

## **Meeting Minutes**

### **NORCOM Governing Board**

City of Kirkland, Peter Kirk Room

August 8, 2008—8:30–9.15 a.m.

**Governing Board Reps:** Dave Ramsay, Marcus Kragness, Brad Miyake, Warren Burns, Bill Archer, Jeff Chen, Rich Conrad, Bob Larson, John Lambert, Jeff Griffin, Jim Torpin, Dennis Johnson, Chris Connor

### **Call to Order**

The NORCOM Governing Board was called to order by Dave Ramsay, Governing Board Chair, at 8:30 a.m. on August 8, 2008.

### **1. Approval of Minutes from July 11, 2008**

The Governing Board approved the minutes from July 11, 2008.

### **2. Report of Executive Director**

Mark Nelson presented the Executive Director briefing to the Governing Board (*see* attached Governing Board Briefing). **Note:** Chris Fischer was at the APCO Annual Convention. The Executive Director briefing included the following:

- Budget Development
- Space Issues (7<sup>th</sup> floor Bellevue City Hall)
- Miscellaneous Activities

Dave Ramsay inquired about the status of the 7<sup>th</sup> floor lease proposal with Bellevue. Mark Nelson replied that concerns remain that NORCOM operations will fit into the proposed 7<sup>th</sup> floor leased space, especially if EPSCA continues as a tenant. Mark added that suitable space for NORCOM was being defined as well as a return to the lease agreement principles outlined in the June 2007 memo prepared by the Steering Committee.

Dave Ramsay expressed that at the last EPSCA Board meeting, there was discussion about potentially merging EPSCA and NORCOM. The board decided to ask Chris Fischer to attend the next meeting to discuss this topic. Mark Nelson said he would relay the message to Chris.

### **Introduction of Finance Manager**

Mark Nelson introduced Gwen Jewett as NORCOM's new Finance Manager. The Governing Board welcomed Gwen.

### **Report from Technology Project Manager**

Mark Nelson presented his Technology report to the Governing Board (*see* attached Technology Update). His report covered the Contract Negotiation Principles (CNP) developed and approved by the Governing Board to be used with New World Systems (NWS).

Dave Ramsay asked if there were any questions or comments from the Governing Board regarding the CNP. Marcus Kragness said they were ready to go. Dave reiterated that it was essential the system was operational by July 1, 2009. Dave added that NORCOM would not pay unless all requirements were met.

Mark Nelson agreed that NORCOM would become operational on July 1, 2009 although initially it may be necessary to utilize existing technology. Mark added that additional discussions would be forthcoming.

Dave Ramsay asked if contract negotiations and system development with NWS were parallel. Mark Nelson replied that NWS had begun development but would like a formal contract. Mark added that NWS has dedicated the money and people to develop the system.

Rich Conrad asked Mark Nelson if NWS is aware and agrees to NORCOM's contract principles (*see* attached draft NWS Contract Negotiation Principles). Mark Nelson reported that in theory NWS agrees to "pay for performance" but the company is unwilling to deviate from *Generally Accepted Accounting Principles* (GAAP) concerning revenue recognition. Mark added that when NWS ships software, they invoice for that software. Tracey Dunlap noted that there may be negotiation with payment terms.

Dave Ramsay called for active participation in the process, development, and implementation of this system.

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

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

- There are six candidates for the Operations Manager position. Susan invited Governing Board members to Fire Station 26 on Monday, August 11 from 4:00–5:30 p.m. for an informal gathering to meet the candidates.
- The Administrative Assistant position closes August 8. Susan reported that there was an enormous response to the job posting.
- A City of Bellevue IT employee resigned. The position will not be filled.
- NORCOM received a very kind note from World Impact Network for the recent food drive.
- Dave Ramsay requested a small three–four person committee be formed for labor and negotiation issues for NORCOM. Susan asked for volunteers. The following volunteered for the HR Committee:
  - John Lambert
  - Dennis Johnson
  - Brad Miyake
  - Eric Olson

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

Ed Holms presented his report and recommendations from the Joint Operating Board (*see* attached Joint Operating Board Report).

Dave Ramsay stressed that although numerous committees are being formed, he wants the Joint Operating Board to remain the key place before recommendations reach the Governing Board. Ed Holmes reported that so far good communication between the Technology Committee and the Joint Operating Board has helped facilitate a healthy dialog.

Dave Ramsay reiterated that the Joint Operations Board did not recommend NORCOM budget cuts requested by the Governing Board for consideration.

#### **4. Committee Reports**

##### **Finance Committee Budget Discussion**

Tracey Dunlap presented the 2009 Budget Report sent prior to the August 8 Governing Board meeting. Tracey expressed that after numerous reviews, the Finance Committee and Joint Operations Board recommends approval of the Budget Approval Motion (*see* below). Tracey added that approval meant the budget could be sent to individual agencies for adoption in the next couple of months with final adoption in December, after a public hearing.

##### **Budget Approval (action item)**

- The Governing Board approved the following motion:  
A motion by the Governing Board to approve the 2009 Budget as transmitted on August 1, 2008 to each member of the Governing Board.

#### **4. New Business**

- **Claims Approval (action item)**  
The Governing Board approved the “Approval of Claims” for July 1–July 31, 2008.

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 9:15 a.m.



Governing Board Briefing  
Executive Director Chris Fischer  
August 8, 2008

- **Budget Development:**

- 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;
- Several meetings to discuss and further refine the *Draft* 2009 Operations and Transition budget and one-time costs for NORCOM agencies;
- Further refined/validated call for service information;
- Met with the Joint Operations Board on 7/17 and discussed the cost reduction alternatives requested by the Governing Board;
- Finance Committee met and reviewed budget on July 31
- Transmitted budget to the Governing Board on July 31 – ILA requires that the Governing Board approve by August 30.

- **Space Issues:**

- Have received a draft lease proposal from the City of Bellevue for space on the 7<sup>th</sup> floor of Bellevue City Hall. It has been reviewed by NORCOM's attorney and strategy sessions were held on 6/19 and 7/23. Tracey Dunlap, Jane Christenson, Attorney Rod Kaseguma and I will be representing NORCOM throughout the negotiations and have scheduled a meeting for 8/25 to discuss philosophy Re: leased space as per the June 2007 memo prepared for the Steering Committee. We want to be certain that before we begin discussions in detail that the draft lease document and our approach to negotiations 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, especially if EPSCA continues as a tenant.

- **Miscellaneous Activities:**

- Working closely with NORCOM's labor attorney, Ron Knox, 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, Yvonne Tate, to discuss a variety of issues and met with Bill Kenny, Kirkland's HR Director on 7/22. Another follow up meeting is scheduled with Bill for 8/8/14.
- Moving forward with the 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.
- After the Operations Manager is hired
  - Operational procedures will also begin to be developed in conjunction with the NORCOM operational representatives. Susan will discuss status of Operations Manager process in her report.
  - A meeting will be scheduled with existing com center leadership to discuss plans to implement the process of aligning the existing CAD systems and operations to support the CFS definition as outlined in the ILA which will need to be effective 1/1/09.



August 8, 2008

To: Governing Board  
From: Mark B. Nelson  
Re: Technology Update

At the July Governing Board meeting a motion was adopted to initiate negotiations with New World Systems for NORCOM's technology. Prior to the start of negotiations, the Board directed that *Contract Negotiation Principles* be prepared and used by NORCOM and New World to guide the development of a contract. Three Governing Board members developed and agreed on the attached, August 1, 2008 version of *Contract Negotiation Principles* (CNP).

The CNP, and the adopted Board motion to begin negotiations with New World, require that the Governing Board be kept informed of the status of negotiations and provide to the Governing Board a contract recommendation for consideration.

Additional key elements include in the CNP:

1. Creation of a partnership between NORCOM and New World that ensures both sides are committed to each others success.
2. Meet or exceed the current level of service and functionality.
3. Reasonable cost and duration.
4. Recognition of a phased implementation schedule.
5. Identification of risks, efficiencies, cost, operation and service implications of a phased and sequential implementation.
6. Use of a Technology Negotiation Team with fire, police, IT, dispatch and legal experts that will:
  - a. Participate in contract negotiations
  - b. Engage a Technology Implementation Committee to develop:
    - i. Timelines and milestones
    - ii. Deliverables
    - iii. Definitions of functionality requirements
    - iv. Acceptance criteria and test plan

- c. Develop a contract term sheet for approval by the Governing Board, which has been:
    - i. Accepted by the Technology Implementation Committee
    - ii. Accepted by the Joint Operations Board
7. Use of a Technology Implementation Committee with opportunity for all member agencies to:
  - a. Provide input to Technology Negotiation Team
  - b. Engage in the development and implementation of the technology
  - c. Ensure implementation in support of the contract schedule
8. Requirement for agencies to provide people to the Technology Implementation Committee.
9. Contract elements shall include technology which provides
  - a. Functionality as defined in the RFP
  - b. Service levels equal to or better than currently provided
10. Other required contract elements:
  - a. Defined deliverables
  - b. Performance schedules which support NORCOM's operational requirements starting July 1, 2009
  - c. Penalties for late delivery, incentives for early delivery, structured to minimize overall project duration, and payments triggered by demonstrated satisfactory acceptance tests.
  - d. Acceptance criteria and limited duration test plan

### **Next Steps**

- A. Provide New World Systems with *Contract Negotiation Principles*
- B. Request draft contract from New World Systems
- C. Recruit for Technology Negotiating Team
- D. Recruit for Technology Implementation Committee
- E. Develop contract

Should you have questions, please contact me at phone 425-576-5675, or [mnelson@norcom.org](mailto:mnelson@norcom.org).



# New World Systems Contract Negotiation Principles

\*\*\*\*DRAFT August 1, 2008 \*\*\*\*

NORCOM's Governing Board appointed several of its members to develop principles which shall be used to negotiate a contract with New World Systems. This document outlines those principles in addition to responsibilities and expectations for NORCOM and the member agencies. It is the goal of NORCOM to establish a partnership with New World Systems that ensures each side is committed to the other's success while at the same time ensuring that New World Systems delivers to NORCOM a fully integrated technology system that meets or exceeds the current level of service and functionality within a reasonable cost and timeframe.

Implementation of a New World technology system is a subset of an overall implementation schedule and plan that will guide the successful transition of dispatch services from the Bellevue and Kirkland existing emergency communications centers to NORCOM by July 1, 2009. It is recognized that full functionality of a new technology system may not be achievable within this timeframe. However, the overall implementation schedule and plan should identify risks, efficiencies, cost, operations and service implications of utilizing a phased implementation vs a sequential implementation of the new technology and the New World Systems contract must be developed in a manner that supports the overall implementation plan.

## **Structure for Negotiations and Implementation:**

1. The NORCOM Executive Director and Technology Project Manager are ultimately responsible for the success of new technology implementation for NORCOM.
2. To ensure NORCOM member agencies are informed and committed to the success of this project, NORCOM will utilize a Technology Negotiating Team to participate directly in the contract negotiations and a Technology Implementation Committee to provide input to the negotiations and assist with development of the overall implementation plan and implementation of the new technology.
  - a. The Technology Negotiating Team should consist of representatives from fire, police, IT and dispatch disciplines, and must include legal and IT staff having direct experience and expertise in negotiating complex technology contracts. It is not expected that every NORCOM Participating Agency will have fire, police, IT and legal representatives as part of the Negotiating Team.
  - b. The Technology Implementation Committee membership shall be open to representatives from all member agencies with a goal to involve a diverse cross section of members and staff from police, fire, IT and dispatch disciplines. It is envisioned that this Committee will provide direct input to the Negotiating Team during the contract negotiating process and that it will serve as the core staff group that will be engaged during the development and implementation of the integrated New World System for NORCOM.
  - c. Member agencies are expected to provide sufficient staff resources to the Technology Implementation Committee to ensure implementation can occur as provided in the contract schedule.

3. The Technology Negotiating Team should fully engage the Technology Implementation Committee in the development of the timelines, deliverables, definitions of functionality requirements to be met, milestones, acceptance criteria and acceptance test plan for inclusion in the contract with New World Systems.
4. The Technology Negotiating Team shall provide frequent updates to the Governing Board and Joint Operations Board throughout the negotiation process to facilitate the end result of a consensus based decision on the contract by the Governing Board.

**Specific Contract Performance Criteria:**

Prior to offering a term sheet and contract to the Governing Board for approval, the Technology Negotiating Team must record acceptance of the contract terms by the Technology Implementation Committee and Joint Operations Board. To ensure member agencies are fully informed and support the proposed contract, the Governing Board should seek ratification of the proposed contract by member agencies prior to execution of the contract by New World Systems and NORCOM. *(note: The idea of ratification is to assure member agency buy-off on the implementation plan and contract. Recognizing this could pose significant time delays, other ways to achieve buy off may need to be considered.)*

The contract should include the following specific requirements:

1. The new technology shall achieve functionality as defined in the requirements stated in the RFP, which acknowledges requirements from all participating agencies.
2. The new technology shall provide dispatch service levels that are equal to or better than current service levels. If there is any potential that service levels could be negatively impacted during the implementation phases of the project, the Technology Implementation Committee must have an opportunity to discuss the implications and consider alternatives or incorporate mitigation measures into the contract.
3. The contract specifications shall include defined deliverables, performance schedules and penalties to New World Systems for failure to perform as specified.
4. The contract shall include, as attachments, the RFP and requirements documents, which delineate the service levels to be achieved and functional requirements that shall be met.
5. The contract shall include specific and detailed schedule for deliverables that will allow NORCOM to meet its overall implementation schedule as developed by the Technology Project Manager and approved by the Governing Board.
6. The contract shall include acceptance criteria (measurable, testable or observable capability that is clearly defined and agreed upon by all parties) and an acceptance test plan that defines process, methods, measurements, test procedures and sign off for approval to evaluate system capabilities, features or performance.
7. An acceptance testing period that specifies how the system will be tested by NORCOM for final acceptance shall be established in the contract. The duration of the test period shall not exceed 90 days for any phase or final testing of the system.

**General Contract Requirements:**

The Governing Board shall resolve to engage in establishing the following general contract requirements with New World Systems:

1. The contract schedules for product development, testing and implementation shall recognize that time is of the essence and that the overall implementation plan for NORCOM includes the expectation that NORCOM will take over existing dispatch services from Kirkland and Bellevue no later than July 1, 2009.
2. The contract with New World Systems should be developed to achieve a design and implementation strategy for transition from existing systems to one system with no demonstrable service level impacts during the interim period prior to full functionality of the new system.

3. The contract shall be structured to minimize the overall project timeline to reduce cost and risk of a protracted development and implementation process.
4. Payment shall be structured on a pay for functional product basis. Payments shall only be made when consistent with completion of deliverables as specified in the schedule for deliverables and once the products have been subjected to acceptance testing and have been approved as specified in the acceptance test plan.
5. NORCOM shall impose financial penalties for late deliverables, including, but not limited to, the potential for forfeiture of the performance bond.
6. NORCOM shall consider incentive payments for early deliverables.
7. Phased implementation may be considered and must include phased training.
8. NORCOM and its participants will commit to and apply the appropriate resources necessary to develop the contract and implement, test, and accept the technology.

*– End of Contract Negotiation Principles –*



## **Joint Operating Board Report**

Friday, August 8, 2008

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

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

**Date of next meeting:** August 21, 2008

### **Action Items Completed**

#### **Police and Fire**

1. Director Fischer reported that the increase in the NORCOM budget costs are largely due to labor cost increases. She provided a handout which offered some cost cutting options (the 5%, 10% and 15% options requested by the Governing Board for consideration). These options included reducing staff, reducing or eliminating equipment reserve contributions, and reducing or eliminating some training. The Joint Operations Committee discussed these options and determined that they could not recommend any of these options to the Governing Board, as these options would decrease the level of service and/or impact long term equipment replacement schedules.
2. The definition for Calls for Service (CFS) found in the ILA is still being reviewed, with the understanding that any changes to the definition in the ILA would need to be approved by the Governing Board (and possibly by each agency's elected officials).
3. Mark Nelson explained that the anomalies regarding the CFS count for Medina and Clyde Hill appear to stem primarily from an increase in traffic stops.

## Committee Reports:

### **Technology**

1. A document has been drafted titled "Contract Negotiation Principles." Once this document is formalized, NORCOM will begin contract negotiations with New World.

### **Human Resources**

1. NORCOM hired their Finance Manager, Gwen Jewett.
2. Susan Beisheim is now working on hiring the Operations Manager.
3. Job descriptions for the Team Supervisor and Administrative Support Clerk are being drafted.
4. Susan reported that the NORCOM employees will be eligible for PERS.

### **Action Items Pending**

1. Begin negotiations with New World
2. Hire NORCOM's Operations Manager
3. Draft the new NORCOM labor contract.