San Mateo County – Office of Public Safety Communications

PSC CAD GAP Project
Status Report and Critical Success Factors

June 16, 2016

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Presentation Overview

- CAD Gap Project Status Report
  - Recap March 17, 2016 briefing
  - Synopsis of activities completed
- Sun Ridge RMS Update
- Current State Analysis – Critical Success Factors
  - Global Factors
  - CAD/Mobile/Business Intelligence Project Specific
- PSC CAD Gap Project Next Steps
- High Level RFP Process
- Discussion

Recap March 17, 2016 Briefing

- Over 21 interviews completed
- Group interviews with many of the stakeholders
  - Sheriff's office
  - EMS/AMR
  - East Palo Alto PD
  - PSC union stewards
    - Writing pads to collect information from all PSC personnel
    - What drives them crazy, not time efficient, complex to complete, etc.
- Obtained detailed information concerning:
  - PRC CAD system
  - PRC CAD related applications and interfaces
  - PSC current state operations and staffing
- PSC PSAP observations completed at all positions

PSC Application and Interface Inventory

Applications/Interfaces	Description/Function	System Admin	Maintain in New CAD/Mobile System
PRC CAD	COTS/Customized		Maintain in new system
9-1-1 Viper and CAD interface	COTS		Maintain in new system
9-1-1 Map - PowerMap	COTS		Maintain in new system
PRC CAD Geofile	COTS. End of Life		No - Provided with new CAD/Mobile system
AirTrack AVL	COTS		No - Provided with new CAD/Mobile system
Patriot Alarm	COTS		Maintain in new system
PRC CAD COTS			
PCLogger	Continuity of Operations if CAD goes down.	Robert	Maintain in new system
R911 ALI	Redundant ALI connections to Viper	Robert	Maintain in new system
PRC CAD Interfaces			
CLETS		NG	Maintain in new system
City PDs CAD		Robert	Maintain in new system
San Mateo County CJIS		Robert	Maintain in new system
Alameda County Warrant System (AWS)		Robert	Maintain in new system
SLET for Mountain View PD		Robert	Maintain in new system
APC Message Log	BOLO SQL database. Web display.	Robert	No - Provided with new CAD/Mobile system
FireDispatch.com	COTS. Fire Station Alerting	Robert	Maintain in new system
Zetron Model 26	Supports five individual alert zones	Original NG. Modified by Robert	Maintain in new system
Zetron Model 26	Supports three individual zone based encoders	Original NG. Modified by Robert	Maintain in new system
Kenwood FleetSync MST Encoder/encoder	Supports four zones. Replaced Motorola MST.	Original NG. Modified by Robert	Maintain in new system
Motorola Gold Elite	COTS. Mobile and portable number	Robert	Maintain in new system
Alpha Numeric Paging	COTS. Tap to Zetron M2200	NG	Unknown - Provided with new CAD/Mobile system
Priority Dispatch ProQA	COTS. EMD, EPD and EFD	Robert	Maintain in new system
Zoll RMS	COTS	Robert	Maintain in new system
SunPro RMS	COTS	NG	Maintain in new system
Sun Ridge Systems RIMS	COTS	Robert	Maintain in new system
Sheriff's Office RIMS	COTS	Robert	Maintain in new system
FireHouse RMS	COTS	Robert	Maintain in new system
American Medical Response (AMR) ePCR RMS	COTS	Robert	Maintain in new system
Omega FireView	COTS	Robert	Maintain in new system
EMSystem	COTS. Supports hospital resource, event and BLS status	Robert	Maintain in new system
FirstWatch	COTS. County EMS. MCI. Can access EMS data	Robert	Maintain in new system
Groupwise Calendar	Upcoming events	Robert	No - Provided with new CAD/Mobile system
Email	CAD message to email	Robert	No - Provided with new CAD/Mobile system
VMS Mailbox	IT Support. Generic OS/CAD to ping a PC	Robert	No - Provided with new CAD/Mobile system
GoldFax	CAD message fax	Robert	No - Provided with new CAD/Mobile system
Incident/Unit to SQL	Closed CAD incidents. Query reports via Crystal/Bus Objects. 30 mins to one hour. Not real time	Robert	No - Provided with new CAD/Mobile system
SQL Database - Business Objects	Same as above	Robert	No - Provided with new CAD/Mobile system
TabletCommand	COTS. FD Incident Command	Robert	No - Provided with new CAD/Mobile system
WebCAD Monitor		Robert	No - Provided with new CAD/Mobile system
CalCOP	COTS. Web portal. California Common Operating Picture	Robert	No - Provided with new CAD/Mobile system
PulsePoint	COTS. Smartphone app. Need CPR assistance.	Robert	No - Provided with new CAD/Mobile system
CAD Web Monitor (aka AMRALS)	Web display only	Robert	No - Provided with new CAD/Mobile system
IamResponding	COTS. Volunteer FDs. Smartphone app.	Robert	No - Provided with new CAD/Mobile system
WhatsUp Gold	COTS. Network monitor tool and alarm.	Robert	No - Provided with new CAD/Mobile system
iCAD	COTS. iPhone/iPAD app. CAD status for 125 tablets used by FDs. Not two way. No drill down	Robert	No - Provided with new CAD/Mobile system
Standalone - NO ICD with PRC CAD			
Air-Trak	COTS. EMS AVL. Location with CAD status on map. No interface with PRC CAD	Robert	No - Provided with new CAD/Mobile system

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WhatsUp Gold

iCAD

Current State Information Assessment

- Technical Information
  - Infrastructure – Data center to networks
- PRC CAD
  - Historical information
  - Open issues
- PSC Projects In-Progress
  - CAD system hardware upgrade

Current State Information Assessment

- PSC Information
  - Policies, procedures and training curriculums
  - Incident, status and disposition codes
- Workload Information
  - 9-1-1
  - PRC CAD – Incident and Case numbers
- Business Objects Report List
- PSC Contract information

Future State Process

- Project Deliverable:
  - ***Report, in detail, what users, administrators and relevant stakeholders identify as the future state of a state-of-the-art CAD System and its nexus to the operational environment***
- To accomplish this objective there was a need to educate San Mateo County Public Safety stakeholders concerning modern CAD/Mobile/Business Intelligence systems
- Request for Information (RFI) published in January 2016
  - CAD/Mobile/Business Intelligence material
  - 12 companies responded
  - Posted on PSC website for all personnel to access
- Vendor Demonstrations completed April 18 – 22 and May 2 – 5, 2016
  - 11 companies participated
- CAD/Mobile/BI Survey published to all stakeholders concerning future state requirements
  - 18 responded
- Future state workshop completed June 15, 2016

CAD/Mobile/Business Intelligence Strategic Vision

- Improve public safety communication, collaboration and cooperation
- Improve Public Safety Operations Management:
  - Incident Processing – Time, Accuracy, Quality & Actionable
  - Situational Awareness
  - Command and Control
  - Allocation and deployment of personnel and resources
  - System Status Management
- Enhance employee productivity
- Improve the quality of PSAP, Law Enforcement, Fire, EMS and Emergency Management work products
- Improve safety for public safety personnel and citizens
- Improve Information Management
- Improve internal and external customer satisfaction
- Improve internal and external operational and administrative communication
- Measure the effectiveness of strategies and tactics in a timely manner
- Improve ability for statistical analysis and forecasting

CAD/Mobile/BI Future State Survey Results

- 18 responses
- 14 participated in the vendors demonstrations
  - 13 of the 14 advised the vendor demonstrations provided value to the process
- Not everyone answered every question
  - *I do not know what this means*
  - *Not my area of expertise*
- Of those who answered the questions, nearly 100% across the board checked "**definitely needed**" for CAD/Mobile/Business Intelligence system functional and technical capabilities

Future State/Strategic Goals and Objectives

CAD System

1. NG9-1-1 capable
2. E9-1-1 and Phase II wireless support
3. Multi-jurisdictional functionality for law enforcement, Fire and EMS
4. Agency defined response plans
5. Automatic address (geo-file) verification
6. Integration with federal, state and local databases (i.e., Local warrants, State, NCIC)
7. Information sharing capable: CAD-to-CAD, CAD-to-LE RMS, CAD-to-Fire/EMS RMS
8. Highly configurable
9. Windows navigation/GUI/mouse – Drag and drop
10. Command line functionality
11. Web application for real-time CAD incident information (i.e., Web CAD monitor)
12. Integration with fire station alerting systems and group toning/paging
13. Incident and status generated automatic notifications via text, email, etc.
14. Incident and Unit status monitors

Future State/Strategic Goals and Objectives

CAD Technical

1. Stable platform/guaranteed 99.999% uptime
2. Virtualization for high availability and disaster recovery
3. Scalable
4. Industry standard SQL server
5. CJIS security standards compliant
6. Interface to other systems
7. Data conversion from legacy system
8. Agency defined permissions
9. Role based security profiles
10. User friendly functionality and features

Future State/Strategic Goals and Objectives

CAD/AVL/ARL – Proximity Dispatching

1. Dynamic unit recommendations based on unit/resource proximity and defined protocols

CAD/GIS/Mapping

1. Integrated ESRi mapping – CAD, Mobile and Business Intelligence system
2. Integrated Pictometry mapping
3. Ability to layer external feeds onto the map (i.e., weather)

CAD/Premise Information

1. Access to premise pre-plans, hazards, alerts and critical information

Future State/Strategic Goals and Objectives

CAD/Mobile Integration

1. Designed for multiple devices – Laptop, tablet and smartphone
2. Real time clear and concise dispatch information
3. Full situational awareness – Law Enforcement, Fire and EMS
4. Real time activity information – County/City/District/Zone/Beat, Unit, CFR, etc
5. Embedded ESRi mapping
6. Turn by turn directions
7. Ability to complete modified/silent dispatching
8. Access to federal, state and local databases

Future State/Strategic Goals and Objectives

Business Intelligence

1. Capable of supporting an intelligence led public safety initiative
2. Robust decision support system
3. Key Performance Indicator (KPI) reports
4. Simplified ad hoc reporting
5. Intelligence displayed in web-based grids, reports, graphs and charts
6. Capable of complex calculations
7. Pivot and drill down reports
8. Role based dashboards for real-time information
9. Role based reports
10. Ability to automatically generate cyclical reports (i.e., tour, daily, weekly, monthly)
11. Integrated mapping – Heat maps, patterns and trends
12. Capable of advanced analytics
13. Exportable to Microsoft Office, Crystal and other applications
14. Commercial data and social media aggregator

Current State Assessment
Findings & Recommendations Overview
Critical Success Factors

Gap Analysis/Gain-Loss Report

San Mateo SOW Deliverables

- *Provide a detailed analysis of CAD functionality, capability, and performance*
- *Detail an analysis of the existing CAD's maintenance records and current life expectancy status*
- *Report all of the above analysis under 'The Current State' portion of the report*
- *Report, in detail, what users, administrators and relevant stakeholders identify as the future state of a state-of-the-art CAD System and its nexus to the operational environment*
- *Provide the nexus of the above rendering to the operations environment and how the existing CAD meets, does not meet or exceeds operational needs*
- *Provide a detailed itemization of the gaps that exists between current and future states*
- ***Report factors responsible for contributing to existing gaps***
- ***Provide recommendations of remedies to gaps identified***
- *Provide cost estimates of meeting the desired state, including but not limited to wholesale replacement of the current CAD system and components thereof*
- *Provide a written draft and written final reports.*
- *A presentation of relevant material to involved stakeholders and County officials*

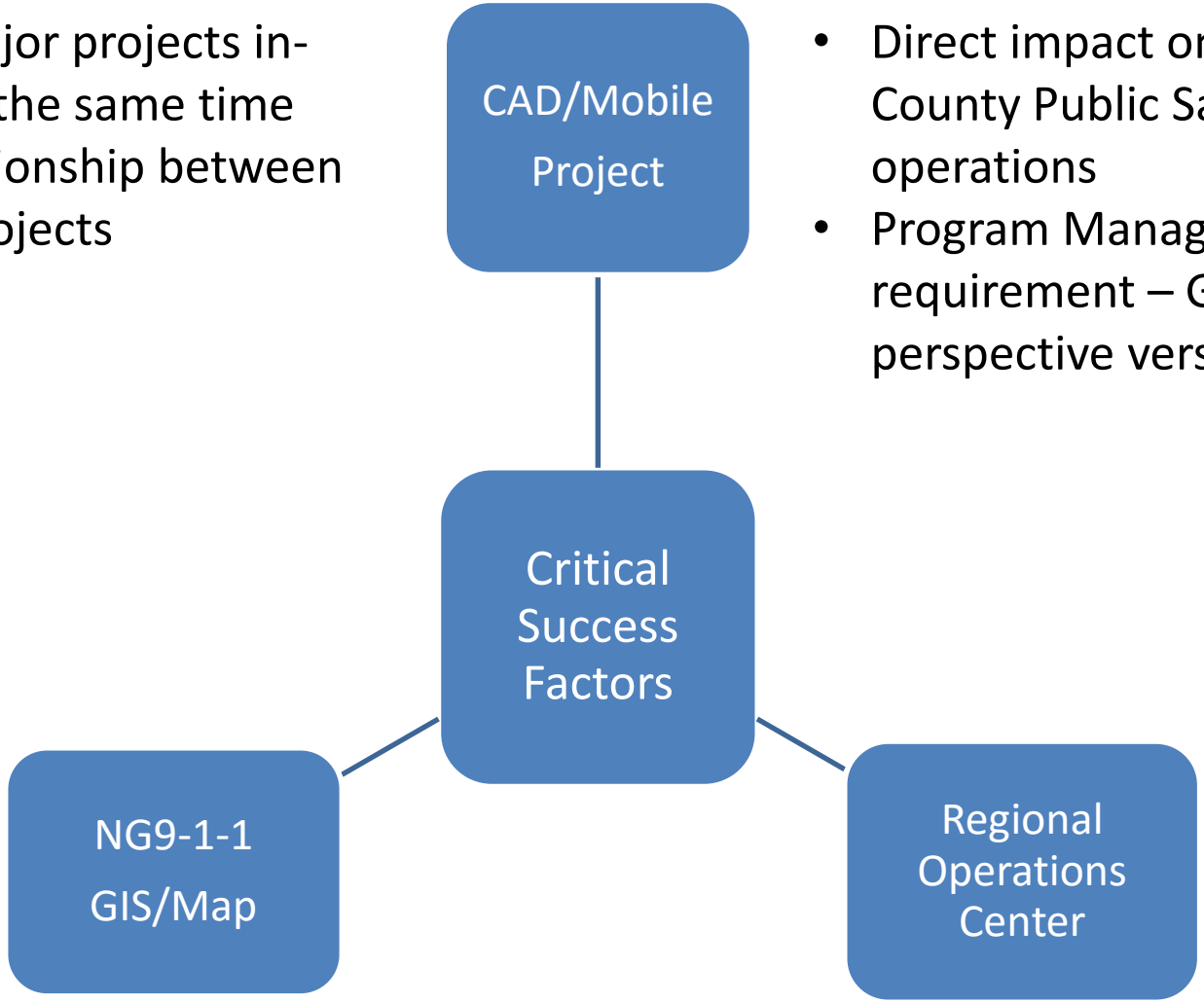
Current State Analysis Outcomes

Based on:

- San Mateo County CAD Gap assessment to date:
  - Interviews
  - Observations
  - Documentation review
  - Workload information
- Public Safety industry best practices, standards and performance metrics
  - APCO, NENA, NFPA, IACP, CALEA, etc.
  - Nationally recognized public safety initiatives
- Objective is to ensure success – not "blame game" or "finger pointing"

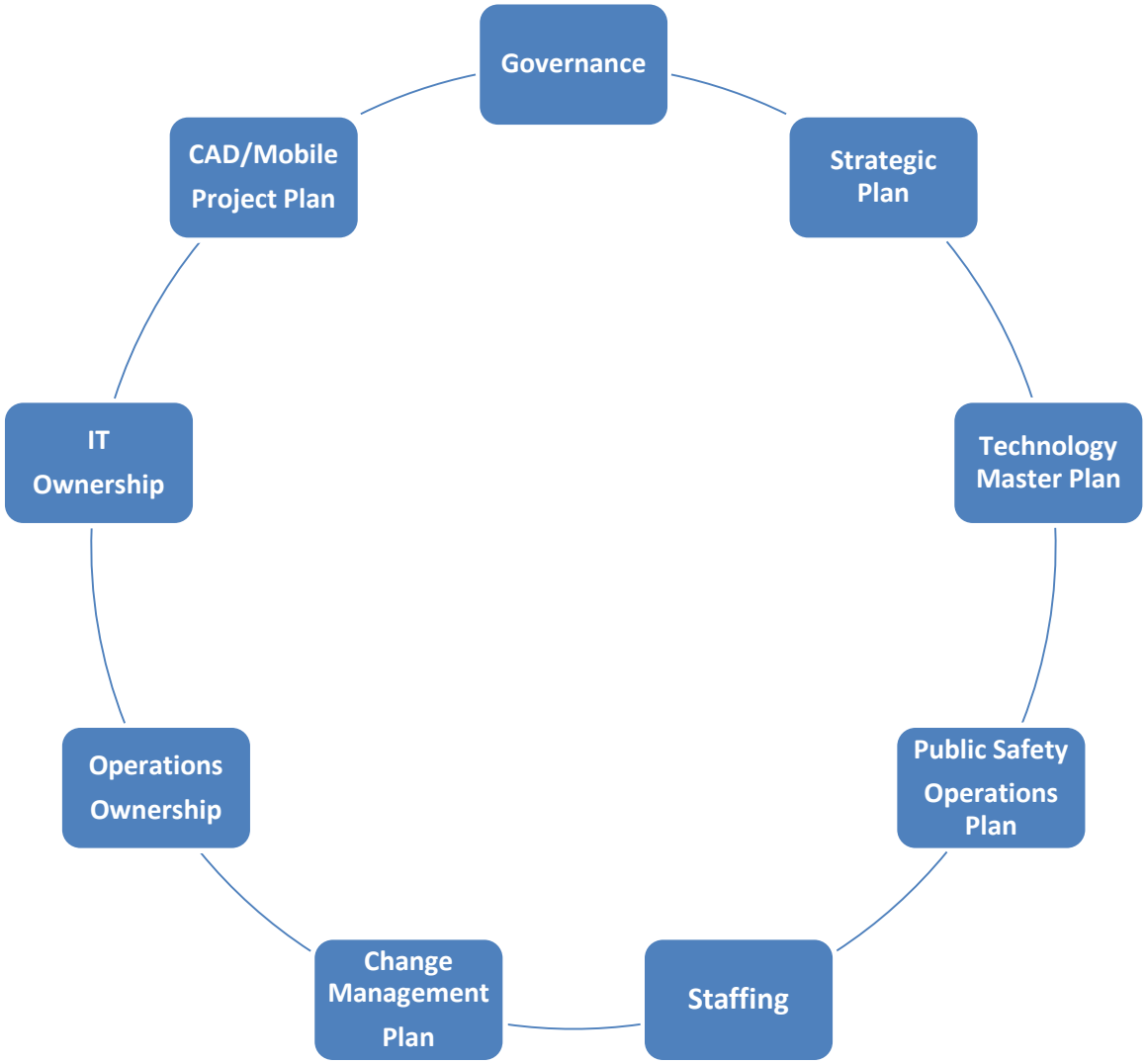
Critical Success Factors – Program Management

- Multiple major projects in-progress at the same time
- Strong relationship between all of the projects



- Direct impact on San Mateo County Public Safety operations
- Program Management requirement – Global perspective versus silos

Critical Success Factors – Interrelated



Governance

- Recommendation #1 – Develop and implement a formal governance structure
- Decision making process and authority for all levels
  - Executive
  - Administrative
  - Operational
  - Technical
  - Project Management
- Funding
- Staffing
- Conflict resolution
- Project status
- Project success/failure

San Mateo County PSC Strategic Plan

- Recommendation #2 – Develop and implement a formal PSC Strategic Plan with documented goals, objectives and measurable outcomes
- Is there a desire to transition from a "Dispatch Center" to an "Operations Center"? The old school view of a "Dispatch Center" – Simple call taking and dispatching – is no longer accurate
- Business Case - The transition from "Dispatch Center" to "Operations Center" is a product of improvements in virtually every area of public safety. For example:

Business Case for a Strategic Plan

Public Safety Best Practices

- Intelligence Led Public Safety
- COMPSTAT
- Community Policing/Problem Solving
- Fire/EMS System Status Management
- Forecasting for resource allocation
- Real Time Crime Center/Fusion Center
- Focus on operational effectiveness and time efficiency - Doing more with less
- Big Data – Leveraging analytics and performance metrics
- Full to functional consolidation (i.e., Consolidated PSAPs)

Business Case for a Strategic Plan

Post 9/11 Lessons Learned

- Information sharing
- Interoperability
- Interagency collaboration and communication
- Emergency Management Operations – All hazards
- Resource sharing
- Disaster/Mass Casualty Incident response
- Pre-planning and preparation
- Immediate scalability

Business Case for a Strategic Plan

9-1-1/PSAP Centered Technology Systems

- E9-1-1/NG9-1-1
- CAD system
- GIS/Mapping
- Mobile Data Computers
- GPS/Automatic Vehicle Location/Automatic Resource Location
- Records Management System/Field Based Report/ePCR
- Business Intelligence system
- Radio systems (LMR)
- Wireless data bandwidth and security
- Portable devices – Tablets to smartphones
- Public Safety applications

Business Case for a Strategic Plan

The above combined provides an entirely new set of capabilities and operational activities for the San Mateo County PSC/Public Safety:

- Command and Control
- Common Operating Picture
- Real time situational awareness
- Allocation and deployment of resources
- Closest Unit Dispatching
- Dynamic resource adjustments
- Automatic alerts and warnings
- Data driven decisions
- Enhanced resource management and forecasting
- Dashboards, reports and analytics
- Identification of trends, patterns and methods of operation
- Improved crime analysis capabilities
- Knowledge database
- Information Management
- Location/Incident specific instructions and information
- Commercial data and social media aggregator

Business Case for a Strategic Plan

The above combined provides an entirely new set of capabilities and operational activities for the San Mateo County PSC:

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Direct relationship to:

- CAD/Mobile/BI Project
- Regional Operations Center
- NG9-1-1/GIS/Mapping

PSC Technology Master Plan

- Recommendation #3 – Develop and implement a PSC Technology Master Plan
- PSC is to be commended for a spirit of innovation – A+ in adapt, overcome and improvise
- PSC employs numerous stand-alone and interfaced technology systems to accomplish a myriad of workflows, business processes, and position specific functionality
- There is a need a for a comprehensive San Mateo County Public Safety/PSC Technology Master Plan
- Objective is to develop a unified single game plan to base decisions and priorities versus ad hoc/siloed decisions
- Required to ensure maximum operational effectiveness of technology systems, funding and personnel time

Define IT and Operational Roles and Responsibilities

- Recommendation #4 – Formally define IT roles and responsibilities
- A common theme from personnel revealed an over-reliance on IT personnel to be responsible for all aspects of technology systems
- Many personnel made similar comments such as they were “not a techy,” “did not know computers,” etc. The end result is a lack of ownership by operations personnel concerning the systems they use to complete their assignments
- There should be clearly defined roles and responsibilities concerning PSC technology systems. For example:
- **IT Ownership**
  - Data center/infrastructure – Servers, computers, etc.
  - Networks – WAN/LAN and wireless
  - Application performance
  - Interfaces, data conversion, etc.
  - Malware/virus protection
  - System upgrades
  - Technical system administration

Define IT and Operational Roles and Responsibilities

- Recommendation #5 – Formally define Operations roles and responsibilities
- **Operations Ownership**
  - Design, configuration, training and implementation of the system
  - Operational System Administration – Add users, permissions, changes, etc.
  - Policies, procedures and training curriculums
  - Quality Assurance/Quality Improvement
- Advance planning is required to ensure all key roles are correctly assigned

Change Management Plan

- Recommendation #6 – Develop and implement a formal Change Management Plan
- A Change Management Plan is a top down initiative
- The new CAD/Mobile/BI system will require significant changes to many business processes, workflows, policies, procedures and training curriculums
- To fully leverage the new CAD/Mobile/BI system there must be an environment and culture that is open to "change"
- A formal initiative is required to minimize the fear and resistance to change

Adopt Quality Data Practices

- Recommendation #7 – Develop and implement a Quality Data initiative
- Data quality elements include timeliness, accuracy, objectivity, comprehensiveness, and relevance
- Personnel consistently rated the quality of some data as deficient
- The new CAD/Mobile/BI system will require personnel to operate in an integrated environment. Department personnel will be dependent on data entered by other department personnel
- To fully leverage the new system there must be a complete trust in the quality of the data
- An enterprise wide initiative is required to improve the culture regarding data quality including a formal Quality Assurance/Quality Improvement (QA/QI) process

CAD/Mobile/Business Intelligence Project Specific

Total Cost of Ownership

- Recommendation #8 – Understand the Total Cost of Ownership for all projects
- Prior to approving the procurement of any system, San Mateo County and stakeholder agencies executive management should have a clear understanding of the Total Cost of Ownership (TCO) for the new system
- TCO factors include:
  - All initial and recurring costs including:
    - Requirements to improve existing infrastructure and networks
    - Hardware/Software
    - Data conversion and interfaces
    - Third party costs
    - Personnel costs
  - Total Level of Effort required for all phases – Procurement, Design, Configuration, Testing, Training, Implementation, Support, Maintenance/Upgrades
  - Personnel Level of Effort – FTE hours/positions required for Project Management, System Administration (i.e., Technical and Operational), Training, Support, etc.

Program/Project Management Plan

- Recommendation #9 – Implement formal Program Management and Project Management protocols
- To successfully implement the various projects, San Mateo County should implement a formal Program Management process
- A formal program/project management process includes:
  - Executive Committee – Ultimate ownership of the project
  - Strategic Plan, goals and objectives
  - Critical success factors
  - Core Project Team and sub-teams
  - Roles and responsibilities
  - Project phases, milestones and tasks
  - Project schedule
  - Contract management
  - Financial/Accounting
  - Project status reports to the Executive Committee including issues and risks

San Mateo County Interim State Plan

Current State

PRC CAD and related applications

Interim State

Stakeholder Involvement
Strategic Planning
Total Cost of Ownership
Change Management
Staffing/Roles & Responsibilities
New PSC Facility
Changes to the current systems

Future State

CAD
GIS/Mapping
Mobile
Business Intelligence

CAD System Interfaces
RIMS RMS
Fire/EMS RMS
9-1-1
Logging & Recording

Feb 2016 – 03/16

- 9 CAD/Mobile RFI responses
- Use RFI for desired functionality, features and capabilities

04/16

- Vendor Demonstrations
- Focus on functionality, features and capabilities

06/16

- Future Vision
- CAD GAP Project completed

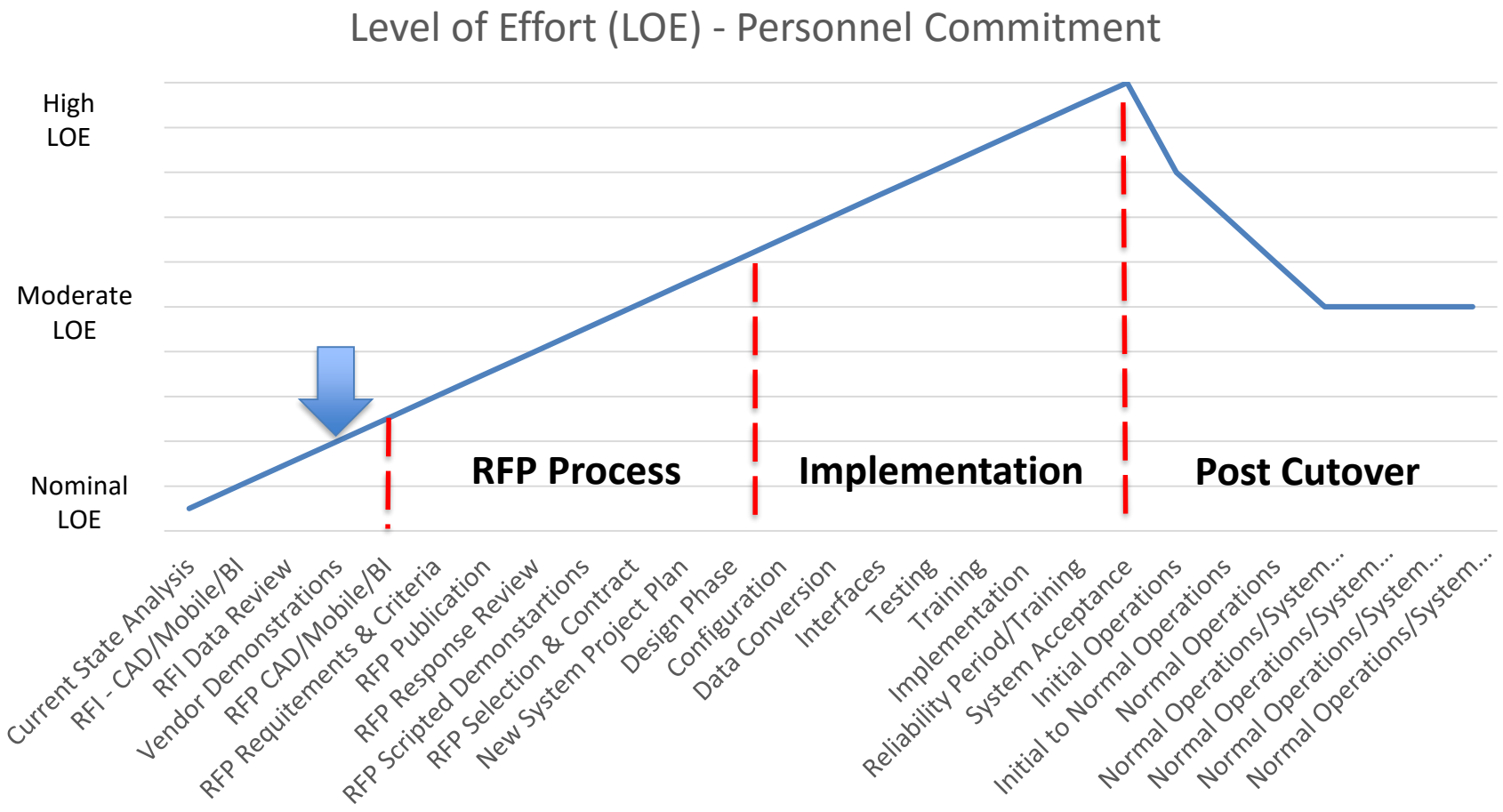
Q3-Q4/16

- Develop CAD/Mobile RFP
- Response assessment

Q1/17 – Q2/2018

- Contract approved
- Estimated 12 – 14 months
  - Design
  - Configure
  - Test
  - Train
  - Implement
  - Support

Understanding of Level of Effort to Successfully Complete the Project



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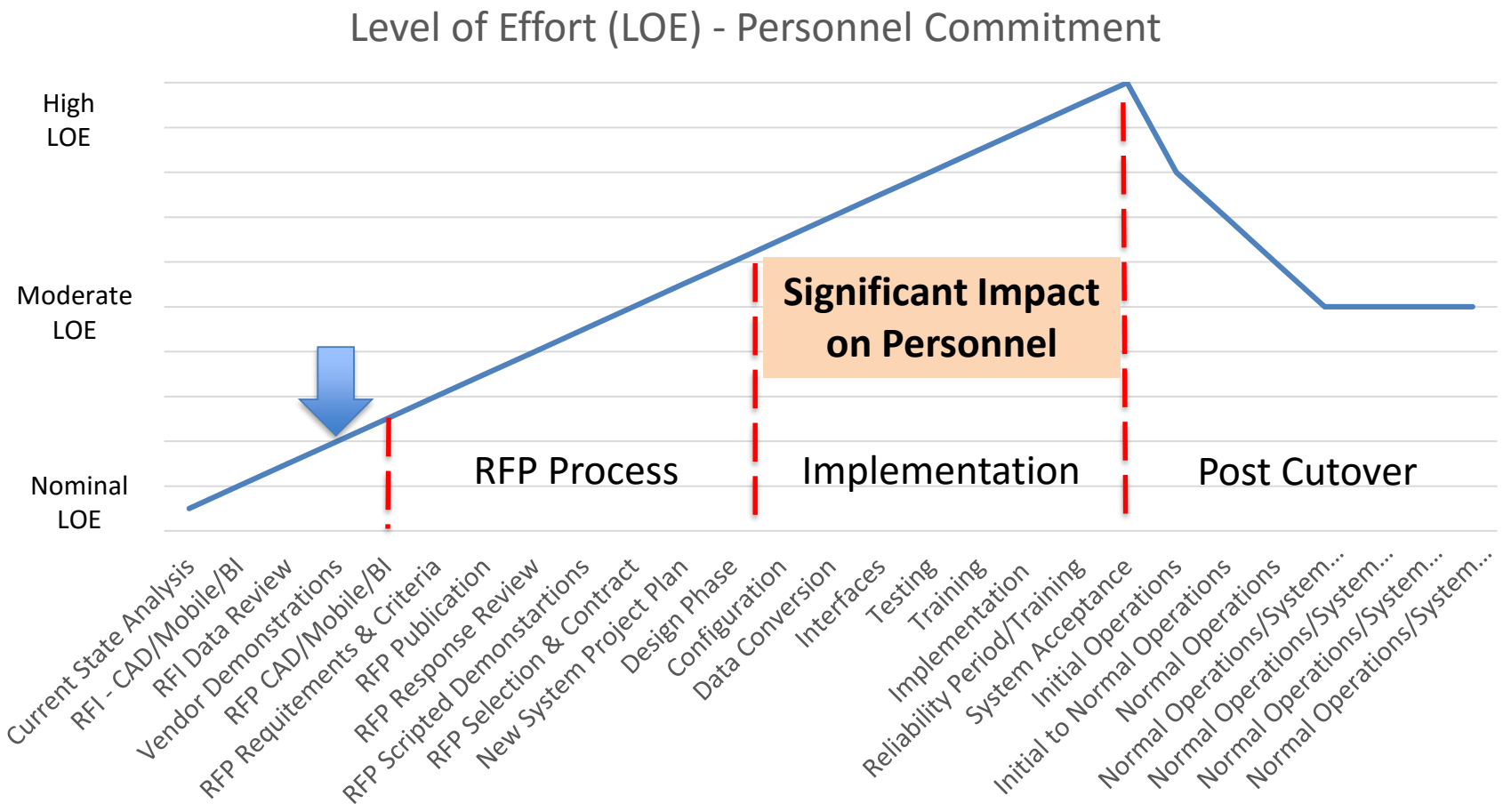

Program/Project Management Plan

- Establish a balance between maintaining current operations and focusing on the new system
- Limited Return on Investment (ROI) to complete non-essential work on the current systems
  - Request for changes
  - Interface new applications
- Establish protocols and priorities during the Interim State time frame
  - How will decisions be made?
  - What information will be required to make a decision?
- How will San Mateo County PSC/Public Safety adjust to the impending level of effort?
  - Staffing
  - Backfilling positions
  - Training
  - Budget considerations (i.e., Overtime)

PSC/Public Safety Staffing Plan

- Recommendation #10 – Develop and implement a Staffing Plan
- Complex process to maintain all current systems 24/7/365 while implementing a new system
- Additional and related projects:
  - Regional Operations Center
  - 9-1-1 system upgrade/NG9-1-1
  - GIS/Mapping
  - Interfaces
  - Data conversion
- Quality of service must be maintained in all areas
- Dedicated personnel:
  - Current systems = X personnel
  - New systems = Y personnel
- Operations ownership
  - Design, configuration, testing, training and implementation
  - Operations System Administration
- Funding/Budget planning

GIS/Mapping Plan

- Recommendation #11 – Development and implement a GIS/Mapping Plan (Related to Technology Master Plan)
- The CAD/Mobile/BI system will be mapping centric
- Opportunity to have "one stop shopping" for mission critical information related to any location:
  - Critical infrastructures, buildings, hazardous/dangerous materials, schools, parks, etc.
  - Operational Instruction's – Active shooter, MCI, staging area
  - Premise hazards and warnings
  - Emergency contact information
- A formal San Metro County GIS/Mapping plan will be required to fully leverage the new system including:
  - GIS/mapping information required by all entities
  - Roles and responsibilities to enter and maintain GIS data

Mobile Data Computer Master Plan

- Recommendation #12 – Develop and implement an MDC Master Plan (Related to Technology Master Plan)
- Currently there is a mixed and/or non-existent use of Mobile Data Computers
- The new system will provide personnel in the field a wealth of information to successfully complete their assignment
- An MDC Master Plan is required to ensure San Mateo County fully leverages all of the new tools that will be available
- The objective is to ensure all stakeholders have a comprehensive understanding of all MDC related functionality and all roles and responsibilities concerning the implementation and support of MDC's

Formal Training Plan

- Recommendation #13 – Develop and implement a formal Training Plan
- San Mateo County has employed the same PRC CAD system for many years. The new system will be a significant change for personnel
- To fully leverage the new CAD/Mobile/BI system all personnel must be trained to proficiency
- A comprehensive Training Plan will be required to ensure:
  - Trainers are identified and included in the various project phases
  - Personnel are trained to a skilled level prior to cutover
- Executive management should take ownership of ensuring personnel receive the training they need to alleviate fear of the new system
- Training curriculums should be based approved policies and procedures developed for the system
- The Level of effort and costs (i.e., overtime) required to train personnel to proficiency should be included in the appropriate budgets

Critical Success Factors = Essential for Success

Objectives

- Maximum Operational Effectives
- Cost Efficiency
- Tangible Return on Investment (ROI)
- Etc.

PSC CAD Gap Project Next Steps/Deliverables

- June/July Time Frame
  - Report iteration process
  - Provide drafts for input
- Project Deliverables
  - Current State Assessment Report
  - Future State Assessment Report
  - Gap Analysis Report
  - Final Report and Presentation
    - Steering Committee August 8, 2016
    - Workgroup – August 9, 2016

Request for Proposal Process

- Leverage work completed for the PSC CAD Gap Project
  - Significant running start
  - Current state technical information
  - Improved understanding of the capabilities of a modern CAD/Mobile/Business Intelligence system
- RFP objectives:
  - Formal procurement process – Specific rules apply to all personnel
  - Open process to all CAD/Mobile/BI vendors
  - Obtain all necessary information required for San Mateo County stakeholders to make the best decision

High Level RFP Phases

- Phase 1
  - Strategic goals and objectives – Clearly explain to the vendors what San Mateo County Public Safety want to achieve with the new system
  - Requirement versus criteria – Level set
  - Functional requirements and criteria
  - Technical requirements and criteria
  - San Mateo County environment
    - Demographics, growth, industries, service population, etc.
    - Technical infrastructure and networks
  - Formal RFP evaluation process and scoring
- Phase 2
  - Publish RFP – Allow 45 to 60 days for a response
  - Q & A period
- Phase 3
  - RFP response assessment – Time consuming process if completed correctly
  - Formal scoring process to obtain top two vendors
  - Scripted demonstrations – Top two (One week each)
  - Final scoring and selection
- Phase 4
  - Contract negotiations

Discussion

Thank you for your time and attention

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