

CAD Replacement	
Agency Requesting The Project:	
Public Safety Department	
Business Unit Requesting The Project:	
Technical Services Division	
Sponsor Of the Project:	
Timothy Chung	
Sponsor Title:	
Lieutenant Colonel	
Sponsor Phone Number:	Extension:
602-223-2812	
Sponsor Email Address:	
Tchung@azdps.gov	

Has a Project Request been completed for this PIJ?	Y
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<p>What is the operational issue or business need that the Agency is trying to solve? (i.e. ...current process is manual, which increases resource time/costs to the State/Agency, and leads to errors...)</p> <p>The Arizona Department of Public Safety (AZDPS) is using an end of life Computer Aided Dispatch System (CAD) to support the Highway Patrol Division and the department's Troopers and Detectives. This system is requiring continuous upgrades and fixes, each costing several thousand dollars. In addition, the current CAD does not interface with the existing Records Management System (RMS), and e-citation product. Due to the lack of these interfaces, the existing RMS must be populated manually with information from these other systems. The lack of the ability to successfully interface the RMS and e-citation products inhibits investigations and information sharing between internal business units and other Arizona state agencies.</p>

<p>How will solving this issue or addressing this need benefit the State or the Agency?</p> <p>The new CAD system will enable AZDPS to have the most current CAD technology, interface the CAD with other Arizona state agencies, such as the Arizona Department of Transportation, for the effective sharing of information and the ability to dispatch resources from both agencies to promote highway safety and to protect the citizens of Arizona. In addition, the new CAD will interfaces to the existing AZDPS RMS and e-citation systems which will enable electronic population of the RMS. These interfaces will provide more expedient and thorough reporting which will assist in criminal investigations. Additionally, AZDPS will have the ability to interface with other Arizona law enforcement agencies that have already purchased a CAD system from the same vendor.</p>

Describe the proposed solution to this business need:

AZDPS has chosen Spillman as the new CAD replacement vendor. This solution is a comprehensive on-premises software system to include Computer-Aided Dispatch (CAD), advanced searching, reporting, mapping, analytics capabilities and training. The solution will be configured to meet AZDPS needs and will be housed in the AZDPS data center.

Has the existing technology environment, into which the proposed solution will be implemented, been documented? Y

Indicate where that documentation can be found, or provide the information under separate cover before the meeting, otherwise describe below:

This document is on file at the AZ DPS, and is maintained by the Information Technology Bureau

Have the business requirements been gathered, along with any technology requirements that have been identified? Y

Are you submitting this as a Pre-PIJ in order to issue a Request for Proposal (RFP) to evaluate options and select a solution that meets the project requirements? N

Will you be completing an assessment/Pilot/RFP phase, i.e., an evaluation by a vendor, third party or your agency, of the current state, needs, and desired future state, in order to determine the cost, effort, approach (RFP or otherwise) and/or feasibility of a project before submitting the full PIJ? N

Does the project fall into one of the following categories:
- hardware technology refresh/expansion, e.g., replacement/more laptops, radios, peripherals, etc.?
 N

Is the proposed procurement the result of an RFP solicitation process? N

Is this project referenced in your agency's Strategic IT Plan? Y

Does your agency have a formal project methodology in place? Y

Describe the high level make-up and roles/responsibilities of the Agency, Vendor(s), and other third parties below: (i.e. ...agency will do...vendor wil do...other third parties will do..)

Agency will manage the project and will provide network connectivity, server and operating system, client installation on existing PCs and agency specific configuration work.

Vendor will provide the solution, install software, configure solution, configure interfaces, and provide training.

Will a PM be assigned to manage the project, regardless of whether internal or vendor provided?

If the PM is credentialed, e.g., PMP, CPM, State certification etc., please provide certification information below:
PM has State Certification

Is a project plan available that reflects the estimated start date and end date of the project, and the supporting milestones for the project?

Provide an estimated start and finish date for implementing the proposed solution:
Estimated Start Estimated Finish

How were the start and end dates determined:
Funding available as of 7/1/17. DPS project team finalization. Contract & PIJ Approval.

Have steps needed to roll-out to all impacted parties been incorporated, e.g. communications, planned outages, deployment plan?

Will any physical infrastructure improvements be required prior to the implementation of the proposed solution. e.g., building reconstruction, cabling, etc.?

Are there any known resource availability conflicts that could impact the project?

Does your schedule have dependencies on any other projects or procurements?

Will the implementation involve major end user view or functionality changes?

Will the proposed solution result in a change to a public-facing application or system?

Is a detailed project budget reflecting all of the up-front/startup costs to implement the project available, e.g., hardware, initial software licenses, training, taxes, P&OS, etc.?

Have the ongoing support costs for sustaining the proposed solution over a 5-year lifecycle, once the project is complete, been determined, e.g., ongoing vendor hosting costs, annual maintenance and support not acquired upfront, etc.?

Have all required funding sources for the project and ongoing support costs been identified?

Will the funding for this project expire on a specific date, regardless of project timelines?

Will the funding allocated for this project include any contingency, in the event of cost over-runs or potential changes in scope?

Please indicate whether a statewide enterprise solution will be used or select the primary reason for not choosing an enterprise solution:
There is no statewide enterprise solution, however other state agencies that use a CAD system use the same vendor.

Will the technology and all required services be acquired off existing State contract(s)? Y

Will any software be acquired through the current State value-added reseller contract? Y

Describe how the software was selected below:
The Agency formed a CAD Project Steering committee comprised of representatives from each Division/Bureau within the department that will use or be affected by the new CAD solution. The team determined the agency CAD requirements, and a Request for Information (RFI) was sent out. Once vendor information was received, the CAD committee conducted webinars, made site visits and attended vendor product demonstrations for vendors who replied to the RFI and compared system components. The following vendors were identified by the committee as potential solutions: TriTech, Motorola, MACH and Spillman. The vendor selected met the Agency's needs and provided the best opportunity for information sharing, specifically with the Arizona Department of Transportation, and assistance with project funding from the Arizona Department of Transportation. In addition, the high percentage of county and local law enforcement agencies that also use Spillman was a contributing factor to our decision. This will allow for information sharing which is crucial for law enforcement.

Does the project involve any technology that is new and/or unfamiliar to your agency, e.g., software tool never used before, virtualized server environment? N

Does your agency have experience with the vendor (if known)? N

Does the vendor (if known) have professional experience with similar projects? Y

Does the project involve any coordination across multiple vendors? Y

Does this project require multiple system interfaces, e.g., APIs, data exchange with other external application systems/agencies or other internal systems/divisions? Y

Have any compatibility issues been identified between the proposed solution and the existing environment, e.g., upgrade to server needed before new COTS solution can be installed? N

Will a migration/conversion step be required, i.e., data extract, transformation and load? N

Is this replacing an existing solution? Y

Indicate below when the solution being replaced was originally acquired?

The existing CAD was acquired in 2004.

Describe the planned disposition of the existing technology below, e.g., surplus, retired, used as backup, used for another purpose:

The existing outdated technology will be retired, however all client hardware will be reused with this solution.

Describe how the agency determined the quantities reflected in the PIJ, e.g., number of hours of P&OS, disk capacity required, number of licenses, etc. for the proposed solution?

The vendor solution includes a site license which will eliminate the need for individual licenses and will allow for growth by providing access to all desktop modules. Professional and outside services hours were determined by the vendor based on other projects previously implemented in agencies of comparable size. Hardware sizing was determined based on recommendations from the vendor (existing hardware will be reused).

Does the proposed solution and associated costs reflect any assumptions regarding projected growth, e.g., more users over time, increases in the amount of data to be stored over 5 years?

Y

Does the proposed solution and associated costs include failover and disaster recovery contingencies?

Y

Please select why failover and disaster recovery is not included in the proposed solution.

Failover/DR already in place

Will the vendor need to configure the proposed solution for use by your agency?

Y

Are the costs associated with that configuration included in the PIJ financials?

Y

Will any application development or customization of the proposed solution be required for the agency to use the product in the current/planned technology environment, e.g., a COTS application that will require custom programming, an agency application that will be entirely custom developed?

N

Have you determined that this project is in compliance with all applicable statutes, regulations, policies, standards, and procedures, including those for network, security, platform, software/application, and/or data/information found at <https://aset.az.gov/resources/psp>?

Y

Are there other high risk project issues that have not been identified as part of this PIJ?

N

Will the proposed solution be vendor-hosted?

N

Will the proposed solution be hosted on-premise in a state agency?

Y

Where will the on-premise solution be located:

Agency's Data Center

Were vendor-hosted options available and reviewed?

Y

Describe the rationale for selecting an on-premise option below:

The vendor solution for an agency of this size does not offer a vendor hosted solution or cloud solution.

Will any data be transmitted into or out of the agency's on-premise environment or the State Data Center?

Y

Will any PII, PHI, or other Protected Information as defined in the 8110 Statewide Data Classification Policy be transmitted, stored, or processed with this project?

Y

Describe below what security infrastructure/controls are/will be put in place to safeguard this data:

All CJIS policies and procedures will be followed, including FIPS Compliance.

What help could ASET offer to increase the probability of project success?

None at this time

Summary of PJ Financials

Total of Development Cost:	\$ 3,123,324
Total of Operational Cost:	\$ 1,850,382
Total Costs:	\$ 4,973,707

Project Cost - Itemized

Item	Description	Category	Development (Implementation) or Operational (Ongoing)	Fiscal Year Spend	Qty or Hours	Unit Cost	Extended Cost	Enter Tax Rate if Applicable (Generally 8.6% for PHX)	Tax	Total Cost
1	Software Licenses	Software	Development	1	1	\$2,320,435	\$2,320,435	8.60%	\$199,557	\$2,519,992
2	Professional & Outside Services	Prof & Outside Services	Development	2	1	\$600,447	\$600,447		\$0	\$600,447
3	3rd Party Hardware	Hardware	Development	1	1	\$2,657	\$2,657	8.60%	\$228	\$2,885
4	Software Subscription	License & Maint Fees	Operational	1	1	\$57,151	\$57,151	8.60%	\$4,915	\$62,066
5	Maintenance	License & Maint Fees	Operational	FY2-5	1	\$411,675	\$411,675	8.60%	\$35,404	\$1,788,316
6										
7										
8										
9										
10		[-Select-]	[-Select-]	[-Select-]						
11		[-Select-]	[-Select-]	[-Select-]						
12		[-Select-]	[-Select-]	[-Select-]						
13		[-Select-]	[-Select-]	[-Select-]						
14		[-Select-]	[-Select-]	[-Select-]						
15		[-Select-]	[-Select-]	[-Select-]						
16		[-Select-]	[-Select-]	[-Select-]						
17		[-Select-]	[-Select-]	[-Select-]						
Total Development Cost										\$3,123,324
Total Operational Cost										\$1,850,382
Total Itemization of Costs:										\$4,973,707

Summary of Funding Sources			
Fund Type	% of Project	\$ of Project (Available)	\$ of Project (To Be Requested)
Base Budget	61.80%	\$3,073,707.00	
APF			
Other Appropriated			
Federal (ADOT)	26.14%	\$1,300,000.00	
Other Non-Appropriated (GOHS)	12.06%	\$600,000.00	

PIJ Development & Operational Cost Summary

Description	Type	Year 1	Year 2	Year 3	Year 4	Year 5	Extended Cost
Professional & Outside Services	Development	\$0	\$600,447	\$0	\$0	\$0	\$600,447
	Operational	\$0	\$0	\$0	\$0	\$0	\$0
Hardware	Development	\$2,885	\$0	\$0	\$0	\$0	\$2,885
	Operational	\$0	\$0	\$0	\$0	\$0	\$0
Software	Development	\$2,519,992	\$0	\$0	\$0	\$0	\$2,519,992
	Operational	\$0	\$0	\$0	\$0	\$0	\$0
Communications	Development	\$0	\$0	\$0	\$0	\$0	\$0
	Operational	\$0	\$0	\$0	\$0	\$0	\$0
Facilities	Development	\$0	\$0	\$0	\$0	\$0	\$0
	Operational	\$0	\$0	\$0	\$0	\$0	\$0
Licensing & Maintenance Fees	Development	\$0	\$0	\$0	\$0	\$0	\$0
	Operational	\$62,066	\$447,079	\$447,079	\$447,079	\$447,079	\$1,850,382
Other	Development	\$0	\$0	\$0	\$0	\$0	\$0
	Operational	\$0	\$0	\$0	\$0	\$0	\$0
	Development Cost:	\$2,522,877	\$600,447	\$0	\$0	\$0	\$3,123,324
	Operational Cost:	\$62,066	\$447,079	\$447,079	\$447,079	\$447,079	\$1,850,382
	Total Cost:						\$4,973,707

Areas of Impact

1 Application Systems

- Application Enhancements
- Internal Use Web Application
- Mobile Application Development
- Arizona Enterprise Solution Platform (AESP) based Application
- New Application Development
- az.gov Web Portal Application
- Other: (Please specify below)

2 Database Systems

- Data Warehouse/Mart
- Database Consolidation/Migration/Extract Transform and Load Data
- Database Products and Tools:
 - Oracle
 - MySQL
 - DB2
 - MS SQL Server
- Other: (Please specify below)

3 Software

- COTS Application Customization
- COTS Application Acquisition
- Mainframe Systems Software
- Open Source
- PC/LAN Systems Software
- Virtualization
- Other: (Please specify below)

4 Hardware

- LAN/WAN Infrastructure
- Mainframe Infrastructure
- Storage Area Network Devices
- Public Safety Radios, Systems
- PC Purchases, Peripherals
- Tape Libraries/Silos
- UPS Devices
- Other: (Please specify below)

5 Hosted Solution (Cloud Implementation)

- State Data Center
- Commercially Hosted:
 - Amazon (AWS) GovCloud
 - Century Link - I/O Data Center
 - AWS (non-government) cloud
 - Microsoft Azure
- Vendor Hosted
- Other: (Please explain below)

6 Security

- Encryption
- Security Appliances:
 - Firewall
 - Intrusion Detection System (IDS)
 - Intrusion Prevention System (IPS)
- SecurityControls/Systems - Other: (Please specify below)
- Physical Controls (Badging Systems, Iris Scanners, Other: (Please specify below))
- Other: (Please specify below)

7 Telecommunications

- Network Communications Infrastructure
- Telephone Upgrade-Business-Specific
- Cabling
- Wireless Access Points
- Telephony Upgrade-EIC Solution
- Trenching
- Videoconferencing
- Other: (Please specify below)

8 Enterprise Solutions

- Business Intelligence System
- E-Signatures
- Geographic Information Systems
- Other Imaging - Photos, Fingerprints, etc.
- Document Management/Imaging
- eLicensing
- Management Systems - Financial, Grants, Asset
- Disaster Recovery/Business Continuity
- Other: (Please specify below)

9 Contract Services/Procurement

- Contracted Project Management
- Contractor Support Services
- Install/Configuration Contract Services
- State Contract
- Vendor provided
- Procurement (RFP, IFB, DPR, etc.)
- Other: (Please specify below)

PIJ Review Checklist

Role	Name	Email Address	Date Reviewed
Agency Project Sponsor*	Timothy Chung	TChung@azdps.gov	05/09/17
Agency Chief Information Officer (CIO) (or designee)*	Gregg Hayes	GHayes@azdps.gov	05/05/17
Agency Information Security Officer (ISO) (or designee)*	Roger Baune	RBaune@azdps.gov	05/01/17
Agency Project Manager	Michele Johnson	mjohnson@azdps.gov	05/08/17
ADDA-ASET Engagement Manager *	Jeffrey Crane	jeffrey.crane@azdoa.gov	05/18/17
ADDA-ASET Security, Privacy & Risk (ASET-SPR) representative	Tim Guerriero (review N/A)	timothy.guerriero@azdoa.gov	N/A
Agency CPO or State Procurement Office (SPO) representative	Randy Williams	rcwilliams@azdps.gov	05/09/17
Agency CFO or Finance representative (if different from CPO)	Phil Case	pcase@azdps.gov	05/09/17
Others to Review (if applicable):			

* Required Attendee

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x	Has the value of the IT project to the public and the State been identified?
x	Does the proposed solution address the stated problem or situation?
x	Has the budget unit demonstrated competency to carry out the project successfully?
x	Have all applicable questions in the PIJ been addressed?
x	Have the Areas of Impact associated with the project been identified?
x	Is sufficient sponsorship and support by budget unit leadership evidenced in the meeting?
x	Has the compatibility of the proposed solution with other budget unit solutions been addressed?
x	Has a reasonable Project Plan been provided?
x	Has the compliance of the proposed solution with all applicable statewide standards been confirmed?
x	Have any potential risks or issues associated with the project or the proposed solution been identified and appropriately addressed to minimize unintended consequences?
x	Have the cost estimates for the project been vetted for accuracy?
x	Have the PIJ Financials been completed?
x	Have any/all of the following startup costs to implement the project been included under Development in the financial tables, if applicable - tax; shipping; upfront maintenance and support; professional services (P&OS); ancillary software to run on equipment; ancillary hardware to install equipment, e.g., cables; other associated costs, e.g., training, travel, documentation, etc.?
x	Have any/all of the following ongoing/5-year support costs, once the project is implemented, been included under Operational in the financial tables, if applicable - ongoing vendor hosting costs, including any projected increase over time; annual maintenance and support not acquired upfront; extended costs after warranty expiration; P&OS commitments beyond implementation?
x	Have you confirmed that no Full Time Employee (FTE) related costs have been included in the project costs?
x	Have quotes been provided for all itemized costs in the PIJ, e.g., professional services, hardware, software, licensing, etc.?
x	Do the quotes match the itemized list and only reflect those items and costs (within 5%) associated with this project?
	If not, describe below how the costs in the PIJ differ from the quotes, e.g., if quantities are different, costs are comprised of portions of multiple quotes provided, etc.:

If any of the above are not complete, the PIJ cannot be approved at this time.....

PIJ Disposition

Approved

x

Approved with conditions

Not Approved

Strategic Program Manager Analysis

Project Background:

The Arizona Department of Public Safety (DPS) will implement a new Computer Aided Dispatch (CAD) solution in order to meet the operational needs of the agency. The existing CAD was acquired in 2004 and has reached end-of-life. The new CAD solution will be procured via software licenses, and installed on-premises at the DPS Phoenix data center. The solution will include CAD, advanced searching, reporting, mapping, analytics, and training. The Arizona Department of Transportation (ADOT) will assist with partial funding of this project.

Business Justification:

The existing DPS CAD does not interface with the agency's Records Management System (RMS) and other technology such as the e-citation solution. This requires manual population of the RMS data fields with information from variant systems. This limits the effectiveness of some investigations and information sharing tasks internally as well as externally with other agencies.

The New CAD solution will facilitate inter-agency information sharing across other state law enforcement agencies, including ADOT. Enhanced cross-agency functionality with ADOT will be made possible by means of the Insight application component of the solution. This will facilitate the dispatch of resources from both ADOT and DPS for highway safety related operations. This will improve the agency's ability to serve and protect the general public. The new CAD will also interface with the existing DPS RMS and e-citation system allowing for electronic population of the RMS. This will allow for improved criminal investigation reporting times along with an anticipated improvement in thoroughness. As approximately 73 other Arizona law enforcement agencies have also implemented a CAD system from the same vendor (Spillman), DPS will have the ability to interface with those agencies as needed.

Implementation Plan:

DPS will manage the overall project, provide network connectivity, computing infrastructure and client installation on existing PCs. DPS will also manage agency specific configuration tasks.

The vendor (Spillman) will provide solution software installation and configuration including training. A detailed Statement of Work was provided to ADOA-ASET with the PIJ submission and marked "Confidential". This document details the vendor/client relationship, specific SOW objectives, change management procedures, general responsibilities, and project tasks from inception through acceptance sign-off.

Vendor Selection:

A CAD Project Steering committee was organized by DPS. It included personnel from Divisions/Bureaus in the department that will use or be affected by the new solution. CAD requirements were gathered, and a Request for Information (RFI) was sent out. Once vendor information was received, the CAD committee held webinars, made site visits, and attended vendor product demonstrations for those vendors who responded to the RFI. System component comparisons were made.

The following vendors were identified by the committee as potential solutions: TriTech, Motorola, MACH, and Spillman. DPS selected Spillman as it met the Agency's needs and provided an opportunity for information sharing with other state agencies utilizing the Spillman CAD system and with the Arizona Department of Transportation. The high number of state law enforcement agencies (73) within Arizona utilizing the Spillman CAD system was a contributing factor to DPS' decision. Utilization of a similar CAD system platform such as this would allow for facilitated information sharing.

Budget or Funding Considerations:

Project funding from DPS funds will be available within Fiscal Year 2018 (FY18), beginning on July 1, 2017. The Governor's Office of Highway Safety (GOHS) as well as ADOT will also be providing funding to DPS to assist with this project implementation as noted in the PIJ Financials Summary of Funding Sources. ADOT currently utilizes a Spillman CAD system. No technology development will be required on ADOT's side for this project, however, the Insight component of the project will allow for integration between the existing ADOT Spillman CAD and the new DPS CAD.

Disposition:

This project is Recommended to ITAC for review and Approval with Conditions via delegated authority.

Authorized Approver:	Jeffrey Crane	Recommend Date:	5/18/2017
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Condition (If Applicable)

Should the final costs exceed the estimated costs by 10% or more, or should there be significant changes to the proposed technology, scope of work or implementation schedule, the Agency must amend the PIJ to reflect the changes and submit it to ADOA-ASET for review and approval prior to further expenditure of funds.



Sales Quotation

SPILLMAN

Customer:
Arizona Public Safety

Account Manager: Chris Anderson
Phone: (847)371-7149

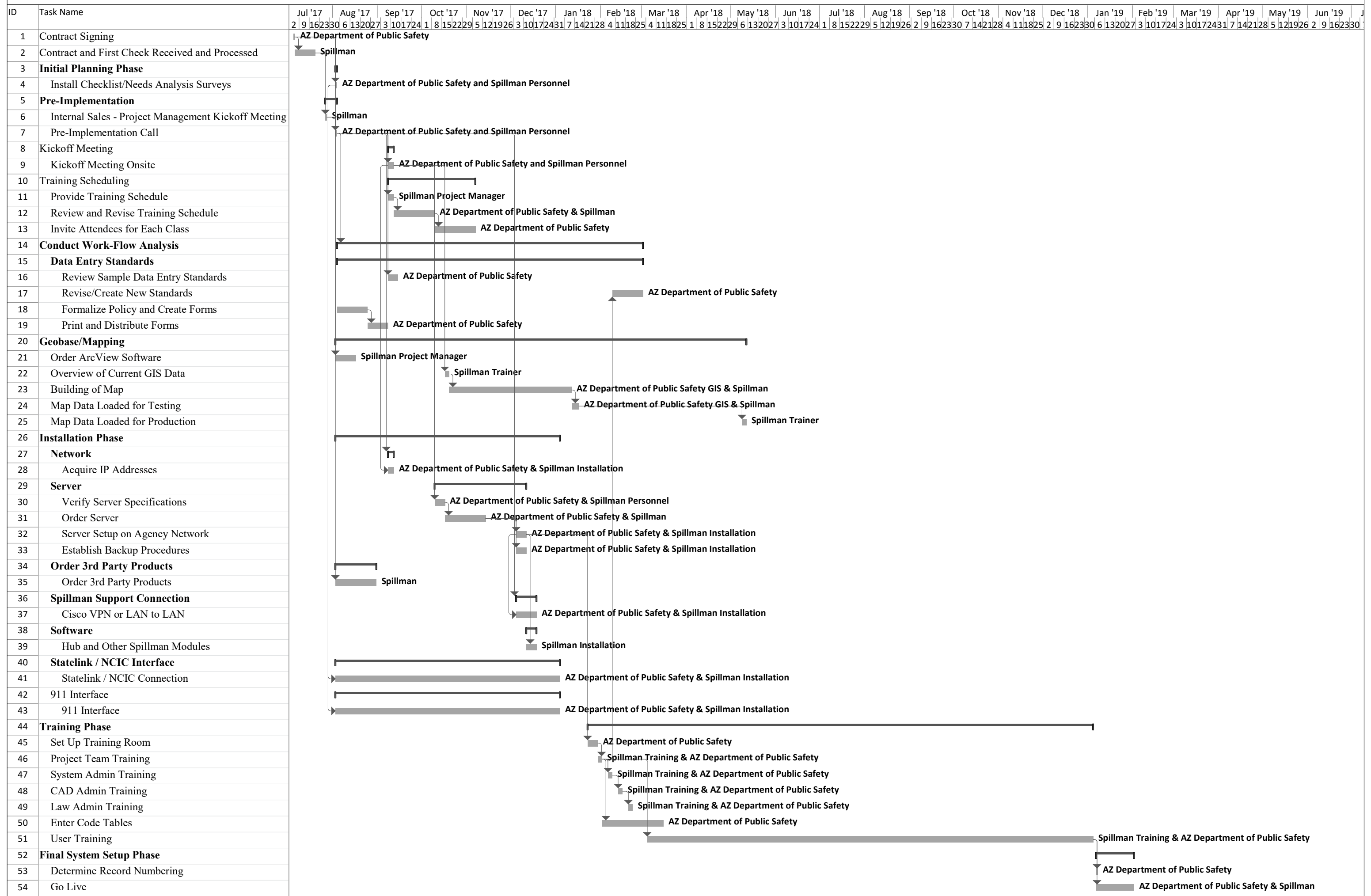
	Product Description	Qty	MFG#	Unit Price	Extended Price
	Software Integrated Hub - Names, Vehicles, Property, Wanted Persons, Message Center Sentryx GIS (Geobase) ADSP017-149774	1	HUB	\$559,676.70	\$559,676.70
	Software Evidence Barcode and Auditing Evidence Management Pin Mapping Law Records Traffic ADSP017-149774	1	Records Management	\$395,044.15	\$395,044.15
	Software CAD CAD Mapping E-911 Interface Spillman CAD2CAD Interface ADSP017-149774	1	Computer Dispatch	\$405,349.85	\$405,349.85
	Software Spillman Touch Mobile AVL and Mapping Mobile Records Mobile State & National Queries Mobile Voiceless Dispatch Driver License Scanning ADSP017-149774	1	Mobile	\$420,222.94	\$420,222.94
	Software Imaging ADSP017-149774	1	Imaging	\$96,616.94	\$96,616.94
	Software Insight ADSP017-149774	1	InSight	\$57,725.96	\$57,725.96
	Software State Link ADSP017-149774	1	State Link	\$115,842.89	\$115,842.89
	Software XML Law Interface ADSP017-149774	1	XML	\$57,725.96	\$57,725.96
	Software Command Staff Productivity CompStat Management Dashboard CAD Management Dashboard ADSP017-149774	1	Crime Analysis	\$212,229.25	\$212,229.25
	PortServer TS 2 P MEI Cisco 891	1	Hardware	\$2,656.63	\$2,656.63

	Software License Spillman Analytics & Crime Monitor - subscription included in annual maintenance ADSP017-149774	1	Analytics	\$57,150.52	\$57,150.52
	Professional Services Niche Interface ADSP017-149774	1	Niche	\$63,608.63	\$63,608.63
	Professional Service AZ TraCS interface - accident & citations ADSP017-149774	1	TraCS Interface	\$169,623.00	\$169,623.00
	Professional Services System Admin Training Additional Project Management Trips CAD Admin Training CAD Go-Live Training Follow Up Go Live Training Geobase Admin Training Go Live Project Management Pre-Implementation Meeting Project Management Project Team Training Project Team Training Project Management RMS Go-Live Training ADSP017-149774	1	Additional Services	\$27,067.50	\$27,067.50
	<ul style="list-style-type: none"> Professional Services Spillman Project Manager will provide up to 732 hours and be on-site 7 time(s). Spillman Installation Technician will provide up to 738 hours and be on-site 4 time(s). Spillman your Trainer(s) will provide up to 1544 hours and be on-site 66 time(s). ADSP017-149774	1	Professional Service	\$340,148.25	\$340,148.25
	<ul style="list-style-type: none"> 2nd-year maintenance charges will begin 12 months from the go-live date. ADSP017-149774	1	Maintenance	\$411,785.00	\$411,785.00

Subtotal	Sub Total	\$3,392,474.17
	Freight	\$ -
Taxes	Tax	\$ 224,000.00
Final Total	Total	\$ 3,616,474.17
Tax is estimate- Final Tax will be on Invoice		

CDW Government
230 North Milwaukee Ave.
Vernon Hills, IL 60061
Phone: (847) 371-5000

Sample Arizona Department of Public Safety Implementation Schedule



This Implementation Schedule is for example only, it is not meant to be a promissory timeline. Dates are to be determined by the agency and assigned Project Manager during the Kickoff Meeting