

PUBLIC SAFETY SYSTEMS REVITALIZATION PROJECT (PSSRP)



City of Portland PSSRP Initiative Monthly Quality Assurance Report For the Period: 10.28.09 - 11.30.09

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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 October 28, 2009 and November 30, 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	11/30/09	Cit Com, Inc	Report Author	All
v 1.0	12/5/09	SEARCH	Consultant/Advisor	All
v 1.1	12/14/09	Cit Com, Inc	Report Author	All

1.0.3 Personnel Interviewed During the Period

The consultants formally interviewed the following people associated with the PSSRP initiative prior to developing the final report (additional oral discussions and email correspondence were exchanged as well). Additionally, the POM was interviewed weekly regarding subjects revealed during project participant discussions.

Person Interviewed	Date
Mark Greinke	11-12-09
Karl Larson	12-03-09
Mark Tanner	12-03-09
Jerry Schlesinger	12-03-09
John Klum	12-03-09
Lisa Vasquez	12-4-09 + weekly
Kalei Taylor	12-04-09
Lisa Turley	12-04-09

1.0.4 Project Materials Reviewed During the Period

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

Status Reports

- **CAD Next:** 11/3/09, 11/10/09, 11/17/09, 11/24/09, 11/25-12/11
(consolidated into single report on 12/11)
- **RegJIN:** 11/3/09, 11/10/09, 11/17/09, 11/24/09, 12/1/09, 12/8/09
- **Radio:** 11/3/09, 11/10/09, 11/17/09, 11/24/09, 12/1/09, 12/8/09

Other Related Documents

- Finalized Technical Advisory Committee (TAC) Charter
- PSSRP ESC October 2009 POM Report
- PSSRP Sponsor's Meeting Summary
- TAC Meeting Minutes
- PSSRP 2009-2010 Budget Materials
- CAD Next Charter
- PSSRP Global Charter
- Portland Radio Stability Plan
- Revised QA Recommendation Tracking Log

2.0 PSSRP Project Assessment

2.0.1 Executive Summary - Month 13¹

For the first time since QA evaluations began, no core PSSRP project is depicted in “red” status (in the five month matrix summary, below). This is significant because it represents a sustained stabilization of the core projects.

2.0.1.1 Global PSSRP Initiative Summary



2.0.1.2 CAD Next Summary



2.0.1.3 RegJIN RMS Summary



2.0.1.4 800 MHz Radio Summary



¹ Fire RMS will be added as the fourth core PSSRP project under continuous evaluation on 1/1/10

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"> ▪ In reviewing the PSSRP performance over the past year, it is clear that the portfolio has stabilized and, indeed, improved. The addition of qualified, expert project management personnel and the adoption of new governance standards are likely the causal factors. ▪ During the period, the four Business Bureau Sponsors (BBS), in addition to the Executive Steering Committee (ESC) Chairperson have begun to meet on a monthly basis. Because all five of the BBS Meeting participants are also ESC voting members, it is important to define the differences between the two meetings, and codify the authority designated to the group. ▪ The POM worked with the BBS during the period to address open QA recommendations (from prior periods), resulting in a more detailed QA recommendation tracking mechanism, which is located in Section 4 of this report. <p>(See Section 3.0.1 for detailed Global PSSRP Observations)</p>
<p>CAD Next Project Summary</p>				<ul style="list-style-type: none"> ▪ Phase III continues to meet cost, time and quality metrics. ▪ Currently, BOEC is working on defining Versadex configuration choices (i.e., defining Portland-specific call types, default settings, unit recommendations, etc). ▪ The Technical Advisory Committee (TAC) coordinated a successful technical migration on December 1, and is on track to deliver the BOEC Network/Firewall Infrastructure configuration on December 15. <p>(See Section 3.0.2 for detailed CAD Next Observations)</p>

PSSRP Evaluation Metrics	Prior Rating	Change Direction	Current Rating	Comments
RegJIN Project Summary				<ul style="list-style-type: none"> ▪ The draft RegJIN RFP was delivered to the Bureau of Purchases (BoP) for review approximately seven weeks ago. It appears that BoP will complete their review in January). ▪ PPB is presently focused on developing RFP evaluation tools, and refining the draft RFP according to BoP modifications. ▪ The final RegJIN project budget remains under development, and will be complete in the following period. <p>(See Section 3.0.3 for detailed RegJIN RMS Observations)</p>
800 MHz Radio Project Summary				<ul style="list-style-type: none"> ▪ Following an internal stakeholder review in late October, the Portland Stability Plan was updated during the period, in anticipation of being presented to the ESC on December 15. ▪ The User Assessments are complete and will be presented to the Regional Advisory Committee (RAC) on December 17. ▪ The City continues to monitor the distribution of 700 MHz frequencies, and has written a letter outlining a revised 700 MHz pack plan for the State’s consideration during a late January vote. <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, RegJIN, and 800 MHz Regional Radio). The following tables reflect any significant topics within those areas. The period activity was lower than usual, as a consequence of the holiday period.

[Please note that the numbering of metrics in the first column (Evaluation Metrics) references the PMI numbering sequence in the Baseline Report. Gaps in the numbering sequence are normal.]

2.0.3.1 PSSRP Global Changes (applies to entire portfolio)

No significant metrics changed during the period.

2.0.3.2 CAD Next Change

No significant metrics changed during the period.

2.0.3.3 RegJIN Change

No significant metrics changed during the period.

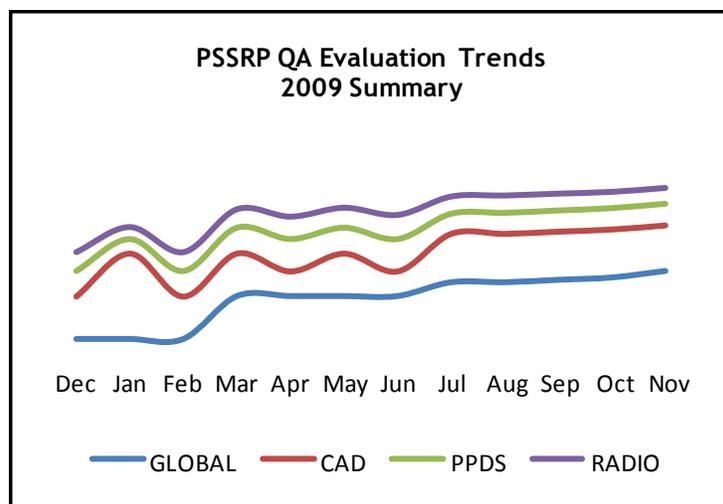
2.0.3.4 800 MHz Regional Radio Change

No significant metrics changed during the period.

3.0 Observations and Recommendations

3.0.1 Global PSSRP Observations and Recommendations

- 3.0.1.1 Holiday Period Begins:** The holiday period (November 23, 2009 - January 4, 2010) is underway, and often negatively impacts public safety information technology initiatives, as the availability of key personnel decreases. As a result, overall project activity will likely continue to slow until early January. The PSSRP project plans have predicted holiday/vacation time increases during the period, thus minimizing any schedule impact.
- 3.0.1.2 Draft Global PSSRP Charter Delivered to ESC:** During the period, the POM distributed the draft Global PSSRP Charter to the ESC for comment/review.
- 3.0.1.3 PSSRP Portfolio Trending Upward:** The following graphic depicts the PSSRP quality assurance performance trends for 2009:



The most significant aspect of the 2009 “performance snapshot” is the clear stabilization of the entire portfolio, during the second half of the year. The improvement was likely caused by the retention of qualified, expert project management personnel and the adoption of new governance standards (both occurred in mid-summer).

- 3.0.1.4 Monthly Business Bureau Sponsor Meetings:** The four Business Bureau Sponsors (BBS)², in addition to the Executive Steering Committee (ESC) Chairperson³, have begun to meet on a monthly basis (the meetings are referred to as BBS Meetings). The primary

² John Klum, Larry O’Dea, Lisa Turley, Mark Greinke

³ Carmen Merlo

purpose of the meeting is to provide direction⁴ and feedback to the POM, from an executive sponsor perspective. However, the group also reviews the monthly POM status report, the prior month's quality assurance report, and other subjects which are brought forth by the attendees (i.e., any exigent issues which could impact the time, cost, or quality of the initiative). The meetings offer an opportunity for key decision makers to address time-sensitive and important subjects (in lieu of waiting for the next quarterly ESC Meeting).

Because all five of the BBS Meeting participants are also ESC voting members, it is important to define the differences between the two meetings. The quarterly ESC Meetings are bound by self-adopted governance rules, while the monthly BBS Meetings are not. ESC Meetings require: a diverse composition of attendees (inviting a broad audience⁵ to participate in each meeting), detailed agenda development and publication in advance of the meeting, and voting procedures. By contrast, monthly BBS Meetings are not governed by written regulations; enabling a more fluid agenda and response (the BBS can take action when it is agreed-upon by the participants).

Recommendation: The monthly BBS Meetings seem to have evolved from of a need for more frequent and flexible executive control over the PSSRP portfolio (in contrast to the current governance model). The QA Consultants recommend that the ESC enact one, or both, of the following: a) Sanction the monthly meetings as "Steering Committee" meetings, with quarterly "Executive Steering Committee" meetings (delineating the differences, such as deferring non-exigent decisions to the next quarterly meeting), or; b) Address the following two issues (which the QA Consultants believe contributed to the need for monthly BBS Meetings), and increase the ESC flexibility and meeting frequency:

- **Broad Membership:** The membership of the ESC is quite diverse, including; Elected Officials, Bureau Directors, Administrative Staff, City and Non-City Employees, Consultants, Technical Staff, Subject Matter Experts and Citizen Representatives. With such diversity, meeting coordinators (usually the POM) have a very difficult time preparing a meeting agenda that educates and solicits informed decisions simultaneously. Typically, ESC

⁴ During the period, the BBS delegated supervisory authority over the POM to the ESC Chairperson

⁵ Including Commissioner Randy Leonard, CAO Ken Rust, Purchasing Agent Christine Moody, and Citizen Representative Jennifer Cooperman (in addition to several other key participants)

membership is comprised of an Executive Sponsor, Bureau Directors, and the Project Manager (POM), with Advisory Committees reporting to the ESC, as required. The broad-nature of the current PSSRP governance model makes for difficult meeting scheduling, and a loss of flexibility.

- **Infrequent Meetings:** The current quarterly meeting frequency infuses a high degree of risk to the portfolio. Should an issue arise today (in early December), it may not be addressed by decision makers until next March (were it not for the monthly BBS Meetings). It is possible that the BBS convened monthly meetings out of necessity, recognizing that some issues cannot wait for quarterly meetings.

3.0.1.5 POM Reports to ESC Chairperson: During the period, the four Business Bureau Sponsors met and agreed to have the ESC Chairperson provide supervisory duties over the POM.

3.0.1.6 Revised QA Recommendation Tracking: The previous QA Report identified various past QA recommendations that lacked clear dispositions. The POM presented the outstanding issues to ESC members in November, and documented the conclusions. As part of the exercise, the POM and the QA Consultants developed a revised QA recommendation tracking procedure. The revised approach attributes specific people, and dates, when a recommendation is approved by the project's governance. As a result, Section 4.0 of each month's report (starting this month) will feature a more comprehensive view of outstanding activities.

3.0.2 CAD Next Observations and Recommendations

3.0.2.1 Phase III Continues to Meet Cost, Time, Quality Metrics: The CAD Next Phase III key performance metrics (time, cost, quality) continue to fall within predicted ranges. Currently, BOEC is working on defining Versadex configuration choices (i.e., defining Portland-specific call types, default settings, unit recommendations, etc). The Technical Advisory Committee (TAC) coordinated a successful technical migration on December 1, and is on track to deliver the BOEC Network/Firewall Infrastructure configuration on December 15.

3.0.2.2 Improved Internal Communication: Each Wednesday morning at 0800, and Friday at 1100, the CAD Next project management team reviews a list of action items and ongoing deliverables. In addition, ongoing four-hour blocks of time have been reserved each Monday, Thursday and Friday for BOEC Implementation Team meetings. This frequent, and dedicated, interaction has

proven invaluable in similar public safety initiatives by reducing schedule and cost slippage, while improving quality metrics.

- 3.0.2.3 Increased Deliverable Accountability:** The City’s agreement with Versaterm includes several deliverables which will require months of development (i.e., select interfaces between CAD and external systems). To be certain that Versaterm (and their city counterparts) is working on these deliverables, the BOEC Director has extracted specific tasks from each deliverable, and requires ongoing task completion information from Versaterm. This approach offers greater accountability, and improved quality.

3.0.3 RegJIN Observations and Recommendations

- 3.0.3.1 RegJIN RFP Under Bureau of Purchases Review:** The draft RegJIN RFP was delivered to the Bureau of Purchases (BoP) for review approximately seven weeks ago. It appears that BoP will complete their review in January.

Recommendation: Typically, purchasing entities are adept at targeting specific areas within procurement vehicles for review and correction; providing specific line edits after conducting a comprehensive review. By contrast, it appears that BoP is working with PPB in an ongoing, continuous effort; providing feedback and correction suggestions in a wide margin of review (including some business-related matters, as well as determining which standard technology agreement should be applied). The risk of a “piece-meal” review is a delayed review timeline, as edits are made to edits. Barring a compelling reason, a linear review is preferred (wherein PPB would receive a singular red-lined document following a complete BoP review). The scope of the BoP review should be centered on ensuring that the City’s procurement processes are accurately, and legally, reflected in the RegJIN RFP. Given that City Legal must review the entire RFP following the BoP review, decisions regarding which standard technology agreement to use should be done in concert with City Legal.

- 3.0.3.2 RegJIN RFP Requirement Prioritization Ongoing:** PPB continues their work on assigning a degree of priority to each of the RFP requirements (low, medium, high). This process is nearing completion and will likely conclude in January.

- 3.0.3.3 RFP Evaluation Tool Under Development:** The RegJIN RFP includes thousands of requirements that must be provided by competing vendors in a format that lends itself to simple, and accurate, comparison. Therefore, PPB is working on the development of a comprehensive evaluation and response tool in

Microsoft Excel. The evaluation tool must match the final version of the RFP. Therefore, the tool will be adapted to any BoP and/or City Legal edits, accordingly.

- 3.0.3.4 RegJIN Budget Development:** The RegJIN budget remains under development, and is expected to be available in January, 2010. The final budgetary cost estimates from vendors participating in the RFI have been compiled, and a summary of the pricing will be prepared in early January.

3.0.4 Regional Radio Observations and Recommendations

- 3.0.4.1 Portland Stability Plan Nearing Ratification:** Following an internal stakeholder review in late October, the Portland Stability Plan was updated during the period, in anticipation of being presented to the ESC on December 15. The project team assessed various alternatives for obtaining the Motorola controllers and will present a recommendation to the ESC during the December quarterly meeting.
- 3.0.4.2 Regional Phase I Nearing Completion:** The User Assessments are complete and will be presented to the Regional Advisory Committee (RAC) on December 17. In January, iXP and ADCOMM (radio engineering consultant) will prepare the Recommendations Report, signaling the transition to Phase II (Conceptual Systems Design and Cost Analysis).
- 3.0.4.3 Continued Monitoring of 700MHz Availability:** The Regional Radio Project Manager has continued to maintain contact with TriMet and the State of Oregon regarding the availability and planned distribution of 700MHz frequencies for public safety. Portland has prepared a letter regarding the potential lack of 700MHz frequencies and submitted a revised 700MHz pack plan for State consideration (Voting is expected to occur in late January).

4.0 QA Recommendation Report

4.0.1 QA Recommendation Report

The following report depicts a record of previous QA recommendations, describing any actions pertaining to the recommendation, along with specific responsibilities and target completion dates. The chart is updated on a monthly basis. Contemporary subjects are shaded (in light blue, electronically).

Recommendation Location	Recommendation Summary	Action Taken	Status of Action	Assigned To	Due By	Complete Date
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.	Recommendation Adopted	Continuing	All	N/A	N/A
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.	Recommendation Adopted	Global PSSRP, CAD, RegJIN and Radio Project Charters are in draft form. The ESC is expected to ratify the document during the quarterly meeting in December, 2009.	POM	12/15/2009	12/15/2009

<p>Baseline 5.0.1.1</p>	<p>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.</p>	<p>Recommendation Declined</p>	<p>Declined 12/08</p>			
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Baseline 5.0.1.2	<p>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.</p>	Recommendation Adopted	Adopted 12/08			
Baseline 5.0.1.2	<p>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</p>	Recommendation Adopted	Although adopted by the ESC in 12/08 (Section 3.0.2.5), no such language was incorporated into the final agreement with Versaterm (noted in 7/09 QA Report)	N/A	N/A	N/A

	(particularly when projects are funded by grants).					
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.	Recommendation Adopted	Adopted 12/08			
Baseline 5.0.1.3	In light of our previous recommendations to evaluate RegJIN 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.	Recommendation Adopted	Adopted 12/08			
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 RegJIN. 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	Recommendation Adopted	Enacted 5/09			

	<p>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.</p>					
Baseline 5.0.1.3	<p>The ESC should, immediately, authorize the retention of external, professional services to undertake the recommendations outlined in this QA report and place the RegJIN initiative on a stable course.</p>	Recommendation Adopted	Enacted 5/09			
Baseline 5.0.1.3 Restated 3/09 3.0.3.2.	<p>The RegJIN project needs a Project Charter that reflects (at the absolute minimum) a basic and accurate budget, detailed timeline, and comprehensive scope statement.</p>	Recommendation Adopted	Enacted 10/09			
Baseline 5.0.1.3	<p>The RegJIN 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 RegJIN effort</p>	Recommendation Adopted	Adopted 12/08			

	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.					
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.	Recommendation Adopted	Adopted 12/08			
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).	Recommendation Adopted	Enacted 6/09			
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).	Recommendation Adopted	Enacted 6/09			
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.	Recommendation Adopted	Enacted 6/09			

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.	Recommendation Adopted	Enacted 6-8/09			
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).	Recommendation Adopted	Enacted 4/09			
12/08 3.0.1.7	When the Versaterm contract is signed, and the RegJIN RFP is released, the POM should document the known intersections, and prepare a migration plan accordingly.	Recommendation Adopted	Adopted 10/09. The RegJIN RFP will be released in early 2010, at which time this recommendation will be reactivated for progress.	POM	Unknown	3/1/2010 (anticipated)

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.	Recommendation Declined	Declined 11/09			
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.	Recommendation Suspended	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.	Recommendation Adopted	Adopted 7/09			

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).	Recommendation Declined	(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 RegJIN RMS will offer in terms of modules and features.	Recommendation Adopted	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 Suspended	Recommendation rendered inactive when agreement was not reached after April 3.			
3/09 3.0.3.3 (Predecessor: Baseline 5.0.1.3)	Developing the RegJIN 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.	Recommendation Adopted	Adopted: 4/09. Reactivated in July, 09.			
4/09 3.0.1.2	The May ESC Meeting should be held, regardless of the status of the ESC reform efforts.	Recommendation Adopted	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).	Recommendation Adopted	Adopted 4/09			
5/09 3.0.2.2 [predecessor: 1/09 - 3.0.2.1 (1)]	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.	Recommendation Adopted	Adopted 5/09			
6/09 3.0.1.2	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.	Recommendation Adopted	Adopted 7/09			
6/09 3.0.2.3	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.	Recommendation Adopted	Adopted 9/09			
6/09 3.0.3.1 (predecessor: 6/09 3.0.1.2)	Following the June ESC Meeting, PPB should revise the RegJIN 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.	Recommendation Adopted	Adopted 9/09			

7/09 3.0.1.3 (predecessor: 3/09 3.0.3.3)	The RegJIN RFP is currently undergoing a final re-scoping exercise. Once the RFP content has been finalized (in terms of functional and technical requirements), the project team should prepare a revised project budget to confirm whether the \$4M placeholder is sufficient. Concurrently, the project team should evaluate all PSSRP expenses in an effort to ensure affordability of the core technologies (specifically; ensuring that the project will yield the stated goals and objectives).	Recommendation Suspended	12/09: The recommendations were revised in the August QA Report (3.0.3.4).	N/A	N/A	N/A
8/09 3.0.1.1	As the ESC adapts to the new governance model, many questions that pertain the ESC's authority and reach must be addressed (i.e., should change orders of a pre-defined order of magnitude warrant a mandatory ESC review and/or approval?). The earlier these types of issues are discussed and codified, the better. When "rules", or "decision making parameters" are formed late in an initiative, they carry significantly less authority and appear unfairly tailored toward a particular purpose. Most governance models include such parameters in the Project Charter, and we recommend that the current PSSRP Project Charter redraft effort include a section on ESC issue management to define what global, and project-specific, issues warrant a review and/or action by the ESC.	Recommendation Suspended	12/09: The recommendations were revised in the October QA Report (3.0.1.3).	N/A	N/A	N/A
8/09 3.0.1.3 (predecessor: 6/09 3.0.3.1)	By October, 2009, revised Project Charters should be in place for each core project. The ESC should provide the POM with any requested human or financial	Recommendation Adopted	11/09: Draft charters were developed by deadline and are pending ESC approval.	POM	11/1/2009	11/1/2009

	resources necessary to accomplish this task.					
8/09 3.0.3.4 (predecessor 7/09 3.0.1.3)	As part of the RegJIN Project Charter update, PPB must also refresh the budget forecast based on the content of the final RFP.	Recommendation Adopted	12/09: RegJIN project budget is currently being refined by RegJIN PM and the POM, based on RFI cost data and industry cost averaging.	RegJIN PM	2/1/2010	
9/09 3.0.1.1	Typically, public safety projects require monthly Steering Committee meetings to encourage communication and issue resolution. Although the information has been distributed to the ESC members by the POM monthly, there is no substitution for the interaction and spontaneous dialogue which occurs during physical meetings. Less-than-monthly meetings offer convenience, but in exchange; introduce the risk of allowing minor issues to cascade until such time as they may be discussed in person. Therefore, the QA Consultants recommend a more frequent ESC Meeting interval (preferably monthly). If a physical meeting is too difficult, as a second alternative; the POM could explore the use of videoconferencing during non-meeting months (this has shown to be very effective in other large-scale public safety initiatives wherein the bureau's sponsors find monthly meetings difficult to maintain)	Recommendation Declined	Declined 11/09	N/A	N/A	N/A

9/09 3.0.1.2	Until the budget forecasts are finalized, the ESC should take the most conservative approach toward exploring alternatives for closing potential funding gaps. One such alternative is described in Section 3.0.3.3, wherein PPB would evaluate cost recovery models for multi-agency records management systems. The QA Consultants recommend that similar evaluations occur for all core projects wherein the provision of information technology is extended to non City of Portland public safety agencies.	Recommendation Suspended	12/09: The QA Consultants learned of such activities after writing the recommendation (the City is already undertaking similar measures).	N/A	N/A	N/A
9/09 3.0.1.3	The Olympic Performance report provided much-needed reform, but was not intended to substitute for a global PSSRP Project Charter (Project Plan) and should not be relied upon for such purposes. In addition to the recommendations from the prior period on this subject, the QA Consultants also recommend that the POM construct a revised issue management process that is efficient and thorough. Decisions which may impact the POM should be assigned to a neutral, third party, for analysis with recommendations left to the ESC.	More Information Required	11/09: ESC requested clarification on the definition of "issue management process" and the references to a third-party. The issue management process was included in the draft Global PSSRP Project Plan (thus eliminating this element from the recommendation). The third-party concept was to have an unbiased entity (employee, consultant, advisor) prepare a synopsis of the pro's and con's of a particular subject upon which the ESC would vote (to maximize neutrality, and prevent the POM from being placed in an awkward position).	QA Consultant	12/15/2009	12/15/2009

9/09 3.0.3.1	<p>The PPDS RFP is a complex document that has undergone transformative change in the past 90 days and is nearing completion. In similar regional efforts, the QA Consultants have observed a central tendency to strive for perfection in the development of request for proposal documents. While this goal is admirable, it is not always achievable given the breadth of agencies involved in the process (each of whom likely has unique ideas and preferences for business and technical requirements). With more than 40 agencies participating in the review, the chance of extended delays is significant. As the document nears completion, the gains realized by minor edits are significantly reduced (in other words, the last edits to the document will not be as significant as those which were made 30, 60, or 90 days ago). Therefore, to prevent agencies from miring the RFP development in the review cycle, the QA Consultants recommend that PPB institute an October 9, 2009 mandatory deadline for final comments from all non-purchasing/legal personnel, and request dedicated review sessions from City Purchasing and Legal staff.</p>	<p>Recommendation Suspended</p>	<p>12/09: The recommendation could not be placed before the ESC in time to make an impact (the ESC meets in December, while this recommendation required action in October). Moreover, the draft RFP was submitted to BoP in November (rendering the recommendation inactive).</p>	N/A	N/A	N/A
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9/09 3.0.3.3	In the absence of a confirmed budget forecast, the QA Consultants recommend that PPB explore cost recovery models (as a conservative approach), should the final cost forecast be greater than available funding. The models (often in the form of joint powers authorities, or memorandum of understanding) should be gathered by PPB during the following period, and analyzed over the next three months. Cost recovery models are common in regional initiatives, and are often considered a reasonable and necessary means for funding the initial and ongoing (total cost of ownership) acquisition of law enforcement technology.	Recommendation Suspended	This recommendation duplicates similar recommendations, and has been suspended by the QA Consultants.	N/A	N/A	N/A
9/09 3.0.4.3	In light of the national recession, potential regional partners appear hesitant to concretely commit human and financial resources toward regionalization until such time as either: a) The agency's economists predict economic stability, or b) The agency's existing radio communications infrastructure requires replacement. The QA Consultants recommend the participants undertake a low-cost exploration into the current feasibility of regionalization through the use of a survey instrument and accompanying summary of findings. The recommendation is intended to provide: a) A conduit for agencies to refresh their abilities to commit human and financial resources, b) A "reality check" that contrasts agency positions during inception (2007) with current positions,	Recommendation Suspended	12/09: These issues were addressed as part of the Planning Consultant's efforts.	N/A	N/A	N/A

	and c) Provide the City of Portland with information which may be relevant when considering the impact of new controllers on nearby agencies.					
10/27/2009 3.0.1.1	As part of the December meeting, the ESC should review the aging QA recommendations and take action to accept or decline them. If accepted, the ESC should assign a specific individual as being accountable for adopting the recommendation, and set a target date for completion. Alternatively, if the ESC declines the recommendation, or cannot render a judgment, the POM should document the committee's position and officially close or suspend the issue, with an explanation (for maintaining the initiative's written evolution).	Recommendation Adopted	Adopted 11/09	ESC	12/15/2009	12/15/2009
10/27/09 3.0.1.1	Additional QA Evaluation Metrics Recommended: The four core PSSRP initiatives (CAD, Police RMS, Fire RMS, Regional Radio) continue to mature and transition into new phases of project activity (i.e., CAD shifting from procurement to implementation). Accordingly, the quality assurance evaluation metrics should be adapted to effectively measure performance. Currently, there are 45 baseline quality assurance evaluation metrics which are used as the "standard" for monitoring PSSRP project performance. Recommendation: The ESC should consider adding the following two quality assurance evaluation metrics to the existing 45: 46. Technical resources assigned to PSSRP are fulfilling the	More Information Required	12/09: ESC is evaluating these additional metrics, but requires cost data (currently being collected).	POM	1/20/2009	

	<p>project's infrastructure, application, and interfacing requirements. 47. Contractor is meeting performance expectations. As part of the decision making process related to this recommendation, the ESC should consider what entity should be responsible for conducting these additional quality assurance tasks, and at what interval (monthly, quarterly, annually).</p>					
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10/27/09 3.0.1.3.	<p>The QA Consultants strongly urge the ESC to meet, as soon as practical, for a facilitated review of the committee's reach, authority, and power. The meeting should address the following subjects: a) Determining whether the seven responsibilities (Design approvals, Go-live approvals, Scope changes, Conflict or significant interaction between projects, Budget recommendations to Council, Resource needs, and Policy issues) defined in the Olympic Performance report are valid and represent the breadth of topics subject to ESC controls, b) Identifying additional responsibilities, and c) Documenting specific thresholds within each defined category that warrant ESC review, approval or other formal action (by vote). Additionally, the Olympic Performance report recommended that an agenda and accompanying decision package be distributed to the ESC members one week prior to the quarterly meetings. The Olympic Performance report suggested that these decision packages would be prepared by the POM. However, during the September ESC Meeting, no such packages were created or delivered prior to the meeting date. The level of effort necessary to prepare such a decision package will vary, based on the complexity of the issue. Similarly, the POM's availability to prepare agenda packages will also vary (based on the constantly shifting workload). The QA Consultants recommend that the POM</p>	More Information Required	<p>12/09: The subject of defining ESC control/authority is ongoing (and appears in the current QA report as well). The ESC has enacted some of the elements of this length recommendation, but has not specifically undertaken change in the subset recommendations (a, b and c). For clarity, the QA Consultants have consolidated the various recommendations into smaller, more manageable suggestions in the current report.</p>	ESC, with information from the QA Consultants	12/15/2009	
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identify alternative human resources to prepare the quarterly ESC agenda and decision packages. Indeed, several ESC members felt that one week was insufficient time to adequately prepare for debating and rendering important decisions, requesting a month of lead-time instead. Recognizing that the people who comprise the ESC have diverse backgrounds (and exposure to public safety technology), the QA Consultants recommend that the agenda packages be created and distributed one month prior to the scheduled meeting (for non-exigent matters, which will have to be brought forth by the POM, as an exception). The conservative lead time will ensure that all ESC members have adequate time to prepare for the meetings.

10/27/09 3.0.2.2.	<p>In September, the QA Consultants reported that each CAD Project Manager would have a more clearly defined role in the next release of the CAD Project Charter. The Charter has been updated with the following roles: PSSRP Project Manager (City Employee) The PSSRP project manager is responsible for the daily activity to achieve schedule adherence, budget tracking and overall project team coordination. BOEC Project Manager (Integrator) The BOEC project manager is responsible for maintenance of the project schedule and the deliverables from BOEC Operations regarding system configuration settings, code tables, etc. The two Project Manager descriptions read similarly on paper, yet in practice; are substantially different. Fundamentally, it appears that the PSSRP Project Manager holds traditional project management accountability for the project's cost, scope, time and quality performance while the BOEC Project Manager is accountable for coordinating and providing the PSSRP Project Manager (and Versaterm) with key operational deliverables. The roles and responsibilities should be further defined within the charter.</p>		12/09: ESC review/action pending	ESC	12/15/2009	
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10/27/09 3.0.3.1	<p>Recommendation: The one month review estimate (for BoP and Legal) is likely insufficient. While representatives from both BoP and Legal have participated in various aspects of the RFP development process, they have not fully vetted the material to date. As that process begins in early November, it is likely that additional time will be required to complete the review and return the document to PPB. After reviewing the file, the QA Consultants believe the review period will likely require a minimum of 60 days to accomplish (three of the next nine weeks include national holidays, and are traditionally a very difficult time for scheduling resources).</p>	Recommendation Suspended	12/09: The current QA report refines the window of time forecast for the RFP review. No specific ESC action was requested in the recommendation.	N/A	N/A	N/A
10/27/09 3.0.3.2.	<p>Recommendation: The QA Consultants recommend that a final RegJIN budget range (for both initial and recurring costs) be prepared in time for the ESC to review it during their December quarterly meeting. Moreover, the agenda should include a discussion regarding cost recovery alternatives, based on the number of subscribing agencies.</p>	More Information Required	12/09: While the concept was generally agreed-upon, the POM was already working with the PPB PM on developing the cost forecast in the months of November and December, 2009. Cost recovery alternatives are also being devised by the POM and the relevant bureau.	QA Consultant will revisit recommendation, if warranted, in early 2010.	N/A	N/A