



**City of Portland
Public Safety Systems Revitalization Program
Emergency Radio Replacement Project
January – February 2015
Independent Project Management
Quality Assurance Report**

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Prepared by:



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Purpose and Scope

The City has retained Federal Engineering (**FE**) to offer an independent opinion on the Public Safety Systems Revitalization Program Emergency Radio Replacement Project's status and potential for success. A key objective of this effort is to identify issues and concerns the City's project managers are not aware of rather than simply restatement of issues already identified for which action is underway.

The purpose of this report is to provide an overview of the status and progress of Portland's Emergency Radio Replacement project for the period January 1, 2015, through February 28, 2015.

The report evaluates the project in the areas of scope, schedule, quality, and risk and recommends preventative and corrective actions where appropriate.

1. Project Dashboard

Table 1 provides a snapshot of key performance indicators for the period covered by this report along with comments to assist the reader in understanding the status reported. **FE** provides the details associated with each indicator in the report.

A circle or dot denotes the item is stable. An arrow pointing down denotes a departure from the desired state and an arrow pointing up denotes an improvement towards the desired state. The color green signifies that performance meets or exceeds objectives, yellow identifies that one or more objectives may be impacted unless performance is improved or alternative plans are invoked, while red indicates that immediate corrective action is required to bring the project back into conformance with the project management plan.





Table 1 - Performance Indicators

Performance Indicator	Status	Comments
Scope		No changes in scope during this reporting period however scope modifications are planned.
Schedule	 	<p>Fixed Network Equipment (FNE) – Based on Motorola’s estimates, PSSRP anticipates 60 days will be added to the FNE implementation schedule to accommodate remediation activities for the Mt. Scott tower.</p> <p>Subscriber Equipment – Deployment continues to proceed as anticipated.</p>
Cost		Costs remain in line with the original project budget inclusive of the structural design and enhancements anticipated for Mt. Scott tower.
Quality		PSSRP personnel continue to work diligently with the vendor and project stakeholders to make certain quality-related items are being addressed. A formal Risk and Action Register is reviewed weekly and appropriate responses are developed.
Issues/Concerns		The schedule will likely extend by 60 days pending the outcome of structural enhancement design and remediation to the Mt. Scott tower.
Risks		The final costs and actual time to complete the structural remediation for Mt. Scott are currently unknown.





2. Executive Steering Committee Watch List

Table 2 represents the *Executive Steering Committee (ESC) Watch List*. It comprises project-related issues, concerns, and risks for Executive Steering Committee (ESC) awareness.

FE continues to work with the City's project management team to address these items and where appropriate, offers recommendations for corrective action or process improvement to the City.

Table 2 – ESC Watch List

Items	Comments
Schedule	<i>Ongoing</i> – Due to the structural design effort and subsequent enhancements required at Mt. Scott, the overall project schedule is expected to extend by a minimum of 60 days. Efforts to compress schedule are ongoing.
Mt. Scott Tower	<i>New</i> – The tower requires structural enhancements to accommodate the radio system design. Although expected to remain manageable and within the project budget, the exact cost and schedule impacts are not yet known.
Willalatin Tank	<i>Ongoing</i> – Site development issues related to new environmental zoning requirements have been addressed. Final approval is dependent upon lifting construction moratorium related to disturbing soil which ends in May.





3. Risk Management

This section addresses risk management for the project. Table 3 identifies risk or issues for consideration and recommended corrective actions noted by **FE** during this reporting period.

Table 3 – Risk Considerations and Recommendations

Priority	Risk or Issue	Recommended Action
Medium	Schedule	Work with Motorola to revise schedule as soon as possible to reflect anticipated work at Mt. Scott so the City can clearly understand the overall impact to the project delivery. Once this is known, communicate the results and to the project stakeholders to manage their expectations.
Medium	Walters Hill Tower	Monitor the building approval process.
Low	Willalatin Tank	Resubmit for permit when construction moratorium is lifted. Site drawing has already been changed to alleviate the environmental review.

FE continues working with the necessary parties to implement the aforementioned actions to improve the quality of the project delivery, resolve issues and concerns, and reduce potential risks.





4. Quality Assurance

During this reporting period, **FE**:

- Monitored and assessed project milestones, deliverables, and implementation of hardware and software, and related project activities. Conducted weekly project status calls with the PSSRP Project Management Team
- Attended weekly project status calls between PSSRP Project Management Team, BTS personnel, and Motorola Project Management Team
- Reviewed City of Portland Radio Replacement Project Status Reports
- Reviewed and assessed the risks, assumptions, issues, and dependencies (RAID) with the radio project currently documented by the City.
- Developed strategies and recommendations in collaboration with the City to prevent or mitigate RAID items in order of priority
- Advised the City regarding City-maintained project monitor and control items including
 - Scope management
 - Schedule vs. plan
 - Costs vs. plan
 - Change management
 - RAID registers
 - Action Item Register
 - Project Communications





5. Deliverables

FE prepared and provided the deliverables identified in Table 4 during this reporting period.

Table 4 – Deliverables

Date Delivered	Document Control Number	Title/Subject
03-12-2015	SR: CPERRP: 20150312	City of Portland Independent Project Management Quality Assurance Status Report

