

CITY OF PORTLAND

PSSRP
QUALITY ASSURANCE
REPORT

FEBRUARY-MARCH, 2012

VERSION: FINAL

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QA Summary

INTRODUCTION

The following represents a summary of the QA Consultant's key observations and recommendations related to the PSSRP engagement.

GLOBAL

OBSERVATIONS

The February 15, 2012 ESC Meeting was cancelled. The POM directed the QA Consultants to combine the February and March reports into a single document.

In early March, the PSSRP ESC Citizen Representative nominated by PF&R (Val Solorzano) resigned from the committee due to scheduling constraints. The POM requested PF&R to identify a replacement representative.

The ESC met on March 21, 2012 and reviewed the following:

- **Electronic Decision Package FY 2011-12 #10:** The PSSRP POM recommended that the PSSRP team work with Procurement Services to initiate a competitive Request for Proposal (RFP) to procure QA services (as the current QA provider's contract will expire on September 1, 2012). A majority of the ESC voted in favor of the recommendation.
- **Decision Package FY 2011-12 #11:** The ESC voted to approve the movement of program contingency to be sequestered for Zetron (recommending the appropriation of \$171,455 from contingency to correct deficiencies with the Fire Alerting, or Zetron, system). Approximately \$11,000 will be used to install an 800 MHz radio-based fire alerting solution in two fire stations (as a proof of concept). Upon successful trial installation, the remaining funds will be used to equip the remaining stations with the technology.
- **The CAD Next Lessons Learned Report:** At the direction of the Chairperson and the POM, the report author was instructed to take direction and feedback from the ESC during the meeting, and develop a final report. The original report was delivered on February 24. Following a two week review period, BOEC, PF&R, PPB, and City Legal provided feedback. The author incorporated all of the edits submitted by PF&R, PPB, and City Legal. The majority of the thirteen edits submitted by BOEC were also

incorporated. However, in a minority of instances BOEC took exception with some issue descriptions (and associated lessons) because, in BOEC's opinion; they were based on individual perspectives of success or failure that were not universally accepted by the project's stakeholders.

The Lessons Learned report presented the perspectives and lessons from a large audience of project participants (from Bureau Directors to line level employees). Consequently, differing opinions regarding key issues and lessons are reflected in the report, based on the discretion of the author. For example, some believed that a third party, non-City employee Project Manager introduced risk and challenges to the project (particularly with respect to reporting structures, and the fact that the Project Manager was not able to obligate human and financial resources during contract development). The resulting lesson was that the City should make use of trained City employees to serve as Project Managers. By contrast, BOEC found the use of a third party Project Manager to be a critical success factor (particularly because the consultant was able to allocate greater resources, as necessary, to accommodate whatever demands arose during the project). Therefore, BOEC suggested an edit to the lesson, noting that project Business Owners must have access to their own technology experts to ensure that the technology being deployed is able to provide the necessary functionality to maintain current, if not improved, operations and service.

The conversation turned to the subject of project ownership and control. Director Turley offered her perspective that public safety information technology projects should be controlled by the respective Bureau Director(s) because, ultimately; they are accountable for the project's success or failure. Chairperson Merlo said that, ultimately; editorial discretion should rest with the author of the report and she solicited specific recommendations from the committee. After a brief discussion, the ESC directed the author to:

1. Draft a more comprehensive Executive Summary.
2. Identify the "top five" lessons-learned (based on the author's interpretation).
3. Emphasize the lessons-learned by reducing (or eliminating) forensic detail from the issue statements.

On March 23, Commissioner Leonard returned PSSRP to the Office of Management and Finance (OMF), under the direction of Chief Administrative Officer (CAD) Jack Graham.

On March 26, POM Carlstrom accepted a position with Portland Fire and Rescue. To fill the vacancy, CAO Jack Graham appointed Tamron Keith as the Interim PSSRP POM effective March 29, 2012. Mr. Keith's appointment marks the fourth POM transition over the course of 39 months:

POM	Term
Mark Liewergen	11/06-12/08
Dan Bauer (interim)	1/09-4/09
Lisa Vasquez	4/09-7/11
Andrew Carlstrom	7/11-3/12

Project leadership changes always negatively affect the overall health of initiatives. The most immediate impact is the loss of institutional knowledge. However, the impact is lessened by Mr. Keith's tenure with the City and his involvement with the PSSRP initiative (since mid-2009). Additionally, because Mr. Carlstrom continues to work for the City (indeed, in the PSSRP arena), he is available to assist Mr. Keith as needed. While Mr. Keith serves as the Interim POM, no immediate announcement was made regarding the recruitment of a permanent POM.

During the last POM recruitment (in January, 2009), the City recalibrated the job requirements and salary of the position (titled "Technology Capital Project Manager II")¹. Amongst the many position requirements, the City sought candidates that possessed: "at least ten years of progressively responsible technology systems project management experience, at least three of which were in a management capacity; or an equivalent combination of training and experience", preferably from a governmental setting involving one or more complex public safety technology capital projects.

RECOMMENDATION 1

The current QA report covers a ten week period, and includes recommendations which may not be acted-upon by the ESC until their next meeting (at the time the report was written, no April ESC Meeting was scheduled). Therefore, if the ESC meets in April

¹ See Exhibit B

or May, they will be reviewing observations and recommendations that are between two and three months old. Quality assurance reports should be prepared on a monthly basis, enabling decision-makers to respond to recommendations in a timely manner.

RECOMMENDATION 2

The training and experience requirements for the POM position correlate to the candidate’s ability to successfully orchestrate the essential duties and responsibilities. Neither Mr. Carlstrom nor Mr. Keith possesses the training and experience defined in the position description. Therefore, the QA Consultants recommend that the ESC review the position’s requirements, and determine:

- a) Whether the position’s requirements should be changed?
- b) Whether the essential duties and responsibilities should be changed?
- c) Whether to recruit a POM with the existing requisite qualifications?

REGJIN

January

GREEN

March

GREEN

The RegJIN RFP was published on February 14, following several revisions to the document’s evaluation and selection criteria. A mandatory pre-proposal conference was held on March 1 with ten companies represented (including Intergraph, Motorola, Niche, Tiburon, Unisys, and Versaterm). Based on requests for additional time to prepare their responses, the City moved the proposal due date from April 10 to May 1. The Project Manager facilitated a Project Advisory Committee (PAC) meeting on March 7. Also during the period, the Project Manager continued to work with City Legal, BTS, and the Partner Agencies to form the Master Intergovernmental Agreement (IGA) as well as the draft Participant Intergovernmental Agreements. In a related topic, the project team is refining the RegJIN sustainment model by validating personnel assignments and correlating support services to anticipated cost.

RADIO

January

GREEN

March

GREEN

During the period, the Radio Project Managers worked closely with Federal Engineering (FE) on the Requirements Definition and Conceptual System Design phases. In February, FE delivered the draft and final Requirements Report to the City. Throughout March, FE assessed the primary alternatives for the conceptual design and conducted meetings with key City stakeholders further refine the alternatives. In early April, FE will present their alternatives and feasibility analysis during an onsite presentation.

FIRE RMS (FIS)

January

GREEN

March

GREEN

During the period, the FIS Consultant was selected (ClarusTec), and will begin work in early April. Also during the period, the City's BTS Vertical Applications Team continued to study the new technology, in advance of ClarusTec's arrival in April. The Project Plan was refined to include additional project controls, a communications plan, and project participant roles and responsibilities

Individual Project Assessments

REGJIN

OBSERVATIONS

In early February, the Project Manager submitted a revised version of the RegJIN RFP to Procurement Services that included many of the QA recommendations regarding the evaluation and selection criteria. The QA Consultants identified the remaining evaluation and selection risks through a series of teleconferences and email revisions. Ultimately, on February 13, the majority of the QA Consultants' recommendations were incorporated into the RFP, and the document was released to the vendor community on February 14.

A mandatory pre-proposal conference was held on March 1 with ten companies represented (including Intergraph, Motorola, Niche, Tiburon, Unisys, and Versaterm). The vendors submitted oral and written questions. The City provided responses in three addenda. Based on requests for additional time to prepare their responses, the City moved the proposal due date from April 10 to May 1. The Project Manager facilitated a Project Advisory Committee (PAC) meeting on March 7.

Also during the period, the Project Manager continued to work with City Legal, BTS, and the Partner Agencies to form the Master Intergovernmental Agreement (IGA) as well as the draft Participant Intergovernmental Agreements. In a related topic, the project team is refining the RegJIN sustainment model by validating personnel assignments and correlating support services to anticipated cost.

In Addendum 3 to the RegJIN RFP, a vendor submitted the following question: Concerning Section 1.8 of the Functional Requirements Excel document, Extending the System's Database: Does this section indicate that the client is looking for the ability to customize the application? If so does the customer realize that once customized, future roadmaps for the solution become obsolete for the client and support becomes more difficult?

The City responded: As stated in RFP Part I, Section A(2) (Project Goals and Objectives): "The System should be sufficiently flexible, maintainable, and scalable to meet the requirements of the RPA over the next 20 years." If the proposed System cannot be extended without making the System "obsolete," then Proposers must indicate that the relevant requirements within Section 1.8 cannot be provided.

RECOMMENDATION

The City provided a clear answer to the second vendor question. However, the first question (Does this section indicate that the client is looking for the ability to customize the application?) does not appear to have been answered by the City's response. To avoid confusion, the QA Consultants recommend that the City clarify the Addendum 3 answer (in a subsequent addendum).

RADIO OBSERVATIONS

During the current phase of the radio project, the City's Project Managers worked in concert with the radio consultant, Federal Engineering (FE), to undertake the following tasks:

Requirements Definition: Reviewing and refining the identified needs into requirements and performing due diligence value-engineering to ensure the most cost effective approach is used to meet the defined requirements.

- On February 8, FE delivered the draft Requirements Report to the City
- On February 16, the City and FE facilitated a Project 25 discussion.
- On February 23, following the City's review and input, FE delivered the final Requirements Definition Report.

Conceptual System Design: Defining a conceptual approach within the available budget, timeline, and the limitations on land acquisition and tower construction that fully addresses the identified requirements.

- In late February/early March, FE assessed the primary alternatives for the conceptual design.
- In March, FE held onsite meetings with City staff to further refine the alternatives.
- In early April, FE will present their alternatives and feasibility analysis during onsite presentations.

On March 22, the Regional Advisory Committee (RAC) met in Lake Oswego to discuss the future activities of the Regional Radio Board. The Board requested that the RAC develop a Regional Radio Planning document, using an existing template. The regional meetings are important, as they provide a forum for updating the key stakeholders on the activities of the various individual radio projects under development within the region and the state.

The Project Managers, in conjunction with FE, are preparing a detailed issues and risk management report in addition to a Benefit vs. Risk assessment. The reports should be completed in April (recognizing that these types of documentation will be continuously evaluated and updated throughout the life of the project).

Also during the period, the Radio Project Team (including Procurement Services and City Legal) decided to issue separate requests for proposals (RPF) for the radio infrastructure and the radio subscriber units. The QA Consultants support this decision, which will improve the efficiency of the procurement process, while minimizing risk. Additionally, the dual-RFP will ensure competitive pricing and greater vendor accountability.

The Radio Project Oversight Committee (POC) met on March 27. The Project Managers provided a status update, and the POC changed their meeting frequency from monthly to quarterly.

Lastly, during the two month period; the Project Managers maintained close contact with the project's key stakeholders. In addition to disseminating the various FE deliverables, both Project Managers made a concerted effort to speak with the stakeholders in a face-to-face forum. Maintaining effective stakeholder communication is a critical success factor, and the Project Managers did an exceptional job in this regard. Perhaps as a byproduct of the frequency of communication, the practice of developing and posting weekly status reports was interrupted during the period. A single City-produced status report (during the period) covered the period of March 5-16.

RECOMMENDATION 1

If the frequency of POC meetings has changed (to quarterly rather than monthly), then the Radio Project Charter should be updated accordingly.

RECOMMENDATION 2

Weekly project status reports are required of each core PSSRP initiatives (RegJIN, Radio, and FIS). Therefore, QA recommends that the Project Managers resume the development and distribution of weekly status reports.

FIRE RMS

OBSERVATIONS

The FIS technical consultant RFP was released on Jan 27, and four proposals were submitted. The FIS Evaluation/Selection Team identified ClarusTec as the finalist. Following reference checks,

the City awarded the contract to ClarusTec. Contract development occurred in mid-March, and the contract was approved by Council on March 14. ClarusTec will begin work in the following period (in April).

Also during the period, the City's BTS Vertical Applications Team continued to study the new technology, in advance of ClarusTec's arrival in April. Additionally, the Project Plan was refined to include additional project controls, a communications plan, and project participant roles and responsibilities.

Project Metric Changes

Each month, the QA Consultants assess forty five project management areas for each PSSRP project. The following reflects any change detected during the period amongst the metrics.

GLOBAL Metric 21: Has there been a loss of trained key project management resources?

(On March 26, POM Carlstrom accepted a position with Portland Fire and Rescue. To fill the vacancy, CAO Jack Graham appointed Tamron Keith as the Interim PSSRP POM effective March 29, 2012.)

Metric 22: Is the Project Manager the same as when the project started?

(No. Mr. Tamron is the fifth POM.)

How we produce the report

PERIOD COVERED This report is intended to communicate the results of the independent quality assurance (QA) company’s review of the PSSRP initiative to the City of Portland’s Executive Steering Committee (ESC) for the period of February 1, 2012 to April 2, 2012. The project periods were combined at the direction of the POM.

INFORMATION SOURCES The consultants communicated with the following people prior to developing the report:

Andrew Carlstrom	Lisa Turley
Diana Rogero	Louise Grant
George Burke	Mark Greinke
Jerry Schlesinger	Mark Tanner
John Klum	Scott Schneider
Karl Larson	Tamron Keith

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

Project Status Reports

RegJIN: 2/10, 2/24 (2-week period), 3/2, 3/9, 3/16, 3/23, 3/30

Radio: 2/14, 2/27, 3/12 (Federal Engineering), 3/16 (2-week period)

Fire RMS: 2/3, 2/10, 2/17, 2/24, 3/2, 3/9, 3/16, 3/23, 3/30

Other Project-Related Documents

RegJIN Risk Management Portfolio

RegJIN RFP

March 7 RegJIN PAC Meeting Minutes/Notes

ESC Decision Packages (February and March)

ESC Monthly POM Reports

Exhibit A: Status of Prior QA Recommendations

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. Note that “ID” numbers are not sequential, as they reflect the order in which they are presented to the ESC. Recommendations are removed from the list upon completion of the recommendation.

ID	RECOMMENDATION LOCATION	SUMMARY OF RECOMMENDATION	ACTION TAKEN	STATUS OF ACTION	ASSIGNED TO	DUE BY	COMPLETE DATE
60	03/15/11 3.0.1.2	[Recommendation #60 supplements Recommendation #57 from February, 2011, which stated: The ESC should review, and amend (as appropriate), the authorities and controls within the PSSRP Governance document.] 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.	Accepted/ Closed	On March 23, PSSRP was formally positioned under the direction of CAO Graham. Therefore, this recommendation will be removed in the following period.	Carlstrom	April ESC	March, 2012
71	August Report Page 8	The RegJIN Project Plan should be updated to reflect the current known project schedule changes, including a contemporary revision to duration for contract development with Unisys. Recognizing that PPDS support is currently forecast through June, 2013, and that the project schedule now shows an estimated go live in August, 2013; QA recommends that the project team undertake a PPDS risk analysis and mitigation plan for supporting PPDS through 2014 (including hardware, software, and support personnel).	Accepted	The risk management plan is nearing completion. Following the identification and triage of 36 risks, the Project Manager is developing risk mitigation plans which will be complete on time in the following period.	Schlesinger	April, 2012	N/A

ID	RECOMMENDATION LOCATION	SUMMARY OF RECOMMENDATION	ACTION TAKEN	STATUS OF ACTION	ASSIGNED TO	DUE BY	COMPLETE DATE
75	January Report Page 5	<p>QA recommends that the ESC and PPB resume the focused BPR effort to prepare for the transition from the customized PPDS solution to a COTS RMS. The recommendation should be expanded to include partner agency representatives as well. In addition, QA recommends that PPB begin socializing the concept that the new RMS will be a COTS solution (not a customized solution that affords all of the existing PPDS functionality in addition to new interfaces and integration). A key byproduct of the BPR process is the development of technical and operational improvements. During the BPR review, it's quite likely that some PPDS functionality will be eliminated (or replaced by more contemporary business practices). Additionally, the selected vendor will present PPB with processes that have been refined by their existing client base.</p>	Accepted	<p>During the March ESC Meeting, Captain Burke and Jerry Schlesinger reported that PPB and the partner agencies are conducting business process review efforts. Captain Burke described a recent "current and future state" review of the Record Division's report processing and the Traffic Division's case envelope processing. CTO Greinke asked whether PPB had assigned full time staff to the RegJIN BPR. Captain Burke indicated that two people were working on BPR (Kim Roark and Joel Donaldson), although not in a full time capacity. The QA Consultant offered to provide PPB with an illustrative sample of a typical BPR output (See Exhibit C).</p> <p>Based on the description provided by Captain Burke (and notes from the March 7 PAC Meeting), PPB has made progress in undertaking BPR activities. However, there are typically dozens of business practice areas that must be examined prior to an RMS implementation. Therefore, to complete the process prior to implementation, BPR efforts will need to be intensified and likely require full-time employee assignment.</p> <p>During the RegJIN PAC meeting on March 7, Taylor Hollandsworth (from Beaverton PD) and Kim Roark (from PPB) described their</p>	Schlesinger	Update by April ESC	RegJIN Implementation

ID	RECOMMENDATION LOCATION	SUMMARY OF RECOMMENDATION	ACTION TAKEN	STATUS OF ACTION	ASSIGNED TO	DUE BY	COMPLETE DATE
				<p>respective efforts to undertake BPR initiatives. Beaverton PD has undertaken some BPR efforts. However, the degree to which the partner agencies have progressed with BPR efforts is not quantified in the project materials (i.e., no report exists which depicts how much BPR each agency has undertaken to date).</p>			
76	January Report Page 6	In the coming months, the RegJIN UCR/NIBRS Workgroup should prepare a plan for educating the press and the public about the very real increases in crime rates that a move to NIBRS is likely to produce.	Accepted	<p>During the March ESC Meeting, Captain Burke reported that PPB is evaluating whether or not to adopt NIBRS concurrent with the RegJIN implementation, noting that some agencies have found it challenging. No date/deadline was given regarding when PPB will make a decision regarding NIBRS.</p> <p>Should PPB elect to implement NIBRS, then the recommendation would be valid. If, however, PPB stays with UCR, the recommendation will be removed.</p>	Schlesinger	Update by April ESC	Pending NIBRS Decision
77	January Report Page 6	Working in collaboration with the POM, the Co-Project Managers should publish a formal roles and responsibilities matrix by the next ESC Meeting.	Accepted	At the March ESC Meeting, the POM presented a slide with a preliminary roles and responsibilities matrix. A formalized description will be added to the Project Charter in April.	Larson, Tanner	April ESC	-

Exhibit B: POM Position Description (2009)

POSITION DESCRIPTION

The Technology Capital Project Manager II is responsible for managing, directing and coordinating the development and implementation of several interrelated new and/or replacement technology systems, which are each complex and multi-faceted and impact the City and other regional jurisdictions and government agencies. This position oversees the work of the individual project managers, who in turn manage vendors, integrators, consultants, and/or City staff on their individual technology capital projects. This position reports to the Chief Technology Officer (CTO) who serves as the project director. A key objective with these capital technology projects is maintaining and enhancing the interoperability of systems critical to the operation of various City bureaus. Also, these projects involve active participation of many external agencies and require the promotion of effective cross-jurisdictional collaboration and planning in order to be successful. The successful candidate will operate in a complex political environment, with bureaus and jurisdictions that may have competing priorities and conflicting interests.

The assignment of the Technology Capital Project Manager II in this announcement encompasses the overall project management leadership of the City's Public Safety Systems Revitalization Project (PSSRP). The Public Safety System Revitalization Project is a critical initiative to address deficiencies and obsolescence of the communication and information systems essential to public safety services provided by the City of Portland and its regional partners.

The PSSRP consists of four inter-related public safety projects:

1. 800 MHz Public Safety Radio System Replacement
2. Computer Aided Dispatch (CAD) System Replacement
3. Portland Police Data System (PPDS) Records Management System (RMS) and Electronic Field Reporting (EFR) Replacement
4. Portland Fire and Rescue Operation Systems Replacement

Because of the inter-relationships of these projects, they each have been brought under a unified charter and executive steering committee consisting of the Chief Administrative Officer, Fire Chief, Chief Technology Officer, Chief of Police, 911 Director, Emergency Management Director, (2) citizen participants and several representatives of various bureaus and offices including Portland City Council.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Manages a large-scale, multi-system technology capital project consisting of several interrelated, yet unique sub-projects; provides project direction and supervision to reporting project managers and other assigned staff; oversees the RFP and selection processes to select vendors, integrators and/or consultants; monitors the work of project staff; reports progress and escalates issues identified by the individual project managers to the CTO, Executive Committees, Bureau Directors, Advisory Committees, Regional Governance boards and City Council; responds to Project Director and Advisory Committee issues and documents response and resolution.
- Develops the overall project plan and directs the development and implementation of individual project plans to meet goals and service objectives; develops, recommends and manages the overall project budget; develops and implements or recommends associated project policies and operating and administrative procedures; identifies and recommends solutions to project resource needs and

requirements; plans, organizes, implements and evaluates work activities to meet established overall project goals and objectives; analyzes alternative methods or processes to meet project and service delivery goals.

- Develops and implements staffing and training for the overall and individual projects; works with reporting project managers and staff to ensure a high-performance, results-oriented work environment that supports achieving the projects' missions, goals and objectives; establishes performance requirements; regularly monitors performance and provides coaching for performance improvement and development; provides compensation and other rewards to recognize performance; takes disciplinary action, up to and including termination, to address performance deficiencies, in accordance with City Charter, Code, human resources policies and labor contract agreements.
- Provides leadership and works to develop and retain highly competent, service-oriented staff through training and day-to-day management practices that support the City's and project's mission, objectives and service expectations; provides leadership and participates in programs and activities that promote workplace diversity and a positive employee relations environment.
- Monitors the plans, solutions and general direction of reporting projects to insure that resulting systems will be interoperable, and that business processes and solutions are compatible; insures cross-project communication occurs.
- Oversees the development of RFP's and vendor/consultant selection process.
- Monitors the progress and results of the analysis and redesign of complex work and business processes; advises project managers and staff on potential solutions; insures documentation of designs and solutions.
- Tracks and evaluates the effectiveness of project activities; makes or recommends project modifications; manages change control processes; conducts management reviews of progress and conformance with timelines, budgets and project charter requirements; and develops project reports, narratives and statistical program performance reports and recommendations.
- Coordinates and integrates project activities with other bureaus and external stakeholders; develops project partnerships and insures effective communication of goals, progress, and decisions.
- Convenes appropriate task forces and committees; assists the Project Director in organizing agendas, issues and presentations for the Chief Administrative Officer and senior managers on various project advisory committees; develops and prepares City Council reports and presentations.

KNOWLEDGE OF:

- Principles and practices of managing, developing and administering two or more large, concurrent, interrelated and complex technology projects including developing and managing project staff, budgets, work plan, and timelines.
- Principles, practices and techniques of computerized systems analysis, including applications design, hardware and software options and the cost-benefit of system alternatives.
- Thorough knowledge of the operations and functions and services of the bureaus and jurisdictions involved in assigned projects.

- City operations and functions and associated information systems and technology issues.
- Customer relationship management and internal consulting concepts and practices.
- Principles and practices of public administration, including budgeting, purchasing and maintenance of public records.
- Pertinent Federal, State and local laws, codes and regulations.
- Principles and practices of sound business communication.
- Principles and practices of effective management and supervision.
- City human resources policies and labor contract provisions.

ABILITY TO:

- Plan, coordinate, direct and manage the development and implementation of multiple large and complex technology capital projects including budgets, work plans, process flow diagrams, use cases and timelines.
- Integrate and monitor the progress of multiple interrelated technology capital projects and meet individual project goals while insuring that overall project goals are met, including interoperability of systems and functionality to meet business needs.
- Identify business and customer needs, issues and opportunities, define project requirements; analyze problems and alternatives, develop sound conclusions and recommendations.
- Identify conflicting interests and competing priorities across bureau, jurisdiction and project lines; facilitate resolution of conflicts in politically sensitive situations involving bureau directors, agency directors, City council and other governing bodies and advisory groups.
- Use project management tools and techniques to ensure projects are completed on time, within budget, and meet customer and business needs.
- Set priorities and allocate resources to meet project needs in a timely, effective manner.
- Work collaboratively with a variety of consultants, project staff, senior managers and representatives of other bureaus to successfully develop and implement the system.
- Coordinate, facilitate and direct the work of a variety of committees and work groups.
- Communicate information, proposals and recommendations clearly and logically in writing and in meetings for both technical and non-technical audiences
- Understand, interpret, explain and apply City, state, federal policy, law regulation and court decisions applicable to areas of responsibility.
- Exercise sound, expert independent judgment within general policy guidelines.

- Exercise tact and diplomacy in dealing with sensitive, complex and confidential issues and situations
- Establish and maintain effective working relationships with all levels of City management, other governmental officials, consultants, employees, vendors, the public and others encountered in the course of work

TRAINING AND EXPERIENCE:

A typical way of obtaining the knowledge, skills and abilities outlined above is graduation from a four-year college or university with a major in management information systems, computer science, business administration, or a closely related field; and at least ten years of progressively responsible technology systems project management experience, at least three of which were in a management capacity; or an equivalent combination of training and experience. Experience in a governmental setting with one or more similar complex public safety technology capital projects is highly preferred.

LICENSES; CERTIFICATES; SPECIAL REQUIREMENTS:

Project Management Institute (PMI) certification is highly preferred.

Exhibit C: Sample of Business Process Re-Engineering (BPR) Concept

SAMPLE BPR OUTPUT

The following is one of about a hundred similar illustrative diagrams, which depict the business process re-engineering (BPR) changes associated with the acquisition of new law enforcement technology. This particular diagram focuses on how the State of California's Department of Parks and Recreation Police (DPR) would process crime reports following the acquisition of new records management technology.

