



AGENDA

- I. Welcome and Pledge of Allegiance
- II. Roll Call
- III. E911 Director's Report
- IV. Old Business / Updates
 - a. E911 Director Position Vacancy Update
 - b. E911 GIS Coordinator Position Update
- V. New Business
 - a. Winborne Consulting – CAD/RMS
- VI. Adjourn and Next Meeting – July 17, 2019 – Location TBD



**Chatham Communications Center
E-911 Executive Advisory Board
Coastal Gardens/Bamboo Farm
June 19, 2019**

I. Welcome

Mr. Smith opened the meeting at 2:07 p.m. and thanked all for their attendance. There was no flag in the room, so the Pledge of Allegiance was not said.

II. Roll Call

The secretary, Dennis Jones called the roll. The following members were present:

- Lee Smith, Chatham County
- Chief Ferman Tyler, Bloomingdale
- Chief Matt Libby, Port Wentworth
- Daphne Williams, Savannah
- Chief Sean Clayton, Thunderbolt
- Dr. Frank Davis, CES
- Dennis Jones, CEMA

Also Present:

- Diane Pinckney, 911 Director
- Kelvin Lewis, Project Manager
- Michael Kaigler, Chatham County
- Linda Cramer, Chatham County
- Peggy Joyner, Purchasing
- Amy Davis, Finance
- Jeff Hadley, CCPD
- Nick Batey, ICS
- David Anderson, Engineering
- Michael Founé, Bloomingdale PD
- Blair Jeffcoat, Bloomingdale PD
- David Donnelly, City of Savannah
- Roy Minter, Savannah Police
- William Handy, Savannah Fire
- Andrew Bateman, Thunderbolt FD
- William Mosley, Tybee Island PD
- Arron Graves, BOE PD
- Rob Rodriguez, BOE PD
- Chuck Kearns, CES
- Janice Bocook, Clerk

Not Present:

- Ron Feldner, Garden City
- Robbie Byrd, City of Pooler
- Phil Jones, City of Port Wentworth
- Shawn Gillen, City of Tybee Island
- John Wilcher, Sheriff
- Dr. Ann Levett, Superintendent
- Chad Riner, Georgia State Patrol



III. E911 Director Report

Ms. Pinckney reported on several items:

- a. Fully staffing the Communications Center is the primary concern. The Center has 23 vacancies. Right now the Center is using retired employees to fill in while trying to fill the vacancies.
- b. The Center is implementing Rapid SOS, which will help improve locations of calls.
- c. Staff are being trained in law enforcement protocols, including police, fire, and EMS.
- d. Televisions are being added to the Communications Center. These will constantly run SOPs throughout the day, which will help familiarize all employees with those procedures.
- e. Preparations are being made to advertise for a quality assurance officer. That person will assess all calls and help to improve the efficiency of the Center.

IV. Updates

Mr. Smith advised he has offered Ms. Pinckney the permanent E911 Communications Center Director position. He will make the formal announcement once the position has been accepted.

Discussions are being had regarding the GIS coordinator position and whether to keep the position in-house or have the MPC maintain the position. He is hopeful the decision will be made before the end of June.

V. Winbourne Presentation

Mr. Tom Maureau of Winbourne Consulting gave a best practice presentation on the new CAD/RMS Project. The objective of the presentation was to make sure all stakeholders understand what it takes to make the project successful.

The objective of the project is to procure, install, design, configure, train, implement, maintain, and upgrade the CAD/RMS system. Projects fail when costs are exceeded, the schedule is not maintained, and intended results are not received. The bottom line for when failure occurs, is the failure in leadership, vision, commitment, communication, planning, and team work.

This is a big project which will enhance Chatham County public safety operations. The project is primarily an operations project. The system will impact almost all aspects of 911



Communications, law enforcement, fire and rescue, emergency medical services, and emergency management. It requires receiving data which will be leveraged to make decisions all day every day. The system selected will have an impact on how public safety gets it's job done: workflows and business protocols; policies, procedures, protocols and training; allocation and deployment of personnel; situational awareness and command and control; information management; and identification of trends and patterns.

The primary stakeholders in the project are public safety executive management; the 911/Communications Center; law enforcement; fire and rescue; emergency medical services; emergency management; statistical and workload analysis; and information technology. All stakeholders have to work together to find the right system for everyone.

CAD/Mobile is a life critical system; RMS is a mission critical system. Lives depend on the CAD/RMS system. The system requires a higher standard of care. The Advisory Board is going to purchase a Commercial Off the Shelf System (COTS). It is most cost-effective to go with a COTS system. The goal of purchasing a cost-effective system is zero customization. The Advisory Board needs to know what it wants to achieve with the new system; the desired processes; whether or not it wants an automatic dispatch for certain conditions; and to have clear and concise processes for every department.

Chatham County needs to define the public safety specific goals and objectives: operate at maximum operational effectiveness; objective, accurate, timely, relevant, and precise information; streamline workflows and business processes; efficiently and effectively allocate and deploy personnel; crime fighting indicatives; response times/performance metrics; analytics, statistical analysis, and data mining; improve the ability to make data driven decisions; identify trends and patterns, hot spots and frequent flyers; performance based budgeting; and personnel and equipment request justification.

Ms. Pinckney interjected that the Center needs to be able to access all agencies' information to be able to dispatch properly.

One agency might have information regarding an address that another agency doesn't have, so information needs to be shared between all agencies, police, fire and rescue, and emergency medical services.

The operations/project governance or decision-making authority is: the county, stakeholder cities, public safety, and IT management; the emergency communications center; law enforcement operations; fire and rescue; emergency medical services; emergency management; information technology; and other stakeholders.

The strategic goals and objectives are to improve safety for public safety personnel and citizens; improve the quality of E911/communications, law enforcement, fire and rescue, emergency medical services and emergency management work products; 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; analyze the deployment of personnel and resources; enhance employee productivity; and eliminate redundant and repetitive action.

Unified Response Plans require maximum operational effectiveness which require speed, accuracy, and action. A new CAD/RMS system should improve public safety work products and services. The primary goal is to maximize operational effectiveness through technology, business processes, policies, procedures, and personnel knowledge, skills and abilities. A precise compliment and concentration of public safety resources are needed; the right departments responding with the right equipment.

All agencies must realize the processes and work flows are going to change. Data needs to be shared through a central database. Sharing information is critical to the success of public safety operations. Data capture is the core of team work. When capturing the data who, what, when, where, and why need to be established. All personnel have ownership and responsibility for accurate, objective, and timely data.

Mr. Maureau advised he will schedule four vendor demonstrations of COTS systems so the Advisory Board can see the functionality, features, and capabilities of the systems. The demonstrations will be for the Advisory Board to decide on the system not on the company.

The Advisory Board will need to review Business Processes: how can the new system improve public safety operations; how would the Advisory Board design the public safety operations if it was created new today; all areas should be open for discussion; identification of all opportunities for improvement; analysis of options should be objective and based on business reasons; good information equals good decisions. Now is the time to review the processes. Because something is or is not done now does not mean it needs to continue that way. Laws and legislation need to be checked. All users must be trained on the system to proficiency.

Field-based reporting with MDTs is more productive than manual reporting. It allows officers to spend more time with victims and witnesses, which is good for community relations.

The project success depends on end user and stakeholder input. The more input, the more likely the project will be successful. The correct personnel needs to be assigned to the project. Subject matter experts are needed, and all must have the proper knowledge, skills and abilities to complete the project.

To achieve success you need proper project management and proper documentation, including contracts, statement of work, scope of services, project schedule, data design



document, interface control document, service level agreement, and maintenance and warranty agreements. If any changes need to be made to any of this documentation, they need to be put in writing.

A risk assessment needs to be performed. An objective review of everything that can be wrong needs to be completed, including: agency commitment; political/leadership change; key personnel bandwidth; expertise at all required levels; funding source; and implementation plan. Mr. Maureau suggested the county network with other public safety departments to know what does and does not work for them. All stakeholders need to be in agreement with strategic and tactical plans.

The Total Cost of Ownership of the system involves: procurement, installation, design, configuration, training, implementation, maintenance, support, upgrades, and replacement; hardware, including infrastructure, computers/MDTs, and printers; networks, including LAN, wireless, hot spots; applications, the CAD/RMS suite of products; interfaces, internal and external; staff, project team, IT and end-users; and overtime for training to proficiency.

The level of effort needed for a successful project should not be underestimated. A CAD/RMS project will compete for valuable resources and time; key personnel will have conflicting priorities and must be provided the appropriate direction, assistance and training; it is a long-term project; and it may be necessary to back-fill key positions.

GIS mapping and information is essential and needs to be accurate. Ninety percent of Chatham County's 911 calls are cell phone calls. If the Advisory Board wishes to have GIS in the MDTs, they will require more memory.

In summary, the new system will provide Chatham County with an opportunity to improve public safety operations, business intelligence, and data driven decisions. An enormous level of effort will be required for the success of the project. Critical success factors include: strategic planning; decision making governance and process; teamwork/focus groups to collaborate, cooperate and communicate; leverage COTS and public safety best practices; project management protocols; understand the contract and project schedule; change management and business process review; have a communications plan which ensures everyone is in the loop.

It will take twelve to sixteen months for implementation once the contract has been signed. During the implementation process, key personnel will be impacted significantly. The four companies which have been chosen for vendor demonstrations are Motorola, Hexagon, Central Square, and Tyler. These companies have been chosen based on their experience.

Director Libby advised he believes the Advisory Board should wait until the RFIs come back, which will be June 28th, before deciding on what four companies should provide the demonstrations.



Mr. Maureau advised the demonstrations take approximately three and a half hours and the demonstration teams' schedules fill up quickly. He believes the demonstrations should be scheduled as quickly as possible. He advised the Advisory Board will want to see the full depth of each different system.

Mr. Batey advised the four companies chosen are most representative of the different systems on the market.

Ms. Joyner advised the RFP will be sent to all companies, even after seeing the four demonstrations. The demonstrations will give the county the knowledge it will need to prepare the RFPs.

Mr. Maureau advised if the Advisory Board waits until after the RFIs are received, the demonstrations will not be had until at least August. The RFIs are due June 28th.

Mr. Smith suggested setting up the four demonstrations now and if after the RFIs are received, there are other companies the Advisory Board wishes to see a demonstration from, that demonstration can be scheduled at that time.

All Advisory Board members present seemed to be in agreement with Mr. Smith's suggestion.

Mr. Maureau advised he will begin trying to set up the demonstrations for the second week in July. The demonstrations will take approximately three and a half hours. He will try to set up two demonstrations per day, one in the morning and one in the afternoon. Mr. Smith advised the county will provide lunch on the two days of demonstrations.

Mr. Maureau advised between this date and the vendor demonstrations, a formal CAD/RMS project team needs to be formed.

Mr. Smith advised he will send out a list. Someone from each one of the stakeholders groups need to be included on the project team. Those people will need to attend the vendor demonstrations. There will be a core team where each group is represented and then each agency will have a committee. So there should be a committee representing the police departments, fire and rescue, emergency medical services, and the communications center.

[NOTE: The Power Point Presentation is on the EAB website.]

VI. Adjournment



With there being no further business to be discussed, Mr. Smith declared the meeting adjourned at 4:25 p.m.

Dennis Jones, Secretary

Minutes Prepared by:
Janice Bocook
Clerk of Commission