City of Portland PSSRP Initiative Monthly Quality Assurance Report For the Period: 03.16.11 – 04.11.11

Author: Cit Com, Inc

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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 March 16, 2011 and April 11, 2011.

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	4/11/11	Cit Com, Inc	Report Author	All
v Final	7/8/11	ESC and Cit Com, Inc	Governance/Report Author	All

1.0.3 Interviews

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

Person Interviewed	Date
Lisa Vasquez	(weekly through April 7)
Karl Larson	March 22, 2011
Kalei Taylor	March 22, 2011
Mark Tanner	March 28, 2011
Dylan Long	March 28, 2011
Lana MacArthur	March 28, 2011
Jerry Schlesinger	March 30, 2011

1.0.4 Project Materials Reviewed During the Period

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

Weekly Project Status Reports

- **CAD Next:** 3/18, 3/25, 4/1
- **RegJIN:** 3/18, 3/25, 4/11
- **Radio:** 3/22, 3/29, 4/4
- **Fire RMS:** 3/18
- **Zetron:** 4/1

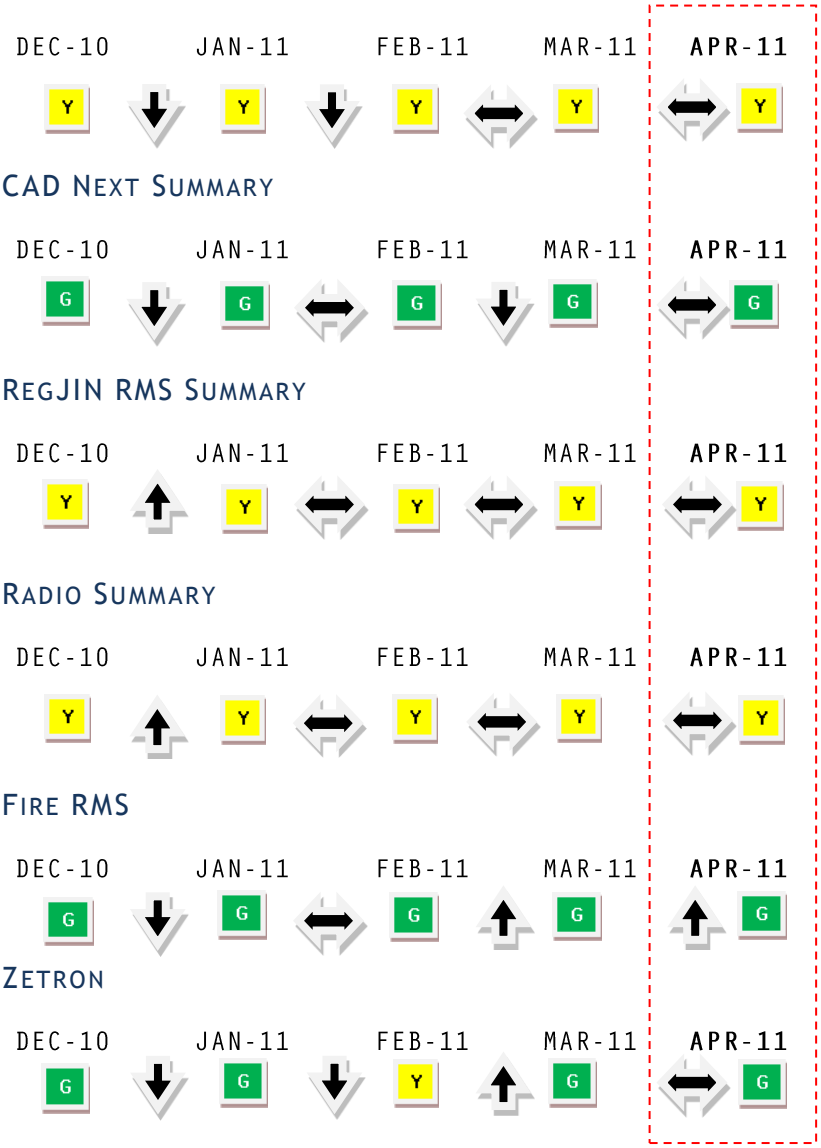
Other Related Documents Reviewed During the Period

- ESC Go Live Meeting (presentation)
- IGA Sample Documentation (RegJIN)
- Purvis Public Safety Infrastructure Assessment (presentation)
- CAD Next Cutover Plan

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	• During the period, PSSRP was focused on preparing for the April 17 CAD cutover. Non-CAD related activities were minimized to enable technical and project management teams to remain focused on the eminent cutover. **(See Section 3.0.1 for detailed Global PSSRP Observations)**
CAD Next Project Summary	G	⟷	G	• Following the ESC authorization to move the CAD Next cutover date to April 17 (from April 4), the project team continued preparation for cutover. The Project Manager has been working on configuration testing and application deployment at the Partner Agency locations. • A go-live simulation (dry-run) was conducted on March 16. As a result of the simulation, the Project Manager scheduled an additional simulation for April 13. Conducting multiple simulations (or "mock go-live scenarios") is typical for large-scale technology initiatives. • End-user training was completed during the period (for police and fire field units, as well as dispatchers). **(See Section 3.0.2 for detailed CAD Next Observations)**

PSSRP Evaluation Metrics	Prior Rating	Change Direction	Current Rating	Comments
RegJIN Project Summary	Y	↔	Y	• Following the March 16 identification of Unisys/Denali as the RegJIN finalist vendor, the Project Manager formed the City's negotiating team. In addition to the Project Manager, the PSSRP Director will assist Estelle Bollinger and Kalei Taylor in coordinating the contract development. • During the week of April 4, the City facilitated onsite discussions with Unisys and Denali to identify roles and responsibilities during the contract development phase, as well as exchange initial contract documentation. During the meetings, the City began cost negotiations (to reduce the proposed costs which, as proposed, exceed the project's budget). The City created a contract development schedule, which included site visits to Denali client-sites, as well as a visit to Denali's corporate headquarters in Columbia, Maryland. **(See Section 3.0.3 for detailed RegJIN Observations)**
Radio Project Summary	Y	↔	Y	• During the period, the project team prepared for the April 25-planned 700MHz optimization and the start of the Motorola acceptance test plan. • The radio project Citizen Oversight Committee met on March 22. **(See Section 3.0.4 for detailed Radio Project Observations)**
Fire RMS Summary	G	↑	G	• As previously reported, project planning documentation is on-hold, pending decisions following completion of the PF&R, BTS and Microsoft prototype (currently forecast to be complete in the following period). **(See Section 3.0.5 for detailed Fire RMS Observations)**

PSSRP Evaluation Metrics	Prior Rating	Change Direction	Current Rating	Comments
Zetron	G	⟷	G	• During the period, the previously-reported audio issues were resolved. The project team and BTS noted that power outages at stations that result in generator-backup use were, at times, causing issues wherein the Zetron unit and/or firewall could not reconnect to the server. **(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, Fire RMS, and Zetron). 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

N/A

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

N/A

3.0 Observations and Recommendations

3.0.1 Global PSSRP Observations and Recommendations

3.0.1.1 Preparation for Go-Live

During the period, PSSRP was focused on preparing for the April 17 CAD cutover. Non-CAD related activities were minimized to enable technical and project management teams to remain focused on the eminent cutover.

3.0.2 CAD Next Observations and Recommendations

3.0.2.1 CAD Cutover Planning

Following the ESC authorization to move the CAD Next cutover date to April 17 (from April 4), the project team continued preparation for cutover. The Project Manager has been working on configuration testing and application deployment at the Partner Agency locations.

A go-live simulation (dry-run) was conducted on March 16. As a result of the simulation, the Project Manager scheduled an additional simulation for April 13. Conducting multiple simulations (or "mock go-live scenarios") is typical for large-scale technology initiatives.

During the period, the Project Manager finalized, and distributed, the Project Cutover Plan, detailing the roles and responsibilities of all project participants during the April 17 cutover.

3.0.2.2 Versadex Training Finalized

End-user training was completed during the period (for police and fire field units, as well as dispatchers).

3.0.3 RegJIN Observations and Recommendations

3.0.3.1 Initial Contract Development

Following the March 16 identification of Unisys/Denali as the RegJIN finalist vendor, the Project Manager formed the City's negotiating team. In addition to the Project Manager, the PSSRP Director will assist Estelle Bollinger and Kalei Taylor in coordinating the contract development.

During the week of April 4, the City facilitated onsite discussions with Unisys and Denali to identify roles and responsibilities during the contract development phase, as well as exchange initial contract documentation. During the meetings, the City began cost negotiations (to reduce the proposed costs which, as proposed, exceed the project's budget). The City created a contract development schedule, which included site visits to Denali client-sites, as well as a visit to Denali's corporate headquarters in Columbia, Maryland.

3.0.3.2 Property/Evidence and Civil Process Module Limitations

The Project Manager reported potential shortcomings with the proposed Property/Evidence and Civil Process modules (noting that the Police Bureau and some Partner Agencies may decide to maintain their existing solutions).

3.0.4 Regional Radio Project

3.0.4.1. Stability Project Update

During the period, the project team prepared for the April 25-planned 700MHz optimization and the start of the Motorola acceptance test plan. The FCC rejected the City's initial license application due to three issues (output power, twenty mile radius of coverage, and a 25 KHz spit). The team is correcting, and resubmitting, the application accordingly.

3.0.4.2. Citizen Oversight Committee Meeting Held

The radio project Citizen Oversight Committee met on March 22. The Committee was updated on the status of the General Obligation Bond (GO BOND) Oversight Structures, as well as the radio project's current activities. The Committee discussed governance structure alternatives, and held official elections.

3.0.5 Fire RMS

3.0.5.1. Planning Documentation Awaiting Prototype

As previously reported, project planning documentation is on-hold, pending decisions following completion of the PF&R, BTS and Microsoft prototype (currently forecast to be complete in the following period).

3.0.6 Zetron Fire Station Alerting

3.0.6.1. System Testing

During the period, the previously-reported audio issues were resolved. The project team and BTS noted that power outages at stations that result in generator-backup use were, at times, causing issues wherein the Zetron unit and/or firewall could not reconnect to the server.

4.0 QA Recommendation Report

4.0.1 QA Recommendation Report (Updated April 11, 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
56	01/01/11 3.0.2.1	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).	Concept Adopted	04/11: The sustainment plan has been adopted by BTS and BOEC. QA recommends retiring this issue.	Director	5/15/11	Pending
58	02/11/11 3.0.2.1	The project team must secure Versaterm's agreement regarding the content of the sustainment plan.	Concept Discussed	04/11: PSSRP is awaiting written confirmation from Versaterm regarding acceptance.	Director Turley	4/15/11	Pending

ID	RECOMMENDATION LOCATION	SUMMARY OF RECOMMENDATION	ACTION TAKEN	STATUS OF ACTION	ASSIGNED TO	DUE BY	COMPLETE DATE
59	02/11/11 3.0.5.1	With the decision to re-platform solidified, the project plan should be rewritten to accommodate the selected approach.	Open	04/11: The project team is waiting until the pilot is complete and the platform target and full application architecture is confirmed or redefined by BTS, prior to developing a complete project planning mechanism.	Diana Rogero	As soon as practical	As soon as practical
60	03/15/11 3.0.1.2	As part of the ESC's review and amendment (as appropriate) of the project authorities and controls (within the PSSRP Governance document), the committee should also define what unit, or form, of Portland City government PSSRP represents.	Open	Pending ESC Review	ESC	N/A	N/A
61	03/15/11 3.0.2.1	The QA Consultants continue to recommend that the City require Versaterm to correct all defects revealed during the functional testing process prior to accepting the solution, in accordance with the agreement (Recommendation 51, from November, 2010 report).	Open	Pending ESC Review	ESC	N/A	N/A

ID	RECOMMENDATION LOCATION	SUMMARY OF RECOMMENDATION	ACTION TAKEN	STATUS OF ACTION	ASSIGNED TO	DUE BY	COMPLETE DATE
62	03/15/11 3.0.3.2	The QA Consultants continue recommend that the RegJIN project team create a contract development approach in collaboration with the appointed legal representative. As suggested for the CAD Next project, a written strategy is typically created when negotiating high dollar value agreements, detailing all aspects of the process, from the location of the meetings to the City's willingness to negotiate on key points that are likely to be a source of vendor objection (along with a range of acceptable alternatives). Other key elements of such a document would include the identification of specific people to fulfill certain roles in the development process (i.e., "good guy, bad guy"), and a proactive approach for mitigating disputes. As a final recommendation, 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).	Open	Pending ESC Review	ESC	N/A	N/A