City of Portland PSSRP Initiative Monthly Quality Assurance Report For the Period: 5.20.09 – 6.16.09

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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 May 20, 2009 and June 16, 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	6/10/09	Cit Com, Inc	Report Author	All
v 1.0	6/8/09	SEARCH	Consultant/Advisor	All
v 1.0	6/10/09	Lisa Vasquez	PSSRP POM	All
v 1.0	6/10/09	Mark Greinke	Business Bureau Sponsor	All
v 1.0	6/10/09	Lisa Turley	Business Bureau Sponsor	All
v1.0	6/10/09	John Klum	Business Bureau Sponsor	All
v1.0	6/10/09	Larry O'Dea	Business Bureau Sponsor	All
v1.1	6/12/09	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
John Klum	June 4, 2009
Lisa Vasquez	June 4, 2009
Jerry Schlesinger	June 4, 2009
Kalei Taylor	June 4, 2009
Diana Mekelburg	June 4, 2009
Mark Greinke	June 4, 2009
Jim Finch	June 5, 2009
Larry O'Dea	June 5, 2009
Lisa Turley	June 8, 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:** 5/19/09, 5/26/09, 6/9/09
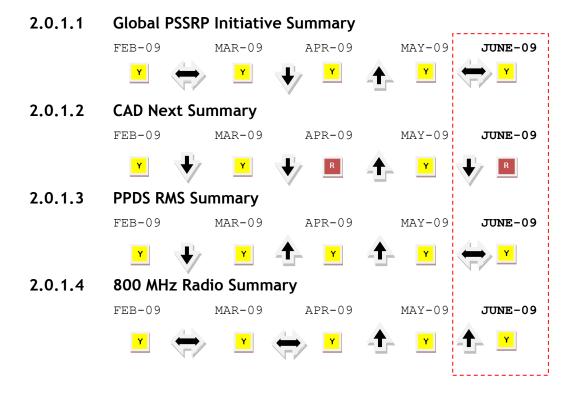- **PPDS:** 5/22/09, 5/29/09, (no report for 6/5)
- **Radio:** 5/22/09, 5/29/09, 6/5/09

Other Related Documents

- PSSRP Governance Conclusions Report v3 (6/8/09)

2.0 PSSRP Project Assessment

2.0.1 Executive Summary

This report is the eighth 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

FEB-09		MAR-09		APR-09		MAY-09		JUNE-09
Y	↔	Y	↓	Y	↑	Y	↔	Y

2.0.1.2 CAD Next Summary

FEB-09		MAR-09		APR-09		MAY-09		JUNE-09
Y	↓	Y	↓	R	↑	Y	↓	R

2.0.1.3 PPDS RMS Summary

FEB-09		MAR-09		APR-09		MAY-09		JUNE-09
Y	↓	Y	↑	Y	↑	Y	↔	Y

2.0.1.4 800 MHz Radio Summary

FEB-09		MAR-09		APR-09		MAY-09		JUNE-09
Y	↔	Y	↔	Y	↑	Y	↑	Y

2.0.2 Summary Assessment

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

TABLE LEGEND:

G   **Green** - On target, good performance against plan.

Y   **Yellow** - Caution, ability to meet project objectives may be threatened, may need intervention.

R   **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
Global PSSRP Initiative Summary Reflects status of overall initiative (CAD, PD+FD RMS, Radio)	Y	⟷	Y	▪ The new POM, Lisa Vasquez, started on May 18. Her extensive experience has allowed for a reduced learning curve. ▪ The governance reform efforts are nearing completion, with a draft report ready for review during the June ESC meeting. ▪ The full time PPDS Project Manager started during the period. ▪ Notwithstanding the positive progress, anytime a large scale project undergoes significant transition (i.e., the new POM and PPDS Project Manager, the governance reform), the project is <u>temporarily</u> placed at risk. ▪ The delayed CAD contract development negatively impacts the overall PSSRP rating. **(See Section 3.0.1 for detailed Global PSSRP Observations)**
CAD Next Project Summary	Y	⬇	R	▪ The contract development delays continue, with pricing and the payment plan unresolved. ▪ Advance Phase III tasks continue to be well-defined. Assuming a July 7 contract signing (an internal prediction), BOEC will be well prepared for project initiation. **(See Section 3.0.2 for detailed CAD Next Observations)**
PPDS RMS Project Summary	Y	⟷	Y	▪ The full time Project Manager (Jerry Schlesinger) started during the period. ▪ The draft PPDS RMS RFP is being reviewed by the new Project Manager. **(See Section 3.0.3 for detailed PPDS RMS Observations)**
800 MHz Radio Project Summary	Y	⬆	Y	▪ The Planning Consultant (iXP) contract will be finalized on July 1. ▪ Although a full time Regional Project Manager (RPM) will not be available on July 1 (as planned), the Regional Advisory Committee (RAC) has appointed Mr. John Hartsock as the interim RPM to temporarily guide the activities of iXP. ▪ The PSIC grant is funding reimbursements. **(See Section 3.0.4 for detailed Regional Radio Observations)**

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 significant changes within those areas.

2.0.3.1 CAD Next Change

Evaluation Metrics	Prior Rating	Change Direction	Current Rating	Comments
13 Will project meet the deadline for the current phase?	**G** (In process)	⬇	**R** (>10% Delay)	▪ Although the May report assumed contract negotiations would be complete during the week of May 25, unresolved issues remain.

2.0.3.2 PPDS RMS Change

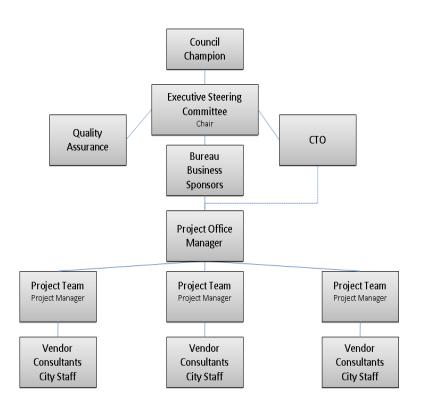| Evaluation Metrics	Prior Rating	Change Direction	Current Rating	Comments
20. Has an experienced Project Manager been assigned to the project?	**Y** (Partial)	⬆	**G** (Yes)	▪ The full time PPDS Project Manager started during the period.
21. Is the Project Manager the same as when the project started?	**G** (Yes)	⬇	**Y** (No)	▪ No.

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.

2.0.3.3 800 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 Governance Reform Underway: Olympic Performance's Ron Sarazin facilitated a governance meeting on May 18[1]. While the meeting was beneficial in terms of carving-out a new governance concept, the lack of police and/or fire attendance precluded any conclusive decisions regarding governance reform. In the weeks that followed the meeting, Mr. Sarazin held direct interviews with Chief Klum and Assistant Chief O'Dea to solicit their input and ideas. Olympic Performance assembled their findings in a report which was released on June 8.

In the report, the draft revised governance structure (illustration at left[2]) concentrates project authority at the Bureau Business Sponsors level [comprised of Lisa Turley (CAD Next), Larry O'Dea (PPDS), John Klum (Fire RMS), and Mark Greinke[3] (Regional Radio)]. Carmen Merlo is the proposed ESC Chair (replacing the current dual-chairmanship of Ken Rust and John Klum). Commissioner Leonard is depicted as the proposed Council Champion[4]. Lisa Vasquez is the POM, currently managing the four project teams, which reflect individual Project Managers who oversee vendors/consultants and city (project-related) staff. The number of teams will decrease as projects are completed and could increase should more public safety projects be identified and included in the PSSRP portfolio.

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[1] The QA Consultant was present at the meeting

[2] This illustration has been copied from the Olympic Performance report

[3] Mark Greinke's role on the illustration should be clarified on the organizational chart, as he is currently depicted in both the Bureau Business Sponsor role, as well as a dotted-line-authority to the right (while the role may be valid, the graphic should correctly reflect his placement)

[4] To be clear, Mayor Adams has appointed Commissioner Leonard as the PSSRP Executive Sponsor. However, the Olympic Performance report identifies him as "Council Champion"

The general organizational structure is consistent with national best practices in governing large scale public safety technology projects. The governance report is in draft, and the QA consultants expect that the granular detail will emerge and be adopted in the coming week. Specifically, for each governance role, there should be an accompanying list of responsibilities and authorities, as well as a communications plan and decision making matrix (this is particularly true for the Bureau Business Sponsors group, who will be presented with the majority of decision making requests during the lifecycle of the project).

3.0.1.2 Project Office Manager (POM) Begins Work: The new Project Office Manager's first day of employment on the PSSRP initiative was Monday, May 18. She is in her third week of employment, and has been primarily focused on learning about the environment and establishing relationships with the key stakeholders. Her extensive industry experience has substantially shortened the "learning curve" process and enabled her to begin standardizing the project management approach for all PSSRP core projects. She is working in collaboration with Lisa Turley on finalizing the agreement with Versaterm.

The role of the POM has been transforming during the current period as a result of the governance reform. The most significant change appears to be that the POM will be empowered with the authority to directly manage the activities of the core Project Managers (ieSolutions for CAD Next, the future Fire RMS Project Manager, Jerry Schlesinger for PPDS, and Diana Mekelburg for the Regional Radio). Additionally, the POM will report directly to Bureau Business Sponsors (Lisa Turley, Larry O'Dea, John Klum and Mark Greinke, respectively). The revised authorities are consistent with national best practices for managing large scale public safety technology initiatives.

Recommendation: Following the June ESC meeting, the POM should revise the PSSRP Project Charter to align with the many structural changes associated with the final governance reform.

3.0.2 CAD Next Observations and Recommendations

3.0.2.1 Versaterm Contract Incomplete: Notwithstanding their efforts, the project team has been unable to conclude the Versaterm contract development during the period. Beyond the minor validations (i.e., equipment and license counts); the project's pricing and associated payment schedule have yet to be finalized and there is an issue regarding the support of the CAD geographic information system (GIS) file. Specific to the pricing and payment schedule, these elements are vital to achieving a

finalized contract, and can require significant time to resolve. Due to the high degree of interdependencies amongst the contract materials, it is not uncommon for vendors to use the pricing and payment schedule as tokens for negotiating contract language modifications. Therefore, until these two elements are resolved, the contract remains at risk of further delay.

3.0.2.2 **Impact of Delayed Contract Development on Phase III (Implementation):** The impact of the delayed contract development process on the CAD Next Phase III (Implementation) will continue to be unclear until the agreement is actually ratified. At that time, the CAD Next team will assemble a finalized implementation schedule. In the past, the ESC was growing increasingly concerned over how the CAD Next team would be able to implement the CAD by the Spring of 2011 (the date by which the existing CAD could no longer be supported by BTS, due to hardware support expiration). However, at the May ESC Meeting, the CTO noted that BTS will be able to support the current CAD hardware beyond the Spring of 2012[5], alleviating the Phase III deadline pressure. This information alleviated the artificial deadline, and afforded many scheduling alternatives to the CAD Next team that will minimize (or eliminate) the impact of quality and/or cost concerns. When the final contract is approved, Lisa Turley will present the final implementation schedule to the ESC, and identify any known quality and/or cost implications.

3.0.2.3 **Phase III Activities:** During the period, communications between ieSolutions and Versaterm resumed. The parties have been working closely on coordinating the initial project workshops and infrastructure requirements. ieSolutions is assuming a contract authorization on July 7 (at which time the necessary Versaterm software can be installed on the city's hardware). Communications continue between BOEC and the partner agencies (to apprise them of the schedule updates and maintain tight communications). Additionally, ieSolutions is coordinating ongoing meetings with BTS to ensure technical readiness. As part of the revised governance, ieSolutions is reporting to the POM (to reinforce the alignment of CAD Next efforts with PSSRP goals and objectives).

Recommendation: Following the June ESC meeting, ieSolutions should revise the Phase III Project Charter to align with the many structural changes associated with the final governance reform. Additionally, the Project Charter should include (at a minimum) the project's budget, timeline, methodology and risks.

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[5] HP has extended support for the current CAD hardware platform through the end of 2012 (originally the support was set to expire in mid-2011)

3.0.3 PPDS Observations and Recommendations

3.0.3.1 **Retention of Full-Time PPDS RMS Project Manager:** Mr. Jerry Schlesinger started his assignment on Thursday, May 28. In addition to confronting the typical "learning curve" issues, he is conducting a comprehensive review of the draft RFP. Such a review is a critical success factor, as Mr. Schlesinger will be accountable for the acquisition and implementation. He possesses significant experience in procurement, contracting and implementation of records management technology which should be leveraged to the City's advantage. As part of the revised governance, Mr. Schlesinger is reporting to the POM (to reinforce the alignment of PPDS efforts with PSSRP goals and objectives).

Recommendation: Following the June ESC meeting, PPB should revise the PPDS Project Charter to align with the many structural changes associated with the final governance reform. Additionally, the Project Charter should include (at a minimum) the project's budget, timeline, methodology and risks.

3.0.3.2 **PPDS RMS RFP:** As noted above, the RFP is being evaluated by the new PPDS Project Manager. In addition, the POM is reviewing the RFP (and focusing on the areas highlighted by Mr. Schlesinger). Changes which emerge from the review will likely require an additional review cycle through the Bureau of Purchases and City Legal. Recognizing that the city was planning on delaying the release of the RFP until after the Versaterm contract was finalized, the net impact[6] on the PPDS replacement project will be minimal.

3.0.4 Radio Observations and Recommendations

3.0.4.1 **Current Environment Evaluation Underway:** As noted in April, the City of Portland is conducting an alternative radio enhancement strategy that will provide the city with stability should the regional efforts either fail to materialize, or fail to align with the city's upgrade timeline. During the current period, the city began a comprehensive analysis of the current environment.

3.0.4.2 **iXP Contract Nearing Completion:** The City is finalizing the agreement with the Planning Consultant. A meeting was held on June 8 to finalize various agreement conditions. The agreement will be adopted on July 1.

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[6] Assumed to be two months

3.0.4.3   **Regional Project Manager:** The permanent Regional Project Manager was expected to begin their assignment on July 1, so that they could manage and coordinate the activities of the Planning Consultant (iXP). However, with the contracting process (through CRESSA) taking longer than anticipated, the Regional Advisory Committee has appointed Mr. John Hartsock to act as the Interim Regional Project Manager to oversee the iXP activities.

3.0.4.4   **PSIC Grant Funding:** The PSCI Grant is fully authorized, with reimbursements being paid.

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 **June 09 Update:** This recommendation was re-activated (the Project Chart must be updated to reflect the new governance model).
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. **June 09 Update:** The PPDS Project Manager is conducting a review of the RFP, in alignment with this recommendation.

Recommendation Location	Recommendation Summary	Action Taken (QA Report, and Subsection)
Baseline 5.0.1.3 Reactivated: 2/09 3.0.3.3	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.	Initially Declined 12/08: 3.0.3.8 (v) Rather than retaining a consultant, the city is attempting to retain a full time employee. Accepted 5/09: A full time Project Manager started on May 28.
Baseline 5.0.1.3 Restated 3/09 3.0.3.3	The PPDS project needs a Project Charter that reflects (at the absolute minimum) a basic and accurate budget, detailed timeline, and comprehensive scope statement.	Concept Adopted 12/08: 3.0.3.5 **June 09 Update:** This recommendation is being re-activated as part of the governance reform. The new PPDS Project Manager should create a contemporary Project Charter.
Baseline 5.0.1.3	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.	Concept Adopted 12/08: 3.0.3.2

Recommendation Location	Recommendation Summary	Action Taken (QA Report, and Subsection)
Baseline 5.0.1.4	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.	Concept Attempted 12/08: 3.0.4.5
Baseline 5.0.1.4	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).	Concept Adopted 12/08: 3.0.4.4
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.

Recommendation Location	Recommendation Summary	Action Taken (QA Report, and Subsection)
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.
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).	The Phase III implementation timeline continues to reflect a Spring, 2011 completion date.

Recommendation Location	Recommendation Summary	Action Taken (QA Report, and Subsection)
5/09 3.0.2.2	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.	The issue was raised during the May ESC Meeting. However, no action was taken. The ESC members continue to request information on the CAD Next implementation alternatives.