City of Portland

Public Safety Systems Revitalization Program

Radio Replacement Project

Periodic QA Evaluation Report

For March 2014

Deliverable: Radio.C.16

V2.0 PSSRP Review
4/7/2014

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Version	Date	Comments
V1.0	4/2/2014	Initial Version for PSSRP Review.
V2.0	4/7/2014	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:

There are no items on the watch list for this report.

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 16th 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 the Detailed Design Review process.
2. Phase II - Subscriber Units. The City purchased the subscriber units from Motorola.

Overall Project QA Status

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

Motorola completed its tower site visits. This survey determines the readiness of each tower to receive the new equipment. Any needed improvements to a tower will be the city's responsibility. Motorola provided the resulting R56 reports for each site. PSSRP, BTS Comms, and Motorola are planning the site mitigations. The site mitigation plans are necessary to finalize the Detailed Design Review (DDR).

The project will complete the DDR in April 2014. This process is taking longer than planned. PSSRP, BTS Comms, and Motorola are working through the fine detail. This level of detail will benefit the project when it is in the execution phase. Once the DDR is complete, PSSRP, BTS Comms, and Motorola will finalize the project schedule.

NEW

In March the City purchased the Subscriber Units from Motorola. After the Request for Information (RFI) process, the units were purchased at a significantly discounted price. Other agencies have a 90-day window to purchase their own Subscriber Units at the same price.

The City rescinded the Land Use Application for the tower at Walter's Hill. Talks continue between the City and Gresham toward a mutually acceptable plan for a new tower.

All 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 DDR process is taking longer than planned. The extra planning effort will benefit the project. A final schedule will be available after the DDR, expected in April 2014.
Budget	Stable	The project has a budget and contingency. Most expenditures will be planned shortly after DDR completion.
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

NONE - No Quality Focal Points need attention at this time.

Quality Focal Points Rated Stable With a Suggestion

The following QFP is rated as Stable because it is not impacting the project at this time. It includes a **Suggestion.** The suggested action is a preventive measure to keep the QFP stable.

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

  Suggestion 1: To enhance Risk tracking, the matrix could include a column for a Contingency Plan. Also in the matrix, the Impact column could include an indication as to whether the impact is on Schedule, Budget, and/or Scope.

  Suggestion 2: The Project Charter includes Constraints, Assumptions, and Risks. Some of those may still be project risks. CAI suggests the PMs review the Constraints, Assumptions, and Risks to determine if any should be carried forward to the current Risk Matrix.

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Quality Focal Point Summary Chart[1]

Quality Focal Point	Impact	Prior as of: 2/6/14	Prior as of: 3/5/14	Current as of: 4/2/14	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	Stable	
5. Risk and Issue Management	High	Stable	Stable	Stable	
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	Stable	Stable	Stable	
11. Budget Planning and Tracking	Medium	Stable	Stable	Stable	
12. Scope and Change Control	High	NR	NR	NR	
13. Radio System Architecture	High	Stable	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	

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[1] The Quality Focal Point ratings are explained in Appendix A.
[2] The Next Month arrows are explained in Appendix A.
[3] "NR" indicates Not Rated for this report.

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Quality Focal Points

NOTE: Only the Quality Focal Points that are ATTENTION or ALERT or have changed since the prior report or have new findings and/or suggestions are being reported each month per agreement with the PSSRP Program Office Manager. For a cross-reference to the most recent Periodic QA Evaluation Report for the other QFPs, see Appendix B.

6	Radio System Acquisition **The Radio System Acquisition is adequately planned and executed.** Assessment the project's procurement process, RFP and vendor contract. **Risk Level** Stable / Attention / Alert
6.1	The RFP was prepared per the City's Procurement Office guidelines**. Finding:** Yes – The RFP went through extensive reviews by all necessary stakeholders.
6.2	The RFP defined deliverables that meet the business requirements. **Finding:** Yes.
6.3	The RFP included appropriate scoring and evaluation instructions. **Finding**: Yes – The RFP contains these instructions.
6.4	Is the Pre-Award Plan completed and understood by Evaluation Team? **Finding**: Yes – The evaluators understood their roles. The SMEs discussed the makeup of the team, including the team's technical advisors.
6.5	Is the Pre-Award Plan being followed? **Finding**: Yes – The Evaluation Team completed proposal evaluations and announced the award on 5/22/2013, nine days earlier than planned. The seven day protest period elapsed with none received. Contract negotiations with Motorola, the successful vendor, started 6/12/2013 and will complete in August 2013.
6.6	Are contract negotiations proceeding as planned? **Finding**: Yes - Contract negotiations with Motorola, the successful vendor, started 6/12/2013. PSSRP and Motorola scheduled future meetings and discussed a preliminary project schedule. To help develop the contract, PSSRP has recent contract samples from other Motorola clients. The Radio team visited Spokane. The City Council unanimously approved the contract for execution at the 10/9/13 City Council meeting. The contract was signed 11/12/13.
6.7	Is the **Subscriber Units** acquisition proceeding? **Finding:** Yes - PSSRP released a RFI in December 2013 to determine the availability of subscriber units that meet the City's requirements. Five vendors responded in January 2014. In March the City purchased the Subscriber Units from Motorola. After the Request for Information (RFI) process, the units were purchased at a significantly discounted price. Other agencies have a 90-day window to purchase their own Subscriber Units at the same price.

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13	Radio System Architecture **The project adheres to Radio System architecture standards.** Verification that the Project conforms to Radio Architecture standards. **Risk Level** Stable / Attention / Alert
13.1	The Project supports the Radio System Architecture Framework. **Finding:** Yes –Motorola's proposal was selected in part because of its fit into the City's architecture.
13.2	The project supports the Radio System architecture with respect to geographical coverage, functionality, capacity, and interoperability. **Finding:** In Progress – the final step to prove the vendors fit with the City requirements will be at the Detailed Design Review expected to be completed in April 2014.
13.3	Will the project deploy system redundancy as planned to **Walter's Hill? Finding:** In progress - The project plan includes installing a microwave tower at Walter's Hill to cover Gresham and East County, with a loop back to BOEC. 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). 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. Without the planned tower at Walter's Hill, the new system may not have the planned system redundancy. 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. **Status 3/5/14:** The period for public comment regarding the proposed tower closed 2/7/14. Most concerns relate to the tower height. Gresham will review the information and issue a Notice of Decision. **Status 4/2/14:** The City rescinded the Land Use Application for the tower at Walter's Hill. Talks continue between the City and Gresham toward a mutually acceptable plan for a new tower.

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Appendix A – QFP Chart Definitions

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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Appendix B – Cross-reference to Previous QFP Reports

Per agreement with the PSSRP Program Office Manager, the body of this report contains only the Quality Focal Points (QFP) that are **ATTENTION or ALERT or have changed since the prior report or have new findings and/or suggestions.**

This Appendix is a cross-reference to prior CAI Periodic QA Evaluation reports containing the most recent updates for each QFP.

Quality Focal Point	Most Recent Report	CAI Deliverable
1. Meeting Milestones	Radio Periodic QA Evaluation - October 2013	Radio.C.12
2. Requirements Management	Radio Periodic QA Evaluation - October 2013	Radio.C.12
3. Project Schedule	Radio Periodic QA Evaluation - October 2013	Radio.C.12
4. Communications	Radio Periodic QA Evaluation - January 2014	Radio.C.14
5. Risk and Issue Management	Radio Periodic QA Evaluation - January 2014	Radio.C.14
6. Radio System Acquisition	This report.	
7. Tech Transition	Radio Periodic QA Evaluation - October 2013	Radio.C.12
8. Project Organization and Leadership	Radio Periodic QA Evaluation - October 2013	Radio.C.12
9. Project Resources	Radio Periodic QA Evaluation - October 2013	Radio.C.12
10. Project/Quality Management and Reporting	Radio Periodic QA Evaluation - January 2014	Radio.C.14
11. Budget Planning and Tracking	Radio Periodic QA Evaluation - October 2013	Radio.C.12
12. Scope and Change Control	NR	
13. Radio System Architecture	This report.	
14. Radio System Acquisition Management	Radio Periodic QA Evaluation - October 2013	Radio.C.12
15. Project Library and Configuration Mgmt.	Radio Periodic QA Evaluation - October 2013	Radio.C.12
16. System Design Process	Radio Periodic QA Evaluation - October 2013	Radio.C.12
17. Testing (Non-Functional)	NR	
18. User Acceptance Process	NR	
19. Training	NR	
20. Implementation & Integration Process	NR	

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Appendix C – CASE Associates Status Report

This section summarizes activities and deliverables completed for the Radio Replacement Project during March 2014.

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 update with PSSRP PM's and POM 4/1/14

Documents Reviewed

COP Radio Status report March 3 -15, 2014 – Project Managers' Report

Documents Delivered

Radio CAI Periodic QA Evaluation Report for February 2014, deliverable *Radio.C.15*

Documents in Process

Radio CAI Periodic QA Evaluation Report for March 2014, deliverable *Radio.C16*

Delayed Items

Item	Description of problem	Schedule Impact	Recommended Solution
None			

Other Issues/Problems/Concerns

None