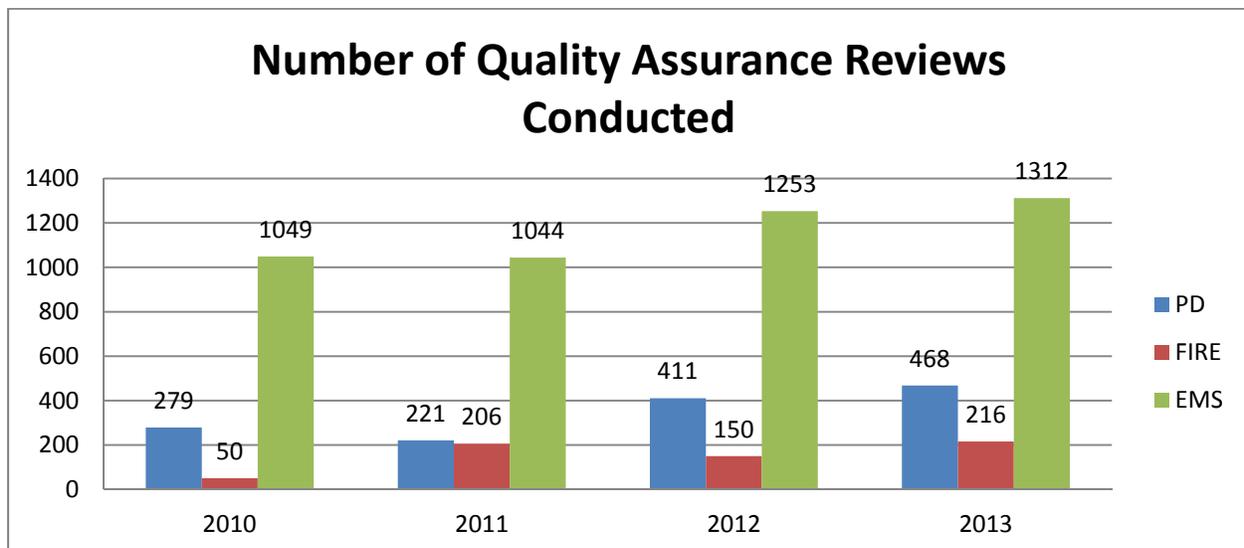
Public Disclosure Requests

In 2013, NORCOM responded to 328 public disclosure requests. The complexity of these requests range from providing a single copy of a computer aided dispatch (CAD) log to more in-depth collation, review, and compiling of responsive records over the span of a few months.



Quality Assurance

NORCOM's Quality Assurance and Public Records Specialist reviews calls to ensure compliance with procedure, training, and expectations. In 2013, 1,996 quality assurance reviews were conducted on police, fire, and medical calls. An impressive 99.60% of those calls reviewed met or exceeded standards.



PROMOTIONAL TESTING

Four (4) telecommunicators were promoted in 2013 to the positions of Team Supervisor (3) and Training Coordinator (1). The testing process was revamped to assure objectivity and fairness. The process was “appeal-free”, with no candidates filing an appeal or objection of any type. Upon exhausting the promotional eligibility list, staff began designing another promotional testing process which was issued in early 2014. The significant change to the new process was the addition of a written test, with a 90-day study period.

CONTRACT NEGOTIATIONS

The Supervisor group organized in 2012 and joined the Public Safety Employees Union (Local 519), necessitating the negotiation of a collective bargaining agreement in 2013. Negotiations were amiable and collegial, concluding with an agreement in only six (6) sessions. The total overall package was settled for a net increase of 2.54% over the then current supervisor package, with 1.72% of the overall increase associated to a new item linked to a Fair Labor Standards Act (FLSA) requirement.

The Work Ahead:

- Formation of additional cross teams: Performance Expectations and Feedback, Recruitment and Retention, and, Career Track Program
- Publish a Request for Qualifications (RFQ) for a communications engineering firm for the provision of services and consultation for the effective and enhanced communications operations, given the communication tools and equipment currently deployed or anticipated to be deployed at NORCOM in the future.
- Conduct a promotional process to establish a standing eligibility list for the position of supervisor.
- Prepare for and effectively utilize, next generation 911 technology, as appropriate.
- Establish, train and be prepared to deploy, a Tactical Dispatch Team to disasters as requested.

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TRAINING COORDINATOR

Many changes came to NORCOM's Training Division in 2013, chiefly predicated by a new Executive Director's change of vision and the appointment of a new Training Coordinator, with a redefined scope of responsibility for that role. In addition to overall coordination of the Training Program, the Training Coordinator was given direct supervision over the 12 Communications Training Officers that administer one-on-one training for the Telecommunicator group. The result has been a more agile and focused Training Division that is able to react to the immediate needs of the agency, such as training new hires with or without a traditional academy format, and being prepared to train the Telecommunicator group on new technologies such as Smart 911. The Training Division has been able to accomplish these changes while increasing satisfaction and prosperity in both the group of trainers and the group of trainees. These results are readily visible in retention in the trainer and trainee groups as well as the training section of the 2013 Employee Survey. As NORCOM transitions to an agency that is fully staffed on a long term basis, the Training Division will be able to move its focus from new hire training to continuing education, making the agency as a whole ready for both known and unknown challenges that lie ahead.

NEW HIRE TRAINING

NORCOM hired 14 Telecommunicators in 2013, each of whom received 400 hours of classroom training covering such topics as geography, police and fire agency structure, police, fire and EMS call processing, stress management, liability, and technology. 85% (12 out of 14) of the new hires in 2013 were able to complete their initial training and are taking emergency calls on their own when they are not training on radio dispatch positions.

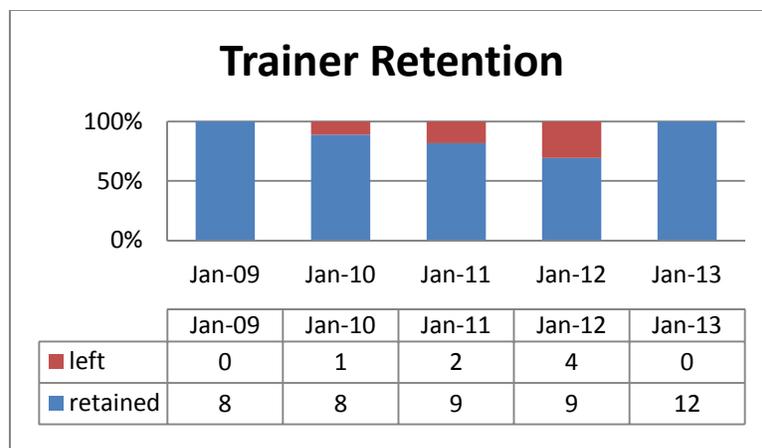


For trainees that were struggling in 2013, the Training Division sought more exhaustive means to ensure each individual was being exposed to as many perspectives and situations as possible in an effort to maximize their opportunities for completing their training. This in turn increased the average number of hours to fully train a Telecommunicator by 28% (771 training hours up from 604 training hours). However this change also resulted in a dramatic increase in retention. The Training Division retained 92% (22 of 24) of Telecommunicators who started training in 2013, up from 78% from previous years (11 out of 51 total Telecommunicators left during the training process prior to 2013).

year	training hours	length in days	retention
Jan-09	499.31	408	84%
Jan-10	704.33	551	56%
Jan-11	541.78	480	58%
Jan-12	670.58	525	88%
Prior to 2013 Average	603.74	491	69%
Jan-13	771.37	556	92%

In addition, changes were made to the way trainers were rotated, resulting in a much more efficient pacing. The pace yielded a 12% reduction in the amount of time a trainee waits between training from one position to the next. Although the average number of training hours saw a 28% increase, the actual calendar time a trainee takes to complete their training only increased by 13% (556 days for those that completed training in 2013, up from 491 days for those completing training prior to 2012).

The changes made to new hire training have resulted in the report of much higher quality of life and job satisfaction for both the group of trainers and the group of trainees. The significant increase in training retention is related to the fact that not a single trainer has left the training program in 2013. Also the 2013 Survey rated training in general as one of the highest overall categories and every single statement received a positive score.



CONTINUING EDUCATION

In addition to new hire training, the Training Division is also responsible for continuing education for fully trained Telecommunicators. Continuing education in 2013 included a total of approximately 7 hours of training from King County Emergency Medical Services including an in person class and online modules covering Obstetrics/Gynecology, Chest Pain, and Diabetics.

In June of 2013 the Training Division implemented a Weekly Reader program providing a new topic each week along with a quiz. This program has been very successful in reminding the Telecommunicator group about some of the more complicated and idiosyncratic parts of the job that are not encountered on a regular basis. The Weekly Reader encourages collaboration to complete the work and is a fully inclusive program allowing anyone interested in spreading knowledge to write a Weekly Reader of their own.

Telecommunicators also participated in NORCOM partner agency drills on a voluntary basis, including an Active Shooter Drill with Bellevue Police and Fire, and a multi-agency Confined Space Rescue on Mercer Island. Telecommunicators also receive additional voluntary training at the Criminal Justice Training Commission and the King County E911 Headquarters on interpersonal communications, dealing with stress, and working together as a team.

The Training Division has also prepared training for upcoming advances in technology including Smart 911, Rapid Responder, and Language Link.

MOVING FORWARD

In 2014 NORCOM continues to transition into an agency that is fully staffed. This redirects new hire training to be more focused on smaller class sizes and personalized individual training. The Training Division as a whole will be freed up to work on continuing education such as High Risk/Low Frequency Simulations.



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ACCREDITATION, FACILITY & CONTINUITY OF OPERATIONS

The Accreditation, Facility, and Continuity of Operations position includes work in each of those elements as well as performance measurement, recognition, and support of the operations section.

ACCREDITATION

NORCOM withdrew from the CALEA Accreditation process in 2012 in order to focus on issues related to the ICRM system. The agency will be moving forward with accreditation in 2015. In the interim, the AFC Manager is involved in Standard Operating Procedure (SOP) review with keen attention to CALEA requirements.

FACILITY

Facility issues are routed through the AFC Manager. This has included enhanced lighting in the main NORCOM hallway, rapid response to maintenance concerns, and a central point of contact for anything related to the NORCOM facility. Visitors to NORCOM will now see a patch board proudly displaying the participating agencies and service area and a photo board of all NORCOM team members.



CONTINUITY OF OPERATIONS

Continuity of Operations is an effort to ensure that essential functions continue to be performed during a range of emergencies. Establishing NORCOM's essential functions is the first step towards ensuring that those functions can be continued throughout, or resumed rapidly after, a disruption of normal activities. Evacuation planning is part of a Continuity of Operations Plan. NORCOM will be working over the next year to establish agency essential functions and responses to ensure those functions continue should an emergent event occur.

CALL PROCESSING

Incoming calls may come to NORCOM through 911, 7 digit emergency, or business lines. NORCOM has consistently met or exceeded the 911 call answer standard as required by King County E9-1-1 (90% of 9-1-1 telephone calls will be answered within 10 seconds or less during each hour of a calendar quarter). NORCOM's average call answer time for 911 calls in 2012 was 98.59%. In an effort to ensure 911 and other emergency calls are answered quickly, NORCOM has established a secondary phone queue into which calls can be transferred after an initial screening by call receivers. Calls determined to be non-emergency are transferred to this queue and answered by designated call receivers. During specific periods of high call volume (4th of July, storm activity, etc.), NORCOM makes use of a "surge" queue into which all non-emergency calls related to that specific event are transferred. All NORCOM Telecommunicators are trained as emergency call receivers and secondary/surge calls are processed by members of the Telecommunicator team.

2013	NORCOM Phone Actions				
	911 Calls	911 Answer %	7 digit EMER	Secondary Queue	Business
January	11,985	99.06%	6,322	2,734	1,803
February	10,838	99.11%	5,805	2,449	1,556
March	11,794	99.19%	6,230	2,625	1,682
April	11,929	99.44%	6,094	2,630	1,685
May	13,171	99.06%	7,085	2,958	1,757
June	13,511	98.47%	7,250	3,024	1,734
July	14,667	98.83%	8,099	3,344	1,808
August	12,889	97.72%	7,437	2,886	1,603
September	12,409	98.89%	7,460	2,677	1,564
October	12,303	98.39%	7,098	2,588	1,643
November	12,626	96.67%	6,315	2,188	1,550
December	12,606	98.25%	7,603	2,285	1,567
Totals	150,728	98.59%	82,798	32,388	19,952

- 911 Calls = Landline, Wireless, & VoIP Calls
- 911 Answer % = % of hours 911 calls were answered 90% of the time within 10 seconds
- 7 digit EMER = 425-577-5656 (alarm companies, transfers from agency phones, public safety agencies)
- Secondary Queue = Calls originate via 911 or 7 digit EMER, screened, determined to be non-emergency, and transferred to this queue
- Business = 425-577-5600 (officers, family members, etc.)

2013 911 Answer Time, Process Time, Agent Occupancy Rate				
	AVG 911 Answer Time	AVG 911 Process Time (mins)	Total 911 Process Time (mins)	Agent Occupancy Rate
JANUARY	0:00:04	0:02:20	466:18:59	62.68%
FEBRUARY	0:00:04	0:02:20	423:15:00	62.98%
MARCH	0:00:04	0:02:15	443:43:29	59.64%
APRIL	0:00:04	0:02:25	482:10:14	66.97%
MAY	0:00:04	0:02:27	540:43:12	72.68%
JUNE	0:00:04	0:02:25	545:29:13	75.76%
JULY	0:00:04	0:02:13	542:21:13	72.90%
AUGUST	0:00:04	0:02:13	479:00:26	64.38%
SEPTEMBER	0:00:04	0:02:17	472:23:40	65.61%
OCTOBER	0:00:04	0:02:21	481:56:33	64.78%
NOVEMBER	0:00:04	0:02:15	421:33:37	59.38%
DECEMBER	0:00:04	0:02:20	492:03:57	66.14%
Totals		0:02:19	5790:59:33	66.16%
Average 911 Answer Time: time it took in seconds from the moment the call is presented to the PBX for queuing until the call was picked up by the Call Receiver.				
Average 911 Process Time: time in seconds from the moment the ANI is detected and the query for ALI begins to the moment the CR hangs up (including answer time, call taker answer time, hold time, and talk time).				
Total 911 Process Time: sum in seconds of total 911 process time				
Agent Occupancy Rate: percent of time in month when call receivers were physically processing 911 calls (does not include 7 digit emergency, business, or outgoing calls)				

CALL DISPATCHING

While callers are still speaking with call receivers, NORCOM dispatchers are notified of the call and information is relayed to field personnel. Calls are prioritized and dispatched to field personnel quickly with additional information provided as units are enroute. NORCOM uses computer-aided-dispatch (CAD) to track call and dispatch information. Calls requiring police and fire response can be processed and dispatched at the same time through the immediate access to information in the New World (for law enforcement) and TriTech (for fire agencies) CAD systems.

2013 All Priority Police Calls											
	All Incidents with a unit Dispatched - NORCOM Initiated					Traffic Stops – NORCOM Assistance	Officer Initiated Incidents	Incidents without a unit assigned **			TOTAL CAD Calls
Bellevue PD	44,630					7,833	594	30,781			83,838
Clyde Hill PD	1,440					620	686	383			3,129
Kirkland PD	29,637					23,523	339	16,069			69,568
Medina PD	2,050					1,194	974	408			4,626
Mercer Island PD	6,326					4,432	72	3,351			14,181
TOTAL	84,083					37,602	2,665	50,992			175,342
** Calls without a unit dispatched include E911 Check Calls, Info Documentation/Broadcast. These are not billable calls for service.											
Police Priority 1/Priority 2 Call Received to Call Dispatched (Goal <1 min) – 2013 Average = :56											
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1:00	:52	:57	1:05	1:06	:53	:42	:51	:58	1:00	:59	:52
Police Priority 3 Call Received to Call Dispatched (Goal <3 mins) – 2013 Average = 1:59											
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
2:09	1:55	1:50	2:00	1:53	2:10	1:51	1:51	2:16	1:54	2:05	1:56
Police Priority 4/Priority 5 Call Received to Call Dispatched (Goal <1 hr) – 2013 Average = 18:38											
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
25:33	17:40	16:54	17:24	18:54	18:41	18:21	16:47	18:37	17:58	18:42	18:10

Procedures for dispatch processes are established by NORCOM in conjunction with police & fire representatives through the Fire Service Board & Police Service Board. These boards have established service levels which NORCOM strives to maintain. Included in the chart above and below are incident volume and response time information.

2013 Priority 0-5 Fire Emergency & Non-Emergency Calls											
	Priority 0-4 CAD Incidents				Still Alarms			Priority 5 (NON-EMER) CAD Incidents		Total CAD Incidents	
Bellevue Fire	11,733				75			1,679		13,487	
Bothell Fire	4,203				31			513		4,747	
Duvall Fire	614				47			111		772	
Eastside Fire & Rescue	7,110				101			1,075		8,286	
Fall City Fire	361				13			83		457	
Kirkland Fire	5,905				41			908		6,854	
Mercer Island Fire	1,727				34			343		2,104	
Northshore Fire	2,445				36			350		2,831	
Redmond Fire	5,526				53			739		6,318	
Shoreline Fire	6,006				46			785		6,837	
Skykomish Fire	253				11			10		274	
Snoqualmie Pass Fire	285				6			14		305	
Snoqualmie Fire	814				12			80		906	
Woodinville Fire	2,565				32			393		2,990	
TOTAL	49,547				538			7,083		57,168	
% of Emergency Fire/EMS call received to call dispatched (Goal=90% in 60 seconds or less)											
2013 Average = 88%											
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
88%	87%	88%	87%	87%	86%	87%	88%	88%	87%	88%	89%
% of Emergency Fire/EMS call received to call dispatched (Goal=99% in 90 seconds or less)											
2013 Average = 96%											
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
96%	95%	96%	96%	95%	95%	95%	96%	96%	95%	96%	97%

CAD Incident by Year Updated 12/31/2013							
This chart includes all calls entered into the CAD system with a unit dispatched on them (NOT calls for service by budget definition)							
	2010	2011*	2012	2013	Total Calls (3 years)	3 Year Average of Police Calls	3 Year Average of All Calls (P/F)
Bellevue PD	64425	73673	54113	53057	180843	43.47%	30.99%
Clyde Hill PD	3073	2880	2829	2746	8455	2.03%	1.45%
Kirkland PD	44863	62925	63787	53499	180211	43.32%	30.88%
Medina PD	2434	2034	3670	4218	9922	2.38%	1.70%
Mercer Island PD	11705	13035	12745	10830	36610	8.80%	6.27%
Police Totals **	126500	154547	137144	124350	416041	100.00%	71.28%
<i>** Police Calls include only calls with a unit dispatched on them</i>							
	2010	2011	2012	2013	Total Calls (3 years)	3 Year Average of Fire Calls	3 Year Average of All Calls (P/F)
Bellevue Fire	13141	12652	13357	13487	39496	23.57%	6.77%
Bothell Fire	4456	4243	4513	4747	13503	8.06%	2.31%
Duvall Fire	801	739	776	772	2287	1.36%	0.39%
Eastside Fire	7943	7661	8127	8286	24074	14.36%	4.12%
Fall City Fire	480	416	505	457	1378	0.82%	0.24%
Kirkland Fire	6323	6510	6998	6854	20362	12.15%	3.49%
Mercer Island Fire	2242	2120	2153	2104	6377	3.80%	1.09%
Northshore Fire	2866	2514	2802	2831	8147	4.86%	1.40%
Redmond Fire	6598	6150	6342	6318	18810	11.22%	3.22%
Shoreline Fire	6730	6355	6769	6837	19961	11.91%	3.42%
Skykomish Fire	323	280	295	274	849	0.51%	0.15%
Snoqualmie Pass Fire	236	278	311	305	894	0.53%	0.15%
Snoqualmie Fire	801	778	802	906	2486	1.48%	0.43%
Woodinville Fire	3285	3019	2963	2990	8972	5.35%	1.54%
Fire Totals **	56225	53715	56713	57168	167596	100.00%	28.72%
<i>** Fire Calls include only calls with a unit dispatched on them</i>							
* 2011 includes calls entered into New World & TriTech - some overlap exists.							

This chart includes all calls entered into the CAD system with a unit dispatched on them.
NOT calls for service by budget definition.



CRITICAL INCIDENTS IN 2013

03/09/2013 – WOFD – Aircraft Crash -

http://seattletimes.com/html/localnews/2020525278_planecrashxml.html

03/10/2013 – BLVPD/BEFD – Suicide at West Coast Armory -

<http://seattle.cbslocal.com/2013/03/14/man-commits-suicide-at-wash-gun-safety-class/>



04/10/2013 – BLVPD - Standoff –

<http://www.king5.com/home/911-dispatcher-shares-insight-into-Bellevue-standoff-202642341.html>



05/06/2013 – KIRPD/KIFD - Fatality MVA involving Sound Transit -

<http://www.komonews.com/news/local/One-killed-in-Sound-Transit-bus-crash-in-Kirkland-206378001.html?tab=gallery&c=y&img=2>

06/28/2013 – SHFD – Surface Water Rescue –

<http://www.shorelineareanews.com/2013/06/boat-capsizes-off-saltwater-park-three.html>



07/26/2013 – ESFD – Wild land Fire –

<http://sammamish.patch.com/groups/police-and-fire/p/firefighters-combat-brush-fire-on-mt-si>

09/12/2013 – BLVPD/BEFD - Fatality MVA -

<http://www.komonews.com/news/local/State-Patrol-suspects-meth-in-deadly-Bellevue-crash-223617821.html>

11/04/2013 – BEFD - Residential Structure Fire (Mariner's Felix Hernandez) -

<http://blogs.seattletimes.com/mariners/2013/11/04/fire-crews-on-scene-of-blaze-at-felix-hernandezs-home-in-bellevue/>



11/05/2013 – BEFD - Hampton Greens Multi-Family Structure Fire -

<http://www.kirotv.com/news/news/crews-battle-2-alarm-bellevue-apartment-fire/nbhq8/>

11/07/2013 – BEPD – Immigration Protest -

<http://www.komonews.com/news/local/Seattle-mayors-wife-among-dozens-arrested-at-immigration-protest-231046001.html>



11/16/2013 – KIFD – 10-year-old performs CPR –

<http://www.kirotv.com/news/news/911-dispatcher-talks-10-year-old-through-cpr-help-nb8wx/>

12/24/2013 –ESFR/SQFD – Confined space rescue of an 8-year-old boy on Rattlesnake Ridge -

<http://www.livingsnoqualmie.com/helicopter-hoists-child-rattlesnake-ridge-area-christmas-eve-fall-crevasse/>



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HUMAN RESOURCES

The Human Resources Business Unit is comprised of a Human Resources Specialist and the HR Manager. This business unit is responsible for a wide scope of work that includes:

- Recruitment, selection and promotional processes
- Coaching and guidance provided to Management staff regarding employee relations
- Research and interpretation as it relates to Standard Operating Policies and the contractual bargaining agreements
- Policy development and modifications
- Review of proposed personnel actions
- Review and tracking of all employee evaluations
- Compensation studies
- Grievance tracking
- Protected leave administration
- Position description development/modifications and job task analysis
- Gathering of data and analysis of resulting metrics as they relate to HR function

The work of the Human Resources Business Unit reflects both an emphasis on the overall needs of NORCOM personnel: *the human side*; and an objective measurement of that work through a variety of metrics: *the business side*.

The Human Resources Business Unit continues to emphasize NORCOM's cultural values, C.A.R.E.S (Cooperative, Accountable, Respectful, Excellent, and Supportive) and makes every effort to reflect these values in our day-to-day interactions with NORCOM personnel and our many outside contacts. This business unit is responsible for a unique collection of deliverables that range from initial contacts with applicants, selection processes, and on-boarding; to the continuing attention to personnel throughout their NORCOM career.

2013 was a busy year for our business unit. We conducted a number of selection and promotional processes, for both internal and external candidates. These processes were conducted for Operations and Technology business units, including two Team Supervisor processes (promotional opportunities); Training Coordinator and CTO processes, one Member of Technical Services (MTS) - Telephony and the Information Technology Director.

We also focused on the development of tactical and strategic plans to ensure NORCOM continues to hire talented and skilled individuals. For example, we are anticipating the public's ability and interest in text-to-911 technology, which may include photo attachments. This means we must tailor our selection process to find applicants with the ability to process calls with the added element of visual evidence.

The work in 2013 included a new emphasis on employee performance reviews, adding not only the preliminary review of draft work, but the overall coordination of all reviews. This process ensures personnel receive meaningful and relevant reviews in a timely manner, to coincide with decisions on pay increases.

There are several committees that interface with the work of this unit including: the Health and Wellness Committee, the Safety Committee, and the Activities Committee. The HR Manager and the HR Specialist participate in these meetings and provide guidance and input as appropriate. In 2013, we saw an even more engaged group of participants in these committees.

An abbreviated list of projects and activities overseen by these committees include:

- Water, Wheels, Walking Challenge
- Ski, Sled, Skate Challenge
- Adopted families for the holidays, both Thanksgiving and Christmas
- The “Hammy” food drive – a summer time food drive that includes a friendly competition with one or more other communication centers; NORCOM was the winner of the coveted Hammy Award this year, collecting 1,434 contributions
- A Pet food drive
- National Night Out



The Human Resources business unit organizes and participates in other venues that continue to reach in to the communities we serve. Some of those activities include career fairs, individual work with students from local universities, bus advertisements, and Open Recruitment Night.



Taking a look inward, we coordinated NORCOM sponsored flu shots, at no cost to NORCOM employees. Additionally, a trial program introducing the use of “yoga balls” as an alternative, core strengthening seat, was conducted and very well received.



With a continued interest in employee development and engagement, the Human Resources business unit sponsored several opportunities. “Talk Time” was an opportunity for all interested personnel to get together with Supervisors and Managers in an informal manner, providing the opportunity to talk about a wide range of issues, questions, and sometimes, speculations on the future and how that might look for NORCOM. Additionally, the HR Manager along with the AFC Manager, Sheryl Mullen, conducted a workshop on preparing to promote. This was the second time this workshop was presented and was again very well received. Four participants of these workshops have since been promoted to Team Supervisor.



KEY ACCOMPLISHMENTS

- Participation in the negotiations of a first contractual bargaining agreement between NORCOM and the Public Safety Employees Union (PSEU Local 519) for the NORCOM Team Supervisors
- Myers Briggs (MBTI) communications training continues to provide valuable insight for our employees and their Supervisors and Managers; MBTI is most often used for the determination of training assignments, conflict resolution, team dynamics, communication strengthening and stress identification and management.
 - 20 MBTI reports were administered and interpreted
 - 14 MBTI Stress Management reports were issued
 - 20 facet comparisons were developed and delivered to training teams; facet comparisons highlight where trainer/trainee are compatible in their communication style and where there are potential challenges
- Recruitment, selection, and on-boarding for total of 14 new Call Receivers participating in 3 academies during 2013
- Recruitment, selection and on-boarding for a new member of the Information Technology Services (ITS) business unit
- Recruitment and selection process for an Information Technology Director
- 2 promotional processes for Team Supervisor, resulting in the promotion of 3 employees in 2013 and 2 additional in 2014
- Selection process for Training Coordinator; successful candidate vacated a Team Supervisor position and created an opportunity for another employee to become a Team Supervisor
- Conducted the CTO selection process for employees interested in becoming trainers
- Worked with two outside coaches for the further development of NORCOM personnel in a range of areas including communications skills training and transition to supervisor

The following metrics will further illustrate the work of the Human Resources Business unit in 2013.

HUMAN RESOURCES BUSINESS UNIT METRICS:***Retention Metrics:***

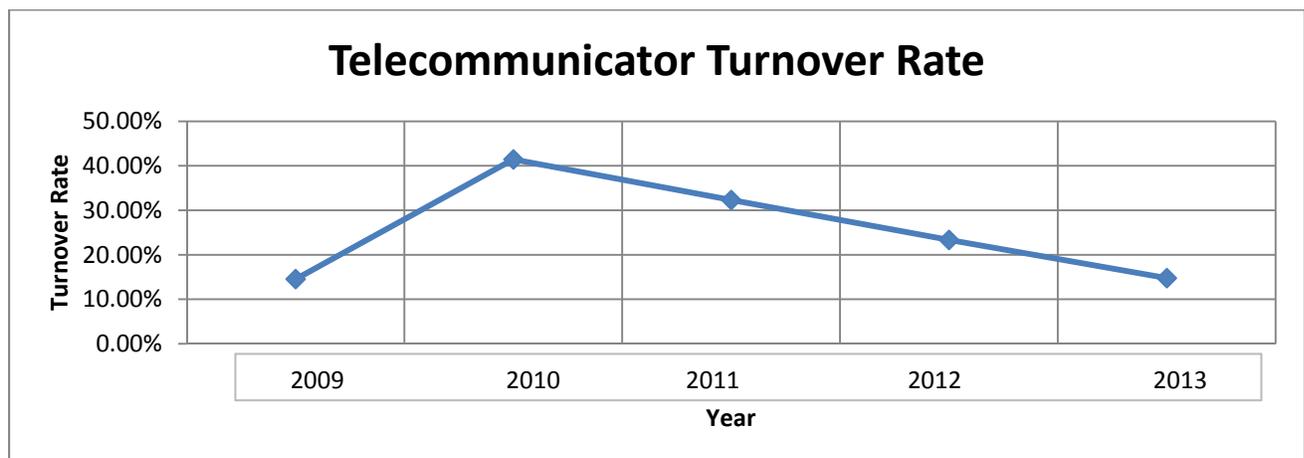
Retention Report-2013													
Department	Actual Jan-13	Actual Feb-13	Actual Mar-13	Actual Apr-13	Actual May-13	Actual Jun-13	Actual Jul-13	Actual Aug-13	Actual Sep-13	Actual Oct-13	Actual Nov-13	Actual Dec-13	Average # Down
Administration (Authorized 11 FTE's)	11	11	11	11	11	11	11	11	11	11	11	11	<u>0</u>
Supervisors (Authorized 6 FTE's)	3	2	2	6	6	6	6	5	5	5	5	5	<u>1.33</u>
Technology (Authorized 9 FTE's)	6	8	7	8	8	8	8	9	9	9	9	9	<u>.83</u>
Telecommunicator (*Authorized 60FTE's)	60	59	58	54	55	55	60	61	60	60	60	60	<u>1.58</u>

Summary of Authorized FTE's:

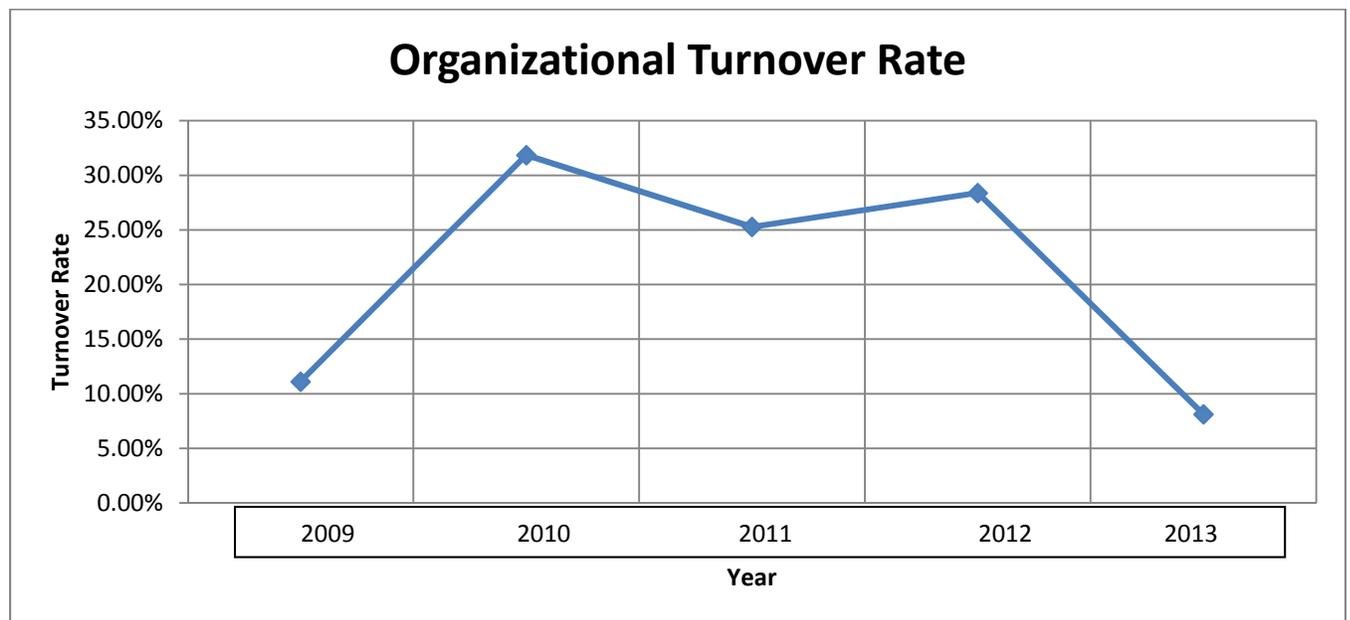
Telecommunicator Authorized FTE's vs. Actual FTE's			
Year	Average Headcount	Authorized FTE's	% of Authorized FTE's
2009	55.66	66	84.34%
2010	58.16	69	84.29%
2011	59	72	81.94%
2012	58.39	72 (Jan-Mar) → 70 (Apr-Dec)	81.09% → 83.41%
2013	58.5	60	97.50%
Overall Average	57.942	N/A	85.42%

Turnover Metrics:

Telecommunicator Workgroup						
Calculating the Average Turnover Rate		Year				
		2009	2010	2011	2012	2013
A	total number of employees at the highest staffing level for that year	62	70	65	60	61
B	Number of new hires that failed to complete the probationary period	5	11	17	4	2
C	Number of experienced employees who left for any reason	4	18	4	10	7
D	Turnover Rate (Turnover = B + C / A)	14.52%	41.43%	32.31%	23.33%	14.75%
E	Retention Rate (Retention = 1 - Turnover) x 100	85.48%	58.57%	67.69%	76.67%	85.25%



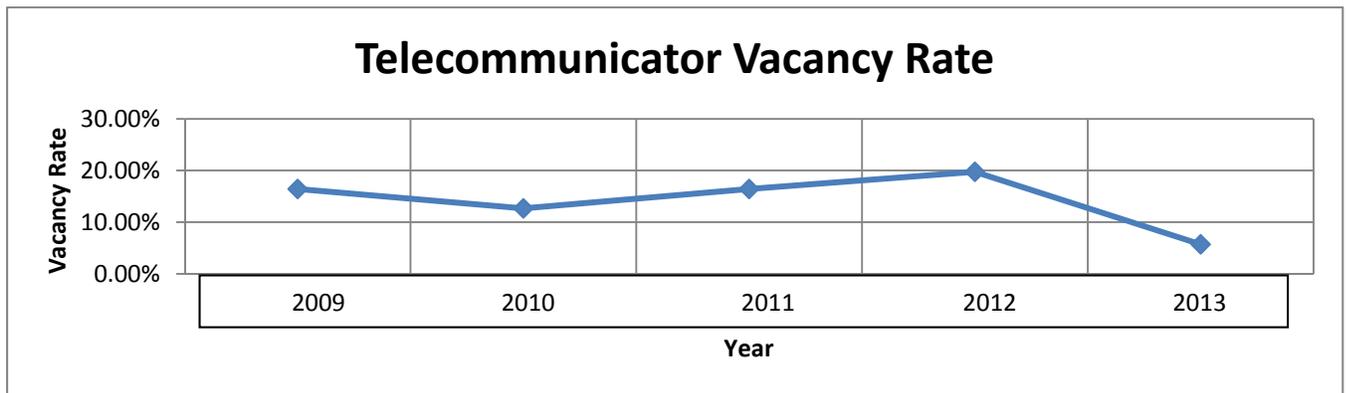
Organizational						
Calculating the Average Turnover Rate		Year				
		2009	2010	2011	2012	2013
A	total number of employees at the highest staffing level for that year	81	91	87	81	86
B	Number of new hires that failed to complete the probationary period	5	11	17	4	2
C	Number of experienced employees who left for any reason	4	18	5	19	5
D	Turnover Rate (Turnover= B + C / A)	11.11%	31.86%	25.28%	28.39%	8.13%
E	Retention Rate (Retention = 1-Turnover) x 100	88.89%	68.14%	74.72%	71.61%	91.87%



Vacancy Metrics:

Vacancy rates reflect the number of vacant positions divided by the number of approved positions (FTEs) if we were at full staffing.

YEAR	APPROVED FTE'S	TELECOMMUNICATOR	ORGANIZATION
2013	60	5.69%	6.37%
2012	72 (Jan-Mar)→ 70 (Apr-Dec)	19.75%	19.79%
2011	72	16.43%	14.65%
2010	69	12.68%	10.87%
2009	66	16.43%	16.49%



Hiring & Testing Metrics:

During 2013 we hired or promoted for the following vacancies:

Position Vacancy	Number Hired
Members of Technical Staff	2 on Assignment
Team Supervisor	4
Telecommunicators (CRA12 & CRA13)	14
Training Coordinator	1
Executive Assistant (title change)	1
Member of IT-Telephony	1

Recruitment and selection for the position of Telecommunicator was conducted for 2 Call Receiver Academies: CRA12, CRA13, coupled with one rehire and one individual hire.

The Telecommunicator position is the most time intensive of the selection processes. In 2013, we had 498 applicants who completed the following number of tests and evaluations:

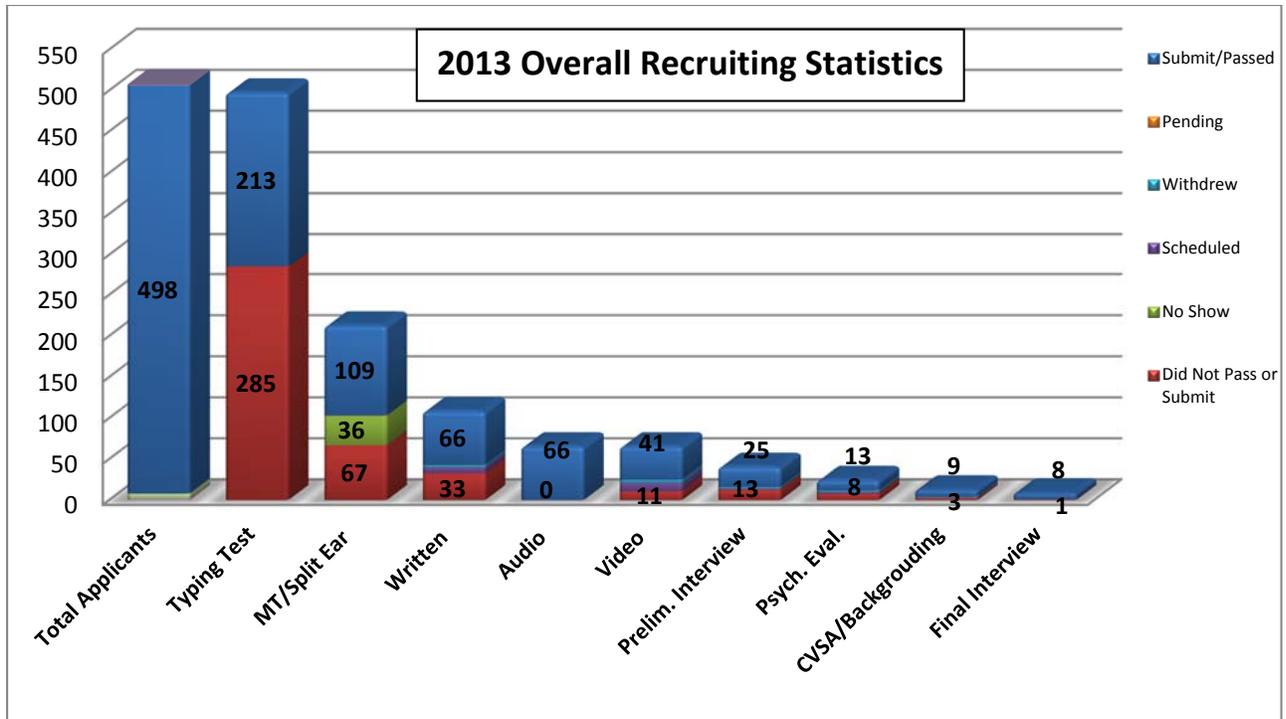
498 applicants processed (through 11/2013), resulting in:

- 176 Multiple task/split ear exams administered
- 99 written exams administered
- 66 audio exams administered
- 52 Ergo metric video exams administered
- 38 preliminary interviews – successful candidates go on to:
 - One hour site visits
 - Psychological evaluations
 - Computerized Voice Stress Analysis (CVSA)
 - Complete backgrounding

Academies typically run in January and July at the conclusion of a selection process that includes:

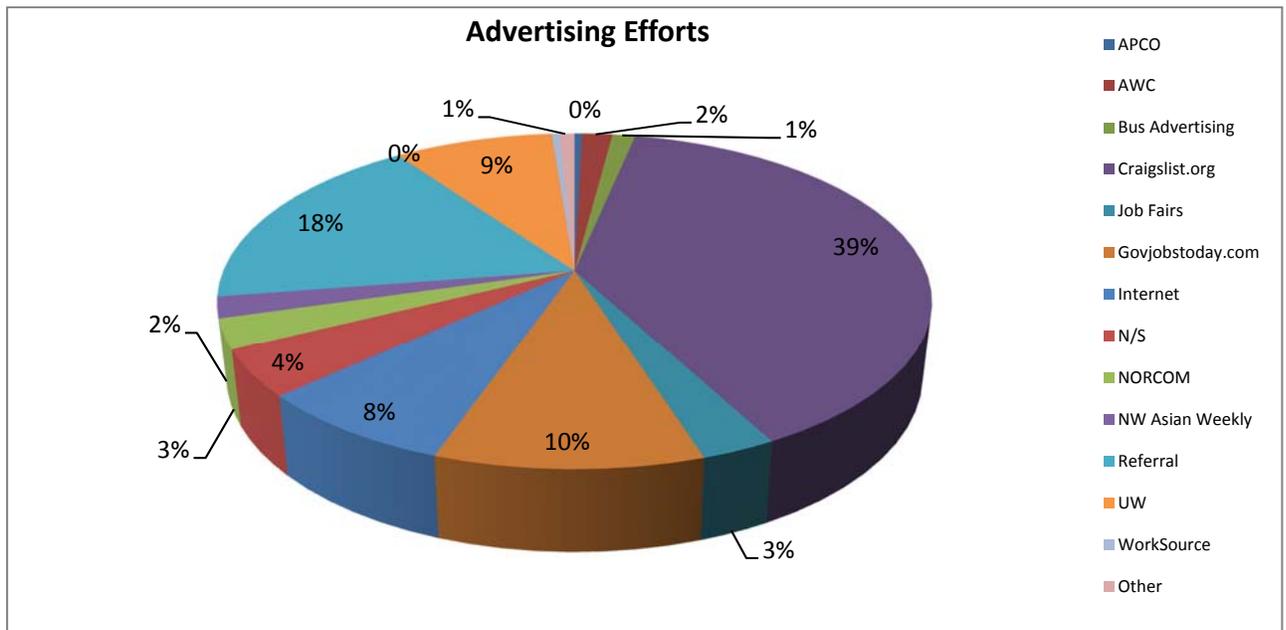
- Application on line through GovJobsToday
- Submittal of a third party typing certificate
- Four skills tests
- Preliminary Interview
- Psychological evaluation
- Computerized Voice Stress Analysis (CVSA)
- Site Visit
- Backgrounding via a Personal History Statement and Triple I
- Final Interview

Post offer, candidates take a physical that includes an audiogram and drug test and get fingerprinted. This is a rigorous selection process that has resulted in successful academies. Average academy success rate for 2013 was 92%.



Advertising Metrics:

We continue to affirmatively reach out in our recruitment efforts using a variety of tools including career fairs, bus advertisements, Open Recruitment Night, job postings in numerous locations and electronic postings in 10 -15 areas at any given time.



Exit Interview Metrics:

Exit Interview Data					
Reason for Leaving	2009	2010	2011	2012	2013
*Pursue School	1	1	1	1	
*Pursue Another Field	0	4	1	2	2
*Pursue Another Communications Center	2	1	1	1	2
*Working Conditions	1	1	0	2	
*Stay at Home	0	1	1	2	
*Moving	0	6	0	3	
*Retired	0	0	0	2	1
*Family/Personal	0	1	1	1	
Voluntary Quits	4	18	5	19	5
Terminations	5	11	17	4	
Discontinuation of Training					2
Promotions	0	0	0	3	3

Personnel Allegation Metrics:

2013 Personnel Allegations					
Allegation	Sustained	Exonerated	Unfounded	Disposition Pending	Total
Violation of Rules & Regulations	14	0	1	0	15
Unsatisfactory Job Performance	10	0	0	0	10
Overall Total					25

Details:

Rules and Regulations:

- 5 Counseling Memos – tardiness
- 3 Counseling Memos – unscheduled leave
- 1 Counseling Memo – negative comments
- 1 Counseling Memo – ACCESS certification
- 1 Verbal Warning – tardiness
- 1 Written Warning – personal phone calls
- 1 Suspension – 2 days – ACCESS violation
- 1 Suspension – 3 days – conduct

Unfounded:

- 1 Investigation- Unlawful Harassment

Job Performance:

- 1 Counseling Memo – addressing error
- 1 Counseling Memo – citizen complaint
- 2 Counseling Memos – Data service errors
- 1 Counseling Memo – CBD guidelines
- 1 Counseling Memo – call processing
- 1 Verbal Warning – attention to detail
- 1 Verbal Warning – responder safety
- 1 Written Warning – responder safety
- 1 Suspension – 1 day – air closure

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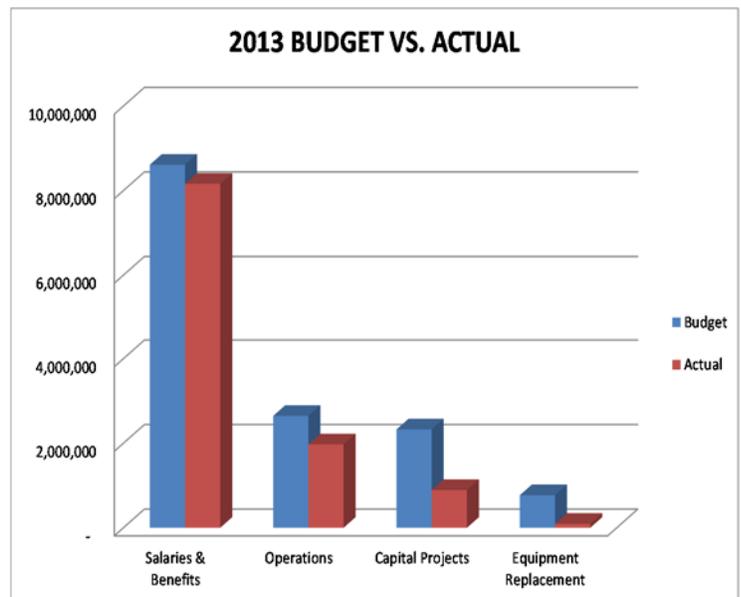
FINANCE

The Finance Business Unit provides fiduciary support to other business units and has primary responsibility for day-to-day management of NORCOM's financial assets and resources including budget monitoring, accounts payable, payroll, accounts receivable, investments, and fixed assets. Additionally, the Finance Business Unit oversees the development of the annual budget, prepares the annual financial statements, coordinates employee benefits, centralized services, and risk management.

NORCOM is required to file financial statements each year with the Washington State Auditor's office and is subject to annual audits. The financial statements of NORCOM are prepared in conformity with generally accepted accounting principles (GAAP) as applied to governmental units. The Governmental Accounting Standards Board (GASB) is the accepted standard setting body for establishing governmental accounting and financial reporting principles.

NEW FINANCIAL SYSTEM

In 2013, NORCOM completed the implementation and conversion to a new financial system. Late in 2012, Springbrook Software was selected as the successful vendor in a RFP process that took most of the year to complete. The new system accounts for expenses at the fund level which allows monthly reports to be generated quicker and with less manual work. Managers now have access to budgetary reports for their departments and can monitor their expenses easier and without having to wait for finance to issue the monthly reports.



The new system also allows managers to input their budget directly into the system, instead of submitting excel spreadsheets for finance to enter. This greatly reduces workload redundancy. The 2015 budget process will be the first year NORCOM uses the new system for budgeting.

2013 EXPENDITURES

The 2013 Budget was approved with a decrease of 0.66% in the operating funds. This was accomplished by making significant changes to the Operations staffing model. In 2012, a staffing analysis was performed for Operations and Information Technology Services and it was determined NORCOM could cut 7 operational FTE's from the 2013 budget and not impact service levels. Two of the FTE's were shifted to Information Technology Services and the remaining 5 were cut from the budget.

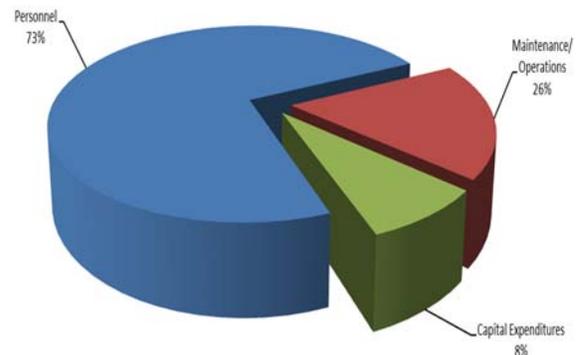
During 2013 continued staffing analysis was done using the APCO Retains formula and the recommendation was made to cut 5 additional operational FTE's from the budget in 2014. This decision was approved in August 2013 and the positions were not filled in 2013.

NORCOM ended 2013 within budget and is now in the process of determining how unspent funds from 2013 should be applied in 2014. Once the most important areas of need are identified, the Governing Board will be presented with a proposal to amend the 2014 budget. The graph at the right shows the 2013 Budget vs. Actual broken down by major category.

Expenditures by category are displayed below.

EXPENDITURES BY CATEGORY

Personnel	8,160,530
Maintenance/Operations	2,067,183
Capital Expenditures	892,632
<u>Total</u>	<u>\$ 11,120,345</u>

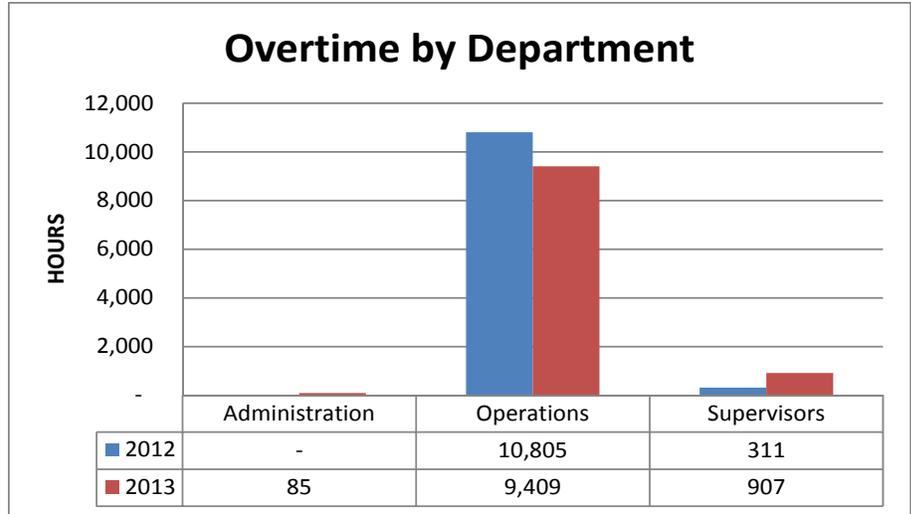


Actual expenditures for Salaries & Operations were 0.04% less than budgeted, due to deferring payment on a software maintenance contract (\$440,000) until the software company fixed several problems within the software. The reduction in operational FTE's resulted in overtime expenses (\$329,429) almost equivalent to the savings from vacant positions (\$401,121).

OVERTIME BY DEPARTMENT

The overtime hours logged by each department eligible to earn overtime is displayed to the right.

In 2012, Supervisors were classified “exempt” until August when the Governing Board approved Resolution 50 changing the status of the Supervisors from “exempt” to “non-exempt” and eligible to earn overtime.



Telecommunicator overtime was due to vacant or untrained telecommunicator FTE’s. The overtime listed above equates to approximately 7.5 FTE’s, a reduction from 2012 (OT equivalent to 9.5 FTE’s).

COMMUNICATIONS STAFFING MODEL AND NET AVAILABLE WORK HOURS

The staffing analysis performed in 2012 for the Communications Business Unit determined NORCOM could cut 7 Communications FTE’s from the 2013 budget and not impact service levels. The analysis continued into 2013 using detailed payroll information for each Telecommunicator to refine the estimate used in 2012 and the decision was made during the 2014 budget process to reduce FTE’s from 65 to 60 with 2 over hires.

Net Available Work Hours (NAWH) decreased in 2013 for both Call Receivers; from 1,349 to 1,243, and Dispatchers; from 1,433 to 1,283. This was due primarily to Telecommunicators being off floor for Training, Conferences and Special Duty assignments (2012 averaged 150, 2013 increased to 272).

The charts below follow the APCO Retains methodology to determine Net Available Work Hours for 2013. When applied to NORCOM’s staffing model, 28 Call Receivers and 40 Dispatchers are required to cover NORCOM’s current positions. This is an increase from 26 Call Receivers and 36 Dispatchers in 2012. NORCOM will continue to analyze staffing requirements over the long term to determine the optimal staffing level.

Call Receivers

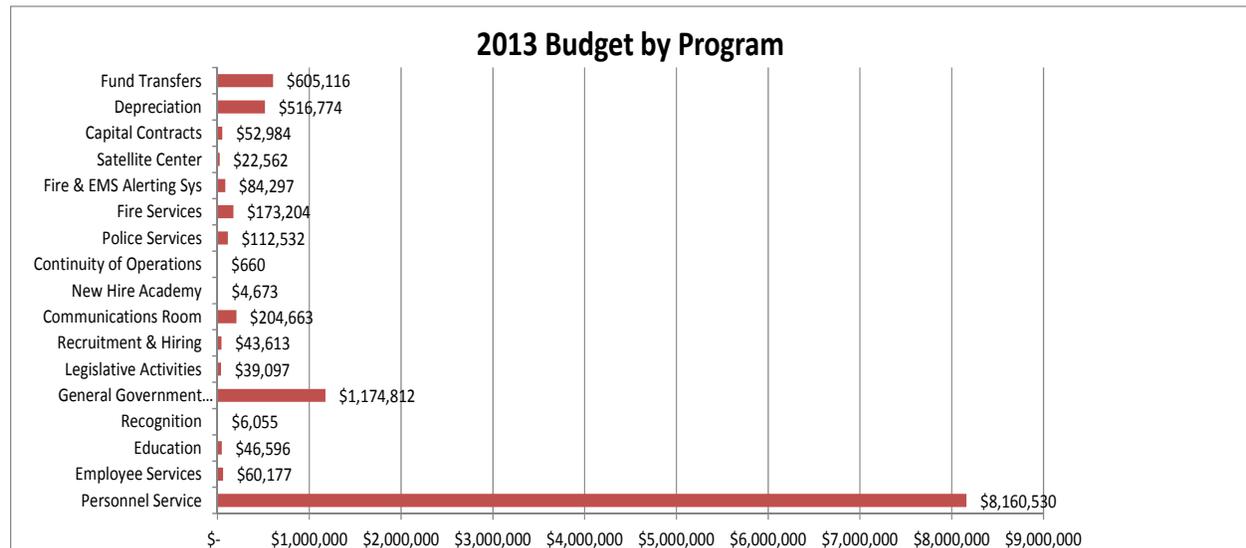
Working Hours available per year		1,748
Less:		
Vacation & Comp Time	113	
Holidays	61	
Training, Conferences, Spec. Duty	264	
Administrative Leave	5	
Sick time, Bereavement	58	
LWOP, OJI, JD	5	
Total hours not available		505
Available hours per employee per year		1,243
Hours in a year (365 days x 24 hours)		8,760
Staffing ratio		
(Hours in year/Hours available)		7.05
Calculating the Number of Dispatcher's Required		
Dispatcher Positions Required on Watch	4.00	
Times Staffing Ratio:	7.05	
Dispatcher's Required to be employed		28.20

Dispatchers

Working Hours available per year		1,822
Less:		
Vacation & Comp Time	121	
Holidays	66	
Training, Conferences, Spec. Duty	281	
Administrative Leave	5	
Sick time, Bereavement	62	
LWOP, OJI, JD	5	
Total hours not available		539
Available hours per employee per year		1,283
Hours in a year (365 days x 24 hours)		8,760
Staffing ratio		
(Hours in year/Hours available)		6.83
Calculating the Number of Dispatcher's Required		
Dispatcher Positions Required on Watch	5.83	
Times Staffing Ratio:	6.83	
Dispatcher's Required to be employed		39.80

BUDGET BY PROGRAM

With the implementation of the new financial system, NORCOM is now able to track expenses by program. In the chart below, each program of the operating budget that expenses can be directly attributed to is presented. This method allows for better tracking of the services NORCOM offers and the cost of those services.



CAPITAL PROJECTS – Integrated Communications & Records Management (ICRM) Project

The Capital Projects Fund was created to track projects lasting more than a year. The Integrated Communications and Records Management (ICRM) project began in 2008 with an initial budget of \$5,065 million, and was scheduled to be completed in 2010.

Due to setbacks in the development of critical software, a professional services contract for project management was signed with Online Business Systems (OBS) in 2012 and NORCOM restructured management and oversight of the ICRM project. A Steering Committee was formed to help with project decisions and direction and the Governing Board authorized the Executive Director to enter into an agreement with Foster Pepper for special counsel to support NORCOM.

Late in 2012, NORCOM initiated dispute resolution with New World Systems with respect to delays in delivery of the software, as well as defects in the software that has been delivered. The contract provides for dispute resolution in such instances. Dispute resolution that took place in 2013 was unsuccessful. The next step is non-binding mediation which has been scheduled in Detroit, MI on March 3, 2014.

As a result of the delivery delays and defects, the NORCOM Governing Board engaged in a strategic reassessment of the entire project. Online Business Systems conducted an Alternative Strategies Assessment (ASA) in an effort to assist NORCOM in identifying a new roadmap for the ICRM project. The result of the ASA acknowledged the viability of a new path for Fire Computer Aided Dispatch (CAD), mobile and Records Management System (RMS), instead of the original Integrated CAD/Mobile/RMS that was to be shared with Police. The ICRM vendor, New World Systems, proposed a change in contract whereby New World Systems would no longer be the provider for the Fire portion of the ICRM system. Since that time, NORCOM and New World Systems have been working towards this model.

This change from an integrated Police/Fire CAD/Mobile/RMS system to two separate tracks has prompted reorganization within the ICRM program, new stakeholder groups, and a new method for identifying and approving projects.

The ICRM program is now defined as a collection of several projects that have related goals and shared resources. Projects are identified within the new Fire and Police Stakeholder groups and presented to the Executive Director, IT Director, IT Program Manager and Finance Manager for prioritization based on available personnel and funding resources.

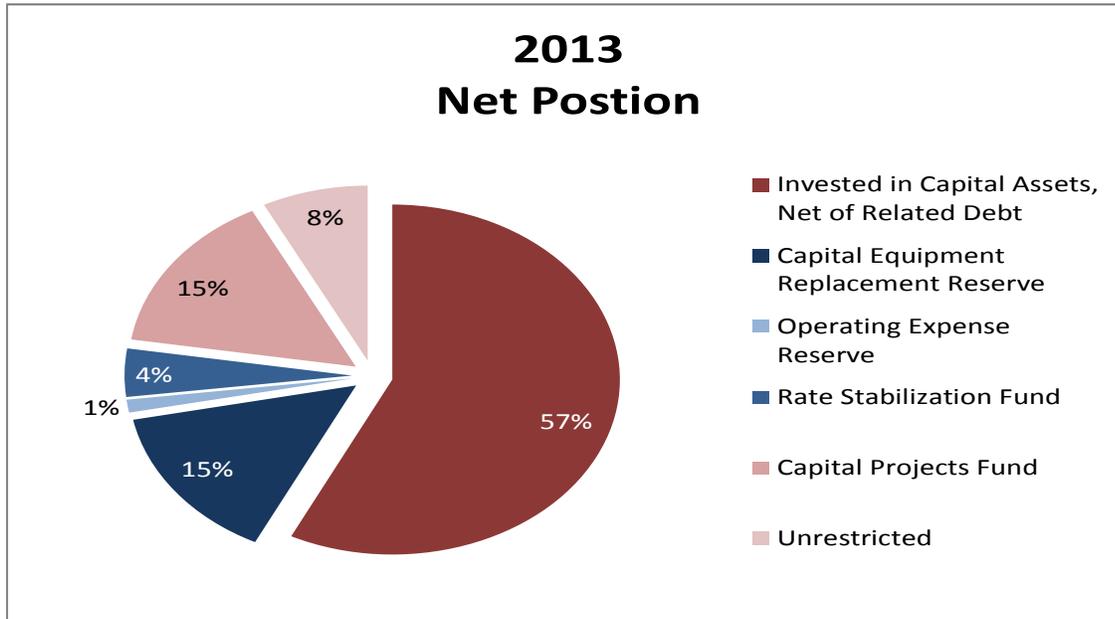
The chart below shows what has been spent to date on ICRM projects and the amount remaining on the New World Systems contract at the end of 2013. Of the \$925,020 remaining, \$274,509 is for Police, \$172,974 is for Fire, \$422,385 is for enhancements and the remainder represents taxes applied to the original contract.

New World Systems Contract	Spent to Date	Increase from Change Orders	Remaining Commitment
2008	\$ 521,072		\$ 2,927,902
2009	\$ 972,809		\$ 1,955,093
2010	\$ 830,976	\$ 155,702	\$ 1,279,819
2011	\$ 712,174	\$ 381,966	\$ 925,020
2012	\$ -	\$ -	\$ 925,020
2013	\$ -	\$ -	\$ 925,020
Total Spent at 12/31/12	\$ 3,037,031		
Other Expenses			
Consumable Goods	\$ 535		
Small Tools & Equipment	\$ 20,381		
Computer Equipment	\$ 962,926		
Travel & Lodging	\$ 16,125		
Training	\$ 10,866		
Advertising	\$ 486		
Professional Services & Project Consulting	\$ 1,878,337		
GIS Consulting	\$ 417,914		
Software Licensing	\$ 202,413		
Total Spent at 12/31/12	\$ 3,509,983		
		\$ 6,547,014	

At the end of 2013, \$7.8 million was budgeted and \$6.5 million has been spent.

NET POSITION & CAPITAL ASSETS

NORCOM's Net Position at the end of 2013 is \$9.5 million. The largest portion of NORCOM's Net Position is invested in Capital Assets. Capital Equipment Reserves (\$1,377,742), Operating Expense Reserve (\$112,307), and the Rate Stabilization Fund (\$421,141) equal 20% of the Net Position. 15% of Net Position is designated for the Integrated Communications & Record Management Project. The breakdown of NORCOM's Net Position is depicted in the graph below.

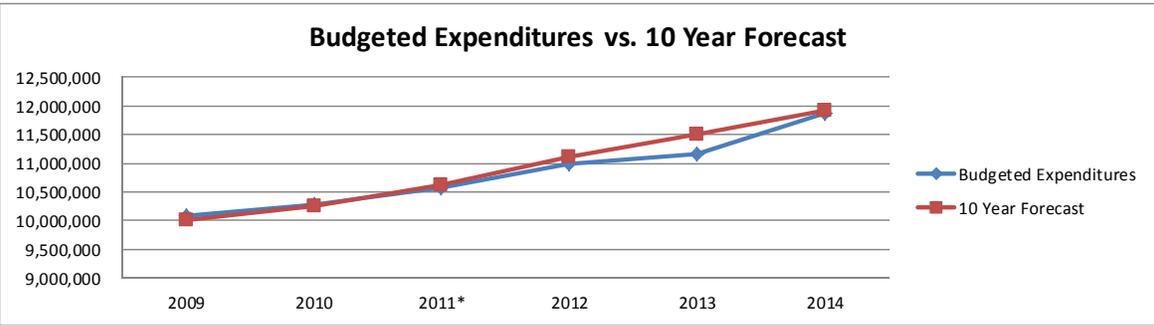
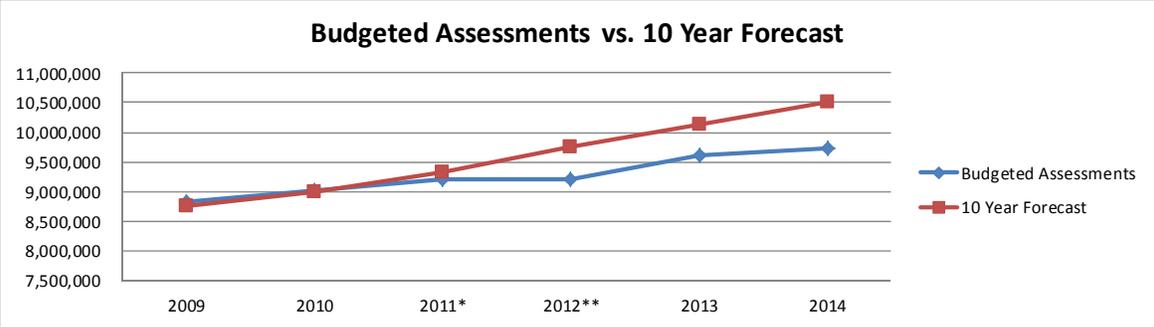
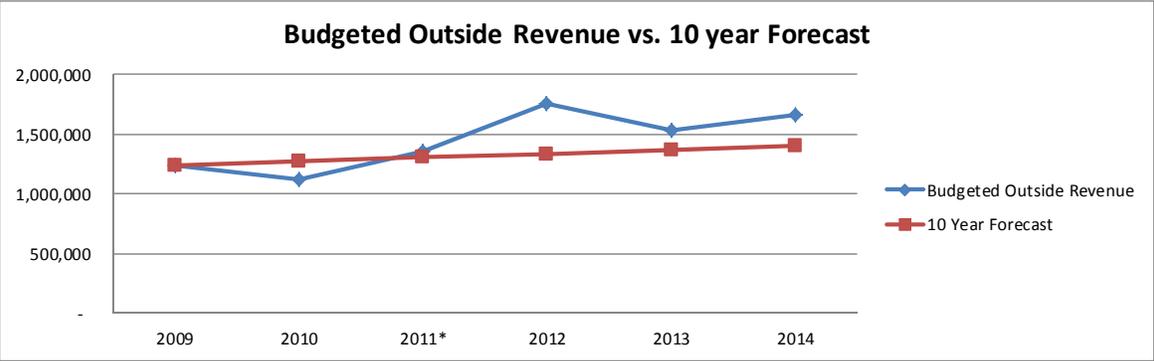


A summary of NORCOM's Capital Assets at December 31, 2013 is shown below:

	Beginning Balance as of <u>1/1/2013</u>	<u>Additions</u>	<u>Deletions</u>	Ending Balance as of <u>12/31/2013</u>
Capital Assets, not being depreciated:				
Work in progress	\$ 3,798,563	\$ -	\$ 61,245	\$ 3,737,318
Capital assets, being depreciated:				
Machinery and Equipment	3,897,938	114,229	-	4,012,167
Less: Accumulated Depreciation	<u>(1,795,625)</u>	<u>(516,774)</u>	-	<u>(2,312,399)</u>
Capital Assets, being depreciated net	\$ 2,102,313	\$ (402,545)	\$ -	\$ 1,699,768
Total Capital Assets, net	<u>\$ 5,900,876</u>	<u>\$ (402,545)</u>	<u>\$ 61,245</u>	<u>\$ 5,437,085</u>

BUDGET TO FORECAST COMPARISON

Ever mindful of the economic situation, the NORCOM team always looks toward the future to identify service levels and customer needs, while focusing on efficiency and cost savings. Below are charts that compare the Business and Services 10 year forecast prepared at the inception of NORCOM’s formation to NORCOM’s actual performance the first 6 years of operations.



SMOOTHING & IMPACT TO USER FEES

During the formation stages of NORCOM it was found that Bellevue was subsidizing the dispatch operation and many agencies would not be able to afford the full cost of doing business. Bellevue agreed to a fixed dollar amount (\$5.5 million) paid over a period of 7 years (Smoothing Period), allocated 30% to police and 70% to fire, and applied to agency fees based on their call volume. The amount Bellevue pays, known as “smoothing”, decreases each year. The chart below shows the amount of smoothing to be allocated in each year.

SMOOTHING PERIOD	2009	2010	2011	2012	2013	2014	2015	2016	TOTAL SMOOTHING
	\$ 575,000	\$ 1,117,500	\$ 996,000	\$ 832,000	\$ 694,500	\$ 580,000	\$ 484,500	\$ 220,500	\$ 5,500,000
Smoothing - Police - 30%	172,500	335,250	298,800	249,600	208,350	174,000	145,350	66,150	
Smoothing - Fire - 70%	402,500	782,250	697,200	582,400	486,150	406,000	339,150	154,350	

The following depicts an estimate of the smoothing allocation for each agency in the years to come:

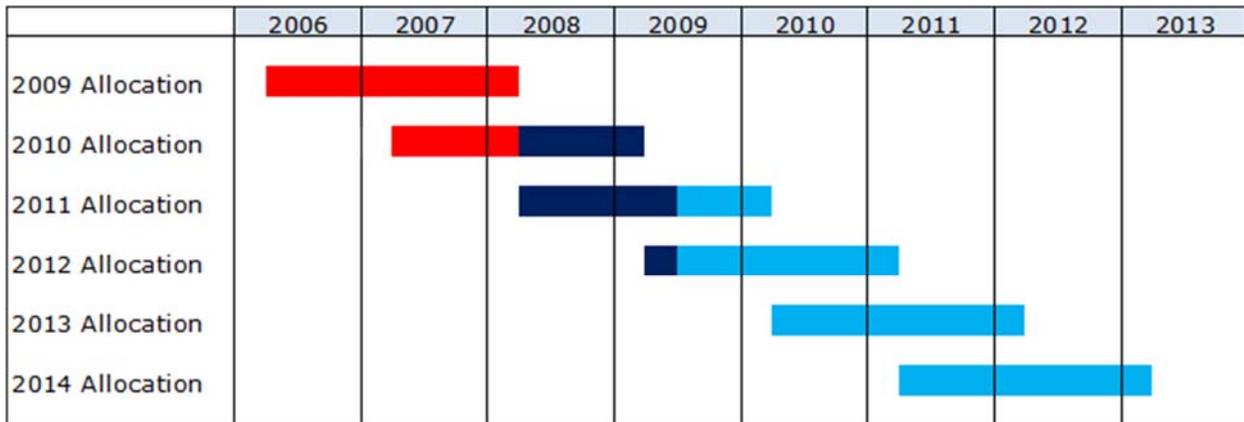
SMOOTHING PERIOD	2009	2010	2011	2012	2013	2014	2015	2016
Credit Police								
Bellevue	\$ 345,053	\$ 335,250	\$ 298,800	\$ 249,600	\$ 208,350	\$ 174,000	\$ 145,350	\$ 66,150
Clyde Hill	(16,616)	(17,778)	(13,641)	(4,891)	(4,937)	(4,199)	(3,507)	(1,596)
Kirkland	(233,593)	(223,435)	(204,160)	(204,473)	(160,598)	(136,094)	(113,685)	(51,739)
Medina	(21,969)	(22,168)	(16,364)	(5,724)	(5,514)	(5,075)	(4,239)	(1,929)
Mercer Island	(72,875)	(71,868)	(64,635)	(34,512)	(37,302)	(28,633)	(23,918)	(10,885)
SMOOTHING PERIOD								
Credit Fire								
Bellevue	\$ 805,124	\$ 782,250	\$ 697,200	\$ 582,400	\$ 486,150	\$ 406,000	\$ 339,150	\$ 154,350
Bothell	(71,015)	(72,161)	(66,573)	(53,747)	(45,234)	(37,970)	(31,718)	(14,435)
Eastside Fire & Rescue	(136,133)	(140,254)	(129,225)	(99,849)	(82,745)	(69,776)	(58,287)	(26,527)
KCFD # 27 Fall City	(11,341)	(10,202)	(8,003)	(5,987)	(4,689)	(4,129)	(3,449)	(1,570)
KCFD # 45 Duvall	(14,979)	(14,758)	(13,589)	(10,234)	(8,018)	(6,482)	(5,415)	(2,464)
KCFD # 50 Skykomish	(5,092)	(5,415)	(5,063)	(3,314)	(2,484)	(2,068)	(1,727)	(786)
Kirkland	(110,564)	(109,126)	(97,654)	(81,915)	(67,908)	(59,966)	(50,092)	(22,797)
Mercer Island	(34,613)	(36,287)	(34,430)	(27,959)	(23,499)	(18,944)	(15,825)	(7,202)
Northshore Fire	(50,396)	(50,871)	(44,115)	(34,838)	(28,220)	(23,031)	(19,239)	(8,756)
Redmond	(156,131)	(136,731)	(116,943)	(108,398)	(89,854)	(72,603)	(60,649)	(27,602)
Shoreline Fire	(138,839)	(129,993)	(116,943)	(107,187)	(89,646)	(75,370)	(62,960)	(28,653)
Snoqualmie	(12,569)	(12,220)	(11,172)	(9,942)	(8,381)	(6,853)	(5,725)	(2,605)
Snoqualmie Pass Fire & Rescue	(4,852)	(4,531)	(3,740)	(3,175)	(2,978)	(2,778)	(2,321)	(1,056)
Woodinville Fire & Rescue	(63,692)	(59,701)	(49,750)	(35,854)	(32,494)	(26,029)	(21,743)	(9,896)

BILLABLE CALLS FOR SERVICE

The participating agencies provide the majority of operating revenue to NORCOM. The method of allocating this revenue source is defined in the Interlocal Agreement, Appendix A. NORCOM’s budget is allocated into two separate cost pools – 50% of the operating budget is allocated to police and 50% of the operating budget is allocated to fire. The 50/50 split was determined by an average of two factors – the staffing allocated to each Charged Operation (Police or Fire) and the volume of calls attributed to each Charged Operation.

The annual average Billable Calls for Service are determined based on the number of Billable Calls for Service for the Charged Operation over the two-year historical Call Calculation Period. The Call Calculation period is defined as the first calendar quarter of the preceding budget year, and the 7 calendar quarters preceding that.

Call Calculation Period



■ 2006 Business Plan Definition
■ ILA Definition
■ Resolution 30 Amending CFS Definition Approved June 11, 2010

The percentages are applied to the current approved budget, less revenue from all other sources.

Subscriber User Fees are calculated at 106% of the User Fee that an agency would pay if it were a Principal.

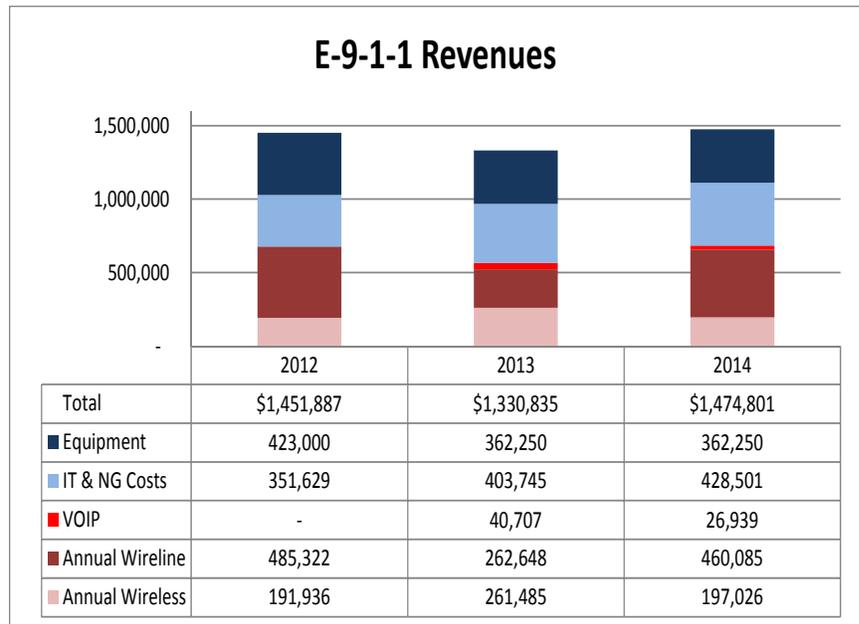
Data consistent with business plan assumptions was used to determine cost allocations for the 2009 budget year. In 2008, until NORCOM went live in July of 2009, Calls for Service data was not available consistent with the ILA definition; mutual aid calls were counted and Advance Life Support (ALS) calls were charged to each agency involved in the call. After a year of significant analysis, the Governing Board approved Resolution 30 in June of 2010 amending the Calls for Service definition using the “one call, one bill” philosophy.

OTHER REVENUE

The King County E-9-1-1 office collects excise taxes for wireline, wireless, and VoIP services. All Public Safety Answering Points (PSAP) in King County receive quarterly distributions from the King County E-9-1-1 office if call answering standards set by the office are met. These funds are used to help offset the cost of operations and are transferred to the operating fund as needed.

The distribution for the last three years is summarized in the chart to the right.

E-9-1-1 revenues have decreased due to the outdated wireline formula used to determine NORCOM's portion. Over the years, phone usage has evolved from primarily wireline to primarily wireless service. This significant change has negatively impacted the way E-9-1-1 revenue is distributed. King County has begun the process of reviewing this formula in 2014.



COST PER CALL - A New Metric

Beginning with the 2012 Annual Report, NORCOM began reporting on a national metric known as "Cost Per Call". This phrase is a term of art and must be distinguished from what is commonly referred to at NORCOM as "Cost Per Call". Historically, NORCOM has used this phrase to refer to the Costs Billed to Agencies for Dispatched Calls.

The national metric of "Cost Per Call" or CPC is quite different and quite important particularly for evaluating center performance vis-à-vis other similar centers. CPC is a common measure of operational efficiency that is used throughout the spectrum of call centers from small to large. This metric also is commonly used to compare one center to another in benchmarking. CPC can simply be a labor cost per call, or it can be a fully loaded rate that includes wage rates in addition to telecommunications, facilities, and other costs.

In determining how to calculate CPC, it is critical to define the variables used and to use them consistently in conducting comparisons with other centers or in evaluating how well the center is using financial resources over time. Although each center will have different equipment and software, each center is providing the same basic service. CPC therefore provides a measure of how efficient that center vis-à-vis other centers is with respect to its staffing as well as its maintenance and operations.

Monitoring cost per call allows management to determine where to spend valuable funds on technology and process improvement, and to spot trends that necessitate further inquiry and action.

Distinction between Total Call Volume and individual Call Types

In order to be an effective measure of call center efficiency, CPC must account for the total volume of calls handled by a communications center. As with all primary emergency communication centers, NORCOM handles a mix of emergency 9-1-1 calls and non-emergency calls. Call takers triage all these calls and route them according to established protocols and procedures. Thus, the use of total calls for CPC analysis is the best means to capture the entire call center workload and is therefore the most appropriate measure to include in CPC calculations as opposed to a focus on just 9-1-1 calls or just non-emergency calls. Singling out only one type of call does not provide a full assessment of a call center's performance over time and does not provide for a full comparison to the entire operations of other centers. That said, NORCOM also analyses CPC for 9-1-1 calls as a secondary facet of its CPC analysis.

Distinction between "Cost per Call for Service" and "Cost Per Call"

As mentioned in the opening paragraph on this topic, CPC must be distinguished from methodologies by which many multi-agency communication centers bill for their services. Often, such centers bill agencies based on "Calls for Service" or "Calls Dispatched" (the terms "calls for service" and "calls dispatched" are not always synonymous). In addition, all types of call centers report the number of "Calls for Service" or "Calls Dispatched" to the agencies they serve for those agencies' use in their own reporting and analysis.

Unfortunately, unlike CPC, there is no common agreement or universally accepted definition of what constitutes a "Call for Service." For example, some centers define "Calls for Service" to be the sum total of all CAD entries made in response to 9-1-1 calls, traffic stops by police officers, and on-view incidents by police officers. Other centers may not include all these categories or may include other categories. For centers that both bill on a "Calls for Service" basis and also monitor performance and conduct comparative analysis based on "CPC," it is important not to confuse the two or misunderstand the basic differences between them and their correct application.

A key point is that "Calls for Service" are not a valid basis to conduct comparative analysis between call centers because of the lack of uniformity in how a call for service is defined.

NORCOM has just begun the process of analyzing CPC. Current budgeting only allows for a "raw" calculation of CPC because the "operations" cost center presently includes all NORCOM costs including costs for direct services such as IT that are not related to 911 operations. In 2013, NORCOM Telecommunicators handled 316,657 calls. Budgeted operating expenditures in were \$10,740,449; therefore, NORCOM's "raw" CPC for 2013 was \$33.92. This is an overstated number that requires further analysis.

Cost per Call			
	2011	2012	2013
Total Expenditures	\$ 10,664,946.00	\$ 10,977,408.00	\$10,740,449.00
Total Workload Calls	406,285	374,436	316,657
Cost per Call	\$ 26.25	\$ 29.32	\$ 33.92

In 2014 NORCOM will identify cost centers for communications, administration and information technology services in order to better define CPC for the communications center. The 2011-2013 operating budget reported above is for NORCOM as a whole and includes all cost centers. Therefore, caution must be taken to assure an apples-to-apples comparison with other 911 call centers. This is particularly true if comparisons are being made to all centers that are part of a general fund operation such as a city fire or police department. Budgets for these centers are traditionally understated because of the difficulty in accounting for administrative, technology and operational costs not reflected in their line item but provided for by the general fund agency.

2013 ACCOMPLISHMENTS

- Received Washington Finance Officers Association (WFOA) Distinguished Budget Award for 2013 Annual Budget;
- Completed implementation of Springbrook Financial Software;
- Trained business unit managers to better understand the new finance system and improved access to their financial information;
- Worked with Project Manager to implement Joint Integrated Project Prioritization Process resulting in a detailed two-year project plan. This Joint Integrated Prioritized Tasking List Will be maintained and developed into a six-year project plan.

2014 INITIATIVES

- Monitor the operational needs of both police and fire/EMS stakeholders and the impacts of the staffing model that has been adopted and funded in the operations budget.
- Work with consultant to analyze current Rate Model Structure to determine if formula should be changed.
- Continue work with Health Insurance Benefits advisory committee to evaluate health insurance options and make recommendations that will mitigate costs and provide the best value to the employees of NORCOM.
- Continue work with Information Technology, Technology Committee, and Finance Committee to develop and implement Service Level Agreements between the agencies and NORCOM.
- Work with Police and Fire Stakeholder groups and Information Technology to create a six-year Joint Integrated Prioritized Tasking List.
- Continue to track Net Available Work Hours for Telecommunicators.



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INFORMATION TECHNOLOGY AND SERVICES

Introduction

NORCOM's Information Technology and Services (ITS) unit not only provides technology support, services and solutions to the 911 Communication Center, but also operates to provide direct IT services to NORCOM's participating Police, Fire and Emergency Medical Service agencies. There was significant investment in time in 2013 to move from a reactive to a proactive stance for handling internal and agency projects; to standardize and document processes and procedures; to improve on internal and external communications, and to strengthen the focus on professional development.

NORCOM is privileged and proud to partner with its agencies in providing and supporting business driven technologies.

ITS Mission Statement

The Information Technology mission is to deliver technology solutions and services to meet the needs of our Communications Center, Police agencies, Fire agencies and internal business units.

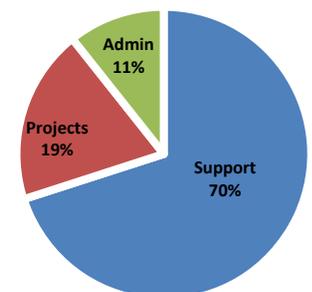
Our goals are to:

- Exceed the expectations of our customers.
- Improve efficiencies through automation and application of new technology.
- Provide responsive and proactive services to our public safety community.
- Continually improve on our quality of support, technical skills, processes, and documentation.
- Collaborate with other public safety entities to provide additional value to our agencies and citizens.

Services and Support

The ITS unit is responsible for a broad range of technologies and applications. ITS provides 24/7 support for all critical systems. NORCOM is unique in that it provides end-to-end support through the entire life cycle of an incident from its inception with a 911 call to reports, evidence, prosecution, jail, and records management. ITS provides hardware and software support for its public safety applications such as the 911 phone systems, Police and Fire Computer Aided Dispatch (CAD) systems, Police and Fire mobile data computers (MDCs), Police and Fire Records Management Systems, Corrections, Fire Station Alerting, radios, pagers, and numerous interfaces.

**Technical Resource Efforts
 July -December 2013**



Data Source-Toggl

In addition, ITS provides support to its agencies' projects that require resources from NORCOM. Some examples include:

- An agency implementing an application that pulls data from a NORCOM system where configuration changes or testing a data feed may be required.
- An agency that increases its service area through a new contract or annexation.
- Building or renovation of a new Fire Station that requires relocation of the alerting system to a temporary location.
- Total IT support and project management for agencies lacking sufficient resources.
- Direct IT services to agencies that are not directly related to 911 center operations, such as maintenance of mobile computers installed in police and fire vehicles; maintenance of paging systems, etc.

Staffing

The ITS business unit is authorized 10 full-time employees that support, manage, and maintain the day-to-day operational needs of its public safety users and the systems they use, as well as to manage, implement, and support new projects.



2013 Accomplishments

- Service Level Agreement – A draft Service Level Agreement (SLA) was developed with the collaboration of the Technology Committee, Finance Committee and Agency representatives. The objective of developing an SLA is to fairly account for all services provided by IT, particularly those not directly related to 911 operations.
- Established Data Sharing and Exchange Agreements with our agencies' GIS providers and King and Snohomish County E911 agencies.
- TriTech Stabilization – This project consisted of four major elements: 1) Server hardware replacement; 2) building a new system environment; 3) migration off of the City of Bellevue network; and 4) a major software upgrade.
- 2014-2015 Project Roadmap. This project roadmap was the output of a larger analysis and prioritization of projects conducted by a consultant and included the participation of the Communications Center, Fire agencies, Police agencies, Technology committee and Finance committee.
- Coplogic implementation. Coplogic is an online citizen police reporting program that enables citizens to file police reports online for certain crime types.

- Statewide Electronic Collision & Ticket Online Records (SECTOR) Interface to the Police Records Management system. The interface populates processed tickets, collision reports and dispositions from Washington State Department of Transportation (WSDOT) and the Administrative Office of the Courts (AOC) into the agency's records management system improving the accuracy of the data, eliminating duplication of effort.
- Technical Training Lab—A modest technical training laboratory was built to further practice, develop and build on the knowledge acquired through training classes. The lab also serves as a test bed for possible technical solutions without affecting or altering the Production, Training or Test environments that are used by the Communication Center and agency users.
- Microsoft Office migration from Office 2007 to Office 2010.

2013 Highlights

- Established regularly scheduled GIS data exchanges and updates. GIS data is obtained from agency GIS departments, Permits departments (to keep up with new and closing businesses) and King and Snohomish County's E-911 agencies.
- Developed and documented GIS update processes for two CAD systems - Police CAD and Fire CAD.
- Reconstructed all NCIC forms to address NIBRs requirements, provide user efficiencies and ease of use.
- Updated all Police Mobile Field Reporting forms to be National Incident-Based Reporting System (NIBRS) compliant.
- Bothell Fire Department – New Mobile Data Computer (MDC) installations.
- Snoqualmie Fire Department – New MDC installations.
- Northshore Fire District 16 – MDC replacements.
- Upgraded Zoll Fire Records Management System (RMS). In the interest of helping its Fire agencies, NORCOM offered to host and upgrade their respective Zoll RMS systems. The offer was accepted by six of the 14 agencies: Bellevue Fire Department, Duvall Fire District 45, Mercer Island Fire Department, Snoqualmie Pass Fire District 51 and Skykomish Fire District 50.
- Developed a formal software testing process.
- Communications Protocols – developed policies and procedures for internal and external communications as it relates to Information Technology.
- Change Management Protocols – implemented change management policies and procedures to ensure standardized methods, processes and procedures are used in order to minimize the impact of any related incidents.
- Enhanced Documentation standards – NORCOM significantly enhanced its documentation standards with the development of forms and templates, a central repository, a format for sharing information and process for keeping the information up-to-date.
- Implemented a Project Projection Tool - NORCOM Information Technology and Services is now using a Project Projection Tool to assist in project planning and technical resource management. The benefit this tool brings to NORCOM ITS is the ability to look at different configurations of projects and resources to determine project requirements in terms of staff, total hours and cost. This tool is a key component to NORCOM's project prioritization process by which projects are vetted, approved, scheduled, and monitored through to completion.

- Enhanced subject matter expertise with the addition of a Telephony expert. Zeb Middleton comes to us with 15 years of telephony experience and broad knowledge in Information Technology.

Technical Support Services

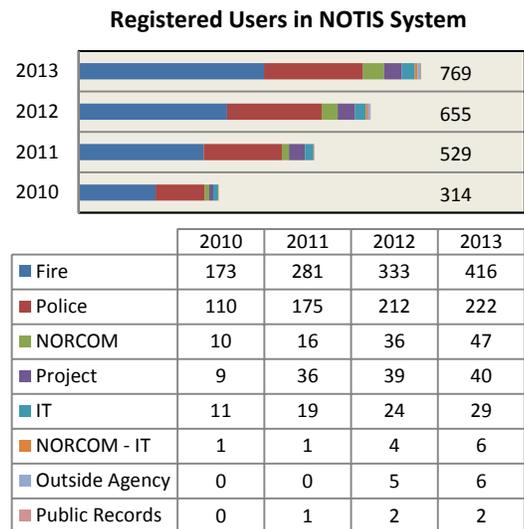
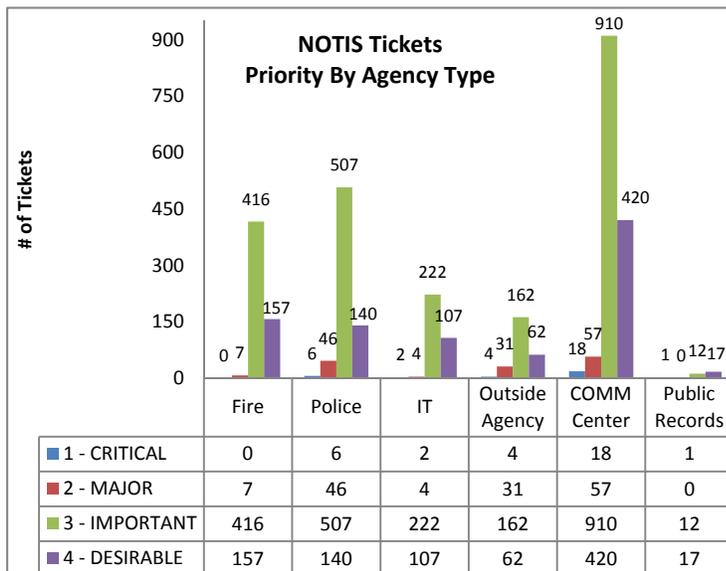
The bulk of ITS resource efforts are spent in day-to-day operational support. This includes the network infrastructure, security, systems, applications and hardware that users require to fulfill their operational duties.

	ITS Service	Description
Help Desk		
	Agency Support	End user support of NORCOM based software applications and related hardware.
	Application Maintenance & Support	Upgrade, maintenance, and support of applications and interfaces for Communications, Police, Fire and NORCOM administration.
	Mobile Computer Hardware	Support relating to mobile data computers (MDC) in Police and Fire vehicles.
	Fire Alerting	Support relating to Locution and Paging.
	Police Alerting	Support for Paging.
	Reporting	Agency special report requests
	Public Disclosure	Public disclosure data gathering
Infrastructure and System Administration		
	Network/Server	Network & Server infrastructure support and maintenance.
	Telephony	Phone Systems and related technologies
	Radio Infrastructure	Radio support for Fire, Police and Dispatch.
GIS Services		
	GIS Maintenance and Services	Support and maintenance of GIS data, layers and maps. GIS service requests.

NORCOM Online Ticket Issue System (NOTIS) is an internet-based ticket tracking system used to track reported issues. NOTIS was implemented in 2010; since then there has been a 145% increase in registered users bringing the total registered to 769.

The numbers:

- 1600+ users
- 294 Police and Fire mobile data computers
- 769 Registered users in NOTIS
- 3,308 Service tickets opened -- 13.2% increase over 2012.
- 90% of Service tickets closed -- 7.6% increase in closures over 2012.



Geographic Information Systems

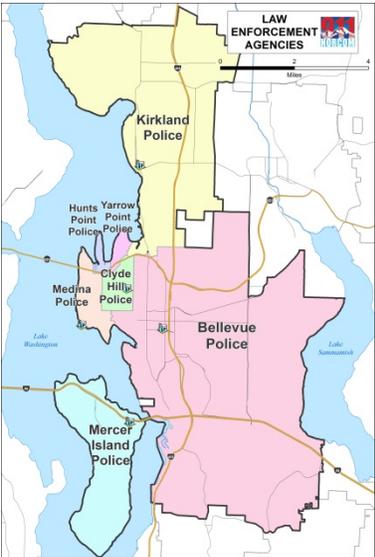
2013 marked the first year where NORCOM had a full time Member of Technical Staff focusing on GIS. This allowed NORCOM to establish working relationships with internal and external agencies and to improve the quality of the many public safety GIS layers. In the public safety arena, where seconds count and lives are affected, NORCOM’s first commitment is to maintain the most accurate GIS data possible. We want to ensure that our first responders arrive at their call destinations in the timeliest manner possible by providing accurate address and street data.

As part of that commitment, NORCOM GIS works closely with our partnering and regional agencies to obtain and incorporate the most up-to-date GIS data on a frequent update cycle.

NORCOM matches its address data against the King County E-911 address database to measure GIS data accuracy. For the Police service area, the match rate is 99.6% and the Fire service area has a 99.2% match rate. NORCOM’s address accuracy match rate is excellent by GIS standards.

Some interesting facts:

- GIS currently supports and maintains geographic datasets for two CAD systems.
- GIS maintains over 600,000 address points.
- Total road miles in NORCOM Boundary: Approx. 4,000
- Total road miles maintained: Approx. 8,000
- Total number of map layer datasets maintained: 25

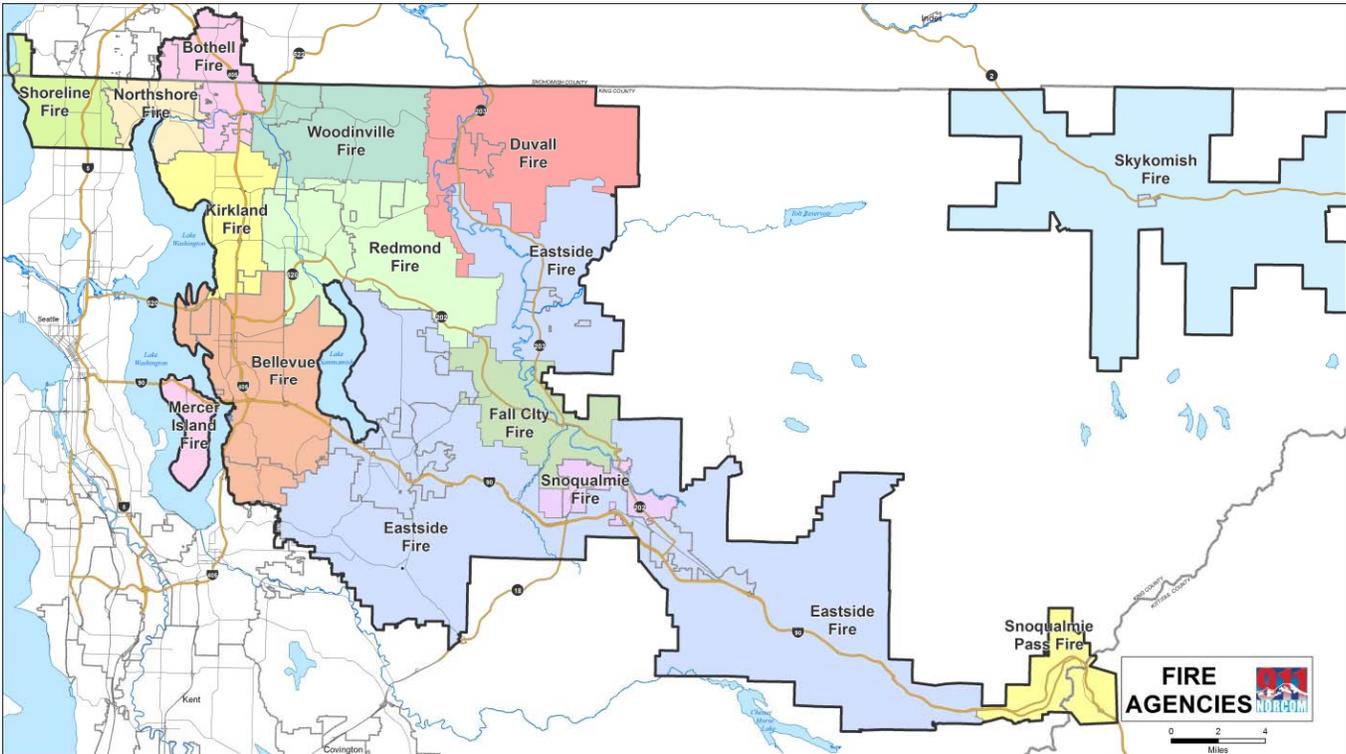


Police Services

- Total address points: 92,884
- Total square miles: 62
- Total road miles: 1044

Fire Services

- Total address points: 273,686
- Total square miles: 620
- Total road miles: 3992



Security Breach

In late December 2013, a security breach of a File Transfer Protocol (FTP) server was discovered. The initial assessment was that the purpose of the breach was to forward SPAM email. During the time of the breach; however, there was data on the server from three of NORCOM's participating Fire agencies: Duvall Fire District 45, Skykomish Fire Department and Snoqualmie Pass Fire & Rescue that contained medical response information and personnel data. Given the remote possibility that the data may have been accessed, NORCOM's top priorities were to identify and analyze the depth of the breach and to immediately notify potentially affected persons.

At the close of 2013, NORCOM was working closely with the United States Secret Service's Electronic Crimes Task Force and the Bellevue Police Department in support of a criminal investigation. NORCOM also was actively involved in working with potentially affected parties to protect their privacy and credit.

Memberships and Committees

ITS participates in a number of committees and memberships to collaborate with agencies and stay informed with what is happening in the region. This is in alignment with our goal to *"collaborate with other public safety entities to provide additional value to our agencies and citizens."* A few are listed below.

- Community Connectivity Consortium. The Consortium coordinates, acquires, operates and manages the sharing and building of regional fiber connectivity between government agencies, hospitals, schools, universities and PSAPs.
- King County E-911 Technical/IT/Map Users' Group.
- Public Safety Technology Committee (PSTC) Fiber/Wireless Subcommittee. This subcommittee is the single interface between the participating cities and SERS in developing /discussing fiber connectivity between King and Snohomish counties.
- Puget Sound Regional Interoperability Executive Committee (PSR-IEC) Committee. The PSR-IEC is a three county organization chartered by the UASI Core Group to plan improvements to public safety communications networks in the UASI area.
- PSAP CAD Interoperability Subcommittee
- New World Northwest Regional Users Group.
- New World Mobile Advisory Group.
- New World Law Enforcement Records Advisory Group.
- Advanced Authentication working group – To evaluate and recommend an Advanced Authentication solution to use among NORCOM agencies.

2014 ITS Initiatives

- Locution client server replacements.
- Security Enhancements.
- Telestaff upgrade.
- TriTech dispatch client computer replacements.
- Build a TriTech test environment.
- New Fire Mobile implementation.

- Advanced Authentication.
- GIS database consolidation. The goal is to have one geo-database used by New World CAD and TriTech CAD.
- ArcGIS for Server. ArcGIS would allow NORCOM to share geographic information system (GIS) resources with participating agencies as web services. NORCOM would have capabilities to host GIS resources and allow client applications, such as web mapping applications and mobile devices, to use and interact with the resources.
- Disaster Recovery Planning.
- NetMotion Server Consolidation and Upgrade.



ICRM REPORT

At its initial formation in 2007, NORCOM's first and highest priority was to buy a single software solution for its single dispatch center serving both police and fire. The system is referred to as the Integrated Communications and Records Management (ICRM). The key to NORCOM was integration. NORCOM published an RFP for an "Integrated Public Safety System" in November of 2007; the RFP's stated purpose was "for the design and implementation of an integrated" computer software system.

In December 2008, NWS signed a contract with NORCOM to deliver that fully integrated software system for police and fire computer assisted dispatch (CAD) together with an integrated communications records management system (RMS) (CAD, RMS, and related interfaces are collectively referred to as ICRM). Since that time, NORCOM has paid NWS approximately \$4.3 million dollars of the total contract amount of \$6.45 million. Six years have passed and NWS has yet to deliver a fully functional integrated ICRM. Since December 2009, NWS has delivered defective software followed by promises to fix the software with another release that would come months later. This pattern has repeated itself at least four times with each release containing significant defects. NORCOM expended significant additional funds related to project management and development that NWS failed to provide under its contract with NORCOM.

The following is a condensed chronology of NWS deliveries and failures under the Agreement. There are references to various different NWS software releases (e.g., "10.0"), and service packs ("SP") to attempt fixes to the earlier releases. The reference to "Priority" or "P" is to priority levels of needed fixes to comply with Agreement terms (for example, P1 more critical than P3).

- Failure to meet the original delivery date for Police CAD Go Live in December 2009.
- Failure to meet the original delivery date for Fire CAD Go Live in June 2010.
- Failure to meet the rescheduled July 2011 Go Live date.
- Failure of the delivered software during the September/October 2011 Go Live.
- Failure to meet a promised May 29, 2012 date to deliver software that would allow NORCOM to Go Live (10.0 RC7).
- Failure to meet a promised August 28, 2012 date to deliver software that would allow NORCOM to Go Live (10.0 RC9).
- Failure to meet a promised October 29, 2012 date to deliver software that would allow NORCOM to Go Live (10.0 SP1).
- Failure to meet a promised February 26, 2013 date to deliver software that would provide a stable and fully functional platform for police and provide the full code necessary for Fire to Go Live in late June 2013. (10.0 SP2). There were a number of hot fixes applied to address production problems shortly after deployment. These hot fixes were later included in 10.0 SP2.2. NORCOM confidence was too low to move forward with 10.0 SP3, as it appeared that this latest (GA) build would result in more production problems. A number of meetings with NWS took place to address the critical production issues. To date, 94 Priority 1 & Priority 2 defects have been logged since the February 26, 2013 Deployment. 21 Priority 2 defects remain unresolved. Overall, 289 defects have been logged since the February 26 Deployment. 120 defects remain unresolved.

- June 11, 2013 - 10.0 SP2.2 deployed to NORCOM production to address critical production issues.
- July 16, 2013 - NORCOM and NWS meet in last Level One meeting under Agreement dispute resolution process. NWS suggests that parties agree that NWS continue with police and that NORCOM pursue other options for fire. Both parties begin discussions designed to result in amended Agreement.
- July 30, 2013 - 10.0 SP2.3 deployed to production to address critical production issues.
- September 17, 2013 - 10.0 SP2.4 deployed to production to address critical production issues.
- September 19, 2013 - Meeting with NWS; NWS indicated 10.0 SP2.5 would be available for testing in late 2014.
- October 31, 2013 - NWS confirms delivery of 10.0 SP2.5 targeted for December 12.
- November 7, 2013 - Meeting with NWS (followed by email confirmation on November 14); NORCOM advised that NORCOM would forego 10.0 SP2.5 in return for NWS release of 10.2. NWS agreed to the exchange in the meeting and asked NORCOM to confirm that it would accept the change by email.
- November 14, 2013 - NWS advises NORCOM that 10.2 GA would be available to NORCOM in mid-December, and discussed high-level plans for testing and follow-up remediation with 10.2. SP1 with which NORCOM would move to Production (target late Q1 / early Q2 2014, pending positive test results for 10.2 SP1).
- December 3, 2013 - NWS confirms delivery of 10.2 GA to NORCOM for December 10.
- December 9, 2013 - NWS advises NORCOM of delay for 10.2 GA to December 11.
- December 10, 2013 - NWS advises NORCOM that NORCOM would be advised on December 12 of when 10.2 GA available.
- December 12, 2013 – NWS advises NORCOM that there is no update as to when 10.2 GA available and verbally indicates it will not provide version 10.2 as previously promised.

Overall in 2013, the Integrated Communications and Records Management (ICRM) Program realized some successes amongst a vast number of challenges. Highlights of the year include:

- February 2013 New World Systems (NWS) Police Go Live and Resolution of Production issues
- Alternative Strategies Analysis (ASA) and the change in direction for Fire system solutions
- Formation of new stakeholder groups
- Joint Prioritization process
- Active Project Status
- Projected resolution rate of problems associated with NWS and delivery of software fixes

February 2013 New World Systems (NWS) Police Go Live and Resolution of Production issues

2013 began with the intense testing of a major NWS release in preparation for a move to Production to address a number of Production issues and implement some software improvements for NORCOM's Police Dispatch and Police agencies. Positive test results of the release lead to approval to move the release to Production on February 26; however, in the days, weeks, and months that followed in 2013, a total of 281 new software issues were identified across the NWS suite – with 91 of those being Priority 1 and 2 issues. To address these issues, NORCOM worked with NWS to plan a series of small, NORCOM-specific builds that were implemented over a period between June and September. At the end of 2013, 114 issues remain unresolved – 20 of which are Priority 2 issues.

Issue Priority	Open	Resolved
P1	0	10
P2	20	61
P3	45	44
P4	49	52
Total	114	167

2013 NWS Production Issues

Alternative Strategies Analysis (ASA) and alternate vendor for Fire system solutions

In May, NORCOM began the Alternative Strategies Analysis (ASA) to identify and evaluate alternative strategies for ICRM system solutions. Over a series of workshops that included technology, operational, and management representatives from NORCOM and NORCOM agencies, 21 alternative strategies were identified, scored and ranked to a short list of 11 strategies, which were analyzed at a deeper level of detail – including overall cost and effort, complexity, potential value, and confidence in the solution. The results of the ASA analysis were presented to the Governing Board in July and a decision was made to pursue default against New World Systems for its failure to fulfill the Agreement. In response, New World proposed and NORCOM agreed to consider an approach whereby NWS would continue to provide Police-related systems but NORCOM would seek non-NWS solutions for Fire-related systems.

Formation of new stakeholder groups

The decision to pursue a course of splitting Police and Fire system solutions meant that the ICRM Program governance structure headed by a single Steering Committee for both Fire and Police was no longer the best-fit organizational structure. This drove the formation of separate governance groups for Fire and Police. These business-driven groups with a bias towards action – termed Stakeholder Groups – are comprised of Fire/Police/NORCOM executive (Chiefs, Deputy Chiefs, and Executive Director), NORCOM IT Management, Technology Committee representation, and Finance Committee representation. The mandate for the Stakeholder Groups is to identify, prioritize, and provide oversight to ICRM and other major NORCOM projects.

Joint Prioritization process

Another major impact of the Governing Board's decision was that Police and Fire would now be competing for NORCOM resources to implement the separate systems. Therefore, first order of business for the Stakeholder Groups was to identify and prioritize all of their respective ICRM and other major projects. This prioritization process also included NORCOM ITS projects as these projects were also supported by the same resources supporting the Police and Fire projects in addition to supporting the day-to-day activities required to keep NORCOM operational. The results of the Joint Prioritization process was a 2-year Strategic Project Plan – presented in the following lists.

The Fire projects that are currently included in the 2-year plan are as follows:

- Fire Mobile-CAD Solution Selection
- TriTech CAD Test Environment
- Fire Mobile-CAD Implementation
- TriTech CAD Upgrade
- Fire RMS Strategy

The Police projects that are currently included in the 2-year plan are as follows:

- Police CAD Stabilization
- 10.x GA Upgrade
- Fill in RMS Gaps
- Bellevue Field Reporting
- LINX Interface

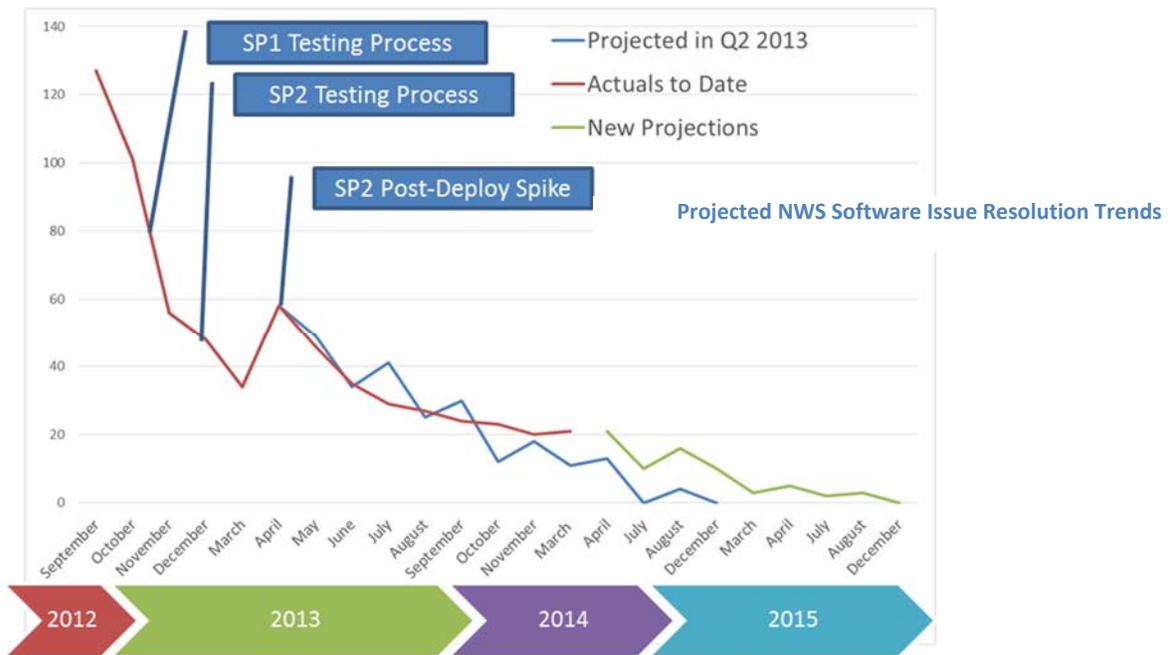
Active Project Status

At the end of 2013, the active ICRM projects included Fire Mobile Solution Selection and 10.x GA Upgrade.

- Fire Mobile Solution Selection – A Request for Proposal was posted in the Fall that resulted in the selection of TriTech as the Apparent Successful Vendor for NORCOM's Fire Mobile solution. At the end of 2013, formal contract negotiations were in progress.
- 10.x GA Upgrade – As a result of the Dispute Resolution Process between NORCOM and NWS, NWS unilaterally chose not to deliver version 10.2 on December 11, 2013 as previously agreed by them. NORCOM deemed this to be in bad faith and mediation, the final step prior to instituting litigation, has been scheduled for first quarter 2014.

Projected resolution rate of problems associated with NWS

In order to provide expectations to NORCOM stakeholders regarding a realistic timeline for a stable police-only NWS software suite, NORCOM conducted an analysis of software issue identification and resolution rates and patterns to identify an overall trending pattern. This trending pattern was then projected forward resulting in the following projection for defect-free, all-requirements-met NWS police software:



The considerations for the accuracy of these trends include:

- Only have 10.0 SP1 and SP2.x releases upon which to base this model: Accuracy is “-1 year / + 6 months”
- QA Process and Environment (NORCOM and NWS): Improvements may lead to a shortening of the above projection
- Number and complexity of releases: Complex releases may lead to a lengthening of the above projections
- Number of P1 and P2 issues in the releases: The number of issues that would be resolved in the future releases in the above projection has NOT been confirmed with NWS
- Historical failures by NWS to meet promised deadlines and/or to deliver product free of defect.



RECOGNITION

911 centers often function as the “silent partner” assisting police officers and fire fighters responding to life-threatening emergencies. Often 911 personnel do not get closure on calls they handle as they must rapidly move on to the “next” emergency call. Thus, the important contributions made by telecommunicators, information technology experts, and administrative staff often go unrecognized by the public. In an effort to assure that these “heroes” are recognized, NORCOM has established a Recognition Cross Team to determine and coordinate methods for recognition of all team members.

Service Awards

NORCOM recognized 3 employees for 5 years of service in 2013. They were:

Gwen Pilo, Finance Manager
 Susan Beisheim, Human Resources Manager
 Sheryl Mullen, AFC Manager

A 5 year recognition coin was created and presented to these three team members. 2014 will see a large number of people recognized for 5 years of service as NORCOM hits its 5 year anniversary of “go-live” on July 1, 2014.



2013 Annual Awards

Annual awards for 2013 will be presented at the 2014 Principal's Assembly/Governing Board meeting. Those awards include the following:

King County Emergency Medical Services - Emergency Medical Dispatchers of the Year



Megan Hestir – Telecommunicator
Exemplary Handling of an EMS Incident



Ethan Trimble - Telecommunicator
Sustained Exemplary Performance

NORCOM Employees of the year



Josh Randall
Telecommunicator



Sandy Hogue
Supervisor



Ed Whitford
Information Tech
And Services



Heather Wong
Administration

NORCOM Special Recognition Awards



*Melissa Crawford
Team Supervisor*

Edison Award for Innovation

**NORCOM Team Award
Employee Recognition Cross Team**



Gwen Pilo
Finance Mgr



Heather Wong
QA/PR Specialist



Heather Facer
HR Specialist



Sandi Hogue
Team Supervisor



Becky McCracken
Telecommunicator



Deanna Carkeek
Telecommunicator



Traci Caliguri
Telecommunicator



Ed Whitford
Information Services
& Technology



Katy Gilbert
Team Supervisor

2013 Employees of the Quarter

Throughout 2013, recognition cards were received for NORCOM team members. These came from fellow NORCOM personnel as well as participating agency personnel. Employees of the Quarter were selected from those recognition cards. The 2013 Employees of the Quarter were recognized at Governing Board and Joint Operations Board meetings.

1st Quarter

Mike Prill – Technology
Melissa Crawford – Supervisor
Billy Marshaleck - Telecommunicator

2nd Quarter

Nathan Way - Technology
Amanda Kolling - Supervisor
Katy Gilbert - Telecommunicator
Heather Facer – Administration

3rd Quarter

Greg Shelton – Technology
Roky Louie – Training Coordinator
Stacy Montemayor – Telecommunicator

4th Quarter

Mike Prill - Technology
Sandy Hogue - Supervisor
Kat Morrison – Telecommunicator
Charlene Inman - Administration



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MESSAGE FROM THE EXECUTIVE DIRECTOR

Welcome to NORCOM 911! This report is intended to serve both the needs of those who regularly interact with NORCOM as well as members of the general public, particularly those taxpayers we strive to serve throughout North East King County. Whether you have a casual interest in NORCOM or are seeking detailed information, this report is intended to provide you with the information you need to understand our mission, services and performance.

Already on its way to significant improvement in 2012, the continued development in trust and confidence between Labor and Management was NORCOM's most significant accomplishment in 2013. Building on the common core values reflected in NORCOM's C.A.R.E.S pledge, everyone at NORCOM worked hard to live those values. This resulted in dramatic improvements as measured by an independent follow-up survey of all NORCOM employees. 81% of all staff participated in the follow-up to the survey administered in 2012.

The original survey of 2012 resulted in an Action Plan to address some of the more significant concerns raised at that time. We structured the follow-up survey in 2013 to measure the effectiveness of changes we made to address those concerns. It was gratifying to see that the survey responses indicate that significant progress and improvements have been made at NORCOM since the 2012 survey. Key questions regarding work environment, communication and decision making asked if improvements had occurred in the past year. The results showed a strong improvement in each of those areas. In addition, when compared to any 2012 average ratings for the same survey statements, virtually all averages increased, some markedly.

A lot of the improvement is due to our continued commitment to the NORCOM C.A.R.E.S. cultural values program – a program designed by NORCOM's own employees. The survey confirmed that an overwhelming majority of employees have taken C.A.R.E.S seriously and are committed over the long term. Of course, we are not perfect and more work remains. As one of the employee comments in the survey observed: *"I think it takes time for a culture to shift. We aren't there yet, but we are surely better today than we were yesterday."* For 2014, all of us at NORCOM have pledged to live our commitment and to foster our values through positive reinforcement for those modeling the values and holding ourselves accountable when we do not follow the C.A.R.E.S..

An entirely new policy on Workplace Bullying is just one great example of our continued efforts to address culture in 2013. The policy had its roots in the 2012 survey responses and was jointly developed by the Labor Management Committee over several month. Although workplace bullying can be found in any private or public industry, all of us at NORCOM wanted to make it clear that this kind of behavior is simply not acceptable at NORCOM. It is contrary to C.A.R.E.S and other important policies already in place at NORCOM. Based on comments in the first employee survey and elsewhere, it was clear that we could do more to stop bullying. This SOP not only helps better define bullying but also further details the accountability step that had previously been lacking. NORCOM is proud to be on the leading edge of addressing this issue not only among the 6,600 911 centers throughout the nation, but also amongst public and private sector organizations.



Turning to technology for a moment, 2013 started with high hopes that New World Systems would finally deliver on its long overdue contractual commitment to deliver a fully Integrated Communications Records Management System (ICRM) - a single robust system that would serve all of our police and fire agencies. Unfortunately, 2013 ended with the recognition that New World had failed to deliver a fully- functional, defect-free system for police; and had yet to deliver any system for fire. As more thoroughly detailed in the ICRM section of this Annual Report, NORCOM and New World have moved towards having another vendor provide a Fire solution while New World focuses on delivering a fully functional police system. Unfortunately, this means that NORCOM will be required to use separate Computer Aided Dispatch Systems for Fire and Police. This is not ideal. Indeed, it is only because of our highly-skilled and dedicated employees that NORCOM is able to excel in its mission using two entirely different systems.

The technical issues with ICRM presented direct challenges to the partnerships and relationships so essential to the success of consolidated agencies such as NORCOM. NORCOM members faced these challenges head on through a series of Strategic Advances, facilitated by The Edge Consulting Group. The Advance agenda was successful in that the Governing Board collaborated and deliberately declared its commitment to maintain NORCOM as a consolidated center and set NORCOM's strategic goals for the near-term. The end result was that NORCOM came through the challenge much stronger in terms of collaboration and cooperation.

Thomas R. Orr, Executive Director
NORCOM



MESSAGE FROM THE GOVERNING BOARD CHAIR

Over the past year the Governing Board has worked closely with our Executive Director to assess organizational needs to allow all of the current participating agencies to continue on a path toward efficiency and operational stability.

At this time, NORCOM has shifted direction away from the goal of a single Integrated Computer Aided Dispatch (CAD) and Records Management (ICRM) system, as the software vendor has not been able to develop and implement the system as expected. This decision led us to initiate a process to develop and evaluate alternative strategies and to prioritize projects.

Other major areas of Board focus include: Ratification of Supervisor labor agreement; Providing input on the King County PSAP Consolidation report; Implementing Workplace Cultural Changes in response to Employee surveys; Initiating a Rate Study; and Responding to a Security breach.

Chris J. Connor, Fire Chief
King County Fire District 27



MESSAGE FROM THE TREASURER

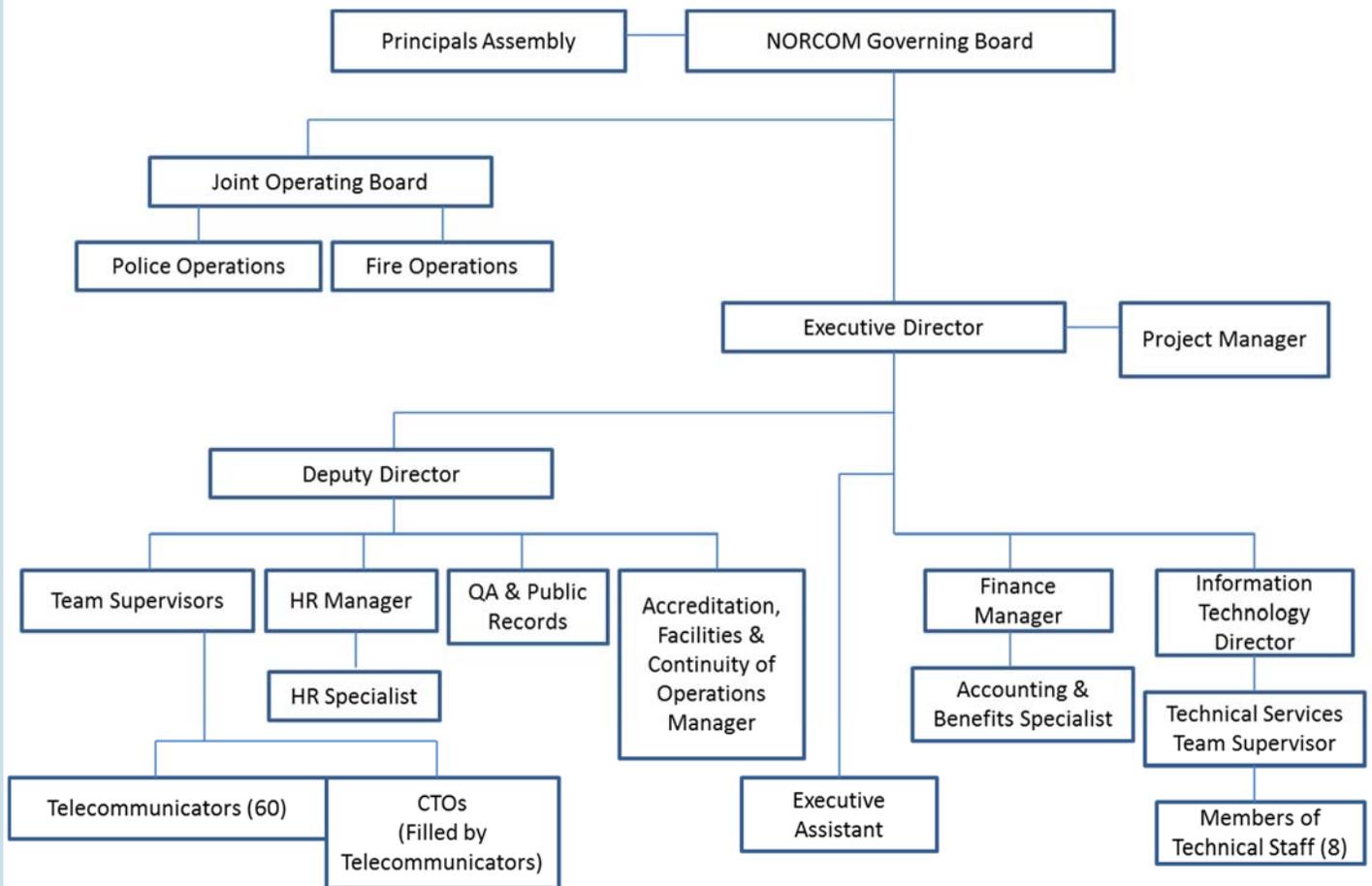
NORCOM has a history of sound financial performance, including clean audits and accountability reviews. The Finance Committee supports the Treasurer in the oversight of all financial records and reviews the budget. The Committee meets monthly to review activity and discuss issues, conducts quarterly accountability reviews of selected activities, and provides support and expertise to the NORCOM Finance Manager.

Tracey Dunlap, Director of Finance & Administration
City of Kirkland





ORGANIZATIONAL CHART



Updated 02/12/2014



PRINCIPAL REPRESENTATIVES

<p>Claudia Balducci Mayor City of Bellevue</p>	<p>Bruce Dodds Councilmember City of Clyde Hill</p>	<p>Bob Stowe City Manager City of Bothell</p>
<p>Jerry Smith Commissioner Duvall Fire Department</p>	<p>Eric Hollis Commissioner Fall City Fire Department</p>	<p>Eileen Barber Board Chair Eastside Fire & Rescue</p>
<p>Penny Sweet Deputy Mayor City of Kirkland</p>	<p>Bruce Bassett Mayor City of Mercer Island</p>	<p>Michael Luis Mayor City of Medina</p>
<p>Don Ellis Board Chair Northshore Fire Department</p>	<p>James Knisley Chief Skykomish Fire Department</p>	<p>Ken Callahan Chairman Shoreline Fire</p>
<p>Bob Jeans Councilmember City of Snoqualmie</p>	<p>Tim Osgood Board Chair Woodinville Fire & Rescue</p>	<p>Jay Wiseman Fire Chief Snoqualmie Pass Fire Department</p>





GOVERNING BOARD REPRESENTATIVES

Brad Miyake Interim City Manager City of Bellevue	Bob Van Horne Fire Chief City of Bothell	Bill Archer Police Chief City of Clyde Hill	Kurt Triplett City Manager City of Kirkland	Matt Cowan Fire Chief Shoreline Fire
Noel Treat City Manager City of Mercer Island	Bob Larson City Administrator City of Snoqualmie	David Burke Fire Chief Duvall Fire District #45	Jay Wiseman Fire Chief Snoqualmie Pass FD	Chris Connor Fire Chief Fire District 27
Jim Torpin Fire Chief Northshore FD	Michael Sauerwein City Manager City of Medina	Lee Soptich Fire Chief Eastside Fire & Rescue	Greg Ahearn Deputy Fire Chief Woodinville Fire & Rescue	James Knisley Fire Chief Skykomish Fire District #50

JOINT OPERATING BOARD REPRESENTATIVES

FIRE OPERATIONS

Mike Eisner Fire Chief Bellevue FD	Jim Roepke Deputy Fire Chief Bothell FD
Helen Ahrens-Byington Deputy Fire Chief Kirkland FD	Steve Heitman Deputy Fire Chief Mercer Island FD
James Knisley Fire Chief Skykomish FD #50	Jay Wiseman Fire Chief Snoqualmie Pass FD
Wes Collins Deputy Chief of Planning Eastside Fire & Rescue	Chris Connor Fire Chief Fire District 27
Russ Albertson Deputy Fire Chief Redmond Fire	Tim Dahl Assistant Chief Shoreline FD
Jim Torpin Fire Chief Northshore FD	Mark Correia Fire Chief Snoqualmie FD
Greg Ahearn Deputy Fire Chief Woodinville Fire & Rescue	

POLICE OPERATIONS

Mike Johnson Deputy Chief Bellevue PD
Bill Archer Police Chief Clyde Hill PD
Mike Ursino Police Captain Kirkland PD
Dan Yourkoski Interim Police Chief Medina PD
Ed Holmes Police Chief Mercer Island PD



NORCOM BACKGROUND

Public safety dispatch in northeast King County was characterized by extensive replication of administrative and operating structures within a relatively small geographic area. Prior to NORCOM's formation, there were seven different police dispatch agencies (Bellevue, Issaquah, Bothell, Kirkland, Mercer Island, Redmond and the King County Sheriff's Office) that served the area.

NORCOM's formation in late 2008 and start of operation on July 1, 2009 consolidated the 9-1-1 call answering and emergency radio communications service previously provided by Bellevue, Kirkland, and Mercer Island police and established an experienced management team and operation with the sole mission of answering 9-1-1 calls and dispatching police, fire and EMS service providers in northeast King County.

STATEMENT OF OPERATING VALUES & PRINCIPALS

Prior to NORCOM's formation, its Steering Committee prepared a Statement of Operating Values and Principles for the development and operation of a regional dispatch agency. In the spirit of those values and principles, the Steering Committee completed work on a Business and Services Plan and Technology Strategy that serve as the foundation for NORCOM's operation. The key elements of this plan:

- Defined services to be provided;
- Recommended a governance model;
- Defined the relationship between subscribers to and owners of the regional agency, including a recommended fee structure;
- Described the appropriate model for the administration;
- Identified the location of the agency and the principles for a lease agreement;
- Quantified staffing levels and a cost estimate for implementation of the regional agency;
- Identified a technology strategy for completely integrated Computer-Aided Dispatch, Records Management, and Mobile technology for NORCOM;
- Identified start-up and transition costs associated with implementation;
- Prepared an Interlocal Agreement, By-Laws and Articles of Incorporation forming NORCOM; and
- Developed an implementation plan, including next steps and a recommended timeframe.
-

In 2010 NORCOM began the process of implementing performance measures by identifying what the priorities as a dispatch agency are and tying those priorities to the Operating Principals and Core Values that support the Mission.

MISSION

The core mission of NORCOM is to provide high quality emergency service communications to the public for emergency medical services, fire and police. NORCOM carries out this mission by receiving calls for service; dispatching resources in response to such calls; tracking and coordinating information flow and resources to assist responders; initiating records for all emergency events; and enhancing effectiveness, efficiency, coordination and interoperability of emergency service providers.



GOALS OF REGIONALIZED DISPATCH

LEVEL OF SERVICE

NORCOM is achieving a number of goals through the regionalization of dispatch services. First and foremost are the advances in communications among NORCOM's participants that are made possible through a collaborative approach. Improved communications services depend on the collaboration of NORCOM's member agencies. NORCOM's operating services boards meet regularly to define and refine shared service protocols and to collaborate on level of service improvements. Response times are being enhanced because of the elimination of the transfer of Fire/EMS calls between dispatch agencies. Both police and fire services are developing their respective integrated records management systems (RMS), so that first responders will have real time access to regional information through a single records system. Member agencies are also realizing level of service improvements with the implementation of integrated Computer-Aided Dispatch (CAD), mobile, and RMS.

EFFICIENCY & COST AVOIDANCE

There are a number of efficiencies associated with regional dispatch. Rather than duplicating administrative structures and facilities at multiple dispatch centers, NORCOM allows for member agencies to realize economies of scale. NORCOM's initial efficiencies are modest because fire dispatch operations were previously consolidated under a contract model. Over time, as NORCOM attracts additional partners, it is anticipated that the operations will become more cost-efficient.

Long-term cost avoidance is an important factor in regionalization. Emergency communications center and emergency service technology supporting fire and police is becoming increasingly complex and expensive to maintain and replace. By sharing the costs of technology among NORCOM's partner agencies, regionalization eliminates the need to acquire and maintain multiple technology systems. Over the long-term, NORCOM's partners avoid costs associated with technology replacement at multiple communications centers, and at each agency.

HIGHER DEGREE OF DECISION-MAKING & CONTROL

NORCOM offers its partner agencies a higher level of decision-making and control over dispatch functions. Under the NORCOM governance model, all participants have a voice and vote. The voting procedures give both the smaller and the larger jurisdictions the ability to meaningfully shape the operational and policy decisions made by NORCOM. Elected officials from each of the partner agencies also play an important oversight role for the organization.

GREATER CERTAINTY & ABILITY TO CONTROL COSTS

The NORCOM partnership model also offers its member jurisdictions greater certainty to determine the nature and cost of future dispatch operations. Absent NORCOM, the agencies that previously contracted with Bellevue and Kirkland for dispatch services would have paid higher contract costs without the ability to control the overall budget. This full cost recovery contract approach would have significant disadvantages – most notably higher costs without the decision-making control over operations and budget.



GOVERNANCE

The NORCOM governance model establishes NORCOM as a separate legal entity formed as a non-profit corporation whose members are public agencies and governed by a board on which all Principals are represented.

GOVERNANCE BOARDS & PRINCIPALS ASSEMBLY

The basic NORCOM structure is quite similar to many other multi-jurisdictional communications center operations. Specifically, there is a Governing Board on which all Principals participate, and which oversees the Agency's policies and budgets. The Governing Board is composed of the Chief Executive Officer from each Member agency (i.e., City Manager of a city formed as a council-City Manager city; the Fire Chief of a Fire District; or in case of a "strong-mayor city," the Mayor).

To provide oversight, each Principal has designated one member of its legislative body to represent it at the annual Principal's Assembly. The purpose of the Assembly is to receive the Annual Report and to:

- Review the activities for the previous calendar year
- Present the work program and significant events for the upcoming calendar year
- Present a financial management report
- Report on performance benchmarks of NORCOM activities

Principal Assembly representatives advise the Governing Board on these issues.

In addition, there are two operational advisory boards—one for fire and EMS agencies, and a second for police agencies. On these Service Boards sit representatives from both "Principal" and "Subscriber" agencies. The Service Boards provide advice to the Governance Board and to the Executive Director of the agency. The two service boards meet regularly both separately, and together as a united Joint Operating Board.

VOTING

NORCOM's significant financial and operational decisions require a Supermajority Vote, which means securing affirmative votes of: (1) not less than two-thirds of all Members of the Governing Board in number; **and** (2) not less than two-thirds of the Weighted Vote of all Members of the Governing Board. Supermajority vote decisions include approval of the annual budget and user fees and the addition of a new principal.

For routine operational decisions, the NORCOM Governing Board strives to operate by consensus. Otherwise (except for decisions that require a supermajority vote) all Board decisions require a simple majority vote for approval; *unless a* Governing Board Member, in advance of a vote, calls for a two-prong majority vote, in which case the item shall require a majority vote by number and a majority vote by weight for approval.