Meeting Minutes
NORCOM Principals Assembly
City of Kirkland, Peter Kirk Room
May 14, 2008–3:00–4:00 p.m.

Principals Assembly: Bob Sternoff, Jon Kennison, Bob Jeans, Don Ellis, Jerry Smith, Bruce Dodds, Pat Ellis, Clint Olson, Josie Williams
Governing Board Reps: Chris Fischer, Marcus Kragness, Warren Burns, Bill Archer, David Ramsay, Rich Conrad, Bob Larson, John Lambert, Lee Soptich, Chris Connor, Tom Weathers, Dennis Johnson

1. Call to Order
The NORCOM Principals Assembly was called to order by Marcus Kragness, Governing Board Chair, at 3:00 p.m. on May 14, 2008.

2. Introductions
Marcus Kragness initiated roundtable introductions of Principals Assembly, Governing Board Representatives, and additional attendees.

3. Governing Board Succession of Chair and Vice Chair Positions
In accordance with Governing Board bylaws, Dave Ramsay ascended from his current position as Vice Chair to Chair of the NORCOM Governing Board replacing Marcus Kragness. Dave thanked Marcus for his hard work and steady hand during the initial and challenging NORCOM transition. Dave then asked for nominations for Vice Chair. The NORCOM Governing Board nominated and unanimously approved Marcus Kragness for Vice Chair.

4. Review of NORCOM's Accomplishments
Dave Ramsay opened the discussion of NORCOM accomplishments outlined in the Principals Assembly Briefing Document handout (*see* attached "2008 Accomplishments"). Dave noted the remarkable teamwork of agencies, police, and fire over the past five years. Dave also expressed hiring Chris Fischer for NORCOM Executive Director as the biggest accomplishment to date. Dave then turned the discussion over to Chris and invited questions and comments from elected officials.

Chris Fischer reported tremendous progress in developing the NORCOM management infrastructure and felt fortunate to hire Mark Nelson for the technology project and Susan Beisheim for recruiting and human resources management. Chris also reported that the management team has moved to an office in the Rose Hill Fire Station #26 and thanked the City of Kirkland for the space.

Chris Fischer expressed that technology procurement will be one of the toughest decisions facing NORCOM (*see* attached "Technology Procurement"). Along with the expense, the challenge is finding a vendor that offers comprehensive technology that supports NORCOM functionality requirements and would provide an end-to-end solution (call ➔ dispatch ➔ public safety response ➔ field/station reporting ➔ records management). Chris reported that three vendors will be evaluated the week of May 19 and was optimistic one would have the capacity to develop the functionality necessary to support NORCOM requirements.

Chris Fischer reported reaching out to existing employee groups and putting out a weekly newsletter providing complete, up-to-date information regarding the NORCOM transition. Chris also expressed her desire to retain quality and talented personnel consistent with the business plan. Chris noted work is being done on the following:

- Benefit packages
- Salary analysis
- Union contracts
- Personnel transition

5. Proposed Work Program for 2008–2009

Chris Fischer presented and reviewed the proposed work program for 2008–2009 (*see* attached "NORCOM Work Plan"). Chris noted that an immediate pressing issue is submitting an operational budget to the Joint Ops in July 2008.

6. Proposed Budget Policy Assumptions for 2009 Budget

Chris Fischer presented and reviewed the 2009 Proposed Operating Budget to the assembly (*see* attached "Budget Policy Issues Discussion Paper"). Dave Ramsay pointed out that the previous transitional budget was in 2006 dollars and as NORCOM prepares to go operational, the budget needs to reflect 2009–10 dollars. Chris added that the 2009 Operating budget is consistent with the original adopted business plan and reflects the increased costs of operating in the current economic environment. Chris expressed her commitment to presenting an accurate, credible budget to the Joint Ops in July and that every effort is being made to refine the numbers and explore all cost efficiencies. Chris noted the Governing Board will review and approve the 2009 Operating Budget in August 2008.

Dave Ramsay asked for comments and questions from the assembly. No comments or questions were forthcoming. Dave thanked the attendees for coming and Chris for her report.

The meeting adjourned at 4:00 p.m.

NORCOM

2008 Accomplishments

1. Formed via Interlocal Agreement as non-profit corporation November 7, 2007.
2. By-Laws executed November 9, 2007.
3. Senior Leadership Team Hired
    a. Executive Director
    b. Human Resources Manager
    c. Technology Manager
4. Established 2008 operating budget.
5. Obtained $750,000 state funding.
6. Obtained $1.7 million federal appropriation for technology.
7. Secured Kirkland Fire Station #26 for Project Office.
8. NORCOM logo adopted.
9. Implemented contract for general counsel.
10. Implemented contract with labor attorney for development of labor contract.
11. Started routine meetings with police and fire/EMS stakeholders to define service delivery levels and specific opportunities related to the staffing model.
12. Evaluated Eastside Communications and Kirkland communications center service and began process to establish NORCOM's service.
13. Continued with Technology Procurement:
    a. Issued RFP for integrated technology solution
        i. Computer-Aided Dispatch
        ii. Mobile Data Terminals
        iii. Mobile Field-Reporting – Law Enforcement
        iv. Records Management – Fire/EMS and Law Enforcement
    b. Reviewed responses and selected three vendors to demonstrate technology.
    c. Vendor demos concluded with no obvious vendor solution.
    d. Steering committee established with representatives from police, fire, IT, dispatch and the project manager to:
        i. Identify gaps between NORCOM requirements and offerings
        ii. Assess capability of each vendor to meet NORCOM's technical, timing and cost requirements and recommend a solution to the Joint Operations Board
14. Ongoing meetings with individual members of Kirkland Police Department and Eastside Communications Centers.
15. Reviewing with City of Bellevue space needs for NORCOM and drafting initial design for administrative and operations staff on the 7th floor.
16. Implemented standing briefings with Chair and Vice Chair of the Governing Board.
17. Ongoing meetings with the Finance Committee who provide oversight to all financial issues.
18. Reviewing brokers and sources for health and wellness packages.
19. Evaluated whether NORCOM can participate in Municipal Employee Benefit Trust (MEBT) and started actions to become member.
20. Started evaluation of whether to integrate NORCOM and Eastside Public Safety Communications Center (EPSCA).

May 6, 2008 *Rev 01*

To: Governing Board

From: Mark Nelson

Re: Technology Procurement

This update discusses preliminary planning to implement NORCOM's technology:

1. Computer-Aided Dispatch
2. Mobile Terminals
3. Automatic Field Reporting
4. Fire / EMS Records Management
5. Police Records Management
6. Jail Management

The primary focus of this update is on planning to transition people to NORCOM from Kirkland and Bellevue to support implementation.

First, here is a recap of what will be happening in the next few weeks and the anticipated timing.

Meet with Technology Suppliers During May, the three suppliers will meet in Kirkland with the NORCOM technology steering committee. The meeting will be an opportunity for each supplier to describe to NORCOM its plan to provide the technology elements necessary to meet NORCOM's requirements. The technology steering committee will use the meetings as a way to assess the commitment from each supplier to NORCOM, and the willingness of each supplier to apply resources required to allow NORCOM to Go-Live July 1, 2009.

Technology Recommendation After the meetings with the technology suppliers, the steering committee is optimistic that it can reach consensus on a recommendation. The steering committee will present its recommendation to the joint operations board. The next step will be a recommendation from the joint operations board to the governing board. It is anticipated that this will happen in July. Special meetings will be convened as required in order to not delay recommendations and decisions.

The technology steering committee, and its balanced and experienced membership, provides NORCOM with sufficient people resources to continue with this phase of the project. This document will now address the addition to NORCOM of other people from Bellevue and Kirkland.

First, a recap on what is required by NORCOM from the selected supplier and the analysis of what has been provided to NORCOM.

Turnkey Technology Required The technology request for proposal indicates that NORCOM desires a turnkey system be implemented as quickly as possible.

New World Each of the suppliers included with its response, information concerning the resources required by NORCOM to implement its technology. Because New World and Tri-Tech are currently operated by one of NORCOM's members, implementing either of these systems will likely require less time and fewer NORCOM resources than implementing Tiburon. Specific discussions with each supplier will clarify the time and NORCOM resources required to implement.

If New World is selected, implementation will require that servers, interfaces and work stations are configured, installed, and tested at Bellevue. It is likely that the equipment currently operational at Kirkland will then be relocated to Bellevue and become NORCOM's test or back-up system. Mobile systems for fire, and for Bellevue and Clyde Hill police, will require reconfiguration. Records for Bellevue and Clyde Hill police and all fire users will require conversion to New World.

Tri-Tech If Tri-Tech is selected, the existing CAD system in Bellevue will be configured to accommodate a second police dispatcher and mobile systems for all users will require reconfiguration. Field reporting, records and jail management for all users will require conversion to Tri Tech.

Tiburon If Tiburon is selected, all systems will require conversion since the technology is not currently used by any of NORCOM's participants.

NORCOM Support Required The principal support for implementing NORCOM's technology will be provided by members of its technology steering committee: Bud Backer, Kevin Bostrom, Gene Markle, Mark Nelson and Kassie Tadsen. Additional support will be required by geo-file experts, business practice experts and trainers for users at the communications center, on mobile terminals, and at each records organization.

Responses to the request for proposal required that each supplier identify the amount of NORCOM resources required to implement its technology. Answers provided by respondents varied considerably. Tiburon did not identify the specific NOCOM resources required to implement its technology, and provided only general answers to the RFP.

The responses from New World and Tri-Tech are summarized here.

New World			
NORCOM Resource	**Activity / Task**	**Duration (Weeks)**	**Hours**
Project Team	Business Process Analysis	6	120
	Specifications Document	*Part of Testing & Acceptance*	
	Design	4	100
	Development	17	12
	Data Conversion	17	300
	Installation	2	40
Ops Team	Testing	1	40
	Training	*Varies*	
	Go-Live	6	250
	Acceptance	2	60
	TOTAL	55	922

Observations Concerning New World Deployment Although specific implementation planning discussions have not started with New World, it appears that New World intends to leverage its existing technology and configuration installed at Kirkland Police. Also, the architecture of New World has fewer discrete hardware elements and the software is more integrated than what Tri-Tech offers. It is not surprising, at this phase of the project, that it appears New World requires the few resources from NORCOM described in its proposal. These observations will be clarified when New World and NORCOM meet.

Tri-Tech														
NORCOM Resource	**Month**													
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**
Project Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Software Systems	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.2					
Hardware Systems					0.5	0.5	0.5	0.5	0.5	0.5	0.2			
GIS	0.2	0.5	0.5	0.5	0.5	0.5	0.2	0.2	0.2	0.2	0.2	0.2	0.2	
CAD Users	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Mobile Users	0.5	0.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Trainers														
CAD							2.0	2.0	2.0	2.0	0.5	0.5	0.5	
Mobile							0.5	0.5	0.5	0.5	0.5	0.5	0.5	
Technical Support														
Technology	0.2	0.3	0.4	0.5	0.5	1.0	1.0	1.0	0.5	0.5	0.5	0.5	0.5	0.5
Administrator	0.3	0.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
TOTAL	**3.5**	**4.1**	**5.2**	**5.3**	**5.8**	**6.3**	**8.5**	**8.5**	**7.9**	**7.7**	**5.9**	**5.7**	**5.7**	**3.5**

Observations Concerning Tri-Tech Deployment In contrast to New World's proposed resource requirements, the Tri-Tech proposal requires more NORCOM resources for an extended duration. It appears that Tri-Tech may not have considered the currently installed technology at Eastside Communications and Tri-Tech's schedule and resource requirements may have been developed based on a completely new configuration and installation. It is also likely that Tri-Tech's architecture requires more resources from NORCOM, for a longer period than the New World products. These observations will be clarified when Tri-Tech and NORCOM meet.

NORCOM Technical Support Resources Discussions with all of the current candidate suppliers concerning implementation requirements will provide NORCOM with a better understanding of the resources required.

Whatever technology supplier is selected, successful implementation of the new technology requires availability of NORCOM resources to do the work. A fundamental assumption is that the skills and availability of the technology steering committee (TSC) will provide resources required for the project success. Current planning is that the TSC will spend considerable time each day after the vendor is selected, starting with the Business Process Analysis phase, through the installation phase.

Availability of the TSC to support NORCOM is necessary to allow the people responsible for supporting the existing technology at Eastside Communications and Kirkland Police to continue to do so and not be distracted to support NORCOM.

Bellevue is interested in shifting its technical resources as soon as possible to NORCOM in order to reduce Bellevue's cost. The shift of people from Bellevue to NORCOM must be carefully balanced with the need to support technology at Eastside Communications and the

amount of work to be done by NORCOM. Shifting costs from Bellevue to NORCOM must be done when the people are required by NORCOM and the existing technology at Eastside Communications no longer requires support.

Kirkland's person who will transition to NORCOM, will complete work on existing tasks at Kirkland on December 31, 2007 and be available to NORCOM on January 1.

Current planning is that the project team (technology steering committee) will be the primary technical resource during the entire project, with members of the operations team coming from Kirkland and Bellevue and phasing in starting three months prior to Go-Live.

Bellevue and Kirkland Technology Team Member Phasing

The following assumptions are currently being used for implementation of NORCOM's operation and technology:

- NORCOM will Go-Live on July 1, 2009. *Note: Go-Live has yet to be exactly defined by NORCOM, but will be soon. In addition to the selection and implementation of technology, all of the people-related elements must be in place to allow NORCOM to hire and competitively compensate and care for its employees.*

- January 1, 2009 Kirkland will provide one technology operations person to NORCOM.

- Bellevue will provide six technology operations people to NORCOM.

    o All six people at Bellevue currently support the existing public safety technologies used by Eastside Communications and its customers. Four technology people will come from Bellevue's information technology department; two are members of Eastside Communications, and currently part of the Bellevue Police Department.

    o April 1, 2009 one person from Bellevue will transition to NORCOM.

    o July 1, 2009, remaining members of the Bellevue technology team will transition to NORCOM.

Conclusion Depending on the technology selected by NORCOM, the number of people required to implement varies.

New World and Tri-Tech systems are currently in place and people understand how various elements of the systems operate. Neither Tri-Tech nor New World currently offer exactly what NORCOM requires, and additional elements of the technology must be provided by whichever company is selected.

Planned discussions with executives from New World and Tri-Tech will provide NORCOM with better clarity on the likelihood of meeting NORCOM's needs, the cost, timeline and NORCOM people resources required.

Tiburon's technology is new to all of NORCOM's members. If, after the meeting with Tiburon's executives the decision is made to recommend Tiburon, it is likely that the people transition plan describe above will require revision and more people will be required to shift sooner to NORCOM from Bellevue and Kirkland.

May 15, 2008

To: Joint Operations Board

From: Mark B. Nelson

Re: Technology Procurement

May 19 - 21, the Technology Steering Committee will meet in Kirkland with the three current candidate suppliers:

- New World Systems
- Tiburon
- TriTech.

Each supplier has been notified that the information and demonstrations offered thus far to NORCOM do not meet NORCOM's requirements for an *integrated public safety technology system*.

Starting Monday, May 19, the president and chief technology officer from each company will be provided with an opportunity to share with NORCOM's technology steering committee how their company might collaborate with NORCOM and develop the technology.

Each supplier has been provided with a recap of significant changes required to make its technology suitable for NORCOM's further consideration.

Each supplier has also been advised as to what areas its offering is mostly satisfactory to NORCOM.

> **New World** – Law enforcement
>
> **Tri-Tech** – Fire and EMS CAD
>
> **Tiburon** – High-volume command-line CAD

Areas of significant concern have also been identified:

> **New World** – Fire and EMS
>
> **Tri-Tech** – Discrete systems, sub-system suppliers and architecture
>
> **Tiburon** – Data integrity and continuity

The technology steering committee has requested that each supplier:

1. Appreciate that NORCOM considers integrated technology a key component of its success.

2. Discuss the benefits and risks of its architecture.

3. Discuss the benefits and risks of its architecture and relationship with technology suppliers for various elements not designed, developed and controlled by the supplier.

4. Describe steps, including discovery at Eastside Communications, Kirkland Police Communications and with users, which the supplier would like to take to better understand NORCOM's requirements and how NORCOM will operate.

5. Describe the advantages to NORCOM of selecting the supplier and why doing so will allow NORCOM to consolidate the Eastside Communications and Kirkland Police Communications Centers sooner and more effectively than any other technology supplier and begin operation.

6. Demonstrate technology, or share development plans, which will provide NORCOM with an appreciation for how the supplier will provide NORCOM with what is required.

7. Discuss ideas on how NORCOM might phase its technology implementation, and identify the operational considerations related to a phased approach.

After the meetings May 19. 20 and 21, and whatever follow-on activities are agreed to with each supplier, the technology steering committee will be in a better position to take one of several actions:

A. Recommend elimination from further consideration one or more suppliers. Further discussions, including discovery of NORCOM's requirements and Eastside's and Kirkland's operations by the two remaining candidates, begins. Engage in routine discussions with each supplier to eliminate one, and move the other to where a recommendation can be made to the NORCOM Joint Operations Board

B. Provide a consensus recommendation to the Joint Operations Board to recommend to the Governing Board one of the three suppliers.

C. None of the candidates is able to provide NORCOM with an integrated technology. Recommendation is made to NORCOM Joint Operations Board to cancel RFP, re-write RFP to break in to pieces which are likely to be doable by suppliers and re-issue.

Should you have questions, please contact me at 425-576-5675 or e-mail mnelson@norcom.org.

Executive-level Stakeholders
*Membership: **NORCOM Governing Board***
- Approve goals and strategy for project
- Secure project resources, including staff and budget
- Approve recommendations from Steering Committee and NORCOM's Joint Operations Board

Operations Stakeholders
*Membership: **NORCOM Joint Operations Board***
- Recommend goals and strategy for project
- Develop organizational change management strategies
- Monitor project status and keep Executive-level Stakeholders updated of progress
- Approve recommendations from Project Manager and Steering Committee
- Resolve issues escalated by Project Manager or escalate to Executive Stakeholders

Project Manager
- Manage overall project including project planning, schedule, communication, scope, budget, issue resolution, implementation, etc.
- Provide leadership for the project team including kickoff, conducting meetings, tracking and managing issues, assigning tasks, tracking decisions, conflict management, etc.
- Oversee project change management process
- Identify and mitigate risks
- Communicate project information, status and issues to Steering Committee.
- Identify needed staff resources, facilitate resource conflicts, and provide input on performance evaluations
- Manage project resources work including assignment, prioritizing and monitoring
- Manage procurement tasks, including RFP/selection, contract negotiations and vendor management
- Approve recommendations by Project Team
- Resolve issues escalated by Project Team or escalate issues to Steering Committee

Technology Steering Committee
*Membership: **One Representative from FD, PD, IT, Dispatch & Project Manager***
- Coordinate staff needed from partner agencies for key project activities
- Communication liaison for each partner agencies
- Actively assist in project lifecycle (e.g., RFP, selection, implementation, testing, training)
- Complete assigned tasks and update status to Project Manager
- Attend project meetings and actively engage in discussions
- Escalate issues to Project Manager
- Manage resource conflicts within participating agencies and escalate as needed
- Provide input on planning process, including input on agency and personal schedule conflicts
- Review project deliverables as requested
- Liaison to partner agencies responsible for coordinating tasks, issues and updates

Project Implementation Team
*Membership: **To be Determined – Number and composition varies as project progresses***
- Complete assigned tasks to support project design, implementation, testing, training and system design

NORCOM Work Plan

Responsible Person	2008		2009		July 1
	May–July	August–December	January–March	April–June	
Executive Director	➢ Negotiate Bellevue City Hall 7th floor lease ➢ Develop 7th floor layout ➢ Conclude 2009 budget ➢ Explore EPSCA relationship ➢ Technology team workshop/retreat	➢ Finalize space plan for 7th floor ➢ Meet with employees ➢ Evaluate back-up facility alternatives ➢ Develop Performance Measurements for organization and individuals	➢ Reconfigure 7th floor ComRoom floor plan ➢ Begin development of 2010 budget ➢ Develop back-up facility strategy	➢ Implement back-up facility ➢ Transition CALEA accreditation to NORCOM ➢ Develop minimum staffing guidelines	*Go Live*
HR Manager	➢ Establish hiring process ➢ Develop recruiting plan for Telecommunicators, Management, and Administration ➢ Finalize organization structure ➢ Initiate represented employee negotiations ➢ Acquire benefits for administrative positions ➢ Develop compensation plan for administrative positions ➢ Develop position descriptions ➢ Recruit Finance Manager ➢ Technology team workshop/retreat	➢ Manage Eastside and Kirkland with recruiting, testing and background ➢ Determine number of staff to transition to NORCOM ➢ Continue represented employee negotiations ➢ Acquire employee recruiting testing material ➢ Recruit Operations Manager ➢ Employee meetings	➢ Develop employee orientation program ➢ Recruit professional development training position	➢ Implement training for Technical Operations, Communications Training Officer, Fire and Emergency Medical Dispatch ➢ Finish recruiting academy #2 ➢ Recruit payroll specialist ➢ Recruit administrative specialist	
Finance Manager	➢ Establish MEBT ➢ Establish payroll system ➢ Establish financial system		➢ Begin development of 2010 budget		
Training & Professional Development		➢ Develop Standard Operating Procedures ➢ Develop Performance Measurements	➢ Review/modify telecommunicator training program ➢ Develop Communications Training Officer ➢ Continue development of Standard Operating Procedures	➢ Develop quality assurance performance appraisal	
Technology Manager	➢ Evaluate and select technology supplier ➢ Technology team workshop/retreat	➢ Develop impact analysis of technology choice on: Operations, Fire, Police and Technology staff	➢ Transition Technology Staff #1	➢ Transition Technology Staff #2, 3 & 4.	

NORCOM

2009 Proposed Operating Budget

Budget Policy Issues

Discussion Paper

This will be the first budget to reflect NORCOM operations. The assumptions used as guidance for the development of the budget are consistent with the adopted business plan that served as the foundation for the formation of NORCOM. The business plan and subsequent cost estimates were developed throughout late 2005 and 2006 and represented the best estimate of costs at that specific point in time.

2009 Operating Budget:

The 2009 Operating budget very closely models the original adopted business plan and reflects the increased costs of operating in the current economic environment. The scope of that adopted plan has not changed and reflects the exact number of staff positions and operating principles that were initially envisioned.

What has changed?

- The adopted business plan was in 2006 dollars and has been updated to 2009 dollars, resulting in an inflationary adjustment of 14% for the three year period.

- Increases in labor costs reflect existing compensation and benefit packages provided to existing Eastside and Kirkland Dispatch Centers;

- Internal charges for IT and communications center equipment support as well as several equipment maintenance agreements were not factored into the original cost estimates.

Operating Reserves and Contingency:

- The budget proposal assumes a 5% operating contingency.
- A capital replacement reserve is reflected in the budget as $250,000, which is an estimate until actual replacement costs of capital assets can be calculated.

Work in Progress:

We are still working to identify actual operating expenses that relate to facility lease, technology and communications center equipment support and existing equipment maintenance contracts that will become the responsibility of NORCOM.

- We will use NORCOM staff whenever possible to support technology and communications center equipment to realize the efficiencies of technical staff positions.
- We will endeavor to find the most cost effective method of acquiring outsourced services if internal staff support is not sufficient.
- We are committed to being fully prepared to assume full operations no later than July, 2009.
- We have to assure that we have the trained staff and associated equipment to deliver critical police/fire/EMS services to our stakeholders when NORCOM "goes live".

Other funding considerations:

- Also, consistent with the original business plan, it is important to note that there are additional costs that are required in addition to funding the operations budget:
  - Transitions costs for 2009 will be assessed until NORCOM "goes live".
  - In addition to 2009 transition costs for NORCOM, customers of Eastside Dispatch will continue to pay their contract fees for dispatch until NORCOM is operational.

- The technology project is being funded by a separate assessment. The original assessment will be offset by the grant funds awarded to support technology acquisition ($1.4m)
- Asset transfer costs will be collected in 2009.
- A place holder of $500,000 has been identified as a onetime cost which will be used to support backup operations for NORCOM.