CITY OF HOUSTON

HOUSTON INFORMATION TECHNOLOGY SERVICES (HITS)

PUBLIC SAFETY TECHNOLOGY

Public Safety Committee Brief

November 03, 2025

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HPD - Dr. Melissa Cummins, Deputy Director Office of Planning & Data Governance

SERVICES

Agenda

- CAD/RMS Upcoming Council Agenda Summary
  - December 10, 2025
- Records Management System (RMS)
  - Significance of RMS
  - Historical Summary
  - Go-Live Forecast
  - Risk Mitigation
  - Contract/Financial Accounting
- Computer Aided Dispatch (CAD)
  - Planned Implementation (Current/Future State)
  - Risk Mitigation
  - Contract/Financial Accounting

CAD/RMS UPCOMING COUNCIL AGENDA SUMMARY

December 10, 2025

CAD/RMS Council Agenda Summary *December 10, 2025*

Date	Vendor	Format	Action/Request	Deliverable	Amount	Term
12/10/2025	Versaterm Public Safety Inc	Request for Proposal (RFP)	Ordinance authorizing 1st amendment to contract between City of Houston (COH) and Versaterm; adding scope for Houston Police Department (HPD, Records Management System (RMS)	Hardware, Software, Professional Services	-	N/A
12/10/2025	CentralSquare Technologies (formerly TriTech/Tiburon)	Request for Proposal (RFP)	Ordinance authorizing 6th amendment between City of Houston (COH) and CentralSquare Technologies for Houston Police Department (HPD, Records Management System (RMS)	Hardware, Software, Professional Services	$1,870,132.81	1 Year
12/10/2025	SoundThinking	Sole Source	Spending Authority for sole source purchase of Crime Tracer annual renewal on behalf of Houston Police Department (HPD)	Software, Professional Services	$159,771.00	1 Year
12/10/2025	Various	Appropriation	Ordinance to appropriate FY26 CIP funds from 4515 for on-going use for full deployment of Records Management System (RMS), licensing, performance testing, and staff augmentation	Hardware, Software, Professional Services	$11,471,013.00	N/A
12/10/2025	CDW-G	Cooperatives	Motion for spending authority to purchase Mobile printer kits for Houston Police Department (HPD), Records Management System (RMS)	Hardware	$598,801.00	1 Year
2/18/2026	TBA (pending contract negotiations)	Request for Proposal (RFP)	Ordinance to award new contract for new Computer Aided Dispatch (CAD); maintenance & operational support at Houston Emergency Center (HEC).	Hardware, Software, Professional Services	$11,736,784.63	5 + 5 Years

RECORDS MANAGEMENT SYSTEM (RMS)

Houston Police Department (HPD)

Significance of RMS

Why it Matters

Call for Help

Officer Response

Report Entered in RMS

Case Informs Criminal Justice Process

What RMS Does:

- Captures and retains all incident reports, suspect and victim information, investigative actions, citations, and arrests
- Connects evidence, officers and case details, facilitating complex workflows and management oversight
- Feeds accurate data to dispatchers, prosecutors, crime analysts and leadership

If RMS were to malfunction:

- Officers lose insight into prior criminal interactions with people (suspects, victims) and places (high crime areas).
- Officers lose access to vital case information, resulting in slowed or halted investigations.
- Officers are unable to provide prosecutors with timely case details.

RMS Historical Summary – Discovery Phase

Re-Organizational Timeline

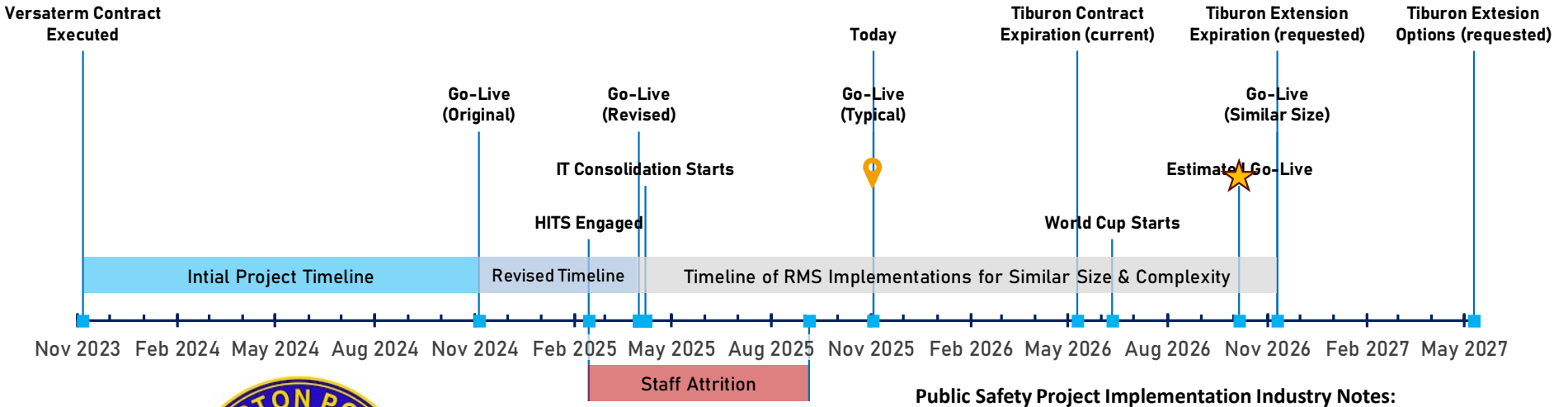
- Evaluated/Developed Realistic Timeline
- Established Order of Operations
  - Sequenced Activities
    - Requirements Gathering
    - Software Development
    - Establish, Develop, & Test Interfaces
    - End-User Training
  - Workflow Evaluations
  - Structure & Segregate Testing Cycles (System Integration, Unit, User Acceptance, & Final)
- Created Project Documentation
  - Project Plan
  - Risk Register
  - Stakeholder Register
  - Formal Approvals Rigor for Project Deliverables
  - Formal Change Orders Rigor for Approved Changes
  - Project Budget Tracker
  - Documented Requirements (Reporting, Replication Architecture, Application Dependencies, User Account Creation & Maintenance, etc.)

RMS Historical Summary – Resource Analysis *Gaps*

- Key Role Vacancies
  - Project Director
  - Solution Architect
  - HPD Assistant Director of Applications & PMO
  - HPD PMO Manager
  - Business Analyst serving as Project Manager (as of February 14, 2025)
- Resignations & Retirement Incentive Offers (RIO)
  - Resignations
    - HITS Deputy CIO & Project Sponsor
    - HPD CTO & RMS Project Sponsor
    - HPD Office of Technology Services (OTS) Assistant Director & RMS Project Manager
  - RIO
    - HPD Assistant Chief & RMS Project Sponsor
    - OTS Management (middle/upper management)
    - Support Resources (multiple frontline positions)
- Technical Skill Gaps & Competency Issues
- IT Consolidation
- Contract Spend
  - Central Square/Tiburon FY09-FY26 ≈ $42M
  - Versaterm FY24-FY26 ≈ $7M

RMS Go-Live Forecast

Schedule



Public Safety Project Implementation Industry Notes:

- RMS is the Most Complex Public Safety Application
- "Typical" RMS Project Duration 18-24 months
- Large Municipalities & State Agency Project Durations Generally Last 36 months or longer
  - Philadelphia CAD – 36 months (Versaterm)
  - Atlanta RMS – 36 months
  - Atlanta CAD – 36 months
  - Pennsylvania State Police RMS – 7 years (multiple phases)

RMS Known Risks

Plan for Mitigation

- **HPD Applications, Reports, Extracts, & Scripts**

  HPD does not have an inventory of reports & applications dependent on RMS.

  - Remediation
    - The team is working two-pronged approach to identify application and reporting requirements (ongoing)
    - Bottom-up analysis of reporting data & known inventory of applications produced from HITS IT (formerly Office of Technology Services - OTS) team and will form the basis for engaging with stakeholder groups
    - Top-down stakeholder engagement to collect end-user perspective on applications in use and reporting requirements to verify & supplement bottom-up analysis

- **Workflow Processes Requiring Refinement**

  19 processes (e.g., vRMS Security Groups & Access, Officer Drug Tagging, In-Custody Charges, VCD Supplemental Crash Report, etc.) require analysis to refine and/or identify additional requirements, including modifications to interfaces.

  - Remediation
    - HPD established Process Review Team (PRT) (April)
    - PRT is evaluating identified workflows, ensuring alignment with the Versaterm environment, and identify any undocumented requirements (ongoing)

RMS Known Risks

Plan for Mitigation

- **Order of Operations**

  RMS Project phase & task sequencing did not follow a typical methodology of requirements > design > configuration > test > train

  - Remediation
    - Re-sequencing project activities, which started with postponing the April 1st Go-Live and suspending end-user training, is actively ongoing
    - MCP is actively engaged and providing industry best practices for finalizing the scope, project plan, & timeline
    - Re-baselined plan will follow best practice methodology for the remainder of the project

- **Funding & Resources**

  Process to identify additional funding pushed back the acquisition of staffing resources required to effectively complete the implementation of the project.

  - Remediation
    - HITS & MCP coordinated on a proposal for short-term technical resources (April) and PM resource (May)
    - HPD issued PO to MCP for short-term technical resources (June)
    - HITS & HPD identified an $11.5M budget gap for the RMS project (July)
    - HPD submitted a PBJ to request the funding to cover the shortfall (August)
    - Council approved the MCP Contract for RMS & CAD project staffing resources & support (October)

RMS Known Risks (continued)

Plan for Mitigation

- **Requirements for Existing RMS (Tiburon) Data Extract & Conversion**

  Currently defined data conversion requirements will not be met. HITS currently estimates it would take over a year to complete the extract for in-scope data from Tiburon.

  - Remediation
    - HPD, HITS, MCP, & Versaterm are performing timing tests and working to increase the efficiency of data extraction jobs
    - Additionally, the project team is developing alternative conversion scopes for go-live to reduce extract, transform, & load (ETL) timelines

- **Technical Resource Constraints**

  Some key project assignments (e.g., data replication strategy, architecture for external Law Enforcement Agency access to RMS, PPS interface for user account creation and maintenance, CAD interfaces, data conversions, identification of internal developed applications with RMS dependencies, etc.) remain at risk of additional significant delay, because they are reliant upon a single-source.

  - Remediation
    - HITS engaged Ernst & Young (EY) to perform analysis of OTS & identify gaps in organizational structure & staffing
    - HITS has supplemented the project with 15 technical, project management, & support resources
    - HITS & HPD coordinated with MCP to add four technical resources (June)
    - HITS prioritized RMS project activities for key internal resources (September)
    - Council approved the MCP Contract for RMS & CAD project staffing resources & support (October)

RMS Known Risks (continued)

Plan for Mitigation

- **Multi-Agency Coordination, Access, & Licenses for External Law Enforcement Agencies (LEA)**

  HPD is evaluating a new process to strengthen multi-agency coordination and field policing. The review includes analysis of new system configurations to ensure alignment with CJIS compliance standards and recent legislative requirements governing data sharing, security, and operational interoperability. If HPD can facilitate a process that would allow LEAs access, require interlocal agreements (ILA) with each LEA would been required for cost-sharing of system licenses ($350 - $600 per user annually).

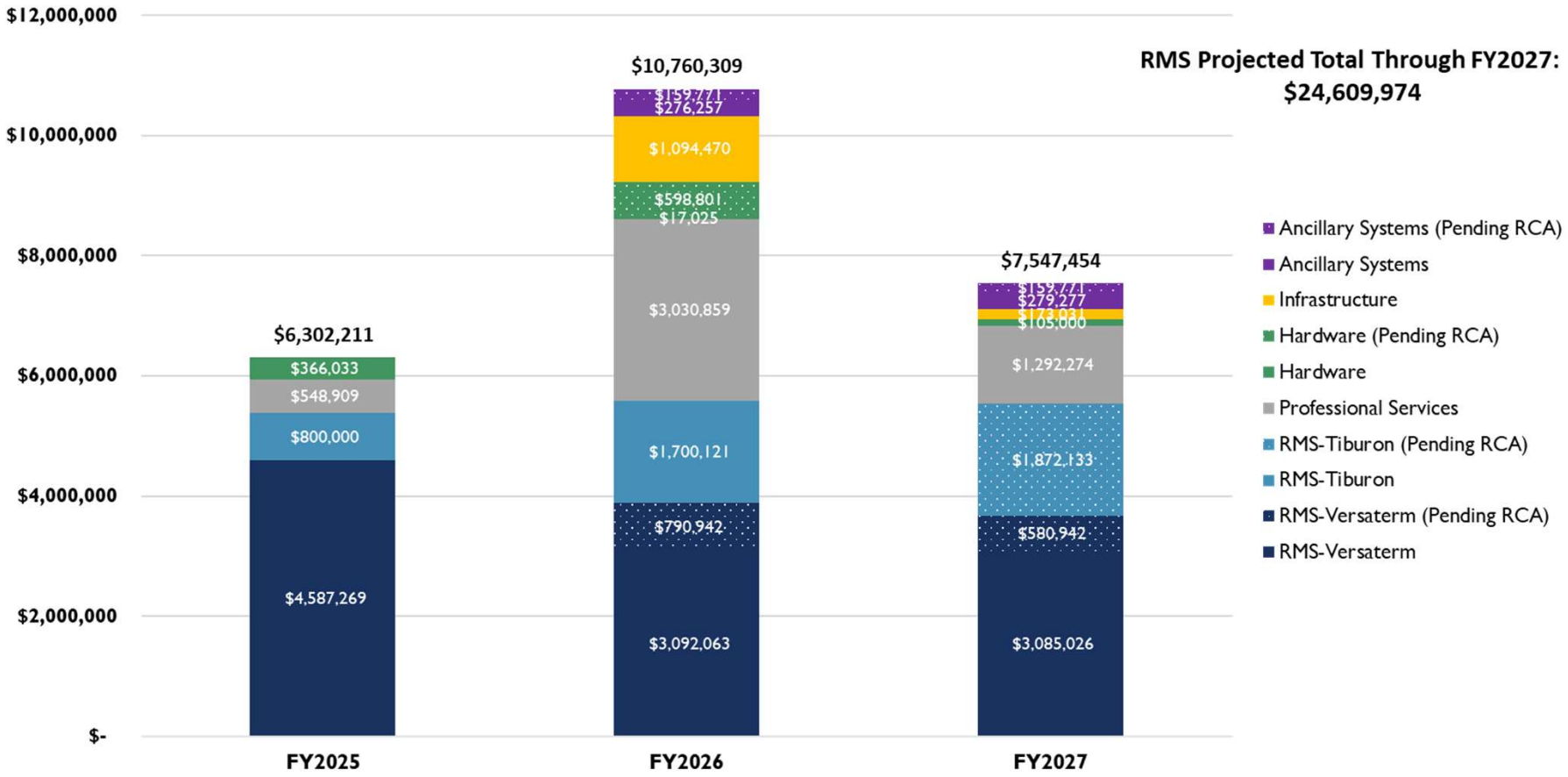
  - Remediation
    - HPD is performing discovery & analysis of field operations to ensure alignment with legislation
    - HITS, Versaterm, & Microsoft agreed to a supportable licensing model for Microsoft Word that would reduce costs by $700,000
    - HITS, HPD, & City Legal drafted an initial interlocal agreement (ILA) template that will include a charge-back mechanism for licensing cost of external LEAs

- **World Cup & Go-Live Coordination**

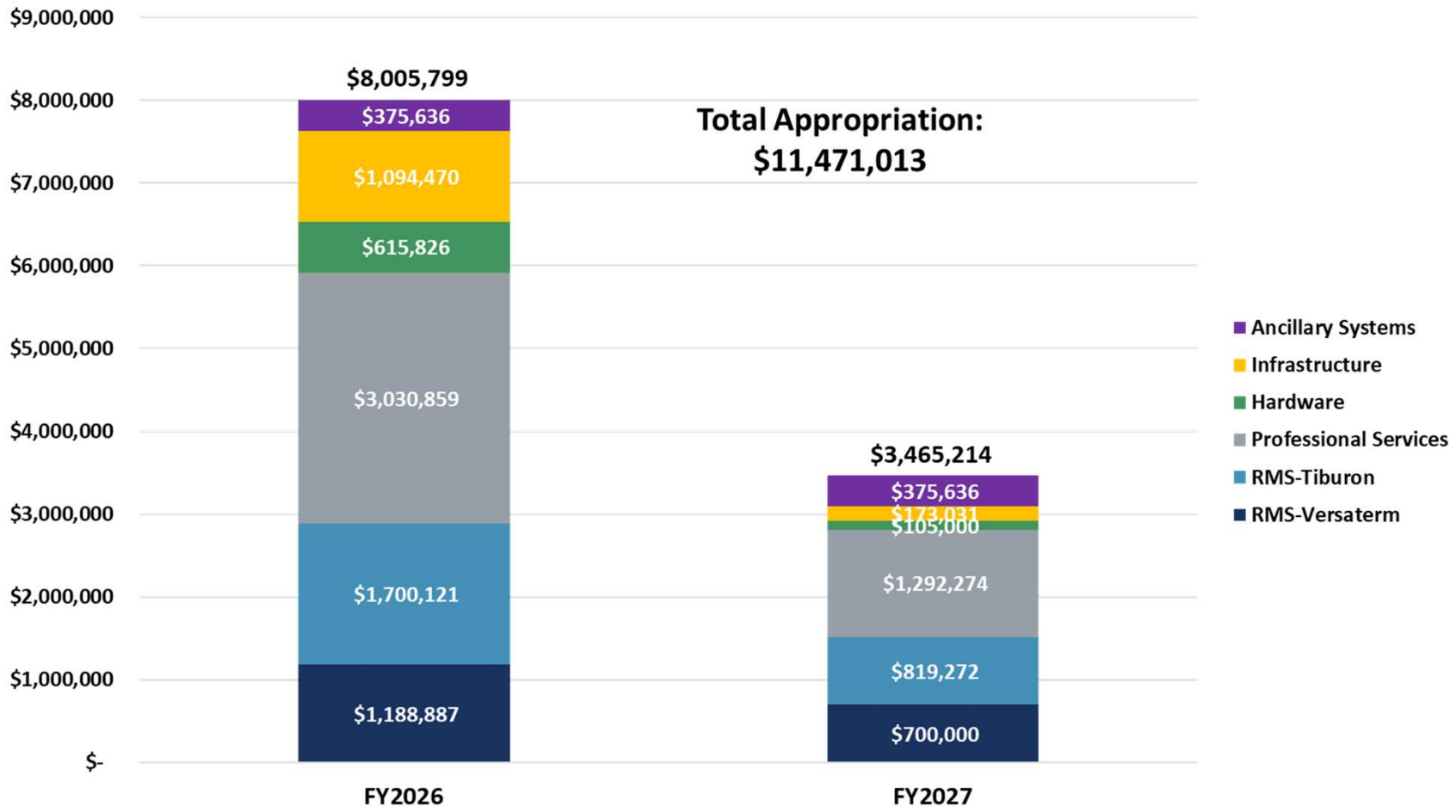
  vRMS must go live by March 31, 2026, or after September 30, 2026, to accommodate the World Cup.

  - Remediation
    - The requested Tiburon extension will expire November 10, 2026, allowing HPD to complete its support of World Cup before starting RMS training
    - The additional Tiburon six-month contract extension (two x three-month options) included in the CentralSquare contract RCA will provide contract flexibility to extend Tiburon support to May 2027 if required
    - The project team estimates training (pre-go-live) will take approximately 60 days and should start no later than August 2026
    - Training is being planned as remote learning to maximize flexibility & reduce trainer workload; the approach also offers the ability to provide refresh/retraining and on-demand content delivery

RMS Contracts & Financials *'Fiscal Accountability' – RMS Projected Spend*



RMS Contracts & Financials *'Fiscal Accountability' – Appropriation Detail*



COMPUTER AIDED DISPATCH (CAD)

Houston Emergency Center (HEC)

Significance of CAD

Why it Matters

What CAD Does:

- Computer Aided Dispatching (CAD) is used by call-takers and dispatchers to capture incident information from incoming 911 calls
- Provides the ability to share critical incident data with Police, Fire and EMS personnel
- Mobile Data Computers extend CAD functionality to the vehicles and allow emergency personnel to manage incidents more efficiently

If CAD were to malfunction:

- Call takers and dispatchers would revert to manually capturing 911 call information
- The ability to share information with resources in the field would be diminished
- Dispatching would be limited to radio communications
- The timely dispatching and coordination of emergency services would be impacted

CAD Implementation Summary

'Current-State'

System Overview: The Computer Aided Dispatch (CAD) system is a software-based tool used to document and track citizen 911 emergency calls for law enforcement, fire and EMS. The primary users of the CAD system are the 911 call takers at the Houston Emergency Center, HPD dispatchers, and HFD/EMS dispatchers.

Current Capabilities: Call takers and dispatchers input incident data received during 911 calls into the CAD system and forward the information to mobile devices out in the field. The CAD system has processed approximately 3.5 million calls this calendar year.

Challenges/Limitations: The current system is over 20 years old and has reached end of life. It is highly customized, using outdated computer code and cumbersome to upgrade. The current system does not support NextGen 911.

Current Costs: Current software support and maintenance is approximately $1.5 million per year. Additional cost includes annual database licensing, which is approximately $250,000.

Contract Spend: PERATON formerly Northrop Grumman FY18-FY26 ≈ $10M

CAD Implementation Summary

'Future-State'

Upgrade/Replacement Overview: HITS will replace the current Computer Aided Dispatch (CAD) with a modern system which will improve efficiencies for call takers and dispatchers through new tools and advanced features. Two mobile technologies are included with the new CAD: a touchscreen Mobile Data Computer (MDC) and a smart device app.

New Capabilities: Along with incident logging and communications tools, call takers and dispatchers will have access to advanced mapping and geolocational features, such as the ability to locate a wireless phone caller when an address is not available. The new system will provide support for NextGen911.

MDCs in the vehicles provide tools for managing incident response, communications, and initiating TLETS/NCIC lookups. The smart device solution offers detailed CAD information in real-time, can also be used to perform LETS/NCIC lookups and sends GPS coordinates back to the CAD system when an officer leaves their vehicle.

Implementation Timeline: Go-Live targeted for 2028

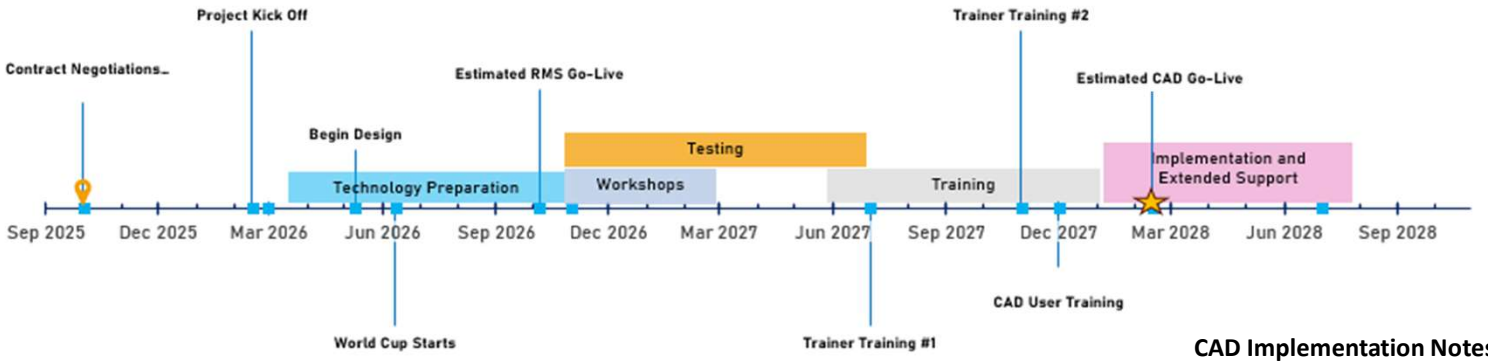
Funding Plan: TBD

RFP selected Vendor: To be announced after finalizing contract negotiations

- Not awarded yet, still in negotiation phase
- Targeted City Council February 2026

CAD Implementation Forecast

Estimated schedule



CAD Implementation Notes:

- Vendor has significant experience replacing current CAD platform
- "Typical" CAD Project Duration 18-24 months
- Technology preparation includes:
  - Establishing cloud connectivity
  - CAD test environment setup
  - Initial mapping and geolocational configuration
  - Interface development
  - Business process reviews

CAD Known Risks (continued)

Plan for Mitigation

Maintenance and Resource Burden

The existing CAD platform is cumbersome to maintain, relying on outdated technologies and limited vendor support. The HEC support team devotes significant time to manual workarounds and system patching.

Remediations

- Monitor system performance and address issues urgently
- Ensure documentation is up to date
- New CAD platform will decrease manual workarounds through automation
- Scheduled patching and software updates will keep new system up to date

Integration Limitations

The current system cannot fully meet modern Public Safety technology needs. The inability to integrate with regional and federal systems (e.g., Net Gen 911) creates communication silos, slowing response coordination.

Remediations

- Identify opportunities to improve manual workarounds and communication within current system
- New system will provide full integration with Next Gen 911 and new HPD Records Management System
- Modern mobile messaging technologies will be included with new CAD

CAD Known Risks

Plan for Mitigation

Operational & Systems Reliability

Old technology increases the potential for technical issues and system bugs.

Remediations

- Upgrade existing hardware to extend system life
- The new CAD will be built with modern technologies, improving system stability and reliability
- Performance monitoring tools included with new system will allow technical team to proactively address issues

World Cup Impact On Project Resources

The FIFA World Cup will potentially impact CAD project stakeholder availability.

Remediations

- The onset of the project schedule will be mostly technical, requiring little business user resource commitments.

Thank you