CITY COUNCIL STUDY SESSION MINUTES

September 20, 2011

The City Council of the City of Norman, Cleveland County, State of Oklahoma, met in Study Session at 5:30 p.m. in the Municipal Building Conference Room on the 20th day of September, 2011, and notice and agenda of the meeting were posted in the Municipal Building at 201 West Gray and the Norman Public Library at 225 North Webster 48 hours prior to the beginning of the meeting.

PRESENT:	Councilmembers Dillingham, Gallagher, Griffith, Kovach, Lockett, Quinn, Mayor Rosenthal
ABSENT:	Councilmembers Spaulding and Ezzell

DISCUSSION REGARDING THE POLICE AND FIRE DEPARTMENTS' COMPUTER AIDED DISPATCH (CAD) AND RECORDS MANAGEMENT SYSTEM (RMS) PROJECTS.

Mr. Steve Lewis, City Manager, said the Computer Aided Dispatch (CAD) and Records Management System (RMS) Projects are very important capital improvements for the City of Norman's public safety departments and the Departments of the Police, Fire, Communications Center, Emergency Management Services (EMSSTAT), and Information Systems (IS) have been working on this issue for a number of years. He said recently the Citizens Public Safety Oversight Committee (CPSOC) asked Staff to compile a Capital Improvements Projects (CIP) list that was being considered by the community as a whole in the area of public safety. He said Staff prepared a series of four presentations for the CPSOC that would include a capital budget process, joint operations, i.e., CAD and RMS, and individual presentations on both the Fire and Police Departments. Mr. Lewis said Staff made the recommendation to CPSOC that the CAD and RMS are jointly the number one project for the community in the area of public safety.

Mr. J.D. Younger, Major, Norman Police Department, felt the CAD and RMS are the most important public safety issue(s) facing the City of Norman today because the current systems directly impact the ability of public safety representatives to protect citizens and first responders. Major Younger said the major components that make up the current integrated CAD and RMS were not acquired at the same time, not acquired in an integrated fashion, and were never really thought to be long-term solutions to the software needs. The components are as follows:

- 1997: Initiated software leverage technology for Public Safety CAD/RMS
- 2000: Implemented Global Dispatch Corporation, CAD, Cerulean Mobile Solution, and Firehouse Fire Records Management Application
- 2002: Implemented Global Dispatch Corporation and Records Management Application

Records Management System (RMS) Concerns

The RMS is the City's "long term memory" system which maintains the information collected by Fire, Police, and EMSSTAT that identify valuable data, i.e., increase and/or decrease for crime area(s), trends for fire causes and/or sources, and response deficiencies. Major Younger said this allows Fire and Police the ability to re-examine the delivery of public safety service(s) and determine if improvements need to be made. He said the deficiencies in the RMS include:

- In-field reporting: currently no in-field reporting system in place to allow timely and accurate data immediately from the field;
- Analysis and intelligence: on the front end with first responders who can not immediately access service information that can help solve problems and deliver service to the back end with administration being able to decide where services should be deployed and configured;

- Fire RMS integration: time stamping, ability to determine when fire apparatus should be deployed, including how long it will take to arrive and stay at a location; ability to manage major events from the field as opposed to having to deploy a command staff member to communications; and the ability to use the automated vehicle locator systems to deploy fire apparatus based on where they are in location to the scene as opposed to being located in a specific fire station's area;
- Data interoperability: currently the RMS used by the Fire, Police, and EMSSTAT are separate and stand alone, therefore should one entity come in contact or have a location on an individual, another entity may not receive the information because the data is being entered into separate databases; and
- Redundant data entry: currently Fire, Police, and EMSSTAT enter data into their individual RMS as opposed to being entered only once for all entities use.

Computer Aided Dispatch (CAD) Concerns
The CAD is the City's "short term memory" system and essentially provides two functions, manages calls and public safety resources, i.e., firefighters, police officers, and medical technicians. Major Younger said the three areas of concern for the CAD include:

- Delays in service: slow-downs or lock-ups occur daily in the CAD when entering calls for service which has a direct impact on response time;
- System design: eight different monitor dispatch stations for communication officer(s) with three being different mapping solutions as opposed to one integrated solution/monitor where communication officer(s) can see all resources available;
- Integration: ability for the communication officer(s) to take the data seen on the computer monitor dispatch station and relay information to the service deliverer in the field whether fire, police, or EMSSTAT. Since the software was not purchased as an integrated solution a limited capacity exists in this area.

Current Software Solutions and Objectives
The City has four core areas of public safety software, e.g., to include CAD, Mobile Data Computer, Police RMS, and Fire RMS. Major Younger said the Police Department also has 19 stand-alone systems/databases and the Fire Department has 12 stand-alone systems/databases that are used in daily service delivery as well as to cover areas of personnel management, training, re-certification, and documentation of resources.

Ms. Kari Madden, Information Technology (IT) Network Manager, echoed what Major Younger previously said about the multiple databases being problematic since there is not a centralized database infrastructure where entered data can be shared with other modules within an application. She said the City currently works with three separate vendors (not affiliated with a primary vendor), when identifying issues, troubleshooting problems, and dealing with maintenance issues on the public safety software system.

Ms. Madden said another concern is the current system does not afford the City disaster planning or replication capability; therefore, if something were to happen to a City facility (Police Dispatch), data will not be available and ready for communication officers. She said the previously funded storage solution project did take the system to a true enterprise level infrastructure and laid future groundwork but the system still does not have the capability to take data and replicate it to another location in a disaster situation. Ms. Madden also noted the vendor(s) Staff currently works with (concerning the enterprise storage solution) are already partnered therefore, making troubleshooting and maintenance much simpler and more straight-forward.

Ms. Madden presented a high-level overview of the current public safety software system reflecting how the data is collected and stored by the individual public safety divisions as well as reflecting how the data is not being shared with one another. She said some of the servers are not connected to anything therefore, they share absolutely no data. Ms. Madden said if the City had a centralized database infrastructure the data can be entered into one database and shared with modules within an application creating less paperwork as well as

allowing IT the ability to support the system and the City. She said it is unrealistic that *every* database will be consolidated into one central database; however, the goal is to consolidate *a lot* of the databases into one central database so that data can be shared, minimizing the complexity that has evolved over time and simplifying the public safety system significantly. Major Younger said it is important to note that the amount of data to be consolidated will become more finite as negotiations with contractors/vendors take place. A lot will depend on the time and complexity of the migration and hopes are to transfer all the records management data (long term memory from 2002 forward) and the live/active CAD (approximately four years of data).

Ms. Madden said Staff developed a Request For Proposal (RFP) to identify consultants that could assist the City with the current public safety systems and to get a professional perspective from people who perform this work repeatedly. On February 22, 2011, Council approved K-1011-133, with RCC Consultants requesting they perform a needs assessment and develop a strategy to acquire CAD, Police and Fire RMS, and mobile data software and in-field reporting software replacement. Mayor Rosenthal asked if the consultants are specialized in public safety applications and Ms. Madden said yes.

Ms. Madden said in order for the City to enhance leverage of the public safety software system an independent review of the current enterprise infrastructure needs to be completed, as well as, looking at incorporating an enterprise software solution to what is already in place. Additionally, an acquisition for a "turn key" integrated solution that has public safety applications, i.e., CAD, Police and Fire RMS, as well as a mobile data component, needs to be accomplished. Ms. Madden said vendors who worked with similar installation size and scope of complexity were considered because the City needs to partner with a vendor who will be able to grow as the City grows. Ms. Madden said the current public safety system experiences three to four lock-ups within the system requiring the server to be reset and at times records must be physically exported into another application because the export program is not working properly. Staff also identified other key components within the RFP to include a centralized database; failover capabilities; replicated data/disaster planning; and consolidate technical support and maintenance.

Major Younger said finding a solution for the public safety system will *provide assistance to resource management*; *provide true in-field reporting* allowing personnel to remain in the field while submitting information; *provide accessibility to gathered information* beginning with the first responder in the field that in essence will assist management in making efficient and effective decisions; and *provide better compilation of data* for operational and administrative analysis.

CAD, RMS, and Mobile Funding

Based on RCC Consultants' needs assessment, the projected cost is $2,835,000. Major Younger said the current City funding to date is $199,300 and Staff has acquired two different Community Oriented Policing Services (COPS) Grants; one in the amount of $150,000 in 2009 and the second in the amount of $250,000 in 2010; leaving an unfunded balance of $2,235,700. He said the City's current public safety system has a recurring annual maintenance of $100,000 and if a "turn key" solution is implemented, it would have an annual recurring maintenance of $200,000. The annual maintenance is based on a percentage cost of software.

Mayor Rosenthal asked Staff if the 2009 and 2010 COPS Grants were still available and Major Younger said grants are still available; however, the amounts the agencies are funding are decreasing. He said Staff continues to identify and apply for those sources of funding as well as others but there is not any dependable opportunity to acquire funding. Councilmember Dillingham asked if the $2.2 million included the management of existing data as well as data migration to the new system and Major Younger answered in the affirmative. He stated Staff has a very detailed itemized projection list with the consultant, which includes data migration, interfacing with other products and Staff is confident that all potential contingencies have been identified.

Major Younger highlighted the public safety system project status as follows:

- September 2, 2011: RFP out to bid
- September 23, 2011: Mandatory vender conference via web conference
- October 21, 2011: Deadline for proposal submissions
- October 24, 2011 – December 30, 2011: Proposal reviews, ranking, on site demonstrations, testing as well as site visits will be coordinated
- February 27, 2012: Tentative contract start date

Councilmember Kovach asked if the project cost included equipment that might need to be replaced or added to the current system and Major Younger said equipment is included with the cost. Ms. Madden said the RFP requests that the contractors respond as if they will be expected to provide all necessary hardware and equipment. She said during the September 23, 2011, mandatory vendor web conference, Staff will identify what the City currently has in place, which is also explained and listed in the RFP. Hopes are to leverage the City's substantial investment that has already been put into place. Ms. Madden said Staff is aware some hardware will be necessary but Staff would like to see how potential contractors/vendors present a solution. Councilmember Kovach asked if there was a financial benefit in timesaving that will occur from a much more efficient system and Major Younger answered in the affirmative stating if the City had a true in-field reporting system, public safety officers would not need to drive back to the station to write a report but instead write the report while in the field. Major Younger said with this example of a minor efficiency; the public safety operations and available time a public safety officer would be able to provide to the community would dramatically increase. Councilmember Dillingham felt personnel work time will definitely improve if they did not have to go from one database/server to another in order to input or retrieve information.

Councilmember Griffith asked if driving records and outstanding warrant information were the only functions the current computers installed in police vehicles provide and Major Younger said the primary program they provide is RADIA, but if it were migrated to a more reliable system it would alleviate the necessity for the officer to verify information with a communications officer on the radio. Ms. Madden said additional software applications such as e-mail, obtaining files, etc., should be available with a systems upgrade.

Councilmember Dillingham asked if technical support and training was included in the RFP and Major Younger said it will include the initial training and initial maintenance for the first year. He said the RFP then illustrates the benchmark contingencies to make certain the system works properly and employees are trained.

Councilmember Kovach asked whether Staff had funding options for the unfunded balance of $2,235,700 and Mr. Lewis said Staff continued to pursue the COPS Grants, but that money does have set provisions, i.e., funds will be lost if not used in a specific timeframe. Mr. Lewis felt in order to advance this project, the City cannot rely completely on grants and additional funding options include a General Obligation (GO) Bond issue, using a portion of the Capital Sales Tax (CST), using a portion of the General Fund, and/or using taxes collected from the Public Safety Sales Tax. He said $7 million in CST is collected annually but is prorated into different accounts that can be used for specific purposes to include Capital Outlay, Street Maintenance, Contingency, Existing Facility and Maintenance, and finally Debt Service and Other Projects. If the decision was made to use the Debt Service and Other Projects accounts in the CST it would take the full 36% collected annually to finance the unfunded balance of this project; therefore, the City could not look at park improvements, storm water improvements, etc., for the year. Mr. Lewis said taking the $2.5 million out of the General Fund to finance this project would hit the City very hard.

Councilmember Quinn felt the longer the City takes to find a solution to the current public safety system, the more the technology will change thus making the costs go up. Mr. Lewis said through Staff's best efforts, the current public safety system is working but it does show signs of a system that was put together in a cobbled fashion for a number of years. He felt this proposal will allow an integrated solution that, over time, will save the City money. Councilmember Dillingham felt not doing anything is not an option for the City.

Councilmember Gallagher asked whether replacement parts for Police radios could still be ordered since most parts were obsolete, or, if needed, would a Police radio completely be replaced and Major Younger said the City was fortunate to have a technician on Staff to repair Police radios which saves a tremendous amount of money. The end of life on the Police radio system is 2018 and it will be increasingly difficult to replace and/or make repairs. Councilmember Gallagher asked how long it would take to get the new system set up and in place and Ms. Madden said it would take approximately 18 to 24 months because it is such a technically complex project. Mr. Lewis pointed out the unfunded balance is a budgetary estimate and as the City goes through the competitive process and vendor negotiations, Staff expects to drive that number down by providing the information for the order of magnitude. He said the timing of this entire process is really an attempt to have the City in position in the Spring 2012 so that real numbers/figures, systems, and proposals will likely be helping with decisions that will need to be made with the budget for FYE 2013.

Mayor Rosenthal said with respect to a GO Bond vote, this project would be unlike a building that would last thirty years and asked if other communities funded projects of this type using GO Bonds. Mr. Lewis said there may be alternative financing such as certificates of participation, but the key issue to remember is that the term of a GO Bond can match the life of the investment project. Councilmember Gallagher asked whether Police Chief Humphrey had seen a similar public safety system project in other communities and Chief Humphrey said yes and felt a public safety system is one of the important programs a City will utilize. Chief Humphrey said the proposal includes efficiency, speed, availability, and timesaving, etc., and felt Staff has done thorough research to cover all issues during a migration of the data. He said a public safety system of this magnitude will provide safety for citizens, officers, firefighters, and EMSSTAT and will be a positive aspect for the community.

Items submitted for the record

1. PowerPoint Presentation entitled "Public Safety Computer Aided Dispatch, Records Management, Mobile Data Computer Systems (CAD/RMS/Mobile Data)," presented by Major J.D. Younger, Police Support Services, and Ms. Kari Madden, Network Manager

The meeting was adjourned at 6:19 p.m.

ATTEST:

City Clerk

Mayor