

## **Narrative**

### **Executive Summary**

The Radio Replacement Project Oversight Committee (the Committee) provides citizen oversight and guidance to the Radio Project.

The purpose of this document is to report on the work of the Committee to date and our evaluation of the Project status. The Committee was convened subsequent to the development of project scope and timelines as well as the initiation of the Stability Phase. The Committee is excluding Stability Phase from its oversight responsibility as it had no input, but reporting on what was provided for completeness.

The Radio Project is in early stages with general timelines and activities. Detailed project activities and schedule for the core radio replacement will be developed from an engineering evaluation contract, still to be let this year.

The Radio Project is making acceptable progress. We have concerns that the early project organization and some of the early definition and acquisition activities appear to be taking longer than originally expected. We now have better schedule and budget projections and we will be able to better evaluate planned vs. actual going forward.

### **Committee Meetings, Organization Initial Activities**

The Committee has met monthly since February 2011 and elected two co-chairs (Aparna Balachandran and Greg Wenneson) in the month of March 2011. The first two meetings focused primarily on procedural issues including development and approval of a Committee Charter. The April meeting included a briefing on current City radio communications structure and challenges, and on industry trends and new standards. In May, some members participated in police or fire ride-alongs and a tour of the radio control center. This tour is planned to be repeated for the interested members.

The Committee has also reviewed and approved the Project Charter and Project Governance documents and received briefings on the engineering consultant RFP. Updates on the project status have been presented at each meeting. Project status updates to date have largely focused on specific operational details of the project. The Committee agreed that this level of detail has made it difficult to understand how the work being done fits within the broader context, budget, and timeline of the project. To address this problem, the Committee has asked the project team develop a dashboard format for future briefings.

The Committee will continue to meet monthly through October and then evaluate meeting frequency.

### **Project Evaluation**

The Radio Replacement Project is nearing completion of the first major phase, the Stability Phase, which was undertaken to stabilize the most at-risk radio equipment. It is not clear to the Committee to what extent the selection of Motorola equipment for the stability phase may limit the options or require duplicate expenditures in the next phases of the project.

The next phase, the Analysis Phase, has been started. In this Phase, a radio engineer consulting firm will be selected to evaluate overall needs and current status of the radio system. The Purpose of this evaluation is to determine the best-fit architecture for the replacement or upgrade of the radio system. The Committee has recommended that the City

use a full RFP in selecting a consultant for the Public Safety Emergency Radio Replacement Project.

The Committee has expressed concerns about not having a good picture of the current scope of issues and requested specifics in next meeting on how the Analysis Phase will ensure collection of data points from all users and agencies of the radio system.

### **Major Timelines / Milestones**

The major milestones for the project are:

- Stability Phase: the installation of the main controller and sub-systems
- Analysis Phase: Engineering analysis and architectural recommendation
- Procurement Phase: Procurement of the replacement or upgraded system
- Implementation Phase: Installation and roll-out to all users of the replacement or upgraded system.

The Stability Phase was started in early 2010 to replace the most critical, at-risk components of the radio system. The final task for the Stability Phase, upgrading the controller software, is scheduled to complete in September of 2011. This phase is reported to be on schedule. We have been informed that, until the radio analysis is completed, there will be no quantitative data on which to base an evaluation of the actual need for system replacement.

Project planning for the remaining three phases of the project began prior to December 2010 with an analysis of the condition and age of the current radio system equipment and the draft of an overall project budget for bond funding.

In the Analysis Phase, the contracting process for the engineering consultant has begun. The goal of this activity is to engage a vendor-independent engineering consulting firm which will identify the most effective options to replace or upgrade the aging radio system . The Committee recommended a full RFP rather than a sole-source selection for services, even though the RFP process will add several months to the consultant selection. The RFP is ready to be issued July 1, 2011. The selected engineering consulting firm is projected to begin work in early October 2011 and complete by December 31, 2011. These dates may be revised after the proposals to the RFP are received and proposers' project approaches are reviewed.

The estimated completion date for the Procurement Phase is June 2013 and the Implementation Phase is March 2015. These dates could be significantly affected by the results of the engineering consultant's analysis.

### **Project Status / Highlights / Accomplishments**

In the last three months, the Stability Phase completed its fourth major task, the installation of the main controller and sub-systems, including a 700 MHz layer for encryption services. One more major task remains in this phase.

Although there will not be a detailed Project schedule until the engineering consultant has completed their analysis, planning for the analysis phase is underway.

In the Analysis Phase, the engineering consultant RFP draft was reviewed, revised and approved by all levels of project management and by Procurement Services and the City Attorney's Office. This activity is on schedule.

The Project Charter and Project Governance for this phase have been drafted and reviewed by the project sponsors and the Committee.

The Bureau of Technology Services (BTS) has collected inventory data for the current radio system and has begun validating the data.

### **Project Risks / Issues / Problems**

We have heard that many radio user agencies think the current radio system is “good enough” and question the value of replacing it given the associated cost of replacement radios and system support.. BTS and PSSRP have begun to spend extra time and effort to quantify the risks of an aging system and ensure open, proactive communication with all affected agencies. Plans are being drawn up to define activities to inform interested parties and to gather and track their input and comments.

The Project is in early development of project documents for Quality, Communications, Risk Management, etc. Budget and Schedule have not been detailed or baselined. Until these have been developed and baselined, it will be difficult to provide a qualitative evaluation of Project status and performance as Planned vs. Actuals.

The RFP and contract should explicitly call for the consultant to fit their design within the City’s constraints: funding, utilization of the existing radio sites, antenna towers, and radio frequencies; while also meeting the system requirements, distilled from the user needs.

### **Next Steps / Next Quarter Projections**

During the July-September 2011 quarter, the Stability Phase will be completed.

For the Analysis phase

- An engineering consulting firm will be selected and their contract is expected to be in final approval stage.
- The current equipment inventory data will have been validated and reported.
- The project charter and governance will be approved by all project sponsorship levels.
- The project management plans, including communications, quality and resources, and the initial detailed project schedule will be reviewed and approved.

Project Status

Overall:		<ul style="list-style-type: none"> <li>• All but the last major stabilization task have been completed.</li> <li>• The RFP for Voice Radio Engineering Consultant was finalized, ready for issue. Consultant work was projected to start Oct. 1.</li> <li>• Inventory data for current radio equipment was initiated for both radio sites and remote/handheld equipment.</li> <li>• Confirmation of the comprehensive stakeholder /user list was begun.</li> </ul>
Schedule		The Radio Replacement Project is generally on schedule.
Cost		The Radio Replacement Project remains within budget but slightly underspent (see schedule).
Scope		The Radio Replacement Project remains within its scope.
Quality		The contract for vendor-independent engineering consulting service and close collaboration with BTS will enable the best opportunity for PSSRP to define, select and ensure the highest quality system.

Financial Snapshot – as received from Project Office. We will work with the PO for more informative financials.

CNF

Filename: IOC Report 06-30-11 (pre-close) 7-25-2011.xlsx - 800 MHz

Public safety emergency radio system - Financial status report for independent citizen committees						
Account	Description	Current budget	LTD actuals March 2011	2nd quarter (Apr - Jun 2011) expenses prior to closing*	LTD actuals (through June 2011) prior to closing*	Remaining balance*
<b>Requirements</b>						
511100	Full-time Employees	\$1,000,993	\$229,051	\$37,962	\$267,033	\$733,960
511300	Part-time Employees	\$0	\$1	\$0	\$1	(\$1)
513000	Premium Pay	\$21	\$31	\$9	\$40	(\$19)
514000	Benefits	\$338,645	\$68,182	\$10,919	\$79,101	\$259,544
Total	Personnel Services	\$1,339,659	\$297,265	\$48,911	\$346,176	\$993,484
521000	Professional Services	\$13,953,258	\$2,280,145	\$1,676,191	\$3,956,386	\$9,996,922
529000	Miscellaneous Services	\$5,048	\$27,300	\$0	\$27,300	(\$22,252)
531000	Office Supplies	\$0	\$113	\$0	\$113	(\$113)
532000	Operating Supplies	\$1,123,434	\$2,250,366	\$225	\$2,250,593	(\$1,127,159)
532350	Computer Supplies - software	\$0	\$9,040	\$0	\$9,040	(\$9,040)
532355	Computer Supplies - hardware	\$0	\$4,677	\$0	\$4,677	(\$4,677)
534000	Minor Equipment & Tools	\$19,155,461	\$67,434	\$14,501	\$81,935	\$19,073,526
541000	Education	\$7,589	\$89	\$0	\$89	\$7,500
542000	Travel (In-town/Out-of-town)	\$21,300	\$19,435	\$3,581	\$23,016	(\$1,716)
549000	Miscellaneous	\$60,000	\$4,939	\$5,310	\$10,249	\$49,751
Total	External Materials & Services	\$34,326,090	\$4,663,540	\$1,699,808	\$6,363,348	\$27,962,742
651200	Printing & Distribution	\$176	\$176	\$0	\$176	\$0
651500	Technology Services	\$825,540	\$464,725	\$24,180	\$488,905	\$336,635
Total	Internal Materials & Services	\$825,716	\$464,901	\$24,180	\$489,081	\$336,635
563000 / 599630	Capital Equipment	\$12,440,000	\$0	\$0	\$0	\$12,440,000
Total	Capital Outlay	\$12,440,000	\$0	\$0	\$0	\$12,440,000
571100	General Operating Contingency	\$1,455,675	\$0	\$0	\$0	\$1,455,675
Total	Other	\$1,455,675	\$0	\$0	\$0	\$1,455,675
Grand Total		\$50,387,140	\$5,425,706	\$1,772,899	\$7,198,605	\$43,188,536
<b>Resources</b>						
GO bonds		\$38,940,000	\$2,374,767	\$1,492,006	\$3,866,773	\$35,073,227
BTS cash		\$10,000,000	\$2,003,366	\$8,891	\$2,012,256	\$7,987,744
PSSRP cash		\$421,007	\$421,007	\$0	\$421,007	\$0
Grants		\$1,026,133	\$626,566	\$272,002	\$898,568	\$127,565
Total		\$90,387,140	\$5,425,706	\$1,772,899	\$7,198,605	\$43,188,536

8/17/2011

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