

## **Meeting Minutes**

### **NORCOM Governing Board**

City of Kirkland, Peter Kirk Room

July 11, 2008—8:30–10:00 a.m.

**Governing Board Reps:** Chris Fischer, Dave Ramsay, Steve Sarkozy, Warren Burns, Bill Archer, Michael Caldwell, Rich Conrad, David Burke, Wes Collins, Chris Connor, Jim Torpin, Dave Jones, Joel Kuhnhehn

### **Call to Order**

The NORCOM Governing Board was called to order by Dave Ramsay, Governing Board Chair, at 8:40 a.m. on July 11, 2008.

(**Note:** The minutes reflect the following re-organization of agenda items.)

### **1. Report of the Joint Operating Board**

Ed Holms presented his report and recommendation from the Joint Operating Board (*see* attached Joint Operating Board report). Ed expressed that there were two motions contained in his report that required further discussion and recommended the Governing Board hear reports from Chris Fischer, Mark B. Nelson, Susan Beisheim, and Tracey Dunlap before bringing the motions to a vote.

### **2. Approval of Minutes from June 13**

The Governing Board approved the minutes from June 13.

### **3. Reports**

#### **Report of Executive Director**

Chris Fischer presented her Executive Director briefing to the Governing Board (*see* attached Governing Board Briefing). Her briefing included the following:

- **Budget Development**  
Work continues to refine numbers to ensure estimates are as close as possible. A formal transmittal will be presented to the Governing Board by August 1<sup>st</sup> (ILA requires that the Governing Board approve by 8/30).
- **Space Issues**  
A draft lease proposal from the City of Bellevue was reviewed by NORCOM's attorney. There is still concern that NORCOM operations will fit into the proposed 7<sup>th</sup> floor leased space. A follow-up strategy session is being scheduled.
- **Miscellaneous Activities**
  - Successful food drive and team-building effort with prospective NORCOM employees.
  - NORCOM labor attorney and HR Directors from Bellevue and Kirkland are developing strategies for resolution of labor issues to ensure smooth transition.
  - Beginning development of NORCOM administrative standard operating procedures. Once Operations Manager is hired, operational procedures will also be developed.

- Participated in workload study discussions for EPSCA.
- In process of hiring Operations Manager. Once Operations Manager is hired, will meet with Bellevue and Kirkland to discuss aligning *Calls for Service* reporting to adopted ILA definition.

Chris Fischer asked if there were any questions. Dave Ramsay inquired if there will be an HR Committee for policy/labor matters. Chris responded that although currently working with NORCOM's labor attorney and Bellevue/Kirkland HR Directors regarding policy matters, an Executive Session is essential to provide bargaining parameters and guidelines for labor negotiations. Diane Carlson expressed she thought it would be helpful to have an HR Committee especially when developing policy. The Governing Board did not reach a decision regarding an HR Committee. However, Chris invited participation from Governing Board members in the process.

### **Report from Human Resources Manager**

Susan Beisheim presented her Human Resources report to the Governing Board. Her report covered the following:

1. Met with COB HR Director and NORCOM labor attorney Ron Knox to discuss "good standing." Meeting with COK HR Director to discuss same on July 22. Ron is working on developing appropriate process to begin transitioning dispatchers over to NORCOM.
2. Gwen Jewett is the new Finance Manager. Her tentative start date is August 4, 2008. Her experience includes municipal and governmental accounting.
3. The Operations Manager job description is posted electronically on AWC, APCO, and CJTC websites along with the NORCOM website. The position closes July 11.
4. The job description for Team Supervisor is out for "comment and review" to the Joint Chiefs until July 15. Final job description will be distributed via NORCOM News.
5. The next recruitment will be for an Administrative Support clerk, followed by the Professional Standards and Development Manager, and Training Supervisor.
6. Clearpoint has presented several initial benefit packages and continues to work on options that improve with the number of employees who are on the payroll.
7. The June Food Drive was a huge success. NORCOM was challenged by Valley Communications Center (VCC), the prevailing champion. NORCOM triumphed over VCC collecting 2838 pieces (VCC collected 719 pieces) and received the coveted "Hammy" award. HopeLink in Kirkland and Food Life Line/World Impact Network in Factoria were the recipients of all the food collected.

Susan asked if there were any questions. Dave Ramsay inquired about the new Finance Director's background and experience. Susan replied that Gwen Jewett worked with the City of Fircrest and is currently the Finance Manager for Valley Communications Center.

## Report from Finance Committee

Tracey Dunlap presented her Finance Committee report to the Governing Board (*see* attached Finance Committee report and attachments). Her report covered the following:

- Summary of 2009 Draft Budget
  - Dave Ramsay inquired about the UASI/COPS grants. Linda Pillo replied that the grants are under review and she was hopeful the outcome would be known in August. Tracey Dunlap added that budget numbers could go down if the grants are approved. Tracey noted that user fees will go out by September 5, 2008 and will reflect grant results, if available at that time.
  - Tracey clarified that Operating Transition Costs are mobilization costs of NORCOM and participants will also pay their current service provider for the first six months of NORCOM operation.
  - Rich Conrad expressed concern about increased budget numbers shown in Attachment 3 of the Finance Committee report. He inquired if there had been a policy change driving the increase in numbers. Chris Fischer replied that salary and wages were the main cause of the increase (CPI since 2006 is 14%), that other operating costs were based on development of a more detailed budget, and that an operating (working capital) reserve has been added. Chris expressed that the growth in labor costs were directly related to existing labor agreements. Chris added that the number of positions identified in the business plan *had not* changed but the cost of the positions *had* changed.
- Calls for Service Issue
  - Mike Caldwell and Bill Archer agreed to meet with Mark Nelson to go over *Calls for Service* details for Medina and Clyde Hill.
  - Ed Holmes asked to meet with Mark Nelson to discuss Marine calls.
- Supplanting Considerations
  - Tracey recommended that each jurisdiction refrain from appropriating the technology budget until decisions are made related to the COPS/UASI grants to avoid supplanting.
- Next Steps

Warren Burns expressed that he would like to see 5%, 10%, and 15% cuts and the resulting Level of Service impacts. Chris Fischer replied that these scenarios are in the works. Dave Ramsay expressed he would like the Joint Ops to review budget cuts.

The Governing Board reviewed and agreed to the wording of the Budget Adoption Recommendation Motion. The Governing Board will vote on this motion in August.

## 4. New Business

- Claims Approval (**action item**)  
The Governing Board approved “Claims Approval.”

## **Report from Technology Project Manager**

Mark Nelson presented his Technology report on behalf of the Technology Committee to the Governing Board (*see* attached Technology Procurement Recommendation). His report covered the following:

- Review Roles and Responsibilities
- Summarize TSC Assignment
- Recap Request for Proposal
- Review Findings
- Provide TSC Recommendation
- Answer Recent Questions
- Support Joint Operations Board Recommendation

Steve Sarkozy inquired about the Performance Bond for New World Systems (NWS). Steve expressed concern that NORCOM receive a complete, fully integrated system according to the principals of NORCOM from NWS without paying for their R&D. Dave Ramsay reiterated that NORCOM wants to pay for performance and product, not progress and half a product. Steve also expressed that he would like NWS to implement Fire first and satisfy this area of greatest concern. Mark Nelson responded that although he understood Steve's concern about implementing Fire, Police receive the largest call volume and it might be beneficial to implement Police first from an operations standpoint. Mark floated the idea of compensating NWS after NORCOM receive all deliverables. Steve expressed that he would like to see the financials for NWS for assurance they could carry their operation during the NORCOM project. Mark replied NWS financials are available. Mark invited concerns and suggested language for discussion and future contract negotiations with NWS.

Chris Fischer added that Deltawrx, a consulting firm, is assisting with contract negotiations with NWS to make sure critical issues are clearly communicated.

The Governing Board reviewed and unanimously agreed to the following Technology Recommendation Motion:

Accept recommendation of the Joint Operations Board and direct staff to initiate negotiations with preliminary preferred vendor New World Systems, keep the Governing Board informed as to the status of these negotiations, and bring back to the Governing Board a contract recommendation for consideration.

Dave Ramsay asked for comments and questions from the Governing Board. No comments or questions were forthcoming. Dave thanked the attendees for coming.

The meeting adjourned at 10:30 a.m.



## **Joint Operating Board Report**

Friday, July 11, 2008

**Liaison to the Governing Board:** Ed Holmes

**Date of last meeting:** June 19, 2008

*(A special meeting was held on July 2, 2008 to review the budget)*

**Date of next meeting:** July 17, 2008

### **Action Items Completed**

#### **Police**

1. Director Fischer is continuing to study the definitions for "calls for service." There is a discrepancy in the definition of a call for service as it is written in the ILA and the Business Plan.

#### **Police & Fire**

1. Director Fischer is still exploring different dimensions for NORCOM performance measures. She wishes to refine the measures, so as to ensure the appropriate data is captured.
2. Director Fischer and her staff are still looking into back-up Dispatch Center options. They have looked at Bellevue Fire Station #3 as an option, as well as possibilities with Microsoft.

### **Committee Reports:**

#### **Technology**

1. Mark Nelson gave an overview of the technology vendor selection that was reached by the Technology Steering Committee (TSC). He explained that the final decision was a unanimous decision by the TSC to recommend New World as the NORCOM technology vendor.

2. Members of the Joint Operations Board discussed a strong desire to build a performance clause into the final contract, and to included benchmarks / milestones for project implementation.
3. The Joint Operations Board voted unanimously to support the recommendation from the TSC to pursue negotiations with New World as our technology vendor. The following issues were recommended as additional requirements for negotiations:
  - A. Set a date for final completion
  - B. Prescribe milestones / dates for completion
  - C. Include these commitments in contractual form
  - D. Require that New World build the Fire CAD system to meet the specific needs of NORCOM, rather than build a generic system to which NORCOM would have to adapt.

#### **Human Resources**

1. Susan is continuing to refine the employee background process.
2. Interviews for the new Finance Manager interviews were recently conducted with five prospective candidates.

#### **Action Items Pending**

1. The Operations Manager job description is being drafted, and the position will be posted soon.
2. Approval by the Governing Board to:  
Accept the recommendation by the Joint Operations Board to accept the Technology Procurement Recommendation Motion (see attached).
3. Approval by the Governing Board to:  
Accept the recommendation by the Joint Operations Board to accept the updated Budget Adoption Motion (see attached).



NORCOM

Governing Board  
July 11, 2009

Technology Recommendation  
Motion

The Joint Operations Board requests a motion to accept the July 7, 2008 Technology Procurement Recommendation from the Joint Operations Board to the Governing Board, and requests that the Governing Board direct that the Next Steps described in the July 7 memo be completed.

Motion by: \_\_\_\_\_

Second by: \_\_\_\_\_

Ayes \_\_\_\_\_

Nays \_\_\_\_\_



NORCOM

Governing Board  
July 11, 2009

Budget Adoption Recommendation  
Motion

The Joint Operations Board requests a motion to accept the updated Budget as presented in the attached documents. Acceptance of the Budget includes a requirement for additional follow up regarding the significant increase in costs for the cities of Clyde Hill and Medina.

Motion by: \_\_\_\_\_

Second by: \_\_\_\_\_

Ayes \_\_\_\_\_

Nays \_\_\_\_\_



Governing Board Briefing  
Executive Director Chris Fischer  
July 11, 2008

- **Budget Development:**

- Several meetings to discuss and further develop the draft 2009 Operations and Transitions budget and one-time costs for NORCOM agencies;
- Further refined cost information for operations budget;
- Have been able to reduce these costs considerably by deciding to perform many of these services with NORCOM internal staff resources;
- We have continued to work with the approved budget policy assumptions as guidance in the development of the proposed 2009 operating budget and consistent with the adopted business plan;
- Met on 7/1 with the Finance Committee to further discuss the proposed budget and more specifically the allocations for each agency and the challenges with the Calls for Service data;
- Met with the Joint Operations Board on 7/2 for the specific purpose of budget discussions to provide detailed costing information for the 2009 Transition, Operations, one-time costs and technology;
- Will continue to work with all agencies on the numbers and provide formal transmittal to the Governing Board by August 1<sup>st</sup> and the ILA requires that the Governing Board approve by 8/30.

- **Space Issues:**

- Have received a draft lease proposal from the City of Bellevue for space on the 7<sup>th</sup> floor. It is currently being reviewed by the NORCOM attorney and a strategy session was held on 6/19. Tracey Dunlap, Jane Christenson, Rod Kaseguma and I will be representing NORCOM throughout the negotiations and are in the process of scheduling a follow-up strategy session to insure the draft lease document is consistent with the original principles discussed by the working group. Our ability to fit NORCOM operations into the space that has been made available is still a concern.

- **Miscellaneous Activities:**

- Food Drive: Valley Communications Center challenged NORCOM and it's perspective employees to a competition to see who could raise the most food in pieces per employee to be donated to a local food bank at the conclusion of the contest. Susan will report further;
- Working closely with NORCOM's labor attorney to develop a strategy for the approach and ultimate resolution of labor issues to insure a smooth transition. Have had an initial meeting with Bellevue's HR Director to discuss a variety of issues and have a meeting scheduled with Kirkland's HR Director in the next few weeks. There is significant work to be completed prior to transitioning to operations and will require constant effort.
- Beginning development of administrative standard operating procedures for NORCOM which will be circulated to the Joint Operations Board for review and comment and then forwarded to Governing Board. The plan is to distribute these in groups as they are completed.

- Once the Operations Manager is on board, operational procedures will also begin to be developed in conjunction with the NORCOM operational representatives.
- Participated in discussions with the consulting firm providing the workload study for EPSCA. It is my understanding that a draft report will be presented to the EPSCA board on 7/18.
- Working to accomplish those tasks as identified in the work plan that was distributed at the Principals Assembly. Most are on target. The hiring process for the Finance Manager has taken longer than anticipated so we will be a few weeks behind on those tasks assigned in the plan.
- Once the Operations Manager is hired, a meeting will be scheduled with each existing com center to discuss plans to implement the process of aligning the CAD systems and operations to support the CFS definition as outlined in the ILA.



### **Supplanting Considerations**

- Given the outstanding COPS/UASI grant applications, we recommend that each jurisdiction refrain from appropriating the technology budget until we get the decisions (hopefully in early fall) and, if we are successful, we will adjust the user fees accordingly.

### **Next Steps**

- Joint Ops Board makes recommendation to Governing Board - Today
- Proposed budget transmitted to Governing Board - on or before August 1
- Budget approved by Governing Board - no later than August 30
- Participating Agencies advised of 2009 budget/user fees - no later than September 5
- Approval by legislative authorities of each Principal/Subscriber - no later than November 30
- Public Hearing - December 1 (tentative)
- Governing Board adopts final budget - December 12

### **Other Matters**

- Approval of Claims

2009 Estimate of Transition and Technology Budget Cost Allocation

REVISED DRAFT - 6/17/08

BASED ON UPDATED 2007 CALLS FOR SERVICE

Jurisdiction	2007 Call Volume	Percentage (separate for Fire/Police)	Jurisdiction's Share of Assets	Jurisdiction's Share of Back-Up	Jurisdiction's share of 2009 Technology Budget	Total 2009 - One-Time Costs	Change from 10-17-07 One-Time Costs	2009 Transition Costs
Bellevue Fire	16,426	24.26%	\$172,792	\$60,657	\$190,697	\$424,146	(\$265,315)	\$55,108
Bellevue Police	57,516	42.20%	\$300,509	\$105,491	\$331,648	\$737,648	(\$437,015)	\$95,841
<b>Bellevue Total</b>			<b>\$473,300</b>	<b>\$166,149</b>	<b>\$522,345</b>	<b>\$995,646</b>	<b>(\$674,778)</b>	<b>\$150,949</b>
Kirkland Fire	6,897	10.19%	\$72,552	\$25,469	\$80,070	\$178,092	(\$112,078)	\$23,139
Kirkland Police	51,179	37.55%	\$267,399	\$93,869	\$295,108	\$656,376	(\$157,845)	\$85,281
<b>Kirkland Total</b>			<b>\$339,952</b>	<b>\$119,338</b>	<b>\$375,178</b>	<b>\$715,130</b>	<b>(\$274,503)</b>	<b>\$108,420</b>
Mercer Island Police	16,268	11.93%	\$84,997	\$29,837	\$93,804	\$208,639	(\$115,501)	\$27,108
Mercer Island Fire	2,192	3.24%	\$23,059	\$8,095	\$25,448	\$56,601	(\$36,258)	\$7,354
<b>Mercer Island Total</b>			<b>\$108,055</b>	<b>\$37,932</b>	<b>\$119,252</b>	<b>\$227,308</b>	<b>(\$146,361)</b>	<b>\$34,462</b>
Clyde Hill**	3,738	2.74%	\$19,530	\$6,856	\$21,554	\$47,940	\$4,219	\$6,229
Medina***	7,604	5.58%	\$39,729	\$13,947	\$43,846	\$97,522	\$48,329	\$12,671
Woodinville Fire & Safety	4,022	5.94%	\$42,309	\$14,852	\$46,693	\$103,855	(\$65,942)	\$13,494
Shoreline Fire	9,142	13.50%	\$96,168	\$33,759	\$106,134	\$236,061	(\$127,606)	\$30,671
Northshore Fire	3,371	4.98%	\$35,461	\$12,448	\$39,135	\$87,045	(\$53,624)	\$11,310
Eastside Fire and Rescue	8,608	12.71%	\$90,551	\$31,787	\$99,934	\$222,273	(\$143,730)	\$28,879
Fall City Fire	736	1.09%	\$7,742	\$2,718	\$8,545	\$19,005	(\$10,250)	\$2,469
Bothell****	4,427	6.54%	\$46,569	\$16,348	\$51,395	\$114,312	(\$67,330)	\$14,852
Redmond Fire (inc. FD 34)	9,825	14.51%	\$103,353	\$36,281	\$114,063	\$253,698	\$253,698	\$32,962
Snoqualmie Pass Fire	310	0.46%	\$3,261	\$1,145	\$3,599	\$8,005	(\$2,143)	\$1,040
Duvall Fire	924	1.36%	\$9,720	\$3,412	\$10,727	\$23,859	(\$18,601)	\$3,100
Snoqualmie	820	1.21%	\$8,626	\$3,028	\$9,520	\$21,174	(\$8,633)	\$2,751
<b>TOTAL - PARTICIPATING AGENCIES</b>	<b>204,005</b>		<b>\$1,424,328</b>	<b>\$500,000</b>	<b>\$1,571,921</b>	<b>\$3,496,249</b>	<b>(\$1,315,625)</b>	<b>\$454,259</b>
Remaining Federal Appropriation after \$310K budgeted in 2008					\$1,390,625	1,390,625	\$1,390,625	
<b>OVERALL TOTAL</b>			<b>\$1,424,328</b>	<b>\$500,000</b>	<b>\$2,962,546</b>	<b>\$4,886,874</b>		<b>\$454,259</b>

\*\*Includes Yarrow Point, population 1,000

\*\*\*Includes Hunts Point, population 445

\*\*\*\*Includes Snohomish Fire Prot. District 10, population 11,000

**NORCOM Draft 2009 Transition Budget**  
 REVISED - 6/2/2008

*Transition Budget for Operations*

		Notes
<b>Costs are shown for 6 months assuming 7/1/09 "Go Live"</b>		
<b>Operations Transition Expenditures</b>		
Executive Director	\$ 84,000	Full year contract at \$150,000 plus \$10,000 expenses esc. at 5%
IT Program Manager	74,825	Full year 2009 salary \$105,000 + 33% benefits + \$10,000 expenses assumed to be completed in 2008 or carried over w/08 funds
Facilities Modification	-	Clark Nuber contract (6 months)
Accounting Services	16,750	general counsel, labor relations (6 months)
Legal Services	35,000	Renewal prior to beginning joint operations
Insurance	4,500	Full year 2009 salary \$96,600 + 33% benefits + \$10,000 expenses
HR Manager	69,239	Full year 2009 salary \$48,000 + 33% benefits + \$10,000 expenses
Admin Support	36,920	Full year 2009 salary \$100,000 + 33% benefits + \$10,000 expenses
Operations Manager	71,500	Full year 2009 salary \$85,000 + 33% benefits + \$10,000 expenses
Finance Manager	61,525	no new funding/assumed to be funded w/savings from 2008
Contingency	-	
<b>Total Operations Transition</b>	<b>\$ 454,259</b>	

*Transition Budget for Technology*

<b>2009 Technology Expenditures</b>		
2009 IT Transition Costs	\$ 75,000	1 systems analyst 1/09+1 SA in April - through July (all 4 in ops 7/1 on) as of 10-19-07, figure may be revised based on RFP results
2009 Technology Budget	2,887,546	
<b>Total 2009 Technology Budget</b>	<b>\$ 2,962,546</b>	
Funds Available for 2009 Tech. Costs	(1,390,625)	Remainder of federal appropriation
<b>Net Estimated 2009 Tech. Cost</b>	<b>\$ 1,571,921</b>	

Note: These figures reflect 2009 technology estimates only and do not include the asset transfer (\$1.4 million) or backup facility (\$0.5 million).

FOR REFERENCE ONLY: Transition Budget as of 10-19-07

<b>2009</b>		
Executive Director Salary (assumes 6 mos transition to start up)		\$80,000
Technology Project Manager (assumes 6 months to start-up)		\$57,500
CAD, RMS, and Mobile System Administration 3.0 FTE (assumes 6 mos)		\$150,000
Back-Up System Administrator (assumes 6 mos)		\$50,000
<b>TOTAL 2009</b>		<b>\$337,500</b>

NORCOM  
Comparison of Full Year Operating Budget  
2006 vs. 2009

**Attachment 3**

<b>Employee Costs</b>	<b>2006</b>	<b>2009</b>	<b>Diff</b>
Salaries & Wages	\$ 4,897,880	\$ 5,746,611	848,731
Overtime	\$ -	-	
Dental Insurance			
Life Insurance			
Medical Insurance			
Industrial Insurance	\$ 1,224,470	1,896,382	671,912
FICA / Medical			
Retirement			
Supplemental Insurance			
Unemployment Compensation			
<b>Employee Total</b>	<b>\$ 6,122,350</b>	<b>\$ 7,642,993</b>	<b>1,520,643</b>
<b>Operating Costs</b>			
Facility Lease	\$ 444,204	\$ 420,797	(23,407)
Parking	\$ 30,000	30,000	-
Office & Operations Supplies	\$ 48,000	29,857	(18,143)
Postage	\$ 5,000	5,421	421
Memberships, Dues, Publications	\$ 10,000	4,410	(5,590)
External Training & Conferences	\$ 12,000	84,975	72,975
Printing and Binding	\$ 7,500	12,050	4,550
Consumables	\$ 2,400	1,310	(1,090)
Disaster Supplies	\$ 2,500	1,500	(1,000)
Tools and Equipment	\$ 10,000	7,600	(2,400)
Facility and Equipment Insurance	\$ 100,000	107,333	7,333
Recruiting and Advertising	\$ 50,000	54,213	4,213
Financial Audit	\$ 20,000	11,665	(8,335)
Professional and Technical Services	\$ 75,000	126,857	51,857
Labor Negotiation Support	\$ 25,000	20,000	(5,000)
Bank Fees	\$ 1,200	1,301	101
Legal Services	\$ 25,000	27,106	2,106
Accreditation (CALEA)	\$ 10,000	9,680	(320)
Travel & Mileage Reimbursement	\$ 10,000	10,100	100
Vehicle Allowance	\$ 6,000	6,506	506
Tuition Reimbursement	\$ 12,000	-	(12,000)
ACCESS - Washington State	\$ 35,000	30,600	(4,400)
Equipment Rental	\$ 10,000	10,843	843
Electric Utility	\$ -	-	-
Water and Sewer	\$ -	-	-
Refuse Collection	\$ -	-	-
Telephone Service	\$ 75,000	38,271	(36,729)
Cellular, Pager, Trunked Radio Service	\$ 12,000	45,200	33,200
Fuel	\$ 3,600	-	(3,600)
Repair and Maintenance	\$ 25,000	212,889	187,889
Janitorial Service	\$ -	-	-
Local and Wide Area Network Operations	\$ 75,000	25,000	(50,000)
Facility Repairs	\$ -	0	-
System Software	\$ 50,000	54,213	4,213
System Maintenance	\$ 274,000	510,900	236,900
Console/Communications Maintenance	\$ -	176,000	176,000
Back-Up Center (included in one-time costs)			
<b>Operating Total</b>	<b>\$ 1,465,404</b>	<b>2,076,596</b>	<b>611,192</b>
<b>Employee &amp; Operating Total</b>	<b>\$ 7,587,754</b>	<b>9,719,589</b>	<b>2,131,835</b>
Capital Equipment Replacement Reserve	\$ 250,000	250,000	-
Operating Expense Reserve	\$ -	103,830	103,830
<b>Reserve Total</b>	<b>\$ 250,000</b>	<b>353,830</b>	<b>103,830</b>
<b>Operating &amp; Reserve Total</b>	<b>\$ 1,715,404</b>	<b>2,430,426</b>	<b>715,022</b>
<b>Total Cost</b>	<b>\$ 7,837,754</b>	<b>\$ 10,073,419</b>	<b>\$ 2,235,665</b>
<b>Percentage Change</b>			<b>28.52%</b>

USER FEES  
BREAKDOWN

Attachment 3a

CONFIGURATION			
Console	Staffing	Turnover	
Call Receivers	4.00	20.00%	
Fire Dispatchers	3.00	20.00%	
Police Dispatchers	2.00	20.00%	
Operations Supervisor	1.00	10.00%	

NORCOM Cost	Fire / EMS		Police		NORCOM
	Amount	% of Total	Amount	% of Total	Total
Salary & Benefits	\$ 3,821,496	50.00%	\$ 3,821,496	50.00%	\$ 7,642,993
Other Operating Costs	\$ 1,038,298	50.00%	\$ 1,038,298	50.00%	\$ 2,076,596
<b>Operating Total</b>	<b>\$ 4,859,794</b>	<b>50.00%</b>	<b>\$ 4,859,794</b>	<b>50.00%</b>	<b>\$ 9,719,589</b>
Operating Expense Reserve	\$ 51,915	50.00%	\$ 51,915	50.00%	\$ 103,830
Capital Equipment Replacement Reserve	\$ 125,000	50.00%	\$ 125,000	50.00%	\$ 250,000
<b>NORCOM Total</b>	<b>\$ 5,036,709</b>		<b>\$ 5,036,709</b>		<b>\$ 10,073,419</b>
E9-1-1 & Subscriber 6% Revenue (\$39,000)	\$ 619,419		\$ 619,419		\$ 1,238,838
<b>NORCOM Net Expense</b>	<b>\$ 4,417,290</b>		<b>\$ 4,417,290</b>		<b>\$ 8,834,581</b>

Police	Calls	Operating Cost	
		Each	Total
Bellevue	58,921	\$ 32.481	\$ 1,913,799
Clyde Hill	3,641	\$ 32.481	\$ 118,263
Kirkland	51,187	\$ 32.481	\$ 1,662,607
Medina	6,116	\$ 32.481	\$ 198,638
Mercer Island	16,132	\$ 32.481	\$ 523,984
<b>Total</b>	<b>135,996</b>	<b>\$ 32.481</b>	<b>\$ 4,417,290</b>
<b>% of Total</b>	<b>65.93%</b>		<b>50.00%</b>

Fire & EMS	Calls	Operating Cost	
		Each	Total
Bellevue	17,170	\$ 62.859	\$ 1,079,250
Bothell	4,684	\$ 62.859	\$ 294,429
Eastside Fire & Rescue	8,979	\$ 62.859	\$ 564,407
KCFD # 16 - Northshore	3,324	\$ 62.859	\$ 208,942
KCFD # 27 - Fall City	748	\$ 62.859	\$ 47,018
KCFD # 4 - Shoreline	9,158	\$ 62.859	\$ 575,627
KCFD # 45 - Duvall	988	\$ 62.859	\$ 62,104
KCFD # 51 - Snoqualmie Pass	320	\$ 62.859	\$ 20,115
Kirkland	7,293	\$ 62.859	\$ 458,396
Mercer Island	2,283	\$ 62.859	\$ 143,506
Redmond	10,298	\$ 62.859	\$ 647,317
Snoqualmie	829	\$ 62.859	\$ 52,110
Woodinville Fire & Life Safety	4,201	\$ 62.859	\$ 264,069
<b>Total</b>	<b>70,274</b>	<b>\$ 62.859</b>	<b>\$ 4,417,290</b>
<b>% of Total</b>	<b>34.07%</b>		<b>50.00%</b>
<b>NORCOM Total</b>	<b>206,270</b>	<b>\$ 42.83</b>	<b>\$ 8,834,581</b>

NORCOM  
2006 vs. 2009 Comparison  
With Bellevue Smoothing Contribution  
Using Updated 8Q Average Calls for Service

Attachment 3b

Summary of All Agencies	FULL YEAR COSTS				6 MONTHS (ASSUMING 7/1/09 GO LIVE) - Note 1					
	2009	Subscriber Fee	2006 Model	Diff	% Diff	2009	Subscriber Fee	2006 Model	Diff	% Diff
Bellevue Fire	1,884,374		1,706,717	177,657	10.41%	942,187		853,359	88,828	10.41%
Bellevue Police	2,258,852		2,149,267	109,585	5.10%	1,129,426		1,074,633	54,792	5.10%
<b>Bellevue Total</b>	<b>4,143,226</b>		<b>3,855,984</b>	<b>287,242</b>	<b>7.45%</b>	<b>2,071,613</b>		<b>1,927,992</b>	<b>143,621</b>	<b>7.45%</b>
Bothell Fire	223,414		169,078	54,336	32.14%	111,707		84,539	27,168	32.14%
Clyde Hill Police	101,963		54,900	47,063	85.73%	50,982		27,450	23,532	85.73%
Duvall Fire	47,125		36,282	10,843	29.89%	23,562		18,141	5,422	29.89%
Eastside Fire and Rescue	428,274		340,685	87,589	25.71%	214,137		170,343	43,794	25.71%
Fall City Fire	35,678		27,231	8,446	31.02%	17,839		13,616	4,223	31.02%
Kirkland Fire	347,832		270,098	77,735	28.78%	173,916		135,049	38,867	28.78%
Kirkland Police	1,433,452		1,022,416	411,035	40.20%	716,726		511,208	205,518	40.20%
<b>Kirkland Total</b>	<b>1,781,284</b>		<b>1,292,514</b>	<b>488,770</b>	<b>37.82%</b>	<b>890,642</b>		<b>646,257</b>	<b>244,385</b>	<b>37.82%</b>
Medina Police	171,260		61,772	109,488	177.25%	85,630		30,886	54,744	177.25%
Mercer Island Fire	108,893		86,436	22,457	25.98%	54,446		43,218	11,228	25.98%
Mercer Island Police	451,764		407,022	44,742	10.99%	225,882		203,511	22,371	10.99%
<b>Mercer Island Total</b>	<b>560,657</b>		<b>493,458</b>	<b>67,199</b>	<b>13.62%</b>	<b>280,328</b>		<b>246,729</b>	<b>33,599</b>	<b>13.62%</b>
Northshore Fire	158,546		130,938	27,607	21.08%	79,273		65,469	13,804	21.08%
Redmond Fire	491,187	38,839	381,907	148,119	38.78%	245,593	19,420	190,954	74,059	38.78%
Shoreline Fire District	436,788		338,511	98,277	29.03%	218,394		169,256	49,138	29.03%
Snoqualmie Fire	39,541		27,784	11,757	42.31%	19,771		13,892	5,878	42.31%
Snoqualmie Pass Fire	15,263		9,446	5,817	61.58%	7,632		4,723	2,909	61.58%
Woodinville FLSD	200,376		158,051	42,325	26.78%	100,188		79,025	21,163	26.78%
<b>Total</b>	<b>\$8,834,581</b>	<b>\$38,839</b>	<b>\$7,378,542</b>	<b>\$1,494,878</b>	<b>20.26%</b>	<b>\$4,417,290</b>	<b>\$19,420</b>	<b>\$3,689,271</b>	<b>\$747,439</b>	<b>20.26%</b>

Excluding Bellevue \$4,691,355 \$38,839 \$3,522,558 \$1,207,637 34.28%

Note 1: The 6-month NORCOM operating cost is in addition to 6 months of operating costs from the existing providers.

Attachment 4

**NORCOM**  
**Draft Calls for Service Comparison**  
 17-Jun-08

Jurisdiction	2005 Call Volume	Business Plan % with Redmond	2007 Call Volume	2007 Annual % (Transition)	2Q06-1Q08 8Q/2 Call Volume	2009 Operating % (8 Q Avg)
Bellevue Fire	16,238	24.48%	16,426	24.26%	17,170	24.43%
Bellevue Police	61,607	48.82%	57,516	42.20%	58,921	43.33%
<b>Bellevue Total</b>						
Kirkland Fire	6,834	10.30%	6,897	10.19%	7,293	10.38%
Kirkland Police	42,703	33.84%	51,179	37.55%	51,187	37.64%
<b>Kirkland Total</b>						
Mercer Island Police	17,000	13.47%	16,268	11.93%	16,132	11.86%
Mercer Island Fire	2,187	3.30%	2,192	3.24%	2,283	3.25%
<b>Mercer Island Total</b>						
Clyde Hill**	2,293	1.82%	3,738	2.74%	3,641	2.68%
Medina***	2,580	2.04%	7,604	5.58%	6,116	4.50%
Woodinville Fire & Safety	3,999	6.03%	4,022	5.94%	4,201	5.98%
Shoreline Fire	8,565	12.91%	9,142	13.50%	9,158	13.03%
Northshore Fire	3,313	4.99%	3,371	4.98%	3,324	4.73%
Eastside Fire and Rescue	8,620	13.00%	8,608	12.71%	8,979	12.78%
Fall City Fire	689	1.04%	736	1.09%	748	1.06%
Bothell****	4,278	6.45%	4,427	6.54%	4,684	6.67%
Redmond Fire (inc. FD 34)	9,663	14.57%	9,825	14.51%	10,298	14.65%
Snoqualmie Pass Fire	239	0.36%	310	0.46%	320	0.46%
Duvall Fire	1,000	1.51%	924	1.36%	988	1.41%
Snoqualmie	702	1.06%	820	1.21%	829	1.18%
<b>TOTAL- PARTICIPATING AGENCIES</b>	<b>192,510</b>		<b>204,005</b>		<b>206,270</b>	
Remaining Federal Appropriation after \$310K budgeted in 2008						
<b>OVERALL TOTAL</b>						

\*\*Includes Yarrow Point, population 1,000

\*\*\*Includes Hunts Point, population 445

\*\*\*\*Includes Snohomish Fire Prot. District 10, population 11,000



July 7, 2008

To: Governing Board  
From: Joint Operations Board  
Chief Ed Holmes – Police Chair  
Chief Mario Trevino – Fire and EMS Chair  
Re: Technology Procurement Recommendation

### RECOMMENDATION

Governing Board acknowledges that none of the technology suppliers is able to provide an integrated solution with its current offering.

Discuss and confirm the requirement for an integrated technology solution.

Receive the unanimous recommendation from the Joint Operations Board for New World Systems as the technology supplier to NORCOM.

Authorize the Technology Steering Committee to obtain support from DELTAWRX and NORCOM's general counsel and expert technology counsel to begin negotiations with New World Systems for a performance-based System Purchase Agreement and Software Maintenance and Software Escrow Agreements, and other required documents which will be presented to the Governing Board for approval.

### OVERVIEW

The NORCOM Technology Steering Committee (TSC) completed its evaluation of proposals for an Integrated Public Safety system<sup>1</sup> and identified the most qualified vendor to provide an integrated solution and with whom to enter into contract negotiations.

The TSC presented its findings and recommendation to NORCOM's Joint Operations Board (JOB) on June 17, and after considerable discussion, the JOB unanimously agreed to accept the TSC recommendation and forward to the Governing Board.

This report summarizes the TSC's findings and recommendations.

### BACKGROUND

On November 5, 2007, NORCOM issued a Request for Proposal (RFP) for an Integrated Public Safety System. The RFP specified requirements identified by many NORCOM participants and served as the basis for this recommendation to the Joint Operations Board. To select the most

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<sup>1</sup> NORCOM's use of the term, Integrated Public Safety System means technology which provides computer-aided dispatch (CAD), mobile data terminals which allow display of CAD information in vehicles and automated field reporting by police officers from vehicles, records management system for fire, police and EMS and jail management.

appropriate system, NORCOM formed a project team to participate in the RFP development, evaluation and selection of the new system. The project team included representatives from the various public safety agencies that comprise NORCOM. The following summary describes the major tasks involved throughout the RFP release, evaluation and selection process.

### RFP DEVELOPMENT AND RELEASE

Prior to release of the RFP, a vendor list was created with input from numerous team members. Upon completion of the RFP, vendors were notified of the RFP's availability on the City of Bellevue's website. Subsequent addendums were posted on Bellevue's web-site. In addition, the RFP was provided to any vendors who requested a copy that were not on the original vendor list.

On November 20, 2007 NORCOM hosted a non-mandatory bidder's conference during which prospective bidders could participate in a site tour and ask any questions they had regarding the RFP. Representatives from the project team and NORCOM's consultant, DELTAWRX, were present during this conference to help provide clarification to vendors. Over the course of the RFP's release, four addendums were posted to the City of Bellevue website that documented answers to questions received in writing during the RFP release period as well as orally at the bidder's conference. Each vendor as part of its response was required to acknowledge that it had received and reviewed all of the addenda.

Proposals were accepted by the City of Bellevue, acting as NORCOM's agent, up until the due date of January 18, 2008.<sup>2</sup>

### PRELIMINARY PROPOSAL EVALUATION

NORCOM received proposals from the following vendors:

- Intergraph
- Logisys
- New World
- Positron
- Tiburon
- TriTech

The project team conducted a preliminary proposal analysis of relevant vendor experience as well as overall compliance to the functional requirements in accordance with the evaluation and selection criteria published in the RFP. After review of the functional requirements the project team decided to further review the responses to the RFP from three vendors:

- New World
- Tiburon
- TriTech

As a result of the preliminary proposal evaluation process, three of the six proposals were eliminated from further consideration by the project team. The following is a brief synopsis of the significant issues that led the project team to decide not to pursue further consideration with the three vendors. While these vendors may have offered certain components that were appealing to the project team, the following information focuses only on the perceived shortcomings of their proposals.

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<sup>2</sup> Initially, RFP responses were due January 4, 2008. The due date was extended via Addendum to January 18.

### *Intergraph*

Intergraph did not comply with the RFP's instructions and failed to propose a regional Fire RMS solution for NORCOM. In addition, Intergraph proposed an insufficient number of licenses for several key applications. Finally, Intergraph's proposal was the second most expensive solution. For these primary reasons, the project team decided not to pursue further consideration of Intergraph's proposal.

### *Logisys*

Logisys complied with the fewest number of Jail Management (JMS) requirements. In addition, Logisys lacked any single customer that met the majority of the reference criteria important to NORCOM (police/fire site, multi-jurisdictional, comparable service area population, integrated CAD/Mobile, integrated Police/RMS and Field Reporting, JMS, Fire RMS and in the State of Washington). For these primary reasons, the project team decided not to pursue further consideration of Logisys's proposal.

### *Positron*

Of all vendors, Positron complied with the least amount of CAD, Mobile, Police RMS and Interface requirements. In addition, Positron lacked any single customer that met the majority of the reference criteria important to NORCOM (police/fire site, multi-jurisdictional, comparable service area population, integrated CAD/Mobile, integrated Police/RMS and Field Reporting, JMS, Fire RMS and in the State of Washington). Lastly, Positron's proposal was the most expensive of all proposals. For these primary reasons, the project team decided not to pursue further consideration of Positron's proposal.

## PROPOSAL EVALUATION

Based on the overall strength of their functional requirements, New World, Tiburon and TriTech were identified as the top three technology suppliers by the project team. During this part of the evaluation each proposal was read and analyzed thoroughly. DELTAWRX completed comprehensive evaluation worksheets and facilitated discussions with project team members to ensure that all relevant information and issues regarding the vendor proposals were identified. Proposals were evaluated based on a variety of quantitative and qualitative criteria including, but not necessarily limited to, the following:

- Vendor Experience and Resources (20%)
- Application Software and Integration (35%)
- Hardware/Software Design / System Architecture Approach (5%)
- Implementation / Project Management (10%)
- Training, Documentation and System Administration (5%)
- Customer Support, Warranty and Maintenance (10%)
- Costs (15%)

## DEMONSTRATIONS

After conducting a thorough evaluation of all three proposals, the project team decided to request demonstrations of the proposed Integrated Public Safety System from all three remaining vendors.

Each vendor was provided two days during the last two weeks of February to demonstrate its offering. Demonstrations were hosted at the Bellevue, Kirkland and Redmond City Halls and were managed by representatives from Bellevue and Kirkland information technology departments. The NORCOM attendees varied and the structure of the demonstrations with police and fire/EMS demonstrations happening concurrently precluded a single person from attending all of the demonstration elements.

Participants who attended the demonstrations were requested to provide observations and concerns about each supplier.

At the conclusion of the demonstrations it became obvious to many participants that none of the suppliers was able to provide to NORCOM the integrated technology without additional development.

### QUESTIONS FROM DEMONSTRATIONS

During the demonstrations, there were questions asked which were not answered by the vendors. On March 7 each supplier was provide with specific questions concerning its offering. Responses to the questions were received by NORCOM on March 14 and distributed to the people who had been identified as being involved with NORCOM's technology evaluation.

The answers did not provide material information which caused any of the candidate suppliers to be the obvious selection for NORCOM, and there was not anything noteworthy which eliminated any supplier.

### TECHNOLOGY STEERING COMMITTEE FORMED

After NORCOM appointed its technology manager, the roles and responsibilities of various NORCOM participants were clarified and formally agreed to by NORCOM's Joint Operations Board and Governing Board.

An element of the roles and responsibilities clarification was the formation of a Technology Steering Committee (TSC) to assign a smaller number of people focused on NORCOM's technology procurement. Members of the TSC have not changed since its formation and are the authors of this recommendation.

### MEETINGS WITH CHIEF EXECUTIVE AND CHIEF TECHNOLOGY OFFICERS

After formation of the TSC, invitations were made to the president/chief executive officer and chief technology officer from the three candidate suppliers to travel to Kirkland May 19, 20 and 21 and do the following with the TSC.

1. Appreciate that NORCOM considers integrated technology a key component of its success.
2. Discuss the benefits and risks of the architecture of their offering.
3. Discuss the benefits and risks of the supplier's approach to contract 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.

The TSC found that the meetings created an environment with each supplier to discuss in more detail how it would best serve NORCOM. Each supplier, in its own way, recognized that what NORCOM is doing with its requirement for an integrated solution is the way that public safety technology is heading, and that NORCOM's requirements are realistic and they expect to see more requests like NORCOM's in the future. The President and CEO from one supplier noted that NORCOM's integrated technology requirement is the *sweet spot* of where they intend to focus.

After the meetings, the TSC agreed to eliminate Tiburon from further consideration. Tiburon is a company which has grown through acquisitions. As companies are acquired, the individual offices have often been left in place and the acquired technologies integrated by first changing the name to Tiburon and then the slow process of integration of architectures, business practices and software developers and testers started.

The TSC was also concerned that Tiburon's emphasis on command-line CAD and less focus on Microsoft Windows functionality was a wide gap for the dispatch center team and the police customers. Tiburon's development plan also put NORCOM's implementation further out than New World or TriTech.

Although Tiburon represented that it was an integrated technology supplier its answer to how NORCOM might begin service early lacked clarity and appeared to the TSC that Tiburon had either not thought seriously about the challenges of bringing together Eastside Communications and Kirkland Police Communications, or if they had given it consideration, were not able to offer meaningful solutions.

Finally, The Gores Group, a private equity group is the current owner of CompuDyne, Tiburon's parent company. Gores completed its acquisition in September 2007. The TSC is concerned, and expressed the concern to Tiburon's executives, that Gores' investment strategy is contrary to the relationship NORCOM is seeking from its key technology supplier.<sup>3</sup>

#### FOLLOW UP INQUIRES TO SUPPLIERS

On May 30 inquires were sent to the three companies requesting

1. Description of which technology elements will be designed, tested and available for NORCOM's use on or before July 1, 2009.
2. Description of which technology elements which will be designed, tested and available for NORCOM's use after July 1, 2009. Provide exact dates of when each element will be available for NORCOM's use.
3. Recommendations on how NORCOM can efficiently operate between July 1, 2009 and the date when all of the technology will be available.

Each company replied to NORCOM on Friday, June 6.

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<sup>3</sup> A statement on Gores' web-site indicates, "The firm prides itself on being opportunistic and flexible in its approach to transactions." <http://www.gores.com/investmentstrategy/index.shtml>

## TSC CONSENSUS

TSC members individually evaluated the responses and met as a group in the early evening on June 10. Each TSC member presented their opinions and with little discussion agreed that Tiburon's response did not change the decision that they should be eliminated from further consideration by NORCOM.

Each member then provided their input concerning New World and TriTech.

There was still consensus that neither TriTech nor New World could provide NORCOM with all of its technology requirements without further development.

The TSC believes that New World's existing technology is most likely to meet the needs of NORCOM's law enforcement members and TriTech's existing technology is most likely to meet the needs of fire and EMS.

The gaps between what is required by each supplier have remained constant for many weeks, with no new issues being supplied to any member of the TSC by any of NORCOM's participants.

After discussing which supplier is most likely to be responsive to NORCOM's technology requirements, and agreeing explicitly with each other that none of the suppliers is currently able to meet NORCOM's requirements, TSC members each offered their endorsement that New World Systems is most likely to provide NORCOM with its required integrated suite of technology sooner than Tiburon or TriTech.

## ADDITIONAL REASONS FOR TSC DECISION

Following the evening meeting on June 10, members of the TSC began to check-in with people who have been involved with the NORCOM technology acquisition. The purpose of the check-in was to provide another opportunity to learn of any new issues that may have not been provided previously to the TSC. The TSC decision was not announced, so as to not influence input.

Starting on Friday, June 13, the TSC's decision was announced to the communications centers management teams and fire and police departments leadership. Elements of the announcement and why New World is recommended include the TSC's belief in New World's:

1. Commitment to provide necessary components.
2. Ability to provide necessary components by use of a proven development process called *Agile Development*, which allows rapid integration of the product with frequent customer input.
3. Understanding NORCOM's needs and committed to development of fire and EMS requirements.
4. A suite of products that is highly integrated
5. Serves the needs of police very well.
6. Good dispatcher workflow.

## ADDITIONAL INPUT PRIOR TO JOINT OPERATIONS BOARD MEETING

Since the TSC announced its recommendation and prior to the Joint Operations Board Meeting on June 11, considerable feedback, various concerns and some suggestions were offered.

Concerns most often stated relate to:

- Not trusting suppliers
- Wondering about how to achieve enforceable commitments
- How to incent the supplier to deliver what is required, when it is required
- History with previous technology procurements
- Unwillingness to collaborate with a new supplier to develop something which is already in place with an existing supplier

- Doubts about the system architecture
- Doubts about the suppliers skills and know-how
- Impact on communications center employees of technology changes
- The extensive and continuing commitment required from NORCOM to collaborate with a supplier to develop and provide an integrated technology solution.
- NORCOM's intentions to be true to its Statement of Operating Values and Principals

## RECENT INPUT

The Joint Operations Board provided the Technology Steering Committee with specific requirements which it requires from New World and the TSC has received the following comments:

1. Develop contract with New World Systems which is performance-based with concise, short-term deliverables which will allow modest progress payments to New World.
  - a. NORCOM shall ensure its right to cancel the contract and retain the performance bond if New World does not perform timely and early during the contract.
  - b. A significant payment milestone shall be the requirement for New World to provide fully-functional technology with sufficient time allowed prior to payment for comprehensive testing by NORCOM using actual historical events as test scripts.
  - c. NORCOM's placement of the technology in-service to support its fire and EMS operations shall trigger the start of a 90-day timer during which the technology shall meet all of the performance requirements, or New World shall be subject to a penalty up to and including cancellation of the agreement and forfeiture of its performance bond.
2. When placed in operation, the New World technology must not cause any existing functionality to be reduced. Fire/EMS is specifically concerned with fully-functional and tested automatic vehicle location-based proximity dispatching and cross-staffing.
3. NORCOM must establish an operations plan and phased implementation which protects police, fire and EMS users and provides functionality currently available from the New World system used by Kirkland, Medina and Mercer Island Police and the TriTech system used by Fire Zone 1. A way of ensuring uninterrupted functionality may include concurrent operation of TriTech and New World after July 1, 2009.
4. NORCOM's Fire and EMS participants restated their earlier conclusions:
  - a. CAD is the most critical component of the overall system, relative to the mission and services of the Fire Agencies.
  - b. Within the CAD system, two of the most critical elements are:
    - i. Proximity dispatching
    - ii. Cross staffing
  - c. Fire Agencies see the opportunity for flexibility within the four other elements of the Integrated Public Safety System.
    - i. Fire RMS
    - ii. Mobile

- iii. Interfaces
- iv. Global requirements.
- d. No vendor can currently meet all the functional requirements within the RFP.
- 5. Ensure that New World's technology and NORCOM's implementation is consistent with the currently-pending Urban Area Security Initiative (UASI) grant request and is consistent with regional collaboration initiatives.

### NEXT STEPS

After approval by the Governing Board, the Joint Operations Board recommends the following.

- Increase the exposure of New World's Agile Development Process to others involved in the early phases of the technology procurement.
- Aggressively seek additional input from NORCOM's participants.
- Provide several opportunities for all members of any NORCOM participant to ask questions and provide input to the Technology Steering Committee.
- NORCOM participants provide input to the TSC on contract requirement elements.
- Identify if visits to any existing customer technology configurations provide value to NORCOM.
- Identify members of contract development and review team.
- Begin negotiations with New World for a performance-based contract.
- Contact other New World customers for reference checks.
- If any customers are identified as having configurations which would be valuable to NORCOM, visit customers sites.

Several steps will happen concurrently.

Chairs of the Joint Operations Board may be contacted as follows:

<b>Name</b>	<b>Phone</b>	<b>E-Mail</b>
Chief Mario Trevino – Fire/EMS	425-452-6895	mtrevino@ci.bellevue.wa.us
Chief Ed Homes – Police	206-275-7911	ed.holmes@mercergov.org

Members of the Technology Steering Committee may be contacted as follows:

<b>Name</b>	<b>Phone</b>	<b>E-Mail</b>
Bud Backer – Fire	425-483-7913	bbacker@wflsd.org
Kevin Bostrom – Communications	425-452-4383	kbostrom@bellevuewa.gov
Gene Markle – Police	425-587-3406	gmarkle@ci.kirkland.wa.us
Mark Nelson – Project Manager	425-576-5675	mnelson@norcom.org
Kassie Tadsen – Technology	425-587-3064	ktadsen@ci.kirkland.wa.us



# NORCOM

# Technology Recommendation

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## Governing Board Meeting

Kirkland City Hall – Peter Kirk Room  
July 11, 2008

# Agenda

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- ❑ Review Roles and Responsibilities
- ❑ Summarize TSC Assignment
- ❑ Recap Request for Proposal
- ❑ Review Findings
- ❑ Provide TSC Recommendation
- ❑ Answer Recent Questions
- ❑ Support Joint Operations Board Recommendation

# Technology Project Roles and Responsibilities

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- **Executive-Level Stakeholders**

*NORCOM Governing Board*

- **Operations Stakeholders**

*NORCOM Joint Operations Board*

- **Technology Steering Committee**

*FD, PD, IT, Dispatch, Project Manager*

# TSC Assignment

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- ❑ Evaluate finalist technology suppliers
- ❑ ...based on Request for Proposal
- ❑ Develop consensus recommendation to Joint Operations Board

# TSC Assignment

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- ❑ Evaluate finalist technology suppliers
- ❑ ...based on Request for Proposal
- ❑ Develop **consensus** recommendation to Joint Operations Board

# RFP Recap

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NORCOM is soliciting proposals for the design and implementation of an integrated

# RFP Recap

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NORCOM is soliciting proposals for the design and implementation of an integrated CAD, Mobile, Police RMS, Automated Field Reporting (AFR), Jail Management System (JMS) and Fire RMS

# RFP Recap

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NORCOM is soliciting proposals for the **design** and implementation of an **integrated CAD, Mobile, Police RMS, Automated Field Reporting (AFR), Jail Management System (JMS) and Fire RMS**

# Findings

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- None of three candidate suppliers can **currently** provide NORCOM with **integrated** technology
- All of the finalist suppliers indicated
  - NORCOM's request is the future of public safety collaboration and operation
  - It is possible to develop and provide NORCOM's requested technology

# TSC Recommendation to Joint Operations Board June 19, 2008

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- Acknowledge that none of the technology suppliers can currently provide NORCOM with integrated technology
- Discuss and confirm requirement for an integrated technology solution
- Receive the unanimous recommendation for New World Systems
- Unanimously endorse and forward recommendation to Governing Board

# Why New World?

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- ❑ Commitment to provide technology
- ❑ Ability to provide technology
- ❑ Agile development process
- ❑ Understands NORCOM's needs
- ❑ Integrated products
- ❑ Quick implementation for police
- ❑ Good dispatcher workflow

# Discussion

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- Concerns
  - Trust
    - Suppliers
    - NORCOM participants
  - Technology procurement history
  - Willingness to change
  - Commitment to NORCOM's Operating Values and Principals
  - Willingness to collaborate and achieve consensus
- Activities Since June 19

# Joint Operations Board

## Direction to TSC

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- Require Performance-Based Contract with NWS
  - Concise, short-term deliverables
  - Test and confirm before payment
- Baseline is Current Functionality
  - If Required: Operations Plan & Phased Implementation
  - To meet July 1, 2009 Go-Live, may require concurrent operation of TriTech & NWS
  - Police Baseline is Kirkland, Medina, Mercer Island
  - Fire & EMS Baseline is Zone 1
- Ensure consistency with
  - Pending UASI Grant Request
  - Regional Collaboration

# Recent Activities

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- Reviewed Pending UASI Grant Request
  - Consistent with
    - Technology RFP
    - NORCOM's Purpose & Intent
  - Updated Puget Sound Regional Interoperability Executive Committee
- King County EMS
  - Provided Technology Status Update
  - Received Criteria-Based Dispatch & Reporting Requirements

# Recent Questions

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**Q – What criteria and scoring was used to ensure that NORCOM’s functionality needs were met?**

***A – None of the respondents currently meet NORCOM’s requirements for an integrated technology system.***

# Recent Questions

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**Q – What due diligence, such as reference checks and site visits, was done to ensure that New World can perform?**

***A – Reference checks will happen after approval by the Governing Board. If any current customers are identified as having configurations which would be valuable to NORCOM to observe, the customers will be visited.***

# Recent Questions

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Q – What does a phased implementation look like?

*A – The implementation plan will be developed by NORCOM. An example is that Bellevue and Clyde Hill Police transition to New World as soon as practical.*

# Recent Questions

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Q – What are the pros/cons, risks and alternatives to a phased implementation?

*A – Answers will be developed as part of the implementation plan, and after formally engaging with New World.*

# Recent Questions

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Q – What are the implications on operations and budget if a phase fails?

*A – Answers will be developed as part of the implementation plan, and after formally engaging with New World.*

# Recent Questions

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Q – What happens if the functionality does not work in the end?

*A – The current strategy is to require New World to provide early and frequent deliverables tied to modest progress payments with the right for NORCOM to cancel the contract and retain the performance bond for non-timely and not fully functional technology.*

# Recent Questions

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Q – What is the back-up plan?

*A – Back-up plans will be developed as part of the implementation plan. Worst case back-up plan is to continue operation of existing technologies.*

# Recent Questions

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Q – How is an open-ended parallel operations/system scenario prevented?

A – *The current strategy is to require New World to provide early and frequent deliverables tied to modest progress payments with the right for NORCOM to cancel the contract and retain the performance bond for non-timely and not fully functional technology.*

# Recent Questions

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Q – What will be done to ensure adequate involvement in implementation planning so that everyone understands the implications and owns the decision?

A – *The Technology Steering Committee will actively recruit experts to support and contribute to the planning, configuration, implementation, testing and debugging of each element. It is not realistic to expect that every person will choose to understand and own the decision.*

# Recent Questions

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Q – Prior to approving the agreement with NWS, will the Governing Board:

- Receive the results of due diligence
- Hear the details of the proposed agreement
- Offer additional ideas
- Ask questions

A – Yes

# Technology Steering Committee

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