City of Portland PSSRP Initiative Monthly Quality Assurance Report For the Period: 12.01.10 – 12.31.10

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1.0 Report Purpose and Methodology

1.0.1 Period Covered

This 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 December 1, 2010 and December 31, 2010.

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	1/1/11	Cit Com, Inc	Report Author	All
v 1.1	1/5/11	Cit Com, Inc	Report Author	All
v 1.2	1/10/11	Cit Com, Inc	Report Author	3.0.6
v 1.3	1/10/11	Cit Com, Inc	Report Author	Section IV
v 1.4	1/10/11	Cit Com, Inc	Report Author	All
v 1.5	1/21/11	ESC	Governance	All

1.0.3 Project Materials Reviewed During the Period

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

Weekly Project Status Reports

- **CAD Next:** 12/7, 12/14, 12/21, 12/28
- **RegJIN:** 12/7, 12/14, 12/21, 12/28
- **Radio:** (oral reports)
- **Fire RMS:** 12/7, 12/14, 1/4 (12/13-30)
- **Zetron:** 12/13, 12/27

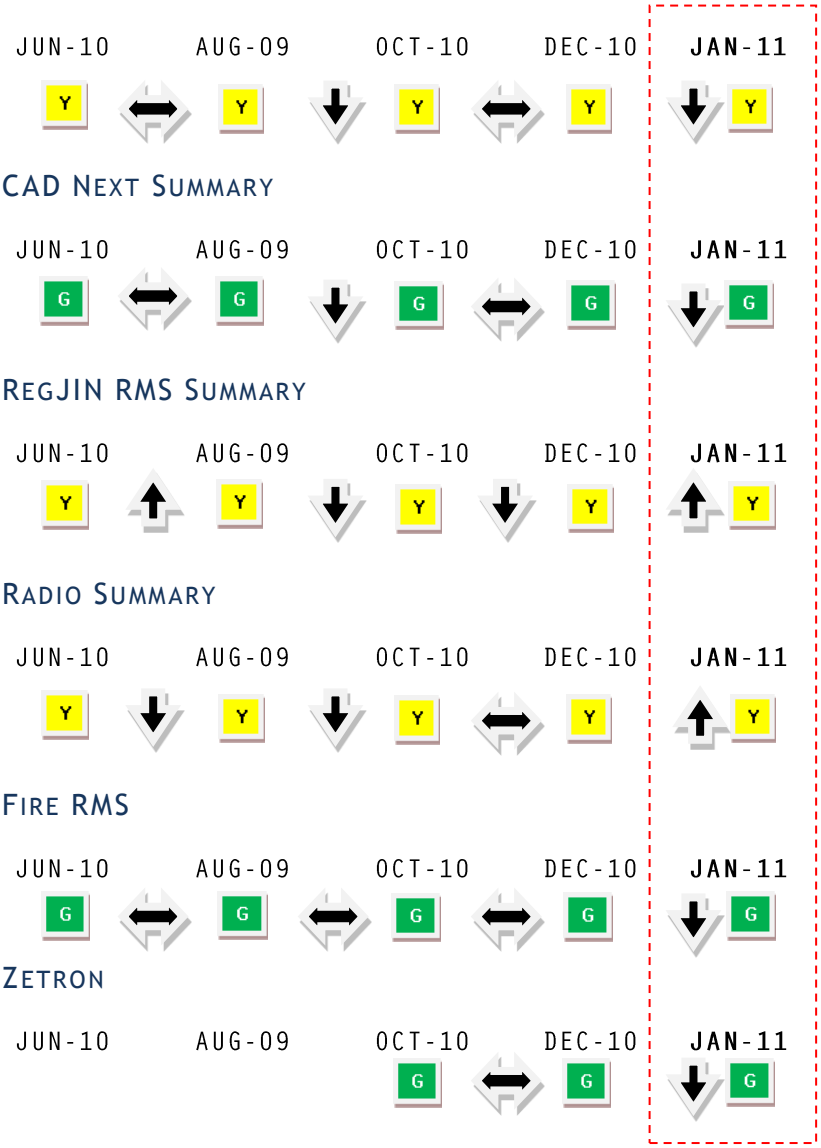
Other Related Documents Reviewed During the Period

- PSSRP Council Work Session Meeting Agenda and Materials
- PSSRP Reorganization Chart (final version dated 12/6/10)

2.0 PSSRP Project Assessment

2.0.1 Executive Summary

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 Radio Summary

2.0.1.5 Fire RMS

2.0.1.6 Zetron

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 portfolio	Y	↓	Y	▪ The scheduled December 14, 2010, PSSRP ESC meeting did not occur due to a scheduling error. The meeting was rescheduled for January 18, 2011. **(See Section 3.0.1 for detailed Global PSSRP Observations)**
CAD Next Project Summary	G	↓	G	▪ The PSSRP Director delivered a draft CAD Next Sustainment Plan to the ESC on October 13, 2010. Since that time, no additional revisions have been offered to the ESC for review nor has an alternate solution been presented for consideration. With cutover in three months, this issue holds the potential to develop into a crisis. Failure to address this issue will cause the project to slip to yellow status in January. **(See Section 3.0.2 for detailed CAD Next Observations)**
RegJIN Project Summary	Y	↑	Y	▪ During the period, the project team continued to prepare for the scheduled RegJIN product demonstrations; with Tiburon presenting on 1/10/11 - 1/14/11 and Unisys on 1/24/11 -1/28/11. **(See Section 3.0.3 for detailed RegJIN Observations)**
Radio Project Summary	Y	↑	Y	▪ During the period, the project team successfully cutover to the Motorola controller on Wednesday, 12/8, after addressing a serious issue with the Motorola software (the console database management software was corrupt and had to be rebuilt). The project team spent approximately 16 hours stabilizing the database. **(See Section 3.0.4 for detailed Radio Project Observations)**

PSSRP Evaluation Metrics	Prior Rating	Change Direction	Current Rating	Comments
Fire RMS Summary	G	↓	G	▪ During the period, the Fire Bureau continued to review the Draft Findings Report. The original project plan forecast a decision to be reached, based on the information contained in the Draft Findings Report, on October 26. The holiday period set back the review to early January. The schedule is now in yellow, or caution, status. **(See Section 3.0.5 for detailed Fire RMS Observations)**
Zetron	G	↓	G	▪ Zetron will serve in a support-capacity, with BTS taking the lead on implementation. During the period, the Project Manager worked with BTS to create a detailed technical implementation plan. The document is likely to be complete during the following period. ▪ The ordered Zetron hardware arrived during the period, and has been inventoried. At the direction of BTS, the project team added Juniper firewalls to improve network security. **(See Section 3.0.6 for detailed Zetron Observations)**

2.0.3 Project Change Assessment Detail

Each month, the QA consultants assess forty five critical project management areas for the PSSRP core projects (CAD Next, RegJIN, 800 MHz Regional Radio, and Fire RMS). The following tables reflect any significant topics within those areas. *Gaps in the numbering sequence are normal.*

2.0.3.1. PSSRP Global Changes (applies to entire portfolio)

N/A

2.0.3.2. CAD Next Change

19. Is there a negative impact to the project success due to unresolved issues?	G Low Impact	↓	R High Impact	▪ The CAD Sustainment approach, associated documentation, and recurring costs remain unresolved. These two metrics (at left), if left unresolved through January, will begin eroding the overall project value (to yellow if left unchecked in January, and red in subsequent months).
38. What is the percentage of unresolved issues?	G Decreased	↓	Y Same	

2.0.3.3. RegJIN Change

N/A

2.0.3.4. 800 MHz Regional Radio Change

N/A

2.0.3.5. Fire RMS Change

N/A

2.0.3.6. Zetron Change

4. Does a complete and current project plan exist in writing?	Y Development	↓	Y Development	▪ The project team is awaiting additional detail from BTS to complete the project's implementation plan.

3.0 Observations and Recommendations

3.0.1 Global PSSRP Observations and Recommendations

3.0.1.1 December ESC Meeting Cancelled

The scheduled December 14 PSSRP ESC meeting did not occur due to a scheduling error. The meeting was rescheduled for January 18, 2011 (bi-monthly meetings will be adjusted accordingly).

3.0.1.2 Council Briefing Conducted

On December 16, the PSSRP team and Commissioner Leonard provided the Portland City Council with a program update. The elected officials were engaged, and asked insightful questions. The entire PSSRP project team was present, and offered supplemental information into each project in the portfolio. The meeting was thoughtfully coordinated and managed by the PSSRP Director.

3.0.2 CAD Next Observations and Recommendations

3.0.2.1. CAD Next Sustainment

The ESC directed the PSSRP Director to develop a CAD Next Sustainment Plan seven months ago based on a QA recommendation and a contractual requirement (Task 25 of the City's contract with Versaterm requires the City to collaboratively create a Sustainment Team with Versaterm). The Director delivered a draft to the ESC on October 13, 2010. Since that time, no additional revisions have been offered to the ESC for review. A sustainment plan is necessary to provide critical information pertaining to the support and maintenance of the new Versadex CAD (including human and financial resource requirements).

Recommendation: No official action regarding the draft CAD Next Sustainment Plan has been undertaken by the ESC (i.e., adopt, reject, modify). Given that the Versadex CAD is scheduled to cutover in three months, it is now urgent that the ESC address this topic to avoid operational and financial uncertainty following the cutover period. The project's overall score (presently green) will degrade to yellow if the matter is left unchecked through January (and to red if left unresolved through February).

3.0.3 RegJIN Observations and Recommendations

3.0.3.1 Final Preparations for Vendor Demonstrations Underway

During the period, the project team continued to prepare for the scheduled RegJIN product demonstrations; with Tiburon presenting on 1/10/11 - 1/14/11 and Unisys on 1/24/11 -1/28/11.

3.0.4 Regional Radio Project

3.0.4.1. Local Radio Controller Cutover

During the period, the project team successfully cutover to the Motorola controller on Wednesday, 12/8, after addressing a serious issue with the Motorola software (the console database management software was corrupt and had to be rebuilt). The project team spent approximately 16 hours stabilizing the database. The original cause is under joint investigation, between the project team and Motorola representatives. Subsequent to the cutover issue, the radio stability upgrade has been running efficiently with no major issues reported.

3.0.4.2. Regional Radio Update

As noted in the previous report, the State recently identified Harris Corporation as the finalist vendor for the statewide radio system. Recognizing that Harris Corporation is Motorola's principle competitor, local agencies which use Motorola for public safety radio (including, of course, the City of Portland) are considering what impact (if any) the state's decision may have on their local strategic radio migration plans.

3.0.5 Fire RMS

3.0.5.1. FIRE RMS Technology Procurement Update

During the period, the Fire Bureau continued to review the Draft Findings Report. The original project plan forecast a decision to be reached, based on the information contained in the Draft Findings Report, on October 26. The holiday period set back the review to early January. The schedule is now in yellow, or caution, status.

3.0.6 Zetron Fire Station Alerting

3.0.6.1. Implementation Plan Under Development

Zetron will serve in a support-capacity, with BTS taking the lead on implementation. During the period, the Project Manager worked with BTS to create a detailed technical implementation plan. The document is likely to be complete during the following period. This metric slipped slightly during the period because the original project plan forecast the implementation plan to be complete by 11/20/10 (although QA believes that the project's schedule will be rebaselined in January).

3.0.6.2. Zetron Hardware Onsite

The ordered Zetron hardware for Portland Fire & Rescue arrived during the period, and has been inventoried. At the direction of BTS, the project team added Juniper firewalls to improve network security. The project team is creating a Zetron testing and configuration lab that should be live in early January.

4.0 QA Recommendation Report

4.0.1 QA Recommendation Report (Updated Jan 10, 2011)

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). Note that "ID" numbers are not sequential, as they reflect the order in which they are presented to the ESC.

ID	RECOMMENDATION LOCATION	SUMMARY OF RECOMMENDATION	ACTION TAKEN	STATUS OF ACTION	ASSIGNED TO	DUE BY	COMPLETE DATE
43	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 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).	Concept Adopted (Independent 3'rd Party Reviews implemented as needed)	01/11: QA suggests closing this recommendation, as the recommendation has been enacted *(Purvis has been retained, thus fulfilling this recommendation).*	Director	1/1/2011	1/1/2011

ID	RECOMMENDATION LOCATION	SUMMARY OF RECOMMENDATION	ACTION TAKEN	STATUS OF ACTION	ASSIGNED TO	DUE BY	COMPLETE DATE
46	04/05/10 3.0.2.3. **Associated with Recommendation 52 (below)**	Although cutover is approximately a year out, it is not too soon to plan for sustainability, given the need to allocate human and financial resources to the ongoing support and maintenance of the Versadex CAD. Therefore, we recommend that the Director begin exploration of sustainability requirements and alternatives. Versaterm will provide clients with a sustainability outline, which helps agencies to identify the resource needs of most Versaterm clients.	Concept Adopted	01/11: PSSRP prepared a CAD Next Sustainment Report in October. This recommendation has been recreated in Recommendation 52 (below).	Director	10/15/10	10/13/10
50	11/09/10 3.0.2.1.(b)	While it is incumbent on the CAD Next Project Team to do everything reasonable and necessary to garner the participation of the Partner Agencies, it is equally important for the executives at each Partner Agency to provide adequate human resources to achieve timely, and quality results. It is imperative that the Partner Agencies also take proactive measures to participate in the CAD Next initiative.	Concept Discussed, No Formal ESC Action Necessary	01/11: The PSSRP Director is addressing this matter with letters to the partner agencies.	Partner Agency Executives	2/1/11 (Suggested)	(underway)
51	11/09/10 3.0.2.2.	The City should require Versaterm to correct defects revealed during the functional testing process prior to accepting the solution, in accordance with the agreement.	Concept Discussed, No Formal ESC Action Taken	01/11: The City has received fixes for all defects identified during Functional Testing with the exception on one: RT1253. This defect initially could not be repeated by Versaterm. More information was provided and Versaterm reopened it as a defect. It is on the schedule for a fix in the next build (mid-February).	Director	3/1/11	(underway)

ID	RECOMMENDATION LOCATION	SUMMARY OF RECOMMENDATION	ACTION TAKEN	STATUS OF ACTION	ASSIGNED TO	DUE BY	COMPLETE DATE
52	12/01/10 3.0.2.1 **Associated with Recommendation 46 (above)**	No official action regarding the draft plan was undertaken by the ESC (i.e., adopt, reject, modify). To maintain momentum and accountability, the QA consultants recommend the ESC discuss the draft plan at the next meeting, and assign revision scope and responsibilities accordingly.		01/11: Recommendation was on December agenda; moved to January meeting for review.	ESC	ASAP	ASAP
53	12/01/10 3.0.3.1	Per Mrs. King, Motorola may no longer protest the award, although they do have the option to protest the procurement process, pursuant to Portland City Code Chapters 5.34.700 -5.34.780. Although the likelihood of Motorola filing a bid protest remains low, it nevertheless exists. Therefore, in keeping with its proactive posture; QA recommends that the RegJIN project team prepare a brief, internal and confidential contingency plan, in the event a protest is filed. The plan should include an alternate timeline, budget and milestones. The level of effort associated with preparing the plan should not exceed 4 hours.		01/11: Recommendation was on December agenda; moved to January meeting for review.	ESC, Director, RegJIN PM	ASAP	ASAP

ID	RECOMMENDATION LOCATION	SUMMARY OF RECOMMENDATION	ACTION TAKEN	STATUS OF ACTION	ASSIGNED TO	DUE BY	COMPLETE DATE
54	12/01/10 3.0.3.3	The PAC's decision to form a RegJIN cost sharing and decision-making task force, after eight months of discussion, indicates an urgent need for more focused resources and stronger leadership. Over the past fifteen months, the RegJIN project team has struggled to balance the competing demands of managing a complex technology acquisition with forming a multi-jurisdictional cost sharing and decision-making model. In our estimation, the demands associated with the acquisition will increase in the coming months, as the scripted demonstrations and contract development efforts will consume the existing RegJIN project team resources. As the project moves closer toward implementation, the urgency of establishing a cost sharing and decision-making arrangement amongst the PAC agencies will significantly intensify. With contract signing forecast for July, there is very little time left to successfully coordinate this effort. Therefore, QA recommends the assignment of a full-time, dedicated resource; responsible for leading the development of the RegJIN cost sharing and decision-making structure. Preferably, the resource should have experience in developing multi-jurisdictional law enforcement contracts (i.e., Intergovernmental Agreements, Joint Powers Authorities, Memorandum of Understanding, etc.).		01/11: Recommendation was on December agenda; moved to January meeting for review. Task Force met on Jan 5, 2011, and reached consensus on the metric to be used for sharing costs. The task force will present the concept to the PAC at the next meeting.	ESC, Director, RegJIN PM	ASAP	ASAP
55	12/01/10 3.0.6.1	The (Zetron) project plan should be rebaselined, as the project is moving out of the planning/testing stage and into implementation.		01/11: Recommendation was on December agenda; moved to January meeting for review.	ESC, Director	ASAP	ASAP