PROGRAM GOVERNANCE

VERSION 7.2 • January 2014

City of Portland
Public Safety Systems
Revitalization Program (PSSRP)

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Primary Program Contact

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PSSRP Program Governance

1. Background

The City of Portland's Public Safety System Revitalization Program (PSSRP) consists of multiple public safety capital projects combined into one Citywide program. The PSSRP's primary objective is to facilitate the replacement of end-of-life public safety systems which currently[1] includes the Portland Police Data System (PPDS), Portland Fire Information System, and the Public Safety Radio System. The process of designing, procuring and implementing these projects will require a significant commitment of time, effort, and cooperation from all stakeholder bureaus and agencies. A governance structure is necessary to facilitate effective progress and define roles and responsibilities as well as communications.

The PSSRP portfolio will increase and decrease in size and scope over time and is ultimately responsible for ensuring that any project included in the PSSRP portfolio is considered not only as an individual project but as a dynamic part of a comprehensive public safety technology plan for the City.

2. PSSRP Governance/Organizational Structure

Chief Administrative Officer (CAO)

The CAO has ultimate authority of the PSSRP, as a program in the Citywide Projects Division of the Office of Management and Finance, and provides supervisory oversight to the PSSRP Project Office Manager (POM).

Executive Steering Committee (ESC)

The Executive Steering Committee consists of the City's Public Safety Bureau Directors, Chief Technology Officer, and two citizen participants. It serves as a collaborative body for its members and the Program Office Manager (POM) as projects evolve from concept to conclusion.

The chair of the ESC is the Director of the Portland Bureau of Emergency Management (PBEM). This Director has the unique perspective of equal reliance on all of the City emergency systems. The role of the ESC chair is to convene ESC meetings, facilitate discussion, and call votes when ESC recommendations are needed. Consensus is the goal and is expected for the majority of the recommendations made by the Executive Steering Committee. If consensus cannot be reached, the majority and minority opinions of the committee will be reflected in the ESC recommendation.

The ESC serves as an advisory body to the CAO. In this role, it provides recommendations to the CAO regarding programmatic matters and individual projects being implemented. The topics of the ESC's recommendations are dependent on the phase of the projects within the portfolio. Topics could include enterprise design strategy,

[1] Implementation of the WebEOC and Computer Aided Dispatch (CAD) systems were completed in FY 2007-08 and FY 2010-11, respectively.

changes to project go-live dates and scope, and policy issues that have significant impact on other PSSRP projects. The ESC will provide quarterly and annual reports to the CAO summarizing the status of the projects, including concerns and issues of significance.

The ESC meets a minimum of every other month for program updates and more often if critical program or project updates need to be shared with the committee or if a recommendation(s) needs to be solicited from the committee.

Bureau Business Sponsors

Bureau Business Sponsors are the bureau directors that have operational functions served by the PSSRP. They include the: Director of the Portland Bureau of Emergency Management (Emergency Management operations), Fire Chief (Fire operations), Director of the Bureau of Emergency Communications (911 operations) and Chief of Police (Police operations). A senior-level designee may replace a Bureau Business Sponsor; however this action should be a rare occurrence in order to maintain continuity.

Collaborative discussions will be held among key project stakeholders; however final decisions regarding business requirements and processes are left to the Bureau Business Sponsor(s).[2]

Chief Technology Officer (CTO)

The Chief Technology Officer shall support the goals of the PSSRP through authorities granted by City Code and Administrative Rules.

Project Advisory Committees (PAC)

Each implementing project of the PSSRP will establish and maintain a PAC comprised of key technical and functional subject matter experts. Each PAC is responsible for advising its respective Project Manager on project issues, communications and implementation strategies and resource concerns. Bureau business sponsors are responsible for convening and providing staff support to their respective PAC, and may add additional members to the PAC as necessary to ensure sufficient subject matter expertise is available. Should the PAC not come to consensus on an issue, a summary of the majority and minority opinions regarding their issue and recommendation will be forwarded to the POM for consideration.

Program Office Manager (POM)

The Program Office Manager (POM) reports to the CAO. The POM is accountable to guide the projects in the PSSRP portfolio through all phases from concept to sustainment, and comply with established project specifications, costs, quality, and schedule as defined for each PSSRP project.

The POM does not represent the interests of any individual Bureau Business Sponsor. Instead the POM is responsible for managing the overall needs of the program with equal consideration given to each of the projects. The POM and each Bureau Business Sponsor will work collaboratively to reach agreements. In the event they disagree, the POM must

[2] Exceptions to this standard exist if a decision violates (1) technology policies or standards as defined by City Code and Administrative Rules; or (2) project scope, budget or timeline.

raise the issue with the CAO for direction. An advisory recommendation from the ESC may be solicited.

The POM defines the standard set of project management tools and methodology used across the portfolio to ensure they are used to effectively provide proper project control and communications. This position also ensures that the interaction between all aspects of projects within the portfolio is maximized for best results.

The POM is also responsible for drafting and coordinating the review and delivery of the ESC annual report to the CAO. The POM will also coordinate the delivery of weekly or bi-weekly project status reports to the ESC.

Project Managers
Individual PSSRP Project Managers are direct reports to the POM and are responsible for the management of their assigned project(s). The PSSRP Project Managers are responsible for all aspects of project management including change management, adherence to approved project specifications, costs and quality, and maintenance of the project schedule and risk register (issues list) for their respective projects as defined by the PSSRP program and project specific charter and governance documents.

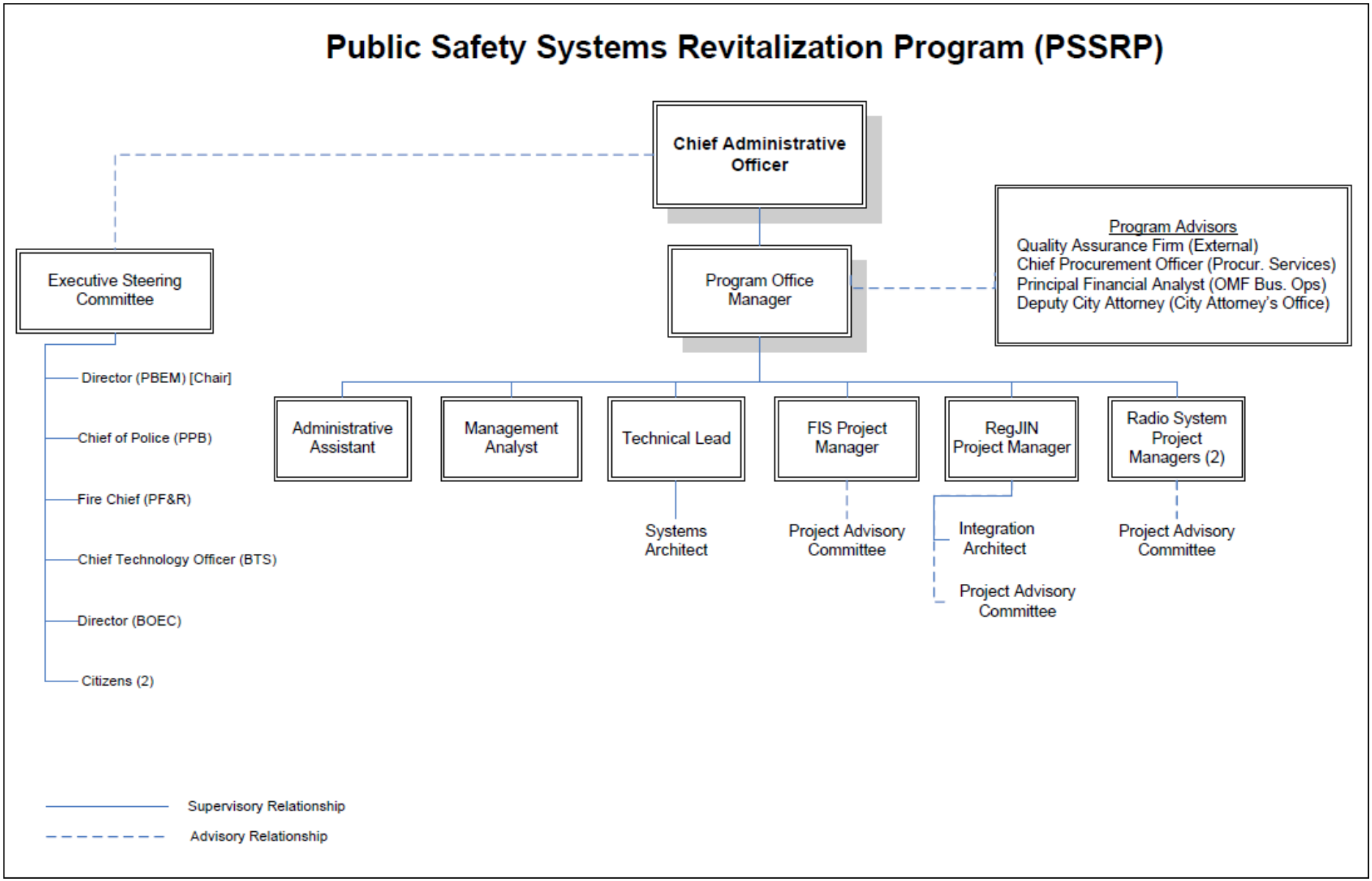
City Project Staff
Sponsor bureau staff assigned to PSSRP projects continue to report to their respective bureau hierarchy. Portions of their time are dedicated to participate on the project and are paid for by their respective employing bureau. They receive project related direction in a matrix format from the PSSRP project manager. In cases of resource conflict, the POM and Bureau Business Sponsor will work to balance the needs of the bureau's operations with the needs of the respective PSSRP project(s).

Generally, BTS staff working on a PSSRP project will charge their time to the project at the existing billable rate. On occasion, however, written agreements will be established between the two organizations, documenting acceptable conditions to divert from this practice.

Quality Assurance (QA) Firm
An external QA firm provides external review of the project portfolio for the POM. The QA firm will provide draft QA reports to the POM, with sufficient time for review and input, prior to the publication of the final QA report for the period.

3. Expenditure Authority

- $0 – $5,000 OMF Business Operations Designee
- $5,000 - $100,000 Program Office Manager
- Over $100,000 Chief Administrative Officer


Public Safety Systems Revitalization Program (PSSRP)
Chief Administrative Officer
Program Advisors
Quality Assurance Firm (External)
Chief Procurement Officer (Procur. Services)
Principal Financial Analyst (OMF Bus. Ops)
Deputy City Attorney (City Attorney's Office)
Executive Steering Committee
Program Office Manager
Director (PBEM) [Chair]
Chief of Police (PPB)
Fire Chief (PF&R)
Chief Technology Officer (BTS)
Director (BOEC)
Citizens (2)
Administrative Assistant
Management Analyst
Technical Lead
FIS Project Manager
RegJIN Project Manager
Radio System Project Managers (2)
Systems Architect
Project Advisory Committee
Integration Architect
Project Advisory Committee
Project Advisory Committee
Supervisory Relationship
Advisory Relationship