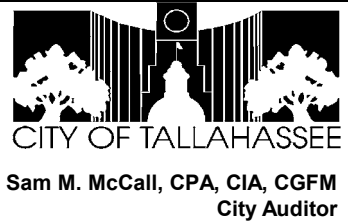


Project Progress Report #2

As of August 31, 2002



“Public Safety Systems Integration”

Report #0302

October 30, 2002

Summary

The City is currently in the process of replacing and enhancing key information technology applications and related technologies utilized by the Police and Fire Departments, including the Computer Aided Dispatch (CAD) system, the Records Management System (RMS), and mobile data computers (MDC). These projects were previously referred to as CAD/RMS and now are referred to as the Public Safety Systems Integration (PSSI) project to reflect the wide range of applications and technology that is included. As of August 31, 2002:

- The planning and acquisition phases for the PSSI Project have been completed.
- The project team has begun the implementation phase, which is scheduled for completion in Fall 2004.
- Additional capital improvement funds have been proposed and approved to increase the current total project budget from \$3.357 to \$8.945 million.

This report is the second of a series on the PSSI project. The first report (No. 0103) was released in November 2000. The purpose of this review is to provide assurance as to PSSI compliance with City policies and procedures and contract requirements. Based on our review, we can provide assurances that:

- √ Project staff has substantially complied with City policies and procedures and contract requirements.
- √ Contract deliverables were substantially received and approved before payments were processed.
- √ Except as noted below, risks and project controls are being addressed.

Table 1 summarizes assurances relating to the status of specific anticipated planning and acquisition activities.

There are two additional tables that address significant project issues. Table 2 summarizes the status of the significant issues originally

identified by the project team as of August 31, 2000. Of the nine issues previously identified, four have been resolved, there has been progress on four issues, and one issue remains outstanding. Those five unresolved issues include:

- evaluation of the current data to determine conversion requirements into the new system;
- ensuring that the 800 MHz radio system is adequate to meet the needs of the new system;
- developing an overall plan to manage the future usage and maintenance of the 800 MHz data system;
- implementing controls to secure the network; and
- ensuring that there is adequate support staff to maintain the new systems.

Table 3 summarizes the status of additional significant issues that have been identified and need to be resolved as the PSSI project progresses. These issues include:

- obtaining integration between the CAD and Tallahassee Memorial Hospital ambulance dispatch system;
- obtaining integration between the CAD and pagers for the Fire Department;
- defining backup and recovery processes for the new systems and hardware; and
- defining adequate security controls in the new computing environments to protect sensitive information being transmitted.

These issues are listed at this time for information and for management’s further analysis and resolution.

Scope, Objectives, and Methodology

The Office of the City Auditor is providing assurance and consulting services to assist management throughout the acquisition and implementation of the PSSI Project. As part of these services, we will be issuing a series of

reports.

Our objectives for this report are to:

- determine compliance with City policies and procedures and contract requirements;
- provide an independent assessment of risk management and project controls;
- report on the project status and accomplishments as of August 31, 2002; and
- communicate the significant issues identified as of August 31, 2002.

This report focuses on the planning and acquisition phases of the project. Providing a progress report during the transition from acquisition to implementation phase allows management to address the identified issues in a timely and less costly manner.

To achieve our objectives, we: participated in an advisory capacity on the project team and executive steering committee; reviewed key documentation, including request for proposal (RFP), project team RFP evaluation documentation, project team tasks lists, issues lists, project plan, meeting minutes, vendor proposals, budget and expenditure documentation; observed contract negotiations; and conducted interviews with project team and executive steering committee members and other key stakeholders in the City. These audit procedures were conducted in accordance with Generally Accepted Government Auditing Standards and Standards for the Professional Practice of Internal Auditing as appropriate.

Background

Project Life Cycle

Every information technology (IT) project follows similar life cycle phases, such as:

Planning Phase – defining business problems, potential solutions, project scope, system interfaces, systems and software requirements, and resource needs. Other activities include identifying risks, costs and benefits associated with each solution, developing a project plan, and obtaining funding.

Acquisition Phase – developing a request for proposal and evaluation criteria, evaluating proposals, selecting a vendor, and negotiating the contract.

Implementation Phase – managing the vendor contract and project staff, installing software, defining business rules and processes, converting data, planning and performing testing, preparing

technical and user documentation, and putting the system into production.

Post-Implementation Evaluation Phase – evaluating to determine if the system meets the users' needs and requirements.

The project team has completed the planning and acquisition phases and has moved into the implementation phase.

Current Public Safety Systems

Public safety consists of operations conducted in the Police Department for the citizens of the City of Tallahassee, as well as the Fire Department operations for the citizens of the City of Tallahassee and Leon County. These operations utilize various information systems to track and retrieve data and manage their daily activities, including, but not limited to: recording calls for service, dispatching resources, conducting investigations, managing property and evidence, and managing police and fire incident and case records.

Currently, public safety utilizes a variety of systems to conduct the following operations:

Computer Aided Dispatch – Provides the capability for communications officers to monitor all activities associated with call for service and dispatch resources.

Records Management System – Separate modules for police and fire that serve as a repository for all information about public safety operations, including persons, locations, vehicles, incidents, and cases. Modules utilized for police include: incident and crime reporting and arrest; property and evidence; investigative case management. Modules utilized for fire include: incident reporting and arson investigation.

Electronic Report Writing System (Police only) – This application was implemented during this past year. It enables the officers to electronically submit selected reports for review and approval. However, currently reports must still be manually input (i.e., typed) into the RMS.

Automatic Vehicle Location – a global positioning system attached to each vehicle that continuously reports information to the CAD, such as vehicle location, speed, how long vehicle is stationary, etc.

The current CAD/RMS system was implemented in 1991 and uses a proprietary operating system which is not ODBC (open database connectivity). ODBC allows for easy data extraction with other data analysis applications. In addition, many of the available RMS modules had not been implemented due to the complexity of the application and lack of systems specialists in the police and fire

departments. To date, there is a limited number of staff that has the ability to extract data and develop reports from the CAD/RMS systems.

Public Safety Systems Replacement Project

The PSSI project was initiated in September 1998 with a beginning budget of \$2.8 million. Y2K related issues delayed the project until November 1999 when the project resumed. The goal of the PSSI project is to improve the business processes relating to dispatching and records management for both the police and fire departments through the replacement of existing software and hardware and integration of key systems.

The new applications and infrastructure will enhance operations in many areas including:

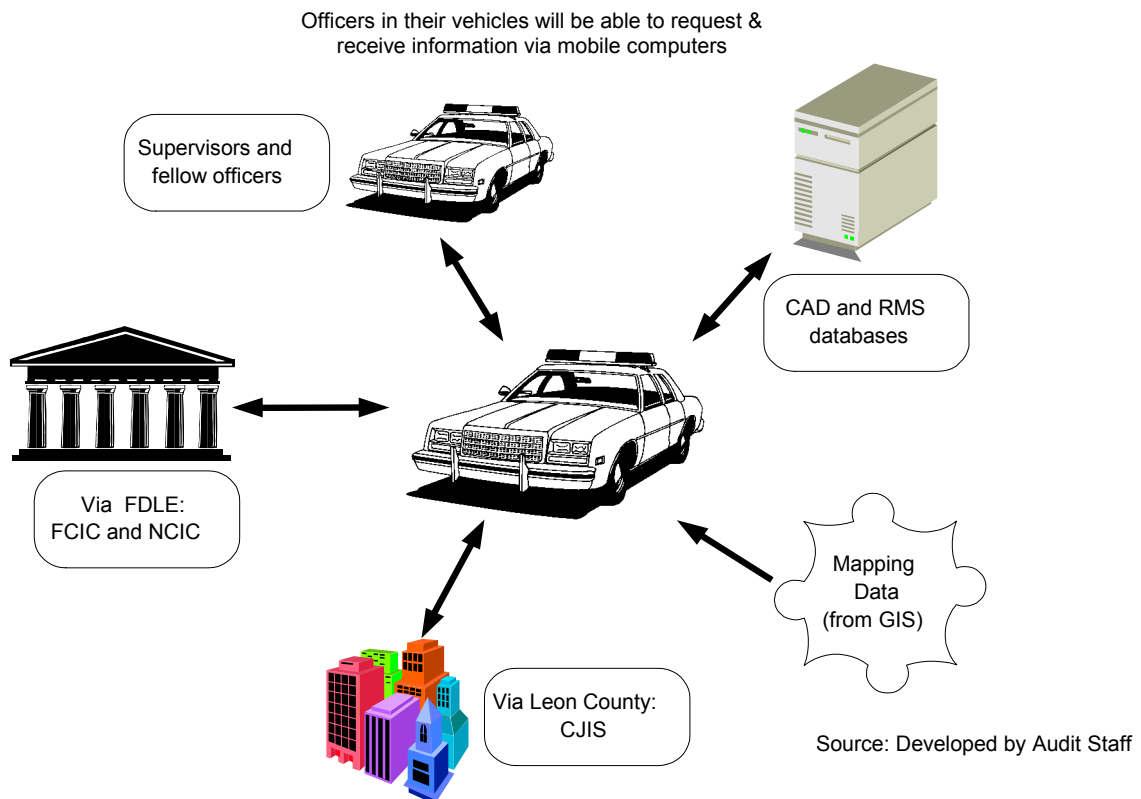
- adding data communication between the dispatcher and police and fire officers;
- increasing the capability to track and utilize fire activity and equipment data, such as fire

inspections, fire investigations, inventory, and staffing;

- adding RMS modules to assist in managing property and evidence, pawn shop activities, and crime analysis;
- adding GIS mapping functionality for dispatch purposes and crime analysis;
- improving capability to easily extract and analyze police and fire information;
- increasing data available to police officers in their vehicles; and
- enhancing electronic reporting capabilities, including number of reports, transmission of reports, and electronically uploading the prepared reports into the RMS.

Figure 1 shows the tools that will be available to the police officers while in their vehicles.

Figure 1



Project Status

A project team and executive steering committee have been established to manage and to oversee the project respectively. The project team, led by an Information Systems Services (ISS) Project Manager, is comprised of members from the Police Department, Fire Department, and ISS. The executive steering committee is comprised of the Police and Fire Chiefs, the Chief Information Systems Officer, the Director of Management & Administration, and the Assistant City Manager for Safety & Neighborhood Services.

The PSSI project team has completed the planning and acquisition phase and is beginning the implementation phase. Figure 2 identifies the major milestones in the project to date.

Figure 2

Month/Year	Significant Project Milestone
Sept. 1998	Project initiated.
Jan. 1999	City Commission approved contract with Gartner Group (formerly the Warner Group) to help the City plan and prepare for acquiring a new CAD/RMS system.
March 2001	RFP was published.
July 2001	ISS project manager was reassigned and replaced by an interim project manager.
Oct. 2001	Project Team completed evaluation of proposals.
Nov. 2001	A new ISS project manager was hired for the PSSI project.
Dec. 2001	City Commission approved for the Team to negotiate and execute contract with Motorola.
March 2002	Contract negotiations completed with Motorola. Project Team and vendor established a 45 day window to refine the Statement of Work or nullify the contract.
June 2002	Extended acceptance of Statement of Work and contract commenced. Project Kickoff occurred.
Sept. 2002	City Commission approved a \$5.58 million increase in the project budget to be allocated over fiscal years 2003 and 2004. Expect to have Statement of Work finalized.

The City initially contracted with the Gartner Group, Inc., to assist the project team in: (1) determining the City's readiness for the PSSI project and assessing the needs of the police and fire departments; (2) developing a Request for Proposal (RFP); and (3) evaluating vendor proposals. The City then executed a second contract with the Gartner Group to (4) assist the City in negotiating a contract with the selected vendor. The amount paid to Gartner Group for these two contractual services totaled \$252,485. Figure 3 shows the IT project activities performed by the Gartner Group.

Figure 3

IT Project Phases	Gartner Group
Planning	1. Readiness Assessment
	2. Needs Assessment and RFP Preparation
Acquisition	3. Vendor Selection
	4. Contract Negotiations

The implementation phase of the PSSI project has now begun. The City has contracted with Motorola, Inc., to implement the majority of the project software and hardware for the PSSI project for a total amount of \$4,646,547. The contract includes a termination provision for unavailability of funds. Should this occur, the City could terminate the contract and would be liable for all completed work and reasonable directly related settlement costs.

As of August 31, 2002, only \$3.357 million had been appropriated to this project. However, an additional \$5.58 million was requested for this project in the City's Proposed Capital Improvement Plan FY 2003-2007. The additional funding was approved by the City Commission on September 25, 2002, bringing the total appropriations for this project to \$8,945,484. As of August 31, 2002, \$1,095,312 had been expended/encumbered.

Figure 4 identifies the major activities to be performed by Motorola that are associated with the IT project implementation phase. The contract does not provide for any post-implementation activities. Such activities will be the responsibility of the project manager and team.

Figure 4

IT Project Phases	Motorola
Implementation	<ol style="list-style-type: none"> 1. Define software configuration and setup 2. Obtain and setup hardware 3. Interfaces – define and design 4. Report software – load and define reports 5. Testing 6. User Training 7. Go Live 8. System acceptance
Post-Implementation Evaluation	Not included in this contract

The project is in Motorola’s Phase I, and the project team is defining software setup configuration. Each application will be implemented independently (i.e., first, CAD will be implemented; second, mobile data computers; third, police RMS; fourth, fire RMS). The estimated project completion date is Fall 2004.

Project Progress and Accomplishments to Date

As described in the project life cycle section above, there are common activities conducted during the planning and acquisition phases of an IT project. Some of these activities are required by City administrative policies and procedures or by the consultant contract, while others are considered to be “good business practices.” Table 1 provides a listing of the planning and acquisition components that were identified for this project, the status as of August 31, 2002, and auditor comments (if applicable). The components are separated as to the source of the requirement.

Table 1

Planning and Acquisition Components	Status/Comments
Administrative Policies & Procedures (APP) #801, “IT Acquisition Policy”	
<p>Business Problem Definition and Project Scope</p> <ul style="list-style-type: none"> ⇒ Business problem and project scope is defined by department ⇒ Department partners with ISS ⇒ Initial cost/benefit analysis is created <ul style="list-style-type: none"> ⇒ Determine how project fits into City budget 	<ul style="list-style-type: none"> √ Project Charter is revised and approved January 4, 2001. √ Via Project Charter. ★ Partially completed. A formal cost/benefit analysis was not prepared. We did note that the project team conducted some cost/benefit procedures to analyze system associated costs. Since the planning and acquisition phases are completed, it would not be beneficial for the project team to prepare a formal cost/benefit analysis at this time. √ Additional funding was approved by the City Commission on September 25, 2002, increasing the funding to cover the estimated project cost.
<p>Project Planning Phase</p> <ul style="list-style-type: none"> ⇒ Executive Steering Committee is formed <ul style="list-style-type: none"> ⇒ Project Team is formed ⇒ Project charter is agreed upon by ISS Director and Executive Owner ⇒ Project Management Plan (PMP) is utilized to manage the project 	<ul style="list-style-type: none"> √ Executive steering committee exists and meets regularly. Minutes are taken to record key business decisions made and/or discussed. √ Project team exists and is working on project. √ Project Charter signed on January 4, 2001. ◆ Ongoing. The Project Manager, along with the Motorola Project Manager, is utilizing MS Project to manage the project.

<p>Acquisition Phase</p> <ul style="list-style-type: none"> ⇒ Initial drafting of time schedule ⇒ Develop Request for Proposal (RFP) ⇒ Define Selection Criteria ⇒ Evaluate RFPs and rank ⇒ Finalize Cost/Benefit Analysis <p>Acquisition Phase (Continued)</p> <ul style="list-style-type: none"> ⇒ Submit written evaluation and recommendation to the ISS Steering Committee ⇒ Prepare and schedule agenda item for City Commission to enter into negotiation and signing of contract ⇒ Negotiate with vendor, addressing (including but not limited to): <ul style="list-style-type: none"> • Vendor’s responsibilities and deliverables • Payment terms and dates • Acceptance criteria • Warranties • Ownership of hardware/software • Access of source code • Cancellation options ⇒ City Attorney’s Office to review contract 	<ul style="list-style-type: none"> √ Completed. √ Released on March 6, 2001. √ Selection criteria included in RFP. √ An extensive evaluation process was concluded in October 2001 with ranking of proposals. ○ While the project team conducted cost/benefit procedures, a cost/benefit document was never developed. <ul style="list-style-type: none"> √ Written evaluation and recommendation was provided to the PSSI executive steering committee in place of the ISS Steering Committee. √ Approved by City Commission December 5, 2001. <ul style="list-style-type: none"> √ Negotiation took place in March 2002 and contract was signed on March 27, 2002, and all areas were addressed. <ul style="list-style-type: none"> √ Attorney participated in contract negotiations and reviewed contract before signing.
<p>Procurement Policy #242CP, APP #4.3, “Competitive Sealed Proposals,” and APP #16.6, “Consultant Selection Procedures”</p>	
<p>Procurement Services is to manage the RFP process, including: issuing, receiving, and rejecting (as necessary) RFP responses; managing communication between City and vendors; reviewing and approving all procurement related award recommendations; and ensuring that all evaluation meetings are properly public noticed.</p>	<ul style="list-style-type: none"> √ Completed.
<p>Minority Business Enterprise Office is to evaluate proposals to determine appropriate points to be awarded to each respondent based on criteria in the RFP.</p>	<ul style="list-style-type: none"> √ Completed.
<p>A selection committee is to be established, consisting of at least three (3) members with the majority being from the project sponsoring department.</p>	<ul style="list-style-type: none"> √ The selection committee consisted of the entire project team (six members) and the majority (four members) were from the sponsoring departments.
<p>Ranking procedures are to be pre-determined and followed.</p>	<ul style="list-style-type: none"> √ Completed.
<p>City Commission is to render the final decision on awarded contract.</p>	<ul style="list-style-type: none"> √ Approved on December 5, 2001.
<p>APP #630, “Internal Control Guidelines”</p>	
<p>Transactions and events relating to processing deliverables and contract payments are properly executed.</p>	<ul style="list-style-type: none"> ◆ On-going. Written procedures regarding the process for receiving and approving deliverables and processing payments have been provided to project team, and project manager is closely monitoring expenditures and the budget.

<p>There is direct activity management – including clear communication regarding team members’ roles and responsibilities, staff accountability, approving work at critical points.</p>	<ul style="list-style-type: none"> ◆ On-going. Written roles and responsibilities were provided to team members, and regular team meetings are held. Communication appears to be adequate but still needs to be emphasized throughout the project.
<p>Top level reviews of actual performance vs. budgets and forecasts, and tracking major initiatives to measure the extent to which targets are being reached.</p>	<ul style="list-style-type: none"> ◆ On-going. Project manager is closely monitoring budget and expenditures. Also, the project plan includes all project related activities and tasks for both Motorola contract items and City activities (not on Motorola contract). It is being jointly managed by City and Motorola project managers.
<p>Contract with Gartner Group, Inc.</p>	
<p>Contract Phases I-III</p> <ul style="list-style-type: none"> ⇒ Develop a Readiness Assessment Report ⇒ Conduct a needs assessment ⇒ Help the City develop an RFP ⇒ Evaluate vendor proposals 	<ul style="list-style-type: none"> ✓ Completed. ★ Partially completed. Technical specifications were developed and included in the RFP, but a needs assessment was never provided. Since the planning and acquisition phases are completed, it would not be beneficial for the project team to prepare a formal needs assessment at this time. ✓ RFP was released on March 6, 2002. ✓ Proposal evaluations were provided to the project team for consideration.
<p>Contract Phase IV</p> <ul style="list-style-type: none"> ⇒ Lead kickoff and strategy discussions ⇒ Provide strategy regarding key areas of attention or action ⇒ Analyze contract and provide pre-negotiation gap analysis ⇒ Assist City during vendor negotiations 	<ul style="list-style-type: none"> ✓ Meeting held in December 2001. ✓ Accomplished via e-mails and conference calls. ✓ Accomplished via e-mails and conference calls. ✓ Consultant was present during negotiations and provided advice.

Table Legend: ⇒ Sub component
 ✓ Completed Satisfactorily

◆ In Progress
 ○ Not completed
 ★ Partially completed

In summary, we can provide assurances that the PSSI project has complied with applicable City policies and procedures and contract requirements, except as noted above. In addition, contract deliverables appear to have been adequately received and accepted before payment was processed, with the exception of the needs assessment. The project team and Gartner agreed that the requirements documentation used in the RFP was an adequate substitute for the needs assessment. Also, while the project team never completed their cost/benefit analysis document of the current versus proposed systems, we observed the informal cost/benefit procedures conducted to analyze the associated costs.

Since the planning and acquisition phases of this project are completed, it would not be beneficial for the project team to develop a needs assessment or cost/benefit analysis at this time. We would recommend that management ensure that these

activities are included in the planning process of future projects so as to identify business needs and determine the benefits before acquiring costly information systems.

Status of Significant Issues Identified as of August 31, 2000

Identifying and resolving significant issues is a normal activity for every project team. If the project team is unable to resolve an issue, then they are to educate the executive steering committee regarding the issue, recommend alternative solutions, and seek their guidance.

There were many issues identified by the project team that will impact the project’s success. They were able to resolve many of these issues, but there are some significant issues that still need to be resolved to ensure the successful implementation of the project.

The extent to which these or such other alternative resolution approaches are utilized by management will be addressed in our next report on the PSSI implementation. These issues are listed at this time for information and for management's further analysis and resolution.

In the following two tables, we are providing a

listing of those significant issues that were identified in the first progress report (Table 2), as well as additionally identified issues since then (Table 3). The left column describes the significant issues and the right column provides management's actions, the status as of August 31, 2002, and auditor comments (if applicable).

Table 2

Significant Issues Previously Identified (as of August 31, 2000)	Management Actions/Status (as of August 31, 2002)
Planning	
<p>User departments have needs and expectations that exceed the original scope of the project. During the planning phase a needs assessment was conducted, and the user departments identified additional required functionality that was not part of the original scope. To provide a fully functional CAD/RMS as redefined will require additional purchase, replacement, or upgrade of equipment.</p>	<p>√ Completed – Project scope was revised accordingly and approved by executive steering committee on January 4, 2001.</p>
<p>The integration of previously implemented systems with the new CAD/RMS needs further analysis. Several systems (AVL, Crime Analysis, InfoCop, EDMS, UCS Electronic Reporting, etc.) have been acquired and put into operation as “stand alone” systems. Many of these systems are commonly included as modules of an RMS. These systems can either be integrated into or replaced by a new CAD/RMS.</p>	<p>√ Cost/benefit analysis work identified what systems were implemented and what systems were not. Project team determined that it would be more cost efficient to get a comprehensive system than attempt to integrate new environment with old environment. Doing so would also increase the maintenance cost since two computing environments would need to be maintained.</p>
Data	
<p>The conversion of data from the current system into a new system needs to be evaluated. There is a large amount of data in the current system that will need to be accessible for many years. In general, when upgrading computer systems, data conversion is problematic and expensive. The consultant has recommended that the current system be maintained and operated until the existing data is outdated.</p>	<p>◆ Motorola has provided a preliminary data conversion plan outlining the responsibilities of the City and Motorola. The project team is now attempting to define what data will be converted into the new system and how important non-converted data will be stored and accessed.</p>
<p>A new CAD/RMS will be dependent on mapping updates that originate with the Tallahassee-Leon County GIS. For planning as well as tactical decisions both the TPD and TFD will be using maps and mapping capabilities of a new CAD/RMS and its related modules. For this to be effective, there must be timely updates to the maps from the Tallahassee-Leon County GIS.</p>	<p>√ The project team has worked very closely with the City's GIS Coordinator to identify the GIS needs in the new system. The selected system meets the City's GIS formatting standards. In addition, a GIS Coordinator was hired in April 2002 to work with the project team to implement the proper GIS info, etc., and be responsible for developing and managing the GIS update process.</p>

Infrastructure	
<p>Computer network communications with the fire stations are not adequate nor reliable for the needs of a new CAD/RMS.</p>	<p>√ ISS and Fire worked together to update the network communications to all fire stations. Now, all stations meet the requirements of the new CAD/RMS system.</p>
<p>Previously, it was not known whether the data portion of the 800 MHz system was adequate to meet the needs of the planned CAD/RMS. Other departments (internal and external to the City) and projects were also planning to utilize the 800 MHz data system. Components of the 800 MHz data infrastructure may not have been adequate to accommodate the increased usage generated by the planned CAD/RMS.</p>	<p>◆ ISS management feels that there are now adequate data channels and infrastructure in place to support the anticipated PSSI needs and other City projects' needs regarding the utilization of the 800 MHz data system. To date, the City has acquired a total of seven data channels, five of which will ultimately be used by public safety.</p> <p>However, to ensure this is correct, management is taking necessary steps to identify the specific data transmission needs for each project to verify that the current 800 MHz data system is adequate. Motorola is to perform an analysis of the data system as part of their contract. In addition, ISS contracted with RCC Consultants to analyze the data system, but the results provided in their report were determined to be not adequate by the project team and steering committee. RCC was to re-perform some necessary testing and information gathering and revise the report as needed. The revised report is expected to be completed by end of October 2002.</p> <p>To date, there have been no requests made to the City by any external agencies to utilize the 800 MHz data system.</p>
<p>There is no overall plan for the management of future usage and maintenance of the 800 MHz data system. There are no plans for increased City usage of the 800 MHz data system, and there is no management oversight committee (MOC) to manage this growth. The current 800 MHz MOC, which includes the Leon County Sheriff, oversees only the voice portion of the 800 MHz system. Also, inquiries have been made from agencies external to the City to utilize the system. These other agencies would generate additional demands on the 800 MHz data system.</p>	<p>○ This is still outstanding. There is a plan to develop a new City MOC for the 800 MHz data system that will include the Fire and Police Chiefs, the ISS Chief Information Officer, the Assistant City Managers for Safety and Neighborhood Services, Utility Services, and Development and Transportation Services. The data MOC will be responsible for the management of the system and planning for the anticipated growth.</p> <p>To date, there have been no requests made to the City by any external agencies to utilize the 800 MHz data system.</p> <p><u>Auditor Comments:</u> The needs of the entire City as well as non-City users should be considered when an analysis of the system is made. Any plans for an upgrade of the 800 MHz data system should consider the future needs of all users to reduce the possibility of redundant and costly upgrades to the system.</p>

<p>Network security is generally lax. The City is also in the planning process for the Technology Integration Project (TIP). This project involves employing new technologies to manage utility operations more efficiently and effectively. During the assessment of the system architecture, the TIP project management consultant conducted a general assessment of the City's information systems security. Results from that assessment included: the City has not developed nor implemented sound security policies and procedures; the network is not actively monitored for unauthorized usage, and the consultant was able to penetrate the network through a supposedly inactive port; no one person is clearly responsible for security; and there is a lack of separation of duties in that there is not a separate person(s) monitoring/overseeing information security.</p>	<ul style="list-style-type: none"> ◆ Some improvements have been made, and additional plans to enhance the City's network security include: <ul style="list-style-type: none"> ⇒ Developing and implementing security policies and procedures ⇒ Designating an information security group to develop standard operating procedures for implementing security activities ⇒ Identifying all modems in the City and implementing adequate controls regarding modem access into the Network ⇒ Determining information confidentiality requirements and implementing controls to prevent unauthorized access and inadvertent disclosure. ◆ In addition, the RFP required that the new message switch meet the federal government 2002 Criminal Justice Information System security standards. The project team is planning to implement security in the new system to meet these standards, including strengthening logon procedures and encrypting all data transferred to/from the mobile computers. <p><u>Auditor Comment:</u> Due to the new technology being implemented in this project (wireless LAN, mobile computers), there are still inherent security risks to be considered. See new security issue in Table 3.</p>
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Staffing and Training

<p>The new CAD/RMS and peripheral systems may require additional support staff. Current CAD/RMS and MDC support staff average 15 hours of overtime per month. The workload will increase with implementation of the new CAD/RMS, additional MDCs, and any additional, replaced, or integrated modules.</p>	<ul style="list-style-type: none"> ◆ With the new systems, there will be an increase from 5 to 15 servers that will need to be managed and maintained, 80 MDCs added in Fire to be maintained, and additional software, interfaces, etc. Some progress has been made in that the Police Department has reclassified three positions to support the current and new CAD/RMS systems, including: a CAD systems administrator, MDC technician, and applications training instructor. Fire has reclassified one position as a Business Systems Analyst and has reassigned one position to support the Fire RMS, Telestaff, and MDC applications. Gartner Group advised that Fire and Police will need an additional two positions each to technically support the increased number and complexity of related CAD/RMS hardware and software. In August 2002, the Police Department received a Technology Grant that will be used to fund two additional one-year positions (systems administrator and MDC technician) to be utilized during the implementation. <p><u>Auditor Comments:</u> There still appears to be a lack of dedicated Fire resources available to properly maintain these new systems. Operations may be negatively impacted without such resources.</p>
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Table Legend:

⇒ Subcomponent
 √ Resolved

◆ Currently being addressed – in process
 ○ Not currently being addressed – Outstanding

In summary, of the previously identified nine issues, four have been resolved, there has been progress on four issues, and one issue remains outstanding. It is expected that all remaining issues will be addressed during the implementation phase.

Table 3 lists the additionally identified issues since the prior report (as of August 31, 2000). The left column describes the significant issues and the right column provides management's actions, the status as of August 31, 2002, and auditor

comments (if applicable). The unresolved issues will continue to impact the PSSI project through the implementation phase.

The extent to which these or such other alternative resolution approaches are utilized by management will be addressed in our next report on the PSSI implementation. These issues are listed at this time for information and for management's further analysis and resolution.

Table 3

Additional Significant Issues Identified as of August 31, 2002	Management Actions/Status
Integration	
<p>The integration between the CAD and Tallahassee Memorial Hospital (TMH) ambulance dispatch software will not be possible due to incompatible software. This planned integration would have allowed better communication between TMH and fire dispatchers regarding who would be best to respond to medical emergencies (i.e., ambulance and/or fire rescue). It was discovered during the refinement of the statement of work with Motorola that this planned interface will not be possible due to the incompatibility of the TMH software.</p>	<ul style="list-style-type: none"> o Fire project team members have discussed this issue with City management and are determining a strategy to resolve this. <p>In September 2002, TMH announced that they would be discontinuing ambulance service in Leon County. It is unknown whether this will continue to be an issue until it is determined who will be providing ambulance and dispatch services.</p>
<p>The integration between the CAD and the Fire Department pagers will not be possible with the current paging company. The RFP was to have selected fire management personnel automatically paged when a fire call for service is dispatched. Currently, the dispatcher is required to move to another computer to send out e-mail pages. Whether the page is sent depends upon the workload at the time and the dispatcher remembering to send the page. This automated functionality would ensure that fire managers are notified in a timely manner.</p>	<ul style="list-style-type: none"> o The Fire Department has determined that they will continue current operations until they identify a desirable alternative solution for future operations.
Backup and Recovery	
<p>Backup and recovery processes have not been defined for the PSSI systems and hardware that will be implemented. Most backup and recovery operations are the responsibility of ISS staff. However, the CAD/RMS servers are currently being backed up and restored by Police Systems Administrators. All servers will be housed in a computer room at the Police station. As of yet, it has not been determined who will be responsible for the backup and recovery operations, or where the equipment and off-site storage will be housed.</p>	<ul style="list-style-type: none"> ◆ It has been determined that the Police Department will be responsible for all backup operations. In addition, the Police Department has obtained approval to use the Florida Department of Law Enforcement facility to store their off-site backup tapes. The equipment and supplies are being ordered, and the backup policy and procedures are in the process of being defined.
Security	
<p>The new computing environments being implemented have inherent information security risks, including wireless LANs and mobile computing and will need to be addressed. Technologies that make information available to users across air/radio waves are more vulnerable to being accessed by unauthorized persons.</p>	<ul style="list-style-type: none"> ◆ The project team is aware of and sensitive to these inherent risks as well as other related security risks. The project team, in conjunction with ISS, is researching options to address these issues. <p><u>Auditor Comment:</u> The City will need to manage wireless resource needs similarly to the 800 MHz data needs to ensure that City standards are adhered to and security is properly implemented.</p>

Table Legend: ◆ Currently being addressed – in process o Not currently being addressed - Outstanding

In summary, four additional significant issues have been identified and remain outstanding as of August 31, 2002. These issues are listed at this time for management's further analysis and resolution. The failure to resolve these identified issues may directly affect the quality of the implementation and/or the ability to complete the project by the projected completion date.

Conclusion

This report has communicated the project progress and accomplishments, as well as the significant issues identified as of August 31, 2002. Our office will continue to provide assurance and consulting services throughout the life of this project. The objectives of our future reports will focus on the

progress of the project's implementation activities.

We would like to thank the PSSI executive steering committee, project managers, project team, consultants, and other key stakeholders in the City for their cooperation and assistance during the development of this progress report.

Appointed Official Response

City Manager:

The Public Safety Systems Integration project has a significant impact on the level of customer service our public safety units provide. The positive results of this progress report demonstrate the quality work being performed by staff. I would like to thank Auditing for assisting and being proactive participants in our many technology projects.

Copies of this progress report #0302 (project #0105) may be obtained at the City Auditor's web site (<http://talgov.com/citytlh/auditing/index.html>) or via request by telephone (850 / 891-8397), by FAX (850 / 891-0912), by mail or in person (City Auditor, 300 S. Adams Street, Mail Box A-22, Tallahassee, FL 32301-1731), or by e-mail (dooley@talgov.com).

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