February 21, 2014

TO: UNIFIED DISASTER COUNCIL

FROM: REGIONAL CAD INTEROPERABILITY AD-HOC COMMITTEE

SUBJECT: REGIONAL CAD INTEROPERABILITY PROJECT TO PROGRAM RECOMMENDATIONS REPORT

RECOMMENDATION:

That the Unified Disaster Council review, discuss and approve the recommendations in the Regional CAD Interoperability Project (RCIP) to Program Recommendations Report.

BACKGROUND:

At the August 2013 meeting, the Unified Disaster Council (UDC) membership voted to further evaluate the concept of transitioning the RCIP from a project to a program with governance provided through the Unified San Diego County Emergency Services Agreement. The UDC further supported the creation of an ad-hoc committee with representation from law enforcement, fire services and emergency managers to evaluate the options for transitioning.

The ad-hoc committee met several times to discuss the issues related to the UDC assuming governance of this program. Based on those discussions, the attached recommendations report is submitted to the UDC membership for review, discussion and recommended approval.

SUBMITTED BY:

Michael Scott

MKE SCOTT

REGIONAL TECHNOLOGY PARTNERSHIP, PROGRAM MANAGER

Regional CAD Interoperability

Unified Disaster Council Ad-hoc Project to Program Recommendations Report

2/3/2014

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1. Executive Summary

Over the last decade, the San Diego Urban Area has enhanced its capability to prevent, protect, mitigate, respond to and recover from acts of terrorism or natural disasters. This has been accomplished through a variety of funding sources with the Department of Homeland Security Urban Area Security Initiative being the primary source of funding for regional projects. Many of these enhanced capabilities have involved large complex regional projects engaging multiple stakeholders.

The Regional CAD Interoperability Project (RCIP) is one of those projects that have been implemented to improve the regions capability. The project began in 2009 with the vision of connecting disparate computer aided dispatch systems together to allow San Diego Urban Area Fire Rescue and Law Enforcement CAD systems to seamlessly exchange data and resources between each system, regardless of the CAD manufacturer. The use of RCIP has improved the ability of its members to respond more quickly to calls for service during which resources are transferred between agencies. This has resulted in shorter response times and better management and tracking of equipment and personnel. The first phases of the project focused on the fire communications center connections and those connections have been completed and have been operational for approximately two years (exception, Escondido in implementation). The current phase is working to connect six law enforcement communication centers. The law enforcement phase includes the cities of El Cajon, La Mesa, Escondido, Carlsbad, Oceanside and the Sheriff.

To implement this capability, a Memorandum of Understanding (MOU) was created to provide a framework for moving the project forward. The agreement was signed by 17 of the 18 cities in San Diego County and the County of San Diego. As a part of the RCIP MOU, an Advisory Executive Committee was created to make recommendations to the Urban Area Working Group (UAWG) concerning the overall administration and direction of the RCIP. The current MOU has a sunset of February 2015. Unless the current MOU is amended to extend beyond 2015, an alternative solution to long term governance needs to be identified to sustain this capability.

At the August 2013 meeting, the Unified Disaster Council (UDC) membership voted to further evaluate the concept of transitioning the RCIP from a project to a program with governance provided through the Unified San Diego County Emergency Services Agreement. The UDC further supported the creation of an ad-hoc committee with representation from law enforcement, fire services and emergency managers to evaluate the options for transitioning.

In evaluating the concept of the UDC assuming the role of long term governance, several key questions were identified. They included an evaluation of the current Joint Powers Agreement purpose, committee representation, the role of the City of San Diego, current and future project effort requirements, program expenses, funding sources, service delivery models and the benefits of the UDC accepting the governance role.

The outcome of that analysis includes the following recommendations:

1. Designate the Unified San Diego Emergency Services Agreement and the Unified Disaster Council as the appropriate method for providing long term governance for the RCIP.
2. Upon expiration of the existing RCIP MOU and transfer of governance to the UDC, create an advisory committee with subject matter stakeholders to advise the Unified Disaster Council regarding policy and funding recommendations
3. The City of San Diego Office of Homeland Security should continue to manage the UASI grant funding and existing contractual agreements to support the program.
4. Develop a new contractual relationship with Thinkstream for the region.
5. In the short term, continue to utilize existing contractor services to provide ongoing application management support.
6. In the long term, the UDC should assume the role of the providing the necessary staff for program support.
7. If possible, continue to utilize grant funding to support the program management, administrative support and equipment costs.
8. If grant funding is not available, identify member assessments and user fees as potential funding mechanisms.
9. Transition the RCIP governance to the UDC in February 2015.

Accepting the role of formal governance does not commit the UDC membership to any general fund member assessment costs. Any cost associated with utilizing member assessments as a funding source would be subject to budget adoption by the full membership at a later date.

The UASI Region has committed significant financial resources towards the development and implementation of the RCIP. In order to maintain this capability, a long term solution for governance needs to be identified. The benefits of the UDC assuming the role of formal governance includes;

- ✓ Provides a legal entity for forming policy and budget.
- ✓ Allow intergovernmental agreements.
- ✓ Replaces the current RCIP MOU regional structure, roles and responsibilities.
- ✓ Supports regionalized multidisciplinary efforts.
- ✓ Provides a mechanism for procurement of services.
- ✓ Provides a mechanism for sustaining the capability.

2. Objective

The objective of this report is to determine if the Unified Disaster Council should assume the role of providing formal governance and the long term sustainment plan for the Regional CAD Interoperability Project.

The critical questions for this objective include:

1. Does the Unified San Diego Emergency Services Agreement provide the appropriate governance structure for this project?
2. Should there be a committee designated to serve an advisory role on policy and funding to the full membership? What would the membership of that committee be?
3. What would the role of the City of San Diego Office of Homeland Security be? How does the UASI funding fit in?
4. What level of effort and role should the UDC play?
5. What is the current project effort level in the region? How long will that level of effort be needed to meet the project objectives?
6. What is the estimated cost for a program under the UDC?
7. What are the program funding sources?
8. What options are available to provide services in the short term and long term?
9. What is the best timing for the transition?
10. What are the benefits of the UDC assuming the role of formal governance?

3. Approach

In the spring of 2013, an evaluation of the key considerations and options for transitioning the RCIP to a program was performed. Based on that analysis, a recommendation to consider the UDC as a solution for long term governance was presented to the Regional Technology Partnership (RTP). Based on the information presented, the RTP supported the concept and recommended a presentation of the concept to the full UDC membership to verify support for the concept and to create an ad-hoc committee to evaluate the options for transitioning the RCIP to a program within the UDC. At the August 2013 UDC meeting, the membership voted to further evaluate the concept through an ad-hoc committee.

Subsequent to the UDC action, an ad-hoc committee was established to evaluate the issues related to transitioning from a project to program. The ad-hoc committee consisted of the following members of the UDC:

- County of San Diego Office of Emergency Services – Holly Crawford
- City of San Diego Office of Homeland Security – John Valencia
- City of La Mesa – Police Chief Ed Aceves
- City of Lemon Grove – Deputy Fire Chief Tim Smith
- City of Vista – Fire Chief Rick Minnick

This ad-hoc committee met several times to discuss the issues related to this objective.

4. Outcomes

Unified San Diego Emergency Services Agreement

The Unified San Diego County Emergency Services Agreement provides a vehicle for program authority. This joint powers agreement creates the Unified Disaster Council as the decision making body. This agreement includes the following purpose;

> "*to coordinate and facilitate regional plans and programs for the preservation and safety of life and property, and to make provisions for the execution of plans, programs and mutual assistance in the event of multi-jurisdictional emergencies or disasters"*

This stated purpose of the UDC aligns very well with the regional, multi-jurisdictional execution of plans, programs and mutual assistance that is achieved through the RCIP. The UDC also provides a regional representation model that aligns very well with the current stakeholders in the project. The UDC membership consists of the 18 cities and the County of San Diego.

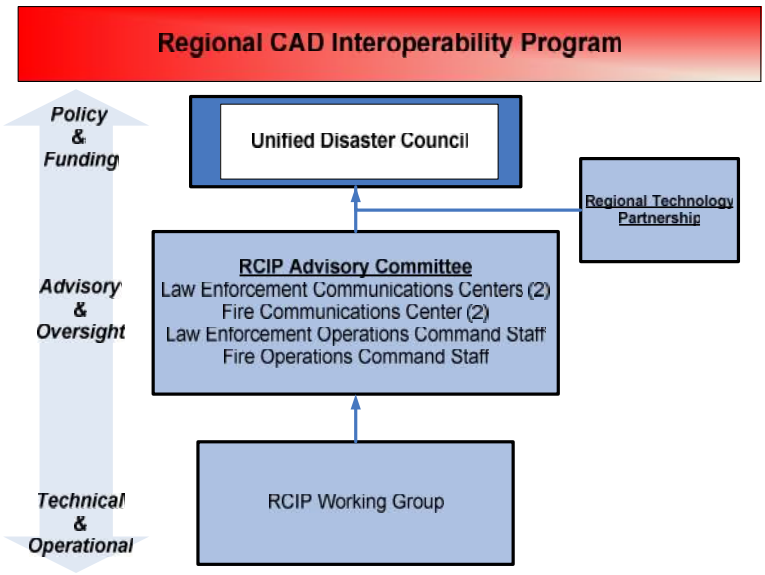
Advisory Committee

The existing RCIP MOU provides for an Advisory Executive Committee. The Advisory Executive Committee is responsible for making recommendations to the Urban Area Working Group (UAWG) concerning the overall administration and direction of the RCIP. If the UDC assumes the role of governance, an advisory committee would be beneficial in providing policy and funding recommendations to the full UDC membership and the UAWG. It is recommended that the advisory committee be composed of subject matter experts that would represent the key stakeholders. The recommended representation of the committee is:

- Law Enforcement Communications Center (2 representatives)
- Fire Communications Center (2 representatives)
- Law Enforcement Operations Command Staff (1 representative)
- Fire Service Operations Command Staff (1 representative)

These positions could be filled through a couple of alternative methods. Option one would ask the UDC membership to provide representatives in each of the areas. Option two would involve asking the local fire and law enforcement associations to provide representatives. For example, the County Fire Chiefs Association could provide representation utilizing their communications or operations sections. Likewise, the Police and Sheriff Association could provide representatives through their sections.

The RTP would continue to serve in the role of vetting grant investment justifications regarding the RCIP. Those recommendations would continue to be provided to the UDC and the UAWG. Additionally, the RTP would continue to receive updates on the project.



Working Group

The current working group role would need further evaluation as the project transitions into a maintenance function. No specific recommendation as to committee structure is made at this time.

Role of City of San Diego

The RCIP has been primarily funded by the Urban Area Security Initiative grant program. The City of San Diego through their Office of Homeland Security is the lead for the region for this grant. In this role, the City of San Diego has been the fiscal agent for the contract between the San Miguel Fire District and Thinkstream. Additionally, the City of San Diego has managed the contract that provides the project manager support. Assuming that some level of grant funding will continue to be utilized to provide program management, the UDC will need to work closely with the City of San Diego to provide funding support and program support through contractual agreements.

Current Project Effort

Project Management

The City of San Diego currently administers a contract with LR Kimball to provide project management for the RCIP. This contract went through a competitive bid process and was executed in November 2011 with a term of one year and options to extend the contract in one year increments. There are a maximum of four one year term extensions available. The last extension option will expire in November 2016.

The current support through that contract is for a project manager. The current project management support is funded through the end of 2014 and the City of San Diego has exercised a one year extension that is in effect through November 2014.

Thinkstream Contract

Thinkstream is the provider of the software system that integrates the various CAD systems together. The contract for their services has been administered by the San Miguel Fire Protection District on behalf of the region. In this arrangement, San Miguel executed an agreement between them and Thinkstream to provide the deliverable product. San Miguel has continued in that role for over four years. The current agreement expires in August of 2014 with an option to extend for another five years.

The San Miguel Fire Protection District Board of Directors has decided to not exercise the option to extend the contract for another five years in August 2014. It is anticipated that the current law enforcement deliverables will be completed within that time frame.

Given the pending expiration of that contract, the region will need to determine if a new contractual relationship is necessary. There are four key items to consider in evaluating the need for a new contractual relationship:

- Incomplete current deliverables – if the current law enforcement deliverables are not received before expiration of the current contract.
- Public Private Partnership – The PPP is part of the original professional services agreement. If the PPP meets the federal grant requirements for program income, a new agreement may be needed.
- On-going maintenance – The current agreement provides on-going maintenance support to the San Diego region at no cost and no limitation to the term. An agreement may desirable to ensure the intent continues.
- Provide a vehicle for future enhancements or users – Not all public safety agencies are currently participating in this system.

Given their role as the fiscal agent for this contract and the historical knowledge, the City of San Diego may be a logical choice, although it does not preclude other agencies from assuming that role.

Role of the Unified Disaster Council

The UDC would assume the role of governance in place of the current RCIP MOU. In assuming the role of governance, the UDC would become the decision making body for policy and funding issues related to maintain the RCIP capability.

Given the regional nature of the RCIP project, it would seem to be logical that the UDC work with the County Office of Emergency Services to determine the best method for providing ongoing program support. The cost associated with that role includes personnel cost, capital

equipment costs and administrative costs. Providing this service through a regional approach would offer a cost effective method for the region.

Program Cost

Personnel

Currently the project is supported with one full time equivalent position. The position is a project manager, responsible for coordinating day to day activities in implementing the project. It is anticipated that the project will need this type of support for approximately 12 more months.

As the project moves from a building phase to a maintenance phase, the type of support needed will change. The support will be more along the lines of an application manager. At this early stage in the program and the number of users in the RCIP system, it is believed there is a need to provide full time support for the region. At this point, it is recommended that a full time application manager be considered the appropriate support approach for at least 12 months after the build phase. The region should continually reevaluate the needed level of support for the program. As the program matures, there may not be a need for full time support.

The key responsibilities for an application manager would be:

- Manage connections
- Manage updates to software
- Manage restarts as needed
- Manage logs
- Train personnel
- Problem resolution
- Track server and network performance
- Assist with growth
- Long term planning

There are a few options for providing the necessary support. They include continued use of the contract services, hiring new agency personnel or utilizing existing agency personnel.

In the short term, the benefit of utilizing contractor support is that an agency does not have to commit to hiring a long term employee. This allows flexibility in selecting the necessary type of support and provides contractual opportunities to modify the level of support. This type of contractor support cost an estimated $250,000 for a full time person. If it is determined that a less than full time support person is needed, the cost would be less.

In the long term, the UDC may want to evaluate the option of hiring regular employee, possibly through the County of San Diego. Depending on the desired level of support, this type of position could be staffed either at a part-time level or more.

A description of the representative duties for this position would perform is included in Attachment “A”.

Administrative Support

Currently, management and administrative support is provided through a combination of the project manager, contract administration support (San Miguel Fire) and the City of San Diego OHS. The funding for this support is currently allocated through 2014. If the County of San Diego assumes some of the role for administrative support, the UDC will need to ask the County of San Diego to provide cost information for County staff to support that role.

Since that level of effort has not yet been determined, the exact cost for this type of support has not yet been determined.

Thinkstream Support

Current members of the RCIP have an agreement "in perpetuity" for ongoing "business hours" support by Thinkstream for the CAD to CAD product. This is targeted to ongoing general support and training combined with "bug fixes," but does not cover major modifications.

The no cost support from Thinkstream is limited to the original participants. If new or additional users are added to the system, there is likely to be new associated costs. As those additions are made, the UDC will need to determine how these additional costs would be handled. The current assumption is that new members would need to make arrangements to pay for all purchases and support.

Capital Equipment Replacement

It is assumed that any hardware and equipment that is currently owned by individual agencies will continue to be maintained and replaced by those individual agencies. There are however some centralized servers and software in the system that serve a regional purpose. It would seem to make sense that those portions of the system would be replaced with funding from the entire group.

It is anticipated that this should result in the replacement of a few (2 or 3) medium Windows Servers every 4 to 6 years. The estimated cost for server replacement is $25,000.

The UASI grant currently does allow for maintenance and support of equipment like servers.

Connectivity Expenses

RCIP member agencies are expected to pay for their own connections to the 3Cs network, which currently carries the RCIP data. Some combined connectivity expense may be incurred due to the connectivity needs of the central Hub Servers.

Estimated Total Budget

The estimated annual cost for the RCIP in a maintenance mode is:

Activity	Estimated Annual Cost
Thinkstream Support – Existing Users	None
Application Management	$150,000 - $250,000*
Administrative Support	TBD
Capital Equipment Replacement	$5,000
Totals	$155,000 - 255,000

*Depends on level of support

Program Funding Sources

Urban Area Security Initiative Grant

The RCIP has primarily been funded by the UASI grant program. Currently the system enhancements and project management has funding allocated through the end of 2014. While the future of the UASI grant program is not completely clear, it is assumed that the program will continue in some form and funding will likely be available in the near term. With that assumption, the Urban Area Working Group will consider ongoing funding allocations in 2014. Any allocation in 2014 would support the program during 2015. Given the level of financial commitment for developing this capability, the ongoing use of grant funding should receive significant consideration.

If other grant funding options come available, the region should consider those opportunities.

Public Private Partnership

As part of the original professional services agreement, a Public Private Partnership agreement was developed. In exchange for supporting marketing efforts by Thinkstream for new business, the UASI region can receive a percentage of the new business contract amount developed through this agreement. The City of San Diego Office of Homeland Security is in the process of verifying our ability to collect this type of program revenue. If this program revenue is allowable, the region may receive some level of revenue that would be used to support the ongoing maintenance of effort for the RCIP.

Member Assessments

The UDC has the ability to fund programs through the collection member assessments. The formula is based upon the County of San Diego contributing 50% and the remaining signatory cities contributing the remaining 50% based upon population and assessed valuation.

While the primary source of funding is currently the UASI grant program, that source at some point may no longer be available. In that event, the UDC membership may need to consider utilizing their member assessment to fund ongoing support.

User Fees

There are some participants in the RCIP that are not members of the UDC. That results in those non-members receiving benefit without contributing to the cost to maintain the system. Given the current availability of grant funding, this has not been an issue. The mutual benefit of including those non-members has far outweighed any need for funding. However, if the grant fund diminishes, the UDC may want to consider non-member user fees to support the maintenance.

Service Delivery Options

Currently, the UASI region utilizes a combination of contractor support and existing agency employed staff to work on the RCIP project. As the RCIP transitions into a maintenance function, the type of required support and support from existing agency staff will change.

Contractor Support

The benefit of utilizing contractor support is that the required services may be temporary. In the case of the RCIP, the project should be completed within the next 12 months. The maintenance phase will likely require some type of ongoing application management support. The level of support is estimated at a full time level for the next 24 months. It is also possible that the level of support needed may be less than full time. In the short term (12-24 months), a contracted approach would give the greatest flexibility in providing support without committing to hiring a long term employee.

Agency Employees

Another approach to providing the necessary support would be to have a local government hire an employee. This approach may offer some benefit if a program has a long term need. An example would be County OES hiring an employee to provide services to the UDC.

The solution for providing services in the long term will likely depend on what types and levels of funding are available. As long as grant funds are utilized, a contractor service delivery model will likely dominate. If the funding diminishes or becomes funded through member assessments, the UDC will need to consider what the best service delivery model is for them. It could include any combination of contractor support or agency employees.

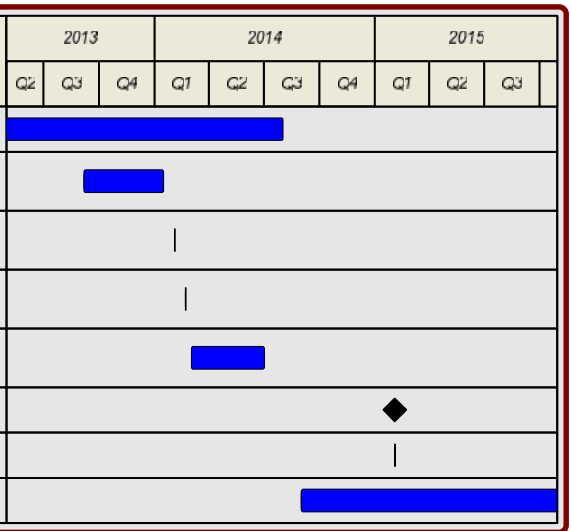
Governance Transition Timing

As described earlier in the document, it is recommended that the existing RCIP MOU be extended for the final one year period, ending in February 2015. At that time, the governance would transfer to the Unified Disaster Council. Assuming that the program would be still receiving grant funding, the UDC would provide policy making decisions and work closely with the City of San Diego on the funding and contractual responsibilities.

In the event that the project does not receive grant funding from the anticipated FY14 grant, the UDC would need to evaluate the level of services and funding sources prior to the transition.

RCIP TRANSITION PLAN SCHEDULE

ID	Task Name	Start	Finish
1	Law Enforcement Phase	2/4/2013	8/1/2014
2	Ad-hoc Committee Review	9/6/2013	1/15/2014
3	Extend RCIP MOU for one year	2/3/2014	2/3/2014
4	Present Ad-hoc recommendation to UDC	2/21/2014	2/21/2014
5	Determine need for future contract with Thinkstream	3/3/2014	7/1/2014
6	RCIP MOU Sunset	2/3/2015	2/3/2015
7	UDC assume RCIP Governance	2/3/2015	2/3/2015
8	RCIP Maintenance Phase	9/1/2014	12/31/2015



5. Recommendations:

1. **Designate the Unified San Diego County Emergency Services Agreement and the Unified Disaster Council as the appropriate solution for the RCIP governance.**

   The membership of the UDC is reflective of the current RCIP MOU parties and provides an existing agreement that supports regional efforts of this type.

2. **Upon expiration of the existing RCIP MOU and transfer of governance to the UDC, create an advisory committee with subject matter stakeholders to advise the Unified Disaster Council regarding policy and funding recommendations.**

   The current MOU provides for an Advisory Executive Committee that provides multi-discipline representation. When that MOU expires and the UDC assumes governance, a similar multi-disciplinary advisory committee will be useful to advise the full membership on policy and funding issues.

   The recommended representation model is:
   - Law Enforcement Communications Center (2 representatives)
   - Fire Communications Center (2 representatives)
   - Law Enforcement Operations Command Staff (1 representative)
   - Fire Service Operations Command Staff (1 representative)

3. **Continue to utilize the City of San Diego Office of Homeland Security to manage the UASI grant funding and existing contractual agreements to support the program.**

   The City of San Diego plays a critical role in the current grant management and contractual responsibilities. Assuming that the region will continue to utilize UASI grant funding, the City of San Diego should maintain those responsibilities of grant management and contract administration.

4. **Evaluate the need for a new contractual relationship with Thinkstream for the region.**

   The current contract between San Miguel Fire District and Thinkstream expires in August 2014. San Miguel Fire Protection District Board will not be exercising an option to extend for another five years. A new agreement may be needed to address remaining work, future work, the public private partnership and maintenance for original users.

5. **In the short term, continue to utilize existing contractor services to provide ongoing application management support.**

   The City of San Diego has a current contract relationship with LR Kimball for contract consultant services. In the short term, this approach is the easiest method for continued support. The current contract is available through 2016.

6. **In the long term, the UDC should assume the role of the providing the necessary staff for program support.**

   While the existing contractor support is available through 2016, the UDC should begin the process of assuming the role of providing the necessary staff for program staff. This includes an evaluation of what level of staff is necessary and the options for providing the support. Options include ongoing contractor support or agency hired staff.

7. **Identify member assessments and user fees as potential funding mechanisms**.

   If grant funding is not available, the UDC members may need to consider utilizing member assessments and user fees to sustain the program.

8. **If possible, continue to utilize grant funding to support the program management, administrative support and equipment costs.**

   Where possible, grant funding should be utilized to support the management and administration function and equipment cost.

9. **Transition the RCIP governance to the UDC in February 2015.**

   Upon the expiration of the current RCIP MOU, the UDC should assume the role of governance. The UDC will provide the policy and funding decisions for the program. As long as the program receives UASI grant funding, the UDC will need to work closely with the City of San Diego to provide grant management and contract administration support.

6. Benefits to the San Diego Region

The UASI Region has committed significant financial resources towards the development and implementation of the RCIP. In order to maintain this capability, a long term solution for governance needs to be identified. The benefits of the UDC assuming the role of formal governance includes;

- ✓ Provide a legal entity for forming policy
- ✓ Allow intergovernmental agreements
- ✓ Replaces the current RCIP MOU for regional structure, roles and responsibilities
- ✓ Provide opportunities for regionalized multidisciplinary efforts.
- ✓ Provide a mechanism for procurement of services.
- ✓ Provides a mechanism for sustaining the capability.

It is recommended that the region should continue to support the use of grant funding whenever possible. Accepting the role of formal governance does not commit the UDC membership to any general fund member assessment costs. Any cost associated with utilizing member assessments as a funding source would be subject to budget adoption by the full membership at a later date.

Attachment "A"

Projected Duties of RCIP Application Administrator
Supplement to UDC/RCIP Project to Program Plan

The current recommendation is to replace the Project Manager position, which will terminate at the end of the current MOU, with an Application Manager for 12-24 months. This contract is subject to review on an annual basis and may be terminated at the end of the first year if all the obligations have been met to transition RCIP to a program capable of self-sufficiency with current Law Enforcement and Fire staffing.

RCIP is a fairly immature project in the San Diego region and use with the Fire Agencies now in place has shown that a number of problems have occurred due to having no central Application Administrator to direct local work, review performance, track problems or to cohesively manage the equipment. Specifically, personnel have no valid way to assign and manage tasks which impact multiple agencies. Time and resources are lost simply figuring out where the problem is, tracking who to contact, tracking who to assign and following up to make sure all issues have been addressed. A dedicated Application Administrator can locally manage all these issues and provide guidance on how to address these issues using only local resources. 12-24 months of support would provide sufficient time to cycle through almost all conditions to be expected by the local agencies, allowing the Application Administrator to develop protocols to address these issues.

An alternative to this full time position, be it a local FTE or a contract position, would be to have a local agency provide a dedicated partial position, most likely as dedicated time to an existing or new FTE position. While a full time administrator would accelerate all the work done within RCIP, a partial position (with time dedicated throughout the week) could handle all the ongoing issues and training with the daily management, security and administrative duties being interspersed with other duties as required. It is not so much having a dedicated full time position as having a **specific person** dedicated to the project. Support for implementing this type of position could be done with partial funding support provided for the position. Such partial funding could allow an agency who "nearly" warrants a full position to create such a position with dual roles.

Normal Application Administrator duties would apply, but specific issues for RCIP would include:

Manage 3Cs connections.

Use of real time tracking tools to actively track the status of the network and address outages. With RCIP agencies generally using at least 2 networks, it is possible for Application or Network issues to be mis-identified.

Manage updates to software.

This would involve updates to the Thinkstream software itself, but also be the contact point for assisting with any CAD updates as these updates could impact daily use or introduce minor problems which would be obvious to the casual administrator.

Manage restarts as needed.

System restarts generally require a specific order and follow up routine to make sure pending, current and new calls are accounted for and to confirm proper tracking of equipment and resources. Again, problems (such as unaccounted for equipment) could go un-noticed until there is a major problem.

Manage logs.

Logs are kept of calls which track events, resources and conditions. There are separate log settings for LE and Fire. This Application Administrator must make sure that logs are kept properly for the involved agency and to comply with CLETS and DOJ rules while also tracking the logs to confirm performance.

Training of personnel for use and/or changes.

RCIP, if everything is going well, tends to work in the background. Such programs often do not get any attention until a problem has developed and a call fails. The Application Administrator would continue to press for in-service training and would also make that any changes are documented and result in the proper training.

Problem resolution.

Observation of the RCIP in use has shown this is the biggest problem. With no central position checking the logs are actively searching for performance or use anomalies, the RCIP agencies only respond after a problem has developed. After it is determined that a problem exists, considerable time is spent simply calling around from agency to agency determining who has a problem, what their conditions are, how long has it been in place and who shall deal with it. A single Application Administrator would be actively searching for problems, hopefully intercepting them before anyone even notices, but upon locating a problem would take lead in implementing the resolution.

Track server and network performance.

The original design of the network and server arrangement was made based on valid estimates, but use data should be collected to track our local patterns. Such a tracking of data may allow for repositioning of equipment and resources to either improve performance, if needed, or to centralize the system in to a single location or Virtual Server to save money and resources. Such a move of equipment would have to be based on historical use of the system rather than general estimates. This could have a major impact on equipment costs over the life of the program.

Assist with growth.

After the current group of agencies go online with RCIP there are only a few agencies which may join. SDPD will be joining, probably in last 2014 or early 2015, due to inclusion of RCIP in to their current CAD MOUs. Having a dedicated Application Administrator could provide some of the resources of a Project Manager for the addition of other agencies.

Establish Long Term Plans.

The first couple of years of full time use of RCIP by all the agencies should identify use rates and ongoing issues. The Application Manager can document these issues so as to provide guidance to the involved agencies upon secession of the position. A set of established protocols could be put in place to deal with these issues when the staffing reverts to solely in-service IT personnel of the partner agencies.