

CITY OF PORTLAND

PSSRP  
QUALITY ASSURANCE  
REPORT

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APRIL-MAY, 2012

VERSION: FINAL

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# QA Summary

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## INTRODUCTION

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

## GLOBAL

### OBSERVATIONS

The PSSRP ESC met on April 18. The May 16 meeting was cancelled due to a lack of agenda items. The POM directed the QA Consultants to combine the April and May reports into a single document.

On May 21, the City received proposals in response to the QA RFP, and was in the process of evaluating them at the time this report was developed. The QA Consultant is expected to be selected by July 3.

## REGJIN

March

GREEN

May

GREEN

During the period, the City received five proposals to the RegJIN RFP from the following vendors: Intergraph, Motorola, Tiburon (two proposals), and Versaterm. The RegJIN Project Team, in collaboration with Procurement Services, began the formal proposal evaluation process, which is expected to continue through August. Also during the period, the RegJIN Project Manager published the Risk Management Plan, a comprehensive analysis of the ten most likely risks, along with their triggers and respective mitigation plans.

## RADIO

March

GREEN

May

GREEN

During the period, the Radio Project Managers finished their stakeholder briefings (a series of in-depth meetings with each of the project's stakeholders wherein the Project Managers discussed current activities, and listened to priorities). Currently, the Project Managers are assembling documentation to support a new set of Summer-briefings that will begin in June.

In April, Federal Engineering (FE) completed a feasibility analysis wherein the firm evaluated several potential public safety voice radio communications alternatives. The findings were presented to the City's key stakeholders during presentations in mid-April. Following the presentation and having fully considered the alternatives presented to them, the Project Sponsors, Subject Matter Experts (SMEs), and City Stakeholders unanimously agreed to proceed with FE's recommendation for the City to rebuild the City's interoperable, public safety voice radio system.

All of the project sponsors have confirmed their agreement with FE's recommendation to develop and issue an RFP for a standalone P-25/P1 (and P2-ready) simulcast digital radio system. The Radio Project Team began work on the RFP with FE, and the City's Procurement Services staff. The Radio Project Managers are working with PSSRP, Procurement Services, the City Attorney's Office, BTS, Communications and FE to ensure the quality and timeliness of the RFP.

Lastly, the Regional Board met on April 26 (the May 24 meeting was canceled). The Board's Charter is being updated to reflect their current focus on coordinating and cooperating.

### **FIRE RMS (FIS)**

**March**

**GREEN**

**May**

**GREEN**

The technical consultant began their work on May 1, and has been working with the Vertical Applications Team on building instructive demonstrations of the basic FIS interface functionality. Also during the period, some key decisions were reached regarding the technical elements of FIS, including:

- The team settled on "RedMine" for managing the FIS requirements.
- The presentation layer.
- PF&R, PSSRP and BTS agreed to limit the change in the replatform architecture.

The FIS Project Management Plan is under development, in collaboration with the PF&R Liaison. The project's schedule should be ready for the ESC by June 20, 2012.

# Individual Project Assessments

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## REGJIN

### OBSERVATIONS

During the period, the City received five proposals to the RegJIN RFP from the following vendors: Intergraph, Motorola, Tiburon (two proposals), and Versaterm.

The RegJIN Project Team, in collaboration with Procurement Services, began the formal proposal evaluation process using eleven evaluators (in addition to the four alternates and five subject matter experts). At the time of report publication, the evaluation and selection process was progressing according to plan. The evaluation is expected to continue through August.

On May 24, the RegJIN Project Manager published the Risk Management Plan. The document details the ten most likely risks, along with their triggers and respective mitigation plans. The risks were determined by the entire project team (including the PAC), based on agency surveys and several rounds of prioritization. In addition, the City's CTO reviewed the plan and provided feedback. The RegJIN Risk Management Plan is an exceptionally well-prepared and detailed analysis of the highest-priority risks. The document will be updated regularly.

## RADIO

### OBSERVATIONS

During the period, the Radio Project Managers finished their stakeholder briefings (a series of in-depth meetings with each of the project's stakeholders wherein the Project Managers discussed current activities, and listened to priorities). The briefings were a smart and effective format for engaging those most affected by the radio initiative. Combined with the increase in written project status reports, the project's governance and participants are well informed. At the time this report was being prepared, the Radio Project Managers were assembling documentation to support a new set of Summer-briefings that will begin in June.

In April, Federal Engineering (FE) completed a feasibility analysis wherein the firm evaluated several potential public safety voice radio communications alternatives. The findings were presented to the City's key stakeholders during presentations in mid-April. Following the presentation and having fully considered the alternatives presented to them, the Project Sponsors, Subject Matter Experts (SMEs), and City Stakeholders unanimously agreed to proceed with FE's recommendation for the City to rebuild the City's interoperable, public safety voice radio system. On May 10, FE provided a high-level system conceptual design and budgetary cost estimate for the public safety voice radio system and microwave radio network. The Radio Project Team worked

with FE throughout the month of May, making revisions to the documents, based on input from the key stakeholders. The revised version of the Conceptual Design was delivered on May 22, and is currently under final review.

All of the project sponsors have confirmed their agreement with FE's recommendation to develop and issue an RFP for a standalone P-25/P1 (and P2-ready) simulcast digital radio system. The Radio Project Team began work on the RFP with FE, and the City's Procurement Services staff. Approximately 80% of the site survey details have been developed. The Radio Project Team identified candidates to participate in the vendor evaluation and selection process. QA interviewed Barbara Gibson regarding the RFP development. Mrs. Gibson indicated that the RFP is being managed by her team, with no issues or risks at this time. The Radio Project Managers are working with PSSRP, Procurement Services, the City Attorney's Office, BTS, Communications and FE to ensure the quality and timeliness of the RFP.

The Regional Board met on April 26 (the May 24 meeting was canceled). The Board's Charter is being updated to reflect their current focus on coordinating and cooperating.

The Radio Project Oversight Committee met on May 22, and received project updates from the Radio Project Managers.

While the broad schedule remains intact, some FE deliverable deadlines have been pushed (due to the City's request to spend more time reviewing the materials). The adjustments to the timeline do not jeopardize the health of the project.

## **FIRE RMS**

### **OBSERVATIONS**

The technical consultant began their work on May 1, and has been working with the Vertical Applications Team on building instructive demonstrations of the basic FIS interface functionality. Also during the period, some key decisions were reached regarding the technical elements of FIS, including:

- The team settled on "RedMine" for managing the FIS requirements.
- The presentation layer.
- PF&R, PSSRP and BTS agreed to limit the change in the replatform architecture.

The PF&R liaison has been coordinating the definition of user needs for remote access to FIS (in preparation for a late-May meeting with project executives).

Lastly, the FIS Project Management Plan is under development, in collaboration with the PF&R Liaison. The project's schedule should be ready for the ESC by June 20, 2012.

## **Project Metric Changes**

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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.

None of the key metrics changed during the period.

# How we produce the report

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<b>PERIOD COVERED</b>	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 April 3, 2012 to May 31, 2012. The project periods were combined at the direction of the POM.												
<b>INFORMATION SOURCES</b>	<p>The consultants communicated with the following people prior to developing the report:</p> <table><tr><td>Barbara Gibson</td><td>Louise Grant</td></tr><tr><td>Diana Rogero</td><td>Mark Greinke</td></tr><tr><td>Jerry Schlesinger</td><td>Mark Tanner</td></tr><tr><td>John Klum</td><td>Scott Schneider</td></tr><tr><td>Karl Larson</td><td>Tamron Keith</td></tr><tr><td>Lisa Turley</td><td></td></tr></table>	Barbara Gibson	Louise Grant	Diana Rogero	Mark Greinke	Jerry Schlesinger	Mark Tanner	John Klum	Scott Schneider	Karl Larson	Tamron Keith	Lisa Turley	
Barbara Gibson	Louise Grant												
Diana Rogero	Mark Greinke												
Jerry Schlesinger	Mark Tanner												
John Klum	Scott Schneider												
Karl Larson	Tamron Keith												
Lisa Turley													
<b>MATERIALS REVIEWED</b>	<p>The consultants reviewed the following project-related documents during the period:</p> <p><b>Project Status Reports</b> RegJIN: 4/3, 4/10, 4/17, 4/24, 5/1, 5/8, 5/15, 5/22, 5/29 Radio: 4/12, 4/23, 4/30, 5/14, 5/23, 5/29, 6/1 Fire RMS: 4/3, 4/10, 4/17, 4/24, 5/1, 5/8, 5/15, 5/22, 5/29</p> <p><b>Other Project-Related Documents</b> RegJIN Risk Management Plan RegJIN RFP Response Autoscoring Radio High-Level Conceptual System Design Document FE Alternatives Analysis Presentation ESC Monthly POM Reports</p>												

## 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
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 was delivered during the period. This recommendation will be removed in the next QA report.	Schlesinger	Sep 2011	May 2012
75	January Report Page 5	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	Accepted	PPB and the PAC continue to work on BPR baseline documentation. An update should be provided during the June ESC meeting.	Schlesinger	Update by June ESC	RegJIN Implementation

ID	RECOMMENDATION LOCATION	SUMMARY OF RECOMMENDATION	ACTION TAKEN	STATUS OF ACTION	ASSIGNED TO	DUE BY	COMPLETE DATE
		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.					
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	No decision was reached during the period. An update should be provided during the June ESC meeting.	Schlesinger	Update by June 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 was to be added to the Project Charter in April. However, the Charter has not yet been updated.	Larson, Tanner	April ESC	Pending
78	Feb/Mar Report Page 3	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 or May, they will be reviewing observations and recommendations that are between two and three months old. Quality	Declined	The POM spoke with each ESC member following the April meeting to make sure they were okay with a monthly and two bi-monthly QA reports through August, 2012 (the goal being not to exceed the current QA contract balance). All ESC members agreed to the approach, with the caveat that if there are any major changes to any of the projects statuses, the report	POM	April ESC	May, 2012

ID	RECOMMENDATION LOCATION	SUMMARY OF RECOMMENDATION	ACTION TAKEN	STATUS OF ACTION	ASSIGNED TO	DUE BY	COMPLETE DATE
		assurance reports should be prepared on a monthly basis, enabling decision-makers to respond to recommendations in a timely manner.		frequency will be revisited. Once a new QA contract is in place, the program will return to monthly QA reports. This recommendation will be removed in the next QA report.			
79	Feb/Mar Report Page 4	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?	Pending	Pending ESC Review	Pending	Pending	Pending
80	Feb/Mar Report Page 5	As noted in the Dec/Jan QA report, the QA Consultants recommend that the City reinforce the fact that the RegJIN RMS will be a "commercial off the shelf" (COTS) solution (not a customized solution, like PPDS). To avoid confusion, the QA Consultants recommend that the City clarify the Addendum 3 answer (in a subsequent addendum), noting that the City is not	Pending	This item was not reviewed by the ESC. Recognizing that the RFP proposals have been received, this recommendation will be removed from the next QA report.	Pending	Pending	Pending

ID	RECOMMENDATION LOCATION	SUMMARY OF RECOMMENDATION	ACTION TAKEN	STATUS OF ACTION	ASSIGNED TO	DUE BY	COMPLETE DATE
		looking for the ability to customize the solution.					
81	Feb/Mar Report Page 6	The Radio Project Charter should be updated to reflect the frequency of POC meetings (quarterly rather than monthly).	Reviewed	The frequency of the POC meetings has not been changed. This recommendation will be removed in the next QA report.	N/A	N/A	N/A
82	Feb/Mar Report Page 6	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.	Pending	Although the ESC has not rendered a decision on this recommendation, weekly status reports resumed during the period. This recommendation will be removed in the next QA report.	Pending	Pending	Pending