

PUBLIC SAFETY SYSTEMS REVITALIZATION PROJECT (PSSRP)



City of Portland PSSRP Initiative Monthly Quality Assurance Report For the Period: 4.22.09 - 5.19.09

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1.0 Report Purpose and Methodology

1.0.1 Period Covered

This monthly report is intended to communicate the results of the independent quality assurance (QA) review of the PSSRP initiative to the City of Portland's Executive Steering Committee (ESC) for the period between April 22, 2009 and May 19, 2009.

1.0.2 Document Version Control

This table provides a history of the document's review:

| Version | Date | Reviewed By | Role | Sections Reviewed |
|---------|---------|--------------|--------------------|-------------------|
| v 1.0 | 5/11/09 | Cit Com, Inc | Report Author | All |
| v 1.0 | 5/11/09 | SEARCH | Consultant/Advisor | All |
| v 1.0 | 5/13/09 | Mark Greinke | CTO | All |
| v 1.0 | 5/13/09 | Dan Bauer | POM | All |
| v 1.1 | 5/13/09 | Cit Com, Inc | Report Author | All |

1.0.3 Personnel Interviewed During the Period

The consultants interviewed the following people associated with the PSSRP initiative prior to developing the final report:

| Person Interviewed | Date |
|--------------------|----------------|
| Lisa Turley | April 20, 2009 |
| Ken Rust | April 23, 2009 |
| Chief Klum (1) | April 23, 2009 |
| Jim Finch | May 8, 2009 |
| Dan Bauer | May 8, 2009 |
| Chief Klum (2) | May 8, 2009 |
| Mark Ellwood | May 8, 2009 |
| Mark Greinke | May 8, 2009 |
| Diana Mekelburg | May 11, 2009 |
| Gordon Huntsman | May 11, 2009 |

1.0.4 Project Materials Reviewed During the Period

The consultants reviewed the following project-related documents during the period:

Status Reports

- **CAD Next:** 4/21/09, 4/28/09, 5/5/09
- **PPDS:** 4/17/09, 4/24/09, 5/1/09, 5/8/09
- **Radio:** 4/17/09, 4/24/09, 5/1/09, 5/8/09

Other Related Documents

- PSSRP Report on San Diego Site Team Visit (4/21/09)
- CAD Next Schedule 2 (5/8/09)
- CAD Next Change Control Request Form (5/8/09)
- BOEC Current Report List (5/8/09)

2.0 PSSRP Project Assessment

2.0.1 Executive Summary

This report is the seventh monthly quality assurance report of the PSSRP initiative. While the following subsections explore specific observations and recommendations that impact the monthly color assignment, this Executive Summary provides a graphical comparison between the current period and the preceding four periods.

2.0.1.1. Global PSSRP Initiative Summary



2.0.1.2. CAD Next Summary



2.0.1.3. PPDS RMS Summary



2.0.1.4. 800 MHz Radio Summary



2.0.2 Summary Assessment

The following tables provide the City with an assessment of “what has changed” during the current period.

TABLE LEGEND:

| | |
|---|---|
|  | Green - On target, good performance against plan. |
|  | Yellow - Caution, ability to meet project objectives may be threatened, may need intervention. |
|  | Red - Serious issues and/or go-live in jeopardy, intervention and/or corrective action needed. |

| | |
|--|---|
|  | Up - Positive changes outweigh negative. |
|  | Equal - No change, or positive changes offset by negative. |
|  | Down - Negative changes outweigh positive. |

| PSSRP Evaluation Metrics | Prior Rating | Change Direction | Current Rating | Comments |
|---|---|---|---|--|
| <p>Global PSSRP Initiative Summary Reflects status of overall initiative (CAD, PD+FD RMS, Radio)</p> |  |  |  | <ul style="list-style-type: none"> ▪ The City has retained a full time Project Office Manager (POM) who possesses an exceptional resume, and is available to start on Monday, May 18. The interim POM (Dan Bauer) will assist with the transition process. ▪ The City’s third-party governance consultant (Olympic Performance) has completed their interviews, and will be presenting their findings and recommendations on May 18. ▪ The Mayor’s proposed budget indicates continued financial support for the PSSRP, including the addition of 6 new project-related positions. The Mayor’s support reflects the project’s importance and high degree of visibility. <p>(See Section 3.0.1. for detailed Global PSSRP Observations)</p> |
| <p>CAD Next Project Summary</p> |  |  |  | <ul style="list-style-type: none"> ▪ The City and Versaterm appear to have mitigated the remaining contract issues. Barring any unforeseen matters, the agreement will likely be signed in early-mid June. ▪ The delayed contract has compressed the Phase III schedule by 30% (from approximately 30 months to 21). ▪ Advance Phase III tasks are very well defined. The Project Manager is doing an excellent job of maintaining human and technical resources on “standby”, pending contract approval (reducing any potential downtime and improving BOEC’s technical and business readiness). <p>(See Section 3.0.2. for detailed CAD Next Observations)</p> |

| PSSRP Evaluation Metrics | Prior Rating | Change Direction | Current Rating | Comments |
|--------------------------------------|--|--|--|--|
| PPDS RMS Project Summary |  |  |  | <ul style="list-style-type: none"> ▪ The City has hired a full time RMS Project Manager who is well qualified, and will start on May 28. Gordon Huntsman will assist with the learning-curve transition. ▪ The RFP will be held until such time as the City ratifies the Versaterm agreement (this will allow the RFP to reflect the Versaterm environment details). ▪ The Evaluation Committee has been visited by PPB representatives who traveled to various partner agencies to reinforce participation. ▪ Globally, PPDS has made significant improvements over the past seven months with Mr. Huntsman doing an excellent job of preparing a solid foundation for the newly hired full time Project Manager. <p>(See Section 3.0.3. for detailed PPDS RMS Observations)</p> |
| 800 MHz Radio Project Summary |  |  |  | <ul style="list-style-type: none"> ▪ The City is negotiating an agreement/scope with iXP (the selected Planning Consultant). The consultant is scheduled to begin working in early July. ▪ The City is assisting with the development of an Intergovernmental Agreement with CRESA and Clark County to facilitate the retention of a Regional Project Manager. ▪ Both Washington and Clackamas Counties have secured funding to support their share of the PSIC grant match and radio board related expenses. <p>(See Section 3.0.4. for detailed Regional Radio Observations)</p> |

2.0.3 Detailed Project Change Assessment

Each month, the QA consultants assess forty five critical project management areas for the PSSRP core projects (CAD Next, PPDS RMS, and 800 MHz Regional Radio). The following tables reflect any change within those areas.

2.0.1.1. CAD Next Change

No category changes were reflected in this period.

2.0.1.2. PPDS RMS Change

| Evaluation Metrics | Prior Rating | Change Direction | Current Rating | Comments |
|---|---|---|--|--|
| 8. Is there a budget or expenditure mechanism in place? |  (In process) |  |  (Yes) | <ul style="list-style-type: none"> The project budget is in place. |
| 9. Is there an approved procurement plan? |  (In process) |  |  (Yes) | <ul style="list-style-type: none"> The PPDS RMS procurement plan is in place. |

Note that the numbering of metrics in the first column (Evaluation Metrics) references the Baseline Report categories. Gaps in the numbering sequence merely reflect the fact that some categories remain unchanged from the prior reporting period.

2.0.1.3. 800 MHz Regional Radio Change

No category changes were reflected in this period.

3.0 Observations and Recommendations

3.0.1 Global PSSRP Observations and Recommendations

3.0.1.1. Project Office Manager (POM) Retained: The City's comprehensive POM recruitment has resulted in the hiring of Lisa Vasquez, who will begin her assignment on Monday, May 18. Lisa offers a wealth of public safety technology experience, including many years working for Northrop Grumman¹ (one of the oldest and largest CAD/RMS vendors in the country). She also has experience with large-scale initiatives, having recently worked with the City of Chicago.

Dan Bauer is assisting Lisa with transitioning into her new assignment (to reduce the learning curve, and brief her on contemporary issues). Recognizing that Dan will resume his regular position with the City of Portland, he will remain available for consultation for the foreseeable future.

3.0.1.2. Fiscal Year 2009/10 Budget: The Mayor's proposed budget indicates continued financial support for the PSSRP and also supports funding the 6 additional new PSSRP positions requested. Barring any unforeseen development between the Mayor's proposed and adopted budgets, this support confirms the City's commitment to this critical initiative.

3.0.1.3. Executive Steering Committee (ESC) Structure Reform: After extensive interviews with PSSRP stakeholders, Olympic Performance will be presenting their observations and recommendations regarding governance on Monday, May 18.

3.0.1.4. ESC Meetings: The ESC has not met since February 17 (as a consequence of reforming the project's governance). In lieu of meetings, the members have been provided with written status and quality assurance reports by the POM and the CTO. In addition, members have been invited to discuss any open issues with either the POM and/or the CTO during the governance transition. The governance transformation will likely be complete by the next ESC Meeting (scheduled to occur on May 19) with regular monthly governance meetings set to resume thereafter.

¹ Northrop Grumman is the current owner of PRC (the company which developed and implemented the current BOEC CAD system).

3.0.2 CAD Next Observations and Recommendations

3.0.2.1. Versaterm Contract Nearing Finalization: Following the onsite contract talks in early April, Mark Greinke and Lisa Turley continued their negotiations with Versaterm throughout the period. As of May 13, it appeared that all of the major contract-related issues had been resolved, pending a final review and approval by Director Turley and Versaterm. The City and Versaterm plan on finalizing unit quantities and pricing during the week of May 18, enabling a potential final contract signing in early-mid June.

3.0.2.2. Impact of Delayed Contract Development on Phase III (Implementation): The CAD Next Phase III (Implementation) has been impacted by the protracted contract development process in terms of time and quality (the degree to which these two metrics are impacted will determine whether the project's scope and/or costs are also affected). Initially forecast at approximately 30 months, the current Phase III schedule (which has been adjusted for the delayed contract development process) has been compressed to approximately 21 months, retaining the target cutover date of Spring/2011. The rationale for compressing Phase III is rooted in the need to accommodate various resource availability and schedule constraints². Some of the initially-forecasted constraints (i.e., the City's inability to support the existing PRC CAD hardware sometime in 2011) have been alleviated (the City has since confirmed hardware manufacture support of the existing CAD hardware through the end of 2012), while others remain (i.e., BOEC's high workload demands from mid-May through mid-September, and reduced staffing from mid-November to mid-January).

The Project Manager (Jim Finch) is clearly aware of the dependencies, risks and correlated quality concerns, associated with the Phase III schedule compression. He has prepared a comprehensive implementation schedule which may be adjusted as conditions warrant. In addition, he maintains regular contact with the key stakeholders associated with various project tasks (including partner agency representatives), and has done all that can reasonably be done to prepare BOEC (in terms of technical and business readiness) for the project's initiation. As a result, the people and equipment necessary to execute a successful project kickoff will be available shortly after contract ratification (subject to the constraints identified in the Project Charter).

² See Phase III Project Charter, Section 2.8.3 (Constraints)

Recommendation: Although it appears that the City and Versaterm have reached an agreement, the contract has yet to be signed (as of May 13). Therefore, it is possible (however unlikely) that the contract development process could extend into the next reporting period, requiring another compression of the Phase III implementation approach. The ESC should review the merits, limitations, risks and issues associated with the Phase III timeline compression and evaluate whether the various implementation alternatives may impact the remaining PSSRP initiatives.

3.0.2.3. Phase III Change Order: The Project Manager is processing a change order to acquire COGNOS reporting in lieu of developing an interface between the Versaterm CAD and the existing BOEC DataMart³. This is the initial change order for Phase III, and provides a clearly structured format for processing modifications which impact project scope, budget, schedule and quality.

3.0.3 PPDS Observations and Recommendations

3.0.3.1. Global PPDS Observation: The PPDS initiative has undergone significant positive change over the past eight months. The most notable include: the creation of a comprehensive project schedule and detailed budget estimate, the near finalization of the RMS RFP, the retention of two full time employees for the purposes of change management (grant funded for two years), and the retention of a full time Project Manager (effective May 28). These achievements are largely due to the dedicated attention afforded by the current Project Manager, Gordon Huntsman and his colleagues (Mark Ellwood and Dorothy Brown), supervised by Assistant Chief O’Dea. Although only able to devote part of his time to the PPDS replacement, Mr. Huntsman has made a significant and long-lasting impact on the project, laying an excellent foundation for the new full-time Project Manager. While Mr. Huntsman will continue to serve the City, his role as PPDS Project Manager will subside. He will be working closely with Mr. Schlesinger to minimize the learning-curve, and remain available to him in the future. The project is very close to being in “good” (or, green) status.

3.0.3.2. Retention of Full-Time PPDS RMS Project Manager: The City has hired a full-time PPDS RMS Project Manager; Mr. Jerry Schlesinger, who will begin his assignment on Thursday, May 28. Jerry offers a wealth of public safety technology experience, including many years working for RCC Consultants (a nationally-recognized public safety technology consulting firm).

³ Reporting is primarily used for extracting information from the CAD system.

- 3.0.3.3. PPDS RMS RFP Nearing Finalization:** The final draft of the PPDS RMS RFP is being reviewed by Celeste Boldridge and Barbara Gibson, of the Bureau of Purchases, in addition to the newly hired Project Manager. The City has decided to refrain from releasing the PPDS RMS RFP until such time as the Versaterm CAD contract is approved. By releasing the RFP after the contract is finalized, the City may provide competing vendors with specific detail regarding the deployment of the Versadex CAD.
- 3.0.3.4. Creation of Project Newsletter:** PPB is creating a newsletter to act as an information conduit for the many internal and external stakeholders affected by the initiative.
- 3.0.3.5. Evaluation Committee Expansion:** PPB representatives, lead by Mark Ellwood, traveled during the period to partner agencies to encourage participation in the RFP evaluation. This proactive approach is helping to broaden project participation and knowledge.

3.0.4 Radio Observations and Recommendations

- 3.0.4.1. Intergovernmental Agreement (IGA) Development:** Diana Mekelburg is crafting an IGA for CRESA, through Clark County, to facilitate the Regional Project Manager funding. Clark County is struggling to adhere to the purchasing requirements associated with federal funding sources.
- 3.0.4.2. Planning Consultant Contract Development Underway:** The City is currently negotiating an agreement with iXP (the chosen Planning Consultant). The agreement is progressing according to plan, and there is no change to the start date of early July.
- 3.0.4.3. Regional Project Manager Approach:** On May 28, the Regional Advisory Committee (RAC) will ask the Regional Board to approve RAC's process for selecting the Regional Project Manager consultant (rather than merely approve the selected consultant). This action will likely expedite the process for retaining the Regional Project Manager (who is expected to begin work in July).
- 3.0.4.4. Partner Funding:** Both Washington and Clackamas Counties have secured funding to support their share of the PSIC grant match and radio board related expenses. Although a small dollar amount, this funding helps confirm these counties' continued support of the regional initiative.

4.0 Prior Recommendations

4.0.1 Prior Recommendation Status

The following chart depicts a record of previous QA recommendations, describing any actions taken by the project team. The chart is updated on a monthly basis. Unaddressed recommendations appear with red font.

| Recommendation Location | Recommendation Summary | Action Taken (QA Report, and Subsection) |
|-------------------------|---|---|
| Baseline 5.0.1.1 | The PSSRP requires horizontal vision. Currently, the core projects are operating nearly in a vacuum from one another. Very soon, the organization will begin to suffer from this lack of vision as installation tasks associated with integrating CAD and RMS become apparent and costly. We recommend a comprehensive analysis be undertaken immediately, to identify, triage, and solve, the challenges associated with the present stove-piped approach to the core PSSRP initiatives. | Concept Adopted 12/08: 3.0.1.8 (vi, viii) |
| Baseline 5.0.1.1 | We strongly recommend that the PSSRP Project Charter be rewritten to reflect contemporary scope, budget, timeline, values, objectives, reporting structures, risks and more. It no longer accurately reflects the nature of the initiative. | Concept Adopted 12/08: 3.0.1.4 |
| Baseline 5.0.1.1 | With regard to ieSolutions, we credit the organization with aiding BOEC in their successful CAD vendor selection. However, ieSolutions' lack of prior public safety technology installation experience appears to be in conflict with the degree to which they can, legitimately, be defined as the sole source for integration services (even with their knowledge of the Portland environment, which can be learned). Moreover, the public safety technology consulting marketplace includes many experienced integrators, who have previously assisted police and fire agencies with complex CAD installations (including some that have recently installed Versaterm technology). In light of the observations regarding the subject (See Subsection 1.0.3.2. of the Baseline Assessment), we are highly confident that one or more consulting firms will protest an additional sole source contract for ieSolutions. Therefore, to avoid a bid protest, and the resultant delays, we recommend the City immediately prepare and release a request for proposal (RFP) for professional services to assist with installing the Versadex CAD. | Declined 12/08: 3.0.1.3 |

| Recommendation Location | Recommendation Summary | Action Taken (QA Report, and Subsection) |
|-------------------------|--|---|
| Baseline 5.0.1.2 | A careful examination of the benefits, risks, and costs of a shared PSSRP CAD/RMS/Mobile solution (across police, fire and EMS), with a comprehensive message switching component should be undertaken immediately (during the 60 day CAD contract suspension). Having worked with Versaterm for over four years (in a full time plus capacity), our QA team is highly knowledgeable about the technical, and functional, relationship between the Versadex CAD and the Versaterm RMS, and the Versaterm AFR product [Mobile Report Entry (MRE)]. Of the 40+ CAD/RMS vendors in the industry, Versaterm is certainly in the top percentile of vendors whose suite of products are very, very tightly integrated (unlike some products wherein the CAD and RMS are merely interfaced). In many instances, root CAD functionality can only be actualized through the acquisition of a complementary RMS/MRE feature set. These are merely examples of the barriers which would exist should the City continue down the path of isolating CAD from the RMS and Mobile technologies. | Adopted 12/08: This concept has been adopted and is reflected in the draft project reorganization structure (which includes horizontal business and technical personnel). |
| Baseline 5.0.1.2 | The City should develop language to protect the City's financial interest, should it ever decide to select Versaterm as the RMS/AFR provider and make it a part of the current Versaterm CAD agreement. This is a very common practice in the industry, as police and fire agencies frequently must pay for project elements over a span of years (particularly when projects are funded by grants). | Adopted 12/08: 3.0.2.5 |
| Baseline 5.0.1.2 | The City must undertake a comprehensive review of the current Versaterm pricing, which appears to be much higher than other recent Versadex CAD costs. Per the POM, BOP is researching this matter as of the date of report publication. | Adopted 12/08: 3.0.2.4 |
| Baseline 5.0.1.3 | In light of our previous recommendations to evaluate PPDS relative to the balance of the PSSRP initiatives, releasing the RFP at this point would be counterproductive. Additionally, the RFP is still in draft form and requires a careful functional review (to be certain that the requirements accurately reflect both PPB as well as the 18 subscriber agencies), prior to being released to the vendor community. | Adopted 12/08: 3.0.3.1 The RFP is in draft form and has not been released. |

| Recommendation Location | Recommendation Summary | Action Taken (QA Report, and Subsection) |
|---|--|--|
| Baseline 5.0.1.3 Reactivated: 2/09 3.0.3.3. | <p>On balance, most RMS initiatives eclipse the complexity, scope, range and cost of CAD initiatives. Yet, since 2006; while much attention and resources were devoted to the CAD Next project, far less has been assigned to PPDS. The current Project Manager is assigned multiple law enforcement initiatives and has an unconventional reporting chain of command that lends itself to a lack of accountability. In our estimation, there are no current employees with previous experience with effectively orchestrating a successful RMS initiative that is used by 19 law enforcement agencies, and relied upon by 25 external entities for data exchange. And, given the embedded governmental problems associated with hiring Project Managers, we have no confidence in the City's ability to find a qualified Project Manager for this complex and mission critical endeavor. Even if the selection process could be fast-tracked, it is still extremely unlikely that a qualified and experienced RMS professional would accept the City's present salary offering for this assignment. The ESC should, immediately, authorize the retention of external, professional services to undertake the recommendations outlined in this QA report and place the PPDS initiative on a stable course.</p> | <p>Initially Declined 12/08: 3.0.3.8 (v) Rather than retaining a consultant, the city is attempting to retain a full time employee.</p> <p>Update 5/09: Accepted - A full time Project Manager has been hired and will start on May 28.</p> |
| Baseline 5.0.1.3 Restated 3/09 3.0.3.3. | <p>The PPDS project needs a Project Charter that reflects (at the absolute minimum) a basic and accurate budget, detailed timeline, and comprehensive scope statement.</p> | <p>Concept Adopted 12/08: 3.0.3.5</p> |
| Baseline 5.0.1.3 | <p>The PPDS technology is in such widespread use, yet there is relatively little involvement on behalf of the participating agencies. Many agencies have no representation at all. And, others appear on forms and websites by name only (they have not actively participated in the initiative). Consortia RMS projects are difficult to manage, and require constant effort. In the current environment, most agencies have lost interest (after all, this has been underway for two years without significant activity), while some are considering how to acquire their own RMS technologies. The PPDS effort must be centered on a collaborative platform that takes into account the project's assumptions, constraints and barriers. Accepting a lack of communication, or collaboration, is not acceptable.</p> | <p>Concept Adopted 12/08: 3.0.3.2</p> |
| Baseline 5.0.1.4 | <p>The initiative requires a Regional Project Charter replete with system definition, development, and implementation before getting to the point of retaining an OE (in fact, such retention should be a component of the Project's Charter). And, ownership must pass to all stakeholders in proportion to their commitment in the regional project.</p> | <p>Concept Attempted 12/08: 3.0.4.5</p> |
| Baseline 5.0.1.4 | <p>The project is in clear need of an Owner's Engineer (OE) with the requisite skills and experience necessary to lead a large scale, regional radio initiative. Priority attention should be given to the development, and approval, of this RFP (which is presently only in conceptual format).</p> | <p>Concept Adopted 12/08: 3.0.4.4</p> |

| Recommendation Location | Recommendation Summary | Action Taken (QA Report, and Subsection) |
|-------------------------|--|---|
| Baseline 5.0.1.5 | With regard to any core PSSRP initiative, the ESC should assign control of that resource to the POM (whether it be contractor or full time employee). | Concept Adopted 12/08: 3.0.1.8 |
| Baseline 5.0.1.6 | The PSSRP requires the backing of a senior Executive Sponsor (perhaps an elected official) who holds the authority to recognize the PSSRP initiative as a mission critical, high priority, endeavor. The ESC should identify such a person, who would act as the project's advocate whenever necessary, to place focus and prioritization on project tasks. | Concept Adopted 12/08: 3.0.1.3 |
| Baseline 5.0.1.6 | To the degree that it is feasible, the ESC should determine the best method for raising the salaries for the core PSSRP Project Managers, as well as the POM to an amount more in line with contemporary market demand. Naturally, this would require additional financial resources to be allocated into the budget. However, failing to make change in this area will cost far more in lost project momentum, and potentially a failed project state. | Concept Adopted 12/08: 3.0.1.5 |
| Baseline 5.0.1.7 | The City retain a public safety technology business process analysis consultant immediately. With the CAD installation set to begin in less than 90 days, we suggest that the consultant be retained through a sole source contract, as an exigent circumstance requirement. The scope of services would document the baseline business processes that are, or could be, impacted by technology. This methodology would provide a structured approach for developing a baseline business process "snapshot" of the current environments to confirm or reject various assumptions about the business environments (not to conduct detailed business process mapping). | Concept Adopted 12/08: 3.0.1.8 (viii) Enacted 4/09 |
| 12/08 3.0.1.7 | When the Versaterm contract is signed, and the PPDS RFP is released, the POM should document the known intersections, and prepare a migration plan accordingly. | Pending decision and defined contract approval date. |
| 1/09 3.0.2.1 (1) | The ESC should direct the CAD Next project team to prepare four implementation schedules, assuming the Versaterm agreement is ratified in March, April, May or June. Although it is unlikely that the agreement will be delayed until May or June, it is important to prepare a contingency plan that is proactive, and takes into account the potential implementation problems associated with starting the project during the early summer months. The four permutations should be presented to the ESC upon completion. | Concept Adopted 1/09 by ESC. |
| 1/09 3.0.2.1 (2) | Assuming that a post-March contract execution would negatively impact BOEC's ability to implement the Versaterm products in 2009, the ESC should identify methods for prioritizing the technical, business and legal resources necessary to finalize the Versaterm agreement in a 45-60 day period. | This recommendation was rendered inactive based on the preceding actions. |

| Recommendation Location | Recommendation Summary | Action Taken (QA Report, and Subsection) |
|-------------------------|---|--|
| 2/09 3.0.1.3. | The QA consultants recommend a facilitated discussion with the current ESC to review “national standards” and examples of similar project governance structures from large municipal public safety technology engagements. As part of the dialogue, the ESC should collaboratively harness the available resources of its members, and proactively assign themselves to specific responsibilities beyond the role of project oversight. | Concept Adopted 2/09 by ESC. |
| 2/09 3.0.2.1. | (a) BOEC should consider extending the forecast contract completion date to allow for a 6-8 week process. (b) The City should consider creating a written contract development plan. (c) The ESC should give consideration to videotaping (or audio taping) the contract development session (as many large public safety agencies have adopted this practice in recent years). | (a) N/A (b) Not written, but strategized. (c) Not enacted. |
| 2/09 3.0.3.2. | PPB should confirm that each Partner Agency has a clear expectation of what the new PPDS RMS will offer in terms of modules and features. | Adopted 3/09 |
| 3/09 3.0.2.1. | The City (should) set a “date certain” for contract finalization of April 3 (two full weeks prior to the actual deadline), with weekly contract checkpoint meetings (to reinforce urgency, and prevent procrastination). The City should immediately communicate to Versaterm the consequences of failing to reach an agreement in time. | Recommendation rendered inactive when agreement was not reached after April 3. |
| 3/09 3.0.3.3. | Developing the PPDS replacement project budget is an urgent, critical recommendation that should be undertaken immediately. The QA consultants have a very low level of confidence in the current ROM forecast. | Adopted 4/09 |
| 4/09 3.0.1.2. | The May ESC Meeting should be held, regardless of the status of the ESC reform efforts. | Adopted 4/09 |
| 4/09 3.0.2.2. | Recognizing that the Versaterm agreement was not ratified by the April 20 deadline, BOEC should recalibrate the Phase III timeline (and associated planning materials) to reflect the early Fall/2009 start date described by Director Turley. Additionally, the ESC should direct the POM to craft a contract finalization schedule which reflects a Summer/2009 completion date (with elected official approval at least one month prior to the project kickoff). | No Information/Update (group did not meet in April) |