

PUBLIC SAFETY SYSTEMS REVITALIZATION PROJECT (PSSRP)



City of Portland PSSRP Initiative Monthly Quality Assurance Report For the Period: 1.21.09 - 2.17.09

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1.0 Report Purpose and Methodology

1.0.1 Period Covered

This monthly report is intended to communicate the results of the independent quality assurance (QA) review of the PSSRP initiative to the City of Portland's Executive Steering Committee (ESC) for the period between January 21, 2009 and February 17, 2009.

1.0.2 Document Version Control

This table provides a history of the document's review:

Version	Date	Reviewed By	Role	Sections Reviewed
v 1.0	2/10/09	Cit Com, Inc	Report Author	All
v 1.0	2/11/09	SEARCH	Consultant/Advisor	All
v 1.0	2/13/09	Mark Greinke	CTO	All
v 1.0	2/13/09	Dan Bauer	Interim POM	All
v1.1	2/14/09	Cit Com, Inc	Report Author	All
v1.1	2/14/09	SEARCH	Consultant/Advisor	All

This month's report was provided to Mark Greinke and Dan Bauer late on Friday, February 13. Because Monday (2/16) is a federal holiday, neither was able to conduct a detailed review of the report's content prior to the February 17 ESC Meeting.

1.0.3 Personnel Interviewed During the Period

The consultants interviewed the following people associated with the PSSRP initiative prior to developing the current draft:

Person Interviewed	Date
Jennifer Cooperman	February 6, 2009
Mark Ellwood	February 6, 2009
Gordon Huntsman	February 6, 2009
Dorothy Brown	February 6, 2009
Dan Bauer	February 6, 2009
Jeff Baer	February 6, 2009
Assistant Chief O'Dea	February 9, 2009
Assistant Chief Martinek	February 9, 2009
Chief Klum	February 9, 2009
Kalei Taylor	February 11, 2009
Diana Mekelburg	February 11, 2009
Lisa Turley	February 11, 2009
Louise Grant	February 12, 2009
Mark Greinke	February 12, 2009

1.0.4 Project Materials Reviewed During the Period

The consultants reviewed the following project-related documents during the period:

Status Reports

- CAD Next: 1/27/09, 2/3/09, 2/10/09
- PPDS: 1/23/09, 1/30/09, 2/6/09, 2/13/09
- Radio: 1/23/09, 1/30/09, 2/6/09, 2/13/09

Other Related Documents

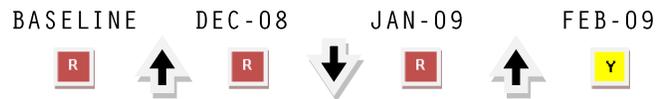
- CAD Next Statement of Work (1/27/09)
- PPDS RMS RFP (1/30/09)

2.0 PSSRP Project Assessment

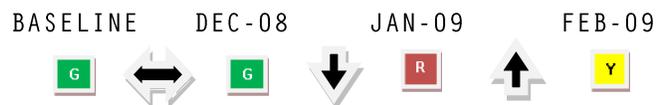
2.0.1 Executive Summary

This report is the third monthly quality assurance report of the PSSRP initiative. While the following subsections explore specific observations and recommendations that impact the monthly color assignment, this Executive Summary is intended to provide a snapshot of the PSSRP initiative over the last four months.

2.0.1.1. Global PSSRP Initiative Summary



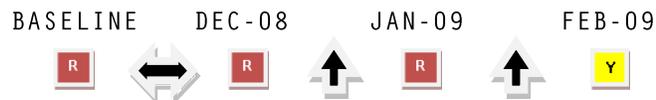
2.0.1.2. CAD Next Summary



2.0.1.3. PPDS RMS Summary



2.0.1.4. 800 MHz Radio Summary



2.0.2 Summary Assessment

The following tables provide the City with an assessment of “what has changed” during the current period.

TABLE LEGEND:



Green - On target, good performance against plan.



Yellow - Caution, ability to meet project objectives may be threatened, may need intervention.



Red - Serious issues and/or go-live in jeopardy, intervention and/or corrective action needed.



Up - Positive changes outweigh negative.



Equal - No change, or positive changes offset by negative.



Down - Negative changes outweigh positive.

PSSRP Evaluation Metrics	Prior Rating	Change Direction	Current Rating	Comments
<p>Global PSSRP Initiative Summary Reflects status of overall initiative (CAD, PD+FD RMS, Radio)</p>				<ul style="list-style-type: none"> ▪ During the past month, each of the core PSSRP projects has shown marked improvement. The CAD Next agreement documents have been delivered to Versaterm; the PPDS RMS RFP issues have been quantified, and a comprehensive Project Plan is nearing completion; and, Portland has undertaken a conservative approach to preparing for the regional radio initiative by drafting a local plan that is scalable for regional purposes. Additionally, the impact of losing the former POM has largely been minimal as Dan Bauer and Mark Greinke have managed to maintain project continuity without significant disruption. <p>(See Section 3.0.1. for detailed Global PSSRP Observations)</p>
<p>CAD Next Project Summary</p>				<ul style="list-style-type: none"> ▪ The contract materials have been delivered to Versaterm, and final negotiations are underway. In response to the ESC request to better understand the impact of delayed contract negotiations on implementation, BOEC has identified areas of the implementation plan that can be compressed (without impact to the project's forecast February, 2011 live date). ▪ Although the key City negotiators have orally discussed their approach for finalizing the negotiation process, a more formalized written strategy for concluding the process has not been developed, but should be considered. <p>(See Section 3.0.2. for detailed CAD Next Observations)</p>

PSSRP Evaluation Metrics	Prior Rating	Change Direction	Current Rating	Comments
PPDS RMS Project Summary				<ul style="list-style-type: none"> ▪ During this period, many long-standing recommendations (i.e., project plan and budget development) were addressed and are now nearing completion. The PPDS RMS RFP has been carefully reviewed by a host of internal and external experts, and the remaining edits have been clearly articulated. As PPB personnel incorporate the final edits, there is a high degree of probability that the RFP will be ready for delivery to Purchasing during the next evaluation period. ▪ Notwithstanding the near-term achievements, PPB still lacks subject matter expertise and should be working on mid and long term efforts that will ensure a successful RMS implementation (i.e., change management).The QA consultant’s recommendation (from October, 08) to retain subject matter expertise (a consultant) was rejected in favor of waiting until a full time Project Manager could be retained. However, the recommendation has been re-activated. <p>(See Section 3.0.3. for detailed PPDS RMS Observations)</p>
800 MHz Radio Project Summary				<ul style="list-style-type: none"> ▪ Several positive developments have occurred in the Regional Radio project during the period, including the release of the Planning Consultant RFP, and the active recruitment of a Regional Project Manager. Additionally, it is likely that the region will secure a voting seat on the OWIN Steering Committee in the coming weeks. ▪ The most substantive change pertains to the City’s decision to craft a detailed approach toward fulfilling local (Portland-only) radio communication needs in a scalable manner. Developing this approach will enable Portland to minimize risk, and be insulated from external factors (i.e., whether regional partners can allocate financial resources during the current recession). This effort has shifted the project from red status to yellow. <p>(See Section 3.0.4. for detailed Regional Radio Observations)</p>

2.0.3 Detailed Project Change Assessment

Each month, the QA consultants assess forty five critical project management areas for the PSSRP core projects (CAD Next, PPDS RMS, and 800 MHz Regional Radio). The following tables reflect any change within those areas.

2.0.1.1. CAD Next Change

Evaluation Metrics	Prior Rating	Change Direction	Current Rating	Comments
4. Does a complete and current project plan exist in writing?	 (Development)		 (Yes)	<ul style="list-style-type: none"> The project plan has been evaluated and updated to reflect the shifting contract development dates (and their impact on the implementation schedule).

Note that the numbering of metrics in the first column (Evaluation Metrics) references the Baseline Report categories. Gaps in the numbering sequence merely reflect the fact that some categories remain unchanged from the prior reporting period.

2.0.1.2. PPDS RMS Change

Evaluation Metrics	Prior Rating	Change Direction	Current Rating	Comments
2. Is Executive Sponsorship in place?	 (Partial)		 (Yes)	<ul style="list-style-type: none"> The transition in Executive Sponsorship is complete, with both AC Martinek and AC O’Dea actively participating in the PPDS efforts.
4. Does a complete and current project plan exist in writing?	 (No)		 (Nearing Completion)	
9. Is there an approved procurement plan?	 (No)		 (Yes)	<ul style="list-style-type: none"> A plan has been coordinated with Christine Moody and Jeff Baer.

2.0.1.3. 800 MHz Regional Radio Change

Evaluation Metrics	Prior Rating	Change Direction	Current Rating	Comments
2. What is the percentage of unresolved issues?	 (Same as Dec)		 (Decreased)	<ul style="list-style-type: none"> By developing a local communications approach, the percentage of unresolved issues.

Evaluation Metrics	Prior Rating	Change Direction	Current Rating	Comments
19. Is there a negative impact to the project success due to unresolved issues?	 (High Impact)		 (Medium Impact)	<ul style="list-style-type: none"> Again, the local “backup” plan has significantly reduced negative impacts to the City of Portland as a consequence of the regional radio initiative.
20. Has an experienced project manager been assigned to the project?	 (No)		 (In Progress)	<ul style="list-style-type: none"> The Regional Project Manager recruitment is well underway, with a selection to be made in March/April.

3.0 Observations and Recommendations

3.0.1 Global PSSRP Observations and Recommendations

- 3.0.1.1. Positive Interim POM Performance:** The interim Project Office Manager (POM), Dan Bauer, has quickly adapted to the unique challenges associated with the PSSRP initiative. Dan was successful in maintaining the continuity of project meetings that were established in December, without incident. Concurrently, he oversaw the assembly and delivery of the City's CAD Next contract documents to Versaterm.
- 3.0.1.2. Permanent POM Replacement Underway:** The recruitment effort to hire a new POM has yielded nearly 75 applications, which are presently being screened by city personnel. The serious national economic conditions have vastly increased the number of Americans seeking employment. Consequently, it is likely that recruitment for the POM position may result in an unusually high number of applicants, regardless of prior experience (a major factor in identifying a finalist candidate).
- 3.0.1.3. Executive Steering Committee (ESC) Structure:** Although the ESC is functioning as defined in the PSSRP Project Charter¹, a growing number of committee members have begun to consider whether the current structure remains the most effective governance model for the initiative. The QA consultants interviewed numerous ESC members with respect to this subject, over the past three reporting periods. The members identified two issues which have given rise to their concerns:

First, all four of the core projects (CAD Next, PPDS, Regional Radio, and Fire RMS) are undergoing transformative change; CAD Next is shifting from contracting to implementation, PPDS and Fire RMS from planning to procurement, and regional radio from concept to execution. As the core projects evolve, the broader PSSRP initiative is maturing. ESC members point to a correlated change in the type of issues which are being presented to them, as well as the decisions they are being asked to make. While the project continues to mature, the members are noticing that the demands of governing the planning stages of an initiative are very different from governing its implementation.

¹ Refer to Section 5.0 for selected governance components of the PSSRP Project Charter

For example, members point to the increasing degree of technical and business complexity associated with the CAD Next project; expressing concern over whether they could reasonably be expected to grasp emerging issues, draw conclusions and render opinions, based on the information presented at each ESC meeting (the meetings are usually 90 minutes long, with most of the time devoted to briefing the members on the current status of the PSSRP initiative). The example illustrates the concern of some members over the potential for them to be asked to make decisions without a comfortable degree of knowledge or resources.

One member pointed out that, as currently written in the Project Charter, the ESC is responsible for making final decisions whenever there is a lack of consensus between the CTO and a Bureau Director. The committee members hold the CTO and the Bureau Directors in high regard, trusting (in equal measure) the CTO's technical knowledge and the Bureau Director's business knowledge. Thus, they described how it would be difficult to render an informed decision during the monthly meetings, given the increasing complexity of the projects and their reliance on both the CTO and the Bureau Directors for information.

The second issue which has caused several ESC members to revisit the PSSRP governance is a concern that "they can't know what they don't know". One member said that prior to the Baseline QA Report, it appeared that all of the core projects were running at maximum efficiency and effectiveness. Consequently, there was no need to consider: a) the veracity of the monthly status reports, b) whether he/she should be doing more or less in terms of their participation on the committee. In January, the member was reflecting on the meetings prior to October and said "I don't know what else we could have done, because you can't know what you don't know". This statement was illustrative of many other ESC members, who have said they felt a need to "do something different", and be more proactive. However, while the members were confident that shortcomings exist, they were generally unable to identify specific changes to the governance model that would alleviate their concerns. Rather, most of them are seeking a collaborative discussion with their colleagues on how to adapt the ESC to the changing environment.

Recommendation: Acting as the platform upon which the core PSSRP projects are built, information technology (IT) serves as the common denominator amongst police, fire, and communications. Perhaps more than any other City bureau, BTS serves as a logical coordinator of enterprise-wide initiatives. Therefore, it is understandable that the architects of the Project Charter would

have employed a governance model that relied heavily on the CTO to act as the Project's Sponsor. Like his predecessor, Mark Greinke has brought a citywide perspective to PSSRP, and has acted as the bridge between the bureaus' discrete projects.

Yet, while the existing governance model has been successful during the planning phases, experience has shown that police and fire agencies have a greater chance of success when they take ownership in governing their technology initiatives, and resist the temptation to label CAD/RMS/Mobile projects as "IT Projects". To be successful, these projects require significant buy-in at all levels within the police, fire and communications bureaus. The Chiefs must support the initiatives from a financial, personnel and business perspective while technologists must understand the technical environment and successfully support the user-defined systems. Naturally, the "parent organization" (in this case the City of Portland) must also provide support, resources, communications management and some degree of oversight. Thus, it appears that the current governance model may need to be adjusted for police, fire and communications to take greater ownership of the PSSRP initiative (in particular given that the core projects are moving closer to implementation phases).

However, rather than prescribing a specific governance model, the QA consultants recommend a facilitated discussion with the current ESC to review "national standards" and examples of similar project governance structures from large municipal public safety technology engagements. As part of the dialogue, the ESC should collaboratively harness the available resources of its members, and proactively assign themselves to specific responsibilities beyond the role of project oversight.

3.0.2 CAD Next Observations and Recommendations

3.0.2.1. Versaterm Contract Materials Delivered: The City provided Versaterm with a complete contract package on February 4, 2009. The delivery of the materials should be viewed as a major accomplishment in the CAD Next initiative, as it represents the bulk of work associated with the contract development phase. The QA consultants have reviewed the statement of work (and some exhibits to the document) and believe that it is an excellent document, and will serve the City well. Versaterm is currently reviewing the materials, and has preliminarily identified various objections (as is typically the case with all vendors).

At the time of publishing this QA report, BOEC was working on a contract finalization schedule, forecasting completion to occur on March 12. However, it is very difficult to forecast a completion

date while the specific Versaterm objections remain unknown. The City has chosen to negotiate the contract as a “whole document”, rather than negotiating individual exhibits. While the QA consultants support this approach, it can lead to contract development delays (because Versaterm must articulate all of their positions in a singular document). The City’s key contract development participants have varying degrees of contract negotiation knowledge, skills and experience. Dan Bauer will be coordinating the final negotiations process on behalf of the City. He will be working closely with Mark Greinke, Lisa Turley and Jim Finch, along with representatives from City Purchasing and Legal.

Recommendation: The QA consultants believe that it is unlikely that the parties will reach an agreement by March 12 due to the “whole document” approach, and experience with negotiating contracts with Versaterm (to be clear, the “whole contract” approach is wise, but simply often requires additional time). Rather, BOEC should consider extending the forecast contract completion date to allow for a 6-8 week process (placing contract finalization between March 23 and April 13).

Portland’s negotiating team has discussed their contract finalization approach amongst one another, and has developed a logical strategy, although it is not codified. Typically, large public safety agencies develop written strategies for negotiating high dollar value (or high impact) agreements. Such documents detail all aspects of the process, from the location of the meetings to the City’s willingness to negotiate on key points that are likely to be a source of vendor objection (along with a range of acceptable alternatives). Other key elements of such a document would include the identification of specific people to fulfill certain roles in the development process (i.e., “good guy, bad guy”), and a proactive approach for mitigating disputes. As a final recommendation, the ESC should give consideration to videotaping (or audio taping) the contract development session (as many large public safety agencies have adopted this practice in recent years).

3.0.2.2. Contract Delays Evaluated: BOEC has carefully evaluated the planned implementation schedule for opportunities to adapt to the delayed contract development process. They have specifically identified opportunities to start the Production Environment Build earlier than previously forecast, allowing for the planned go-live date (of February 27, 2011) to remain intact.

3.0.3 PPDS Observations and Recommendations

3.0.3.1. PPDS RMS RFP Progress: Although still in draft form, the remaining edits to the request for proposal (RFP) have been identified. As a result, PPB is working with BTS to make the remaining edits, and provide the document to Purchasing. The QA consultants have carefully reviewed the entire RFP and have identified five key areas that require modification prior to release. Following a conference call with Mark Ellwood, Gordon Huntsman and Dorothy Brown on 2/6, the QA consultants are confident that the finalized RFP will be an excellent procurement vehicle for acquiring a PPDS replacement.

3.0.3.2. Partner Agency Involvement: The partner agencies will be playing a key role in the evaluation and selection of the RMS product. Additionally, PPB has been reaching out to Gresham and Vancouver/Clark County to pursue their cooperation in the initiative.

Recommendation: PPB should confirm that each Partner Agency has a clear expectation of what the new PPDS RMS will offer in terms of modules and features. Although agencies will have ample opportunities to acquire specific features (that may not be required by PPB), there are certain modules that are not typically available from commercial RMS vendors. For example, Washington County may be interested in acquiring jail management system (JMS) technology from the finalist vendor. However, there are very few RMS vendors which offer a JMS package. Therefore, if such modules are required, they should be included in the RFP, so as to take advantage of cost and time savings.

3.0.3.3. PPDS Budget Development: Gordon Huntsman has the framework of the PPDS budget identified, and it is likely that a comprehensive budget will be available in the following period.

PPDS Recommendation Re-Activation: PPB has been working without subject matter expertise for nearly nine months. While the urgent needs appear to have been fulfilled (RFP development, budget forecasting), there are many things PPB should be doing to prepare for the PPDS replacement that can only be provided by a consultant or subject matter expert (i.e., business process re-engineering, policy and procedure analysis and modification, interim CAD-RMS-EFR design and implementation, etc). Many of the mid-to-long range goals require time to successfully complete and should now be underway. Given that a full time Project Manager is still months away from being hired, the QA

consultants urge PPB to retain an RMS subject matter expert, or consultant, immediately. This recommendation was made in the Baseline QA Report (#5.0.1.3), and was declined (noting that the City was hiring a full time project manager in lieu of a consultant). However, the QA consultants suggest the ESC revisit the recommendation.

3.0.4 Radio Observations and Recommendations

- 3.0.4.1. Planning Consultant RFP Published:** The RFP was uploaded to 'ebid' on February 9, and more than 80 vendors have downloaded the document (as of the date this report was published). Presumably, only a handful of the vendors will actually prepare a proposal response. The timeline anticipates that the vendor will begin work in July or August of this year.
- 3.0.4.2. Regional Project Manager Recruitment Underway:** The recruitment for a Regional Project Manager is well underway, with approximately 20 applicants as of the date this report was published. The timeline anticipates that the Project Manager will begin work in late March or early April.
- 3.0.4.3. Regional OWIN Participation:** OWIN may agree to add a Portland Regional voting representative onto their Steering Committee (a final decision will be made within the next two weeks).
- 3.0.4.4. TriMet Interest:** TriMet expressed an interest in joining the regional radio initiative during the period (this is a positive sign, indicating that agencies are willing to join the regional effort).
- 3.0.4.5. Portland-Specific Analysis Underway:** Regional initiatives (of any type) are difficult to enact, even in positive economic environments. With the current national recession, government agencies are struggling to maintain service levels, and placing many capital improvement projects on hold for an indefinite period of time. With this in mind, the QA consultants were very pleased to note that Portland has developed (and is refining) an approach for a local, Portland-only radio modernization effort. These efforts are producing a project approach that is beneficial to Portland, regardless of whether regional partners decide to participate. This effort greatly reduces the Portland-specific risks, and has largely influenced the QA consultant's decision to shift the project into "yellow" status.

4.0 Prior Recommendations

4.0.1 Prior Recommendation Status

The following chart depicts a record of previous QA recommendations, describing any actions taken by the project team. The chart is updated on a monthly basis.

Recommendation Location	Recommendation Summary	Action Taken (QA Report, and Subsection)
Baseline 5.0.1.1	The PSSRP requires horizontal vision. Currently, the core projects are operating nearly in a vacuum from one another. Very soon, the organization will begin to suffer from this lack of vision as installation tasks associated with integrating CAD and RMS become apparent and costly. We recommend a comprehensive analysis be undertaken immediately, to identify, triage, and solve, the challenges associated with the present stove-piped approach to the core PSSRP initiatives.	Concept Adopted 12/08: 3.0.1.8 (vi, viii)
Baseline 5.0.1.1	We strongly recommend that the PSSRP Project Charter be rewritten to reflect contemporary scope, budget, timeline, values, objectives, reporting structures, risks and more. It no longer accurately reflects the nature of the initiative.	Concept Adopted 12/08: 3.0.1.4
Baseline 5.0.1.1	With regard to ieSolutions, we credit the organization with aiding BOEC in their successful CAD vendor selection. However, ieSolutions' lack of prior public safety technology installation experience appears to be in conflict with the degree to which they can, legitimately, be defined as the sole source for integration services (even with their knowledge of the Portland environment, which can be learned). Moreover, the public safety technology consulting marketplace includes many experienced integrators, who have previously assisted police and fire agencies with complex CAD installations (including some that have recently installed Versaterm technology). In light of the observations regarding the subject (See Subsection 1.0.3.2. of the Baseline Assessment), we are highly confident that one or more consulting firms will protest an additional sole source contract for ieSolutions. Therefore, to avoid a bid protest, and the resultant delays, we recommend the City immediately prepare and release a request for proposal (RFP) for professional services to assist with installing the Versadex CAD.	Declined 12/08: 3.0.1.3

Recommendation Location	Recommendation Summary	Action Taken (QA Report, and Subsection)
Baseline 5.0.1.2	A careful examination of the benefits, risks, and costs of a shared PSSRP CAD/RMS/Mobile solution (across police, fire and EMS), with a comprehensive message switching component should be undertaken immediately (during the 60 day CAD contract suspension). Having worked with Versaterm for over four years (in a full time plus capacity), our QA team is highly knowledgeable about the technical, and functional, relationship between the Versadex CAD and the Versaterm RMS, and the Versaterm AFR product [Mobile Report Entry (MRE)]. Of the 40+ CAD/RMS vendors in the industry, Versaterm is certainly in the top percentile of vendors whose suite of products are very, very tightly integrated (unlike some products wherein the CAD and RMS are merely interfaced). In many instances, root CAD functionality can only be actualized through the acquisition of a complementary RMS/MRE feature set. These are merely examples of the barriers which would exist should the City continue down the path of isolating CAD from the RMS and Mobile technologies.	Adopted 12/08: This concept has been adopted and is reflected in the draft project reorganization structure (which includes horizontal business and technical personnel).
Baseline 5.0.1.2	The City should develop language to protect the City's financial interest, should it ever decide to select Versaterm as the RMS/AFR provider and make it a part of the current Versaterm CAD agreement. This is a very common practice in the industry, as police and fire agencies frequently must pay for project elements over a span of years (particularly when projects are funded by grants).	Adopted 12/08: 3.0.2.5
Baseline 5.0.1.2	The City must undertake a comprehensive review of the current Versaterm pricing, which appears to be much higher than other recent Versadex CAD costs. Per the POM, BOP is researching this matter as of the date of report publication.	Adopted 12/08: 3.0.2.4
Baseline 5.0.1.3	In light of our previous recommendations to evaluate PPDS relative to the balance of the PSSRP initiatives, releasing the RFP at this point would be counterproductive. Additionally, the RFP is still in draft form and requires a careful functional review (to be certain that the requirements accurately reflect both PPB as well as the 18 subscriber agencies), prior to being released to the vendor community.	Adopted 12/08: 3.0.3.1 The RFP is in draft form and has not been released.

Recommendation Location	Recommendation Summary	Action Taken (QA Report, and Subsection)
Baseline 5.0.1.3	<p>On balance, most RMS initiatives eclipse the complexity, scope, range and cost of CAD initiatives. Yet, since 2006; while much attention and resources were devoted to the CAD Next project, far less has been assigned to PPDS. The current Project Manager is assigned multiple law enforcement initiatives and has an unconventional reporting chain of command that lends itself to a lack of accountability. In our estimation, there are no current employees with previous experience with effectively orchestrating a successful RMS initiative that is used by 19 law enforcement agencies, and relied upon by 25 external entities for data exchange. And, given the embedded governmental problems associated with hiring Project Managers, we have no confidence in the City's ability to find a qualified Project Manager for this complex and mission critical endeavor. Even if the selection process could be fast-tracked, it is still extremely unlikely that a qualified and experienced RMS professional would accept the City's present salary offering for this assignment. The ESC should, immediately, authorize the retention of external, professional services to undertake the recommendations outlined in this QA report and place the PPDS initiative on a stable course.</p>	<p>Declined 12/08: 3.0.3.8 (v) Rather than retaining a consultant, the city is attempting to retain a full time employee.</p> <p>Update – 2/09: This recommendation has been re-activated.</p>
Baseline 5.0.1.3	<p>The PPDS project needs a Project Charter that reflects (at the absolute minimum) a basic and accurate budget, detailed timeline, and comprehensive scope statement.</p>	<p>Concept Adopted 12/08: 3.0.3.5</p>
Baseline 5.0.1.3	<p>The PPDS technology is in such widespread use, yet there is relatively little involvement on behalf of the participating agencies. Many agencies have no representation at all. And, others appear on forms and websites by name only (they have not actively participated in the initiative). Consortia RMS projects are difficult to manage, and require constant effort. In the current environment, most agencies have lost interest (after all, this has been underway for two years without significant activity), while some are considering how to acquire their own RMS technologies. The PPDS effort must be centered on a collaborative platform that takes into account the project's assumptions, constraints and barriers. Accepting a lack of communication, or collaboration, is not acceptable.</p>	<p>Concept Adopted 12/08: 3.0.3.2</p>

Recommendation Location	Recommendation Summary	Action Taken (QA Report, and Subsection)
Baseline 5.0.1.4	The initiative requires a Regional Project Charter replete with system definition, development, and implementation before getting to the point of retaining an OE (in fact, such retention should be a component of the Project's Charter). And, ownership must pass to all stakeholders in proportion to their commitment in the regional project.	Concept Attempted 12/08: 3.0.4.5
Baseline 5.0.1.4	The project is in clear need of an Owner's Engineer (OE) with the requisite skills and experience necessary to lead a large scale, regional radio initiative. Priority attention should be given to the development, and approval, of this RFP (which is presently only in conceptual format).	Concept Adopted 12/08: 3.0.4.4
Baseline 5.0.1.5	With regard to any core PSSRP initiative, the ESC should assign control of that resource to the POM (whether it be contractor or full time employee).	Concept Adopted 12/08: 3.0.1.8
Baseline 5.0.1.6	The PSSRP requires the backing of a senior Executive Sponsor (perhaps an elected official) who holds the authority to recognize the PSSRP initiative as a mission critical, high priority, endeavor. The ESC should identify such a person, who would act as the project's advocate whenever necessary, to place focus and prioritization on project tasks.	Concept Adopted 12/08: 3.0.1.3
Baseline 5.0.1.6	To the degree that it is feasible, the ESC should determine the best method for raising the salaries for the core PSSRP Project Managers, as well as the POM to an amount more in line with contemporary market demand. Naturally, this would require additional financial resources to be allocated into the budget. However, failing to make change in this area will cost far more in lost project momentum, and potentially a failed project state.	Concept Adopted 12/08: 3.0.1.5
Baseline 5.0.1.7	The City retain a public safety technology business process analysis consultant immediately. With the CAD installation set to begin in less than 90 days, we suggest that the consultant be retained through a sole source contract, as an exigent circumstance requirement. The scope of services would document the baseline business processes that are, or could be, impacted by technology. This methodology would provide a structured approach for developing a baseline business process "snapshot" of the current environments to confirm or reject various assumptions about the business environments (not to conduct detailed business process mapping).	Concept Adopted 12/08: 3.0.1.8 (viii)

Recommendation Location	Recommendation Summary	Action Taken (QA Report, and Subsection)
12/08 3.0.1.7	When the Versaterm contract is signed, and the PPDS RFP is released, the POM should document the known intersections, and prepare a migration plan accordingly.	Pending decision
1/09 3.0.2.1 (1)	The ESC should direct the CAD Next project team to prepare four implementation schedules, assuming the Versaterm agreement is ratified in March, April, May or June. Although it is unlikely that the agreement will be delayed until May or June, it is important to prepare a contingency plan that is proactive, and takes into account the potential implementation problems associated with starting the project during the early summer months. The four permutations should be presented to the ESC upon completion.	Concept Adopted 1/09 by ESC. See 3.0.2.1 of this report for more details.
1/09 3.0.2.1 (2)	Assuming that a post-March contract execution would negatively impact BOEC's ability to implement the Versaterm products in 2009, the ESC should identify methods for prioritizing the technical, business and legal resources necessary to finalize the Versaterm agreement in a 45-60 day period.	This recommendation was rendered inactive based on the preceding actions.

5.0 Governance Components of PSSRP Project Charter

When the Executive Steering Committee (ESC) was established in August of 2006, the role of the ESC was defined as follows:

- Advise City Council sponsors on policy, and critical project and system issues.
- Advise City Council sponsors on decisions regarding resources for Project.
- Make decisions on non-technical issues, based on input from project management, technical experts, advisors.
- Ensure that key business and contractual decisions are made in a timely fashion.
- Be available and accessible to participate as required in the Project.
- Individual members will have responsibility that completed projects meet the critical business needs in their areas of responsibility.

The ESC was to be co-chaired by the Chief Administrative Officer (CAO) and the Chief of Portland Fire and Rescue. In addition, the following members were identified:

- CAO Time Grewe (replaced by Ken Rust)
- Lisa Turley (BOEC Director)
- Rosie Sizer (Police Chief)
- Shawn Graff (Portland Office of Emergency Management Director)
- David Sprando (replaced by John Klum)

In addition to the ESC, an Advisory Team was also identified, with the following responsibilities:

- Be available and accessible to participate as required in the Project
- Make recommendations concerning City staff and other resources for the Project
- Participate in the resolution of business and contractual decisions in a timely fashion
- Advise CTO and POM on policy matters

Chaired by the CTO, the Advisory Team members included:

- Portland Police Bureau representative (specific person not defined)
- Steve Albert and Tracy Cleys, Portland Office of Emergency Management
- Portland Fire and Rescue Bureau (specific person not defined)
- PPDS User Board (specific person not defined)
- Toni Sexton, Jim Churchill, Bridget Phelan, BOEC

- ComNet Radio Staff (specific person not defined)
- UASI Working Group Communications (specific person not defined)
- UASI POC Group (specific person not defined)
- Others (specific persons not defined)

The architects of the Project Charter defined the manner in which the PSSRP initiative would be governed, laying out a comprehensive decision making protocol, as follows:

- All project participants and stakeholders are encouraged to identify and document issues that may have an impact on the success of the Project and the resulting systems.
- The Project Manager(s) will have responsibility for managing the issue tracking and resolution process, including directing Project resources to perform necessary analyses, with the Project Office Manager providing coordination related to dependencies among the individual projects.
- The system owner Bureau Director, in conjunction with the Chief Technology Officer, have final authority over all business policy, process, and technical issues encountered on the PSSRP and may call meetings of the Advisory Committee or ESC to assist in the analysis and resolution of Project issues. At such meetings, alternative issue resolutions may be presented and feedback requested or assistance may be requested from the other members in the issue analysis and identification of alternative solutions. In all such cases, the CTO will have presumptive authority over business, policy, and process issues. If lack of consensus between CTO and system owner Bureau Director, the ESC will make the final decision. In certain cases it may be appropriate to approach the City Council Sponsors and in some cases the City Attorney, for guidance.
- The CTO may request advice from the Advisory Committee to provide resolution guidance and participate in the analysis and evaluation of alternative solutions. Issues might include:
 - Department-specific business policies and practices
 - Major implementation issues that may not result in significant changes to City practices or alternatively significant software modification
 - Major contract management issues
 - Any issue that increases the risk of no meeting the implementation date or of exceeding the Project budget
 - Dependency issues among project elements