City of Portland

Public Safety Systems Revitalization Program

Radio Replacement Project

Periodic QA Evaluation Report

For November/December 2013
Deliverable: Radio.C.13

V2.0 PSSRP Review
1/10/2014

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Incorporated

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Version	Date	Comments
V1.0	1/6/2014	Initial Version for PSSRP Review.
V1.1	1/8/2014	Incorporate PSSRP POM feedback. Version for PM Review.
V2.0	1/10/2014	Final Version.

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Executive Summary

Executive Steering Committee Watch List

This section identifies potential issues that the ESC should be watching closely. The "watch list" documents program related concerns that have come to CAI's attention but have not yet been completely assessed. As of this report, the following are on the watch list:

1. The planned microwave tower at Walter's Hill to cover Gresham and East County, with a loop back to BOEC.

   Status: The Gresham Mayor and a number of Gresham residents are concerned about the tower height to replace the existing 40' telephone pole. It is likely that the tower construction meets the land use requirements established by the City of Gresham. The tower replacement is a BTS project (not PSSRP).

   NEW

   The Radio project's conceptual design included a microwave tower location on Walters Hill. The design and schedule may vary depending on the resolution of the Walter's Hill antenna issue.

   The previous QA report stated, "PSSRP will ask Motorola to offer alternatives to the higher tower at Walter's Hill. They will also ask Motorola to establish a 'drop dead date' after which the project will need to adopt one of the alternative solutions."

   In November the project team requested Motorola provide a 'drop dead date' for having a decision regarding a replacement tower on Walter's Hill. However it was determined that further progress needs to take place in the DDR phase before arriving at a deadline. Because the tower replacement project is being managed by BTS, the project team has deferred project strategies to the BTS project management team.

   In future reports this item will be reported in QFP #14 Radio System Acquisition Management. It will be dropped from the Watch List.

2. Subscriber Units purchase from Motorola. The project considered an offer from Motorola to purchase the subscriber units.

   PSSRP recommended moving forward with purchasing the subscriber units as offered by Motorola. A notice of intent to purchase the subscriber units was issued on September 19. Two protests were received; 1) EF Johnson, and 2) RELM. The City rescinded the notice and will be issuing a competitive solicitation process as a result of receiving these protests.

   NEW

   PSSRP released a RFI in December 2013 to determine the availability of subscriber units that meet the City's requirements. Responses are due back 1/8/2014.

   In future reports this item will be reported in QFP #13 Radio System Architecture. It will be dropped from the Watch List.

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Project Status and Progress

The PSSRP Radio Replacement Project is to replace the current City of Portland Public Safety radio communications system with a modern all digital P25 Phase I compliant system.

This is the 13th Radio Replacement Project Periodic QA Evaluation Report intended to assess the health of the project and provide independent observations (positive or negative) and recommendations for avoiding and/or responding to any future negative impacts.

The Radio Replacement Project is in two major phases:

1. Phase I - Infrastructure. The project is in this phase.
2. Phase II - Subscriber Units. PSSRP released a RFI in December 2013.

Overall Project QA Status

This Periodic QA Evaluation is for two months; November and December 2013.

The Bureau of Technology Services (BTS) completed the street-level coverage analysis. This data is necessary for the contract negotiations and will be used as a baseline against which to compare the new system.

Motorola completed its tower site visits. This survey will determine the readiness of each tower to receive the new equipment. Any needed improvements to a tower will be the city's responsibility. Motorola has not indicated when they will provide the resulting reports for each site.

The City Council unanimously approved the contract at the 10/9/13 City Council Meeting.

The City and Motorola signed the contract 11/12/13. PSSRP sent Motorola the official "Notice to Proceed."

NEW

The project kickoff was held at Fire Station 1 on 11/14/13.

The project expects to complete the Detailed Design Review (DDR) in March 2014. The project will establish the schedule after the DDR is complete. This is a change from prior reports indicating that the project expected to complete the DDR by February.

Three Quality Focal Points (QFP) are rated Attention. Each is related to a recommendation that the project finalize planning documents. The project is developing all the recommended planning documents. Drafts are being sent to sponsors for approval.

All other QFP's are rated Stable.

The Overall Health rating is Stable, indicating that the project is well run and requires no immediate intervention.

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Overall Project Health

Overall Rating: Stable

The overall health of the project is based on the three main factors described in the table below:

Health Factor	Rating	Comments
Schedule	Stable	The project is proceeding according to expectations. The Motorola contract was signed 11/12/13. A final schedule will be available after a Detailed Design Review (DDR), expected in March 2014.
Budget	Stable	The project has a budget and contingency. Most expenditures will be planned shortly after contract negotiations. CAI and PSSRP will review the budget and payment plan after contract signature.
Scope	Stable	The project scope is clearly defined in the RFP and the Project Charter.

Quality Focal Points Rated Alert

NONE - No Quality Focal Points are impacting the project at this time.

Quality Focal Points Rated Attention

There are three findings in this report that CAI believes need attention.

NEW

- **Communications, QFP #4 Attention**

NEW

Recommendation: The Radio project should update the Communication Plan to reflect current assignments.

Status: The Communication Plan is being sent to the Executive Sponsors for approval.

- **Risk and Issue Management, QFP #5 Attention**

NEW

Recommendation: The project should develop a Risk Management Plan to formally describe risk capture, response planning, mitigation strategies and monitoring measures.

Status: The Risk Management Plan is being sent to the Executive Sponsors for approval.

- **Project and Quality Management and Reporting, QFP #10 Attention**

Recommendation: The project should develop a formal Quality Management Plan (QMP). The City and the vendor will collaboratively develop the QMP. The plan will describe reviews and Quality Control and Quality Assurance steps to ensure that the vendor is progressing according to the City's needs.

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The QMP is not necessarily a separate document and plan. It may be contained in another document, or all QM plans may be described in various other documents. For instance, design reviews and product reviews could be described in a Testing Plan. Likewise, Quality reporting could also be described in a Communication Plan.

Status: The Quality Management Plan is being sent to the Executive Sponsors for approval.

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Quality Focal Point Summary Chart[1]

Quality Focal Point	Impact	Prior as of: 10/9/13	Prior as of: 11/6/13	Current as of: 1/3/14	Next Month[2]
1. Meeting Milestones	High	Stable	Stable	Stable	⇔
Planning					
2. Requirements Management	High	Stable	Stable	Stable	
3. Project Schedule	High	Stable	Stable	Stable	
4. Communications	High	Stable	Stable	Attention	↑
5. Risk and Issue Management	High	Stable	Stable	Attention	↑
6. Radio System Acquisition	High	Stable	Stable	Stable	
7. Tech Transition	High	NR[3]	NR	NR	
Monitoring and Control					
8. Project Organization and Leadership	High	Stable	Stable	Stable	
9. Project Resources	High	Stable	Stable	Stable	
10. Project/Quality Management and Reporting	Medium	NR	NR	Attention	↑
11. Budget Planning and Tracking	Medium	Stable	Stable	Stable	
12. Scope and Change Control	High	NR	NR	NR	
13. Radio System Architecture	High	NR	Stable	Stable	
14. Radio System Acquisition Management	High	Stable	Stable	Stable	
15. Project Library and Configuration Management	Medium	Stable	Stable	Stable	
Delivery					
16. System Design Process	High	Stable	Stable	Stable	
17. Testing (Non-Functional)	High	NR	NR	NR	
18. User Acceptance Process	High	NR	NR	NR	
19. Training	High	NR	NR	NR	
20. Implementation & Integration Process	High	NR	NR	NR	

[1] The Quality Focal Point ratings are explained on the next page.
[2] The Next Month arrows are explained on the next page.
[3] "NR" indicates Not Rated for this report.

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Definition of QFP Ratings:

Stable - The Quality Focal Point is stable and not currently impacting the project.

CAI may include a **Suggestion** in a QFP rated as Stable. CAI rated the QFP as stable because it is not impacting the project at this time. The suggested action is a preventive measure to keep the QFP stable.

Attention - The Quality Focal Point needs some improvement so it won't impact the project.

CAI includes a **Recommendation** for every QFP rated Attention. The recommended action is a corrective measure to improve the QFP so it won't impact the project.

Alert - The Quality Focal Point is impacting the project and needs immediate attention.

CAI includes a **Recommendation** for every QFP rated Alert. The recommended action is a corrective measure to improve the QFP that is currently impacting the project.

Definition of Next Month Indicators:

The next month indicators signify expected changes in the QFP ratings.

⇔ - This Quality Focal Point (or group of QFPs) is expected to have the same rating in next month's Periodic QA Evaluation.

- Risk is decreasing on the Quality Focal Point. It may be upgraded to Stable in next month's evaluation.

- Risk is decreasing on the Quality Focal Point. It may be upgraded to Attention in next month's evaluation.

- Risk is increasing on the Quality Focal Point. It may be downgraded to Attention in next month's evaluation.

- Risk is increasing on the Quality Focal Point. It may be downgraded to Alert in next month's evaluation.

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Quality Focal Points

NOTE: Only the Quality Focal Points that have changed since the October 2013 report are being reported this month per agreement with the PSSRP Program Office Manager.

4	Communications **The project communications are effective and adequately controlled.** Assessment of the Communications QFP examines the project status reporting and communication processes for task completion and budget. **Risk Level** Stable / Attention / Alert
4.1	Have communications been planned, identified and documented? **Finding:** Partially – The project has a draft plan that should be finalized now that the vendor is engaged.
4.2	Is the Communications Plan being followed? **Finding:** Yes –The project has regular communications with stakeholders. When a detailed schedule is available, it will be easier to compare communication activities to the Communication Plan.
4.3	Are communications identified in the plan and produced by the Project effective? **Finding:** Yes.
4.4	Does the project receive appropriate and timely executive and project sponsor attention? **Finding:** Yes.
4.5	Are project status and activities being monitored and reported in enough detail and with enough frequency to ensure early detection of problems or schedule slippage? **Finding:** Yes, weekly reports are sufficient for the DDR (planning) phase. More detail will be available once the schedule is developed.
Recommendation: The Radio project should update the Communication Plan to reflect current assignments. (See Related Recommendation QFP #10.) Status: The Communication Plan is being sent to the Executive Sponsors for approval.	

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5	Risk and Issue Management **Project risks are identified and appropriately managed.** The Risk Management QFP provides an assessment of the risk identification, mitigation strategy and contingency planning for high probability and/or high impact risks. It also assesses the continuing validity of high impact assumptions. **Risk Level** Stable / Attention / Alert
5.1	Are project risks and issues identified and categorized as to likelihood and impact? **Finding:** Yes – Risks are a significant part of the regular status reporting.
5.2	Are appropriate risk and issue mitigation strategies in place with appropriate monitoring measures? **Finding**: Partially – The regular status reporting includes "Actions Completed/Planned."
5.3	For high probability or high impact risks, are contingency plans developed in case the risk mitigation strategy fails? **Finding**: Partially – The regular status reporting on risks and includes "Actions Completed/Planned." For some risks, this column describes contingencies. Some other critical risks are identified and analyzed. Documentation is not available defining strategy, responses, and contingencies.
5.4	Are ongoing risk identification, assessment and management processes in place and operating effectively? **Finding**: TBD – The regular status reporting includes risks. This process was suitable for the procurement phase. As the project progresses through the DDR (planning) phase and into the execution phase, the project should adopt and follow a more rigorous Risk Management Plan (RMP). (See Recommendation)
5.5	Have project assumptions been verified & appropriate monitoring measures been put in place to ensure failed assumptions do not become risks? **Finding**: TBD – An initial set of Project Constraints and Assumptions is in the project Charter. Project assumptions will be documented as the project develops a detailed RMP.
Recommendation: The project should develop a Risk Management Plan to formally describe risk capture, response planning, mitigation strategies and monitoring measures. Status: The Risk Management Plan is being sent to the Executive Sponsors for approval.	

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10	Project & Quality Management and Reporting **The project is appropriately managed and quality controlled.** Assessment of the Project Management and Quality Management Processes and Plans. **Risk Level** Stable / Attention / Alert
10.1	Have formal Project Management and Quality Management Plans been developed? **Finding:** TBD - See Recommendation.
10.2	Are the Plans being followed? **Finding:** TBD
10.3	Are appropriate status reports prepared for tracking and monitoring all project tasks? **Finding:** Yes, for the RFP and DDR (planning) phase. TBD for the execution phase.
10.4	Have all the appropriate (needed) project management documents been developed? **Finding:** Partially – The project has a draft Project Management Plan that should be finalized now that the vendor is engaged.

Recommendation: The project should develop a detailed and formal Quality Management Plan (QMP). The City and the vendor will collaboratively develop the QMP. The plan will describe reviews and Quality Control and Quality Assurance steps to ensure that the vendor is progressing according to the City's needs.

The QMP is not necessarily a separate document and plan. It may be contained in another document, or all QM plans may be described in various other documents. For instance, design reviews and product reviews could be described in a Testing Plan. Likewise, Quality reporting could also be described in a Communication Plan.

Status: The Quality Management Plan is being sent to the Executive Sponsors for approval.

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Appendix A – CASE Associates Status Report

This section summarizes activities and deliverables completed for the Radio Replacement Project during September 2013.

When applicable, it includes:

- A list of any delayed items
- A description of the problem
- Schedule impact
- A recommended solution

Such items will be carried over to subsequent reports until the problem is resolved.

As of May 2013, this section replaces the "Quality Assurance Status Report." In prior months this section was delivered as a separate report.

Meetings Attended

Project Kick-off Meeting 11/14/13
Prepare for ESC with PSSRP POM 11/19/13
PSSRP Executive Steering Committee 11/20/13
Project update with PSSRP PM's and POM 12/17/13

Documents Reviewed

Wireless Incompleteness Letter 9.12.13 (from City of Gresham)
COP Radio Status report December 9-31 2013 Final – Project Managers' Report
COP Radio Status report Oct 14 - November 15, 2013 Final
City of Portland Radio Project Stakeholder Briefing (e-mail)

Documents Delivered

Radio CAI Periodic QA Evaluation Report for August 2013, deliverable *Radio.C.12*

Documents in Process

Radio CAI Periodic QA Evaluation Report for September 2013, deliverable *Radio.C13*

Delayed Items

Item	Description of problem	Schedule Impact	Recommended Solution
None			

Other Issues/Problems/Concerns

None