# City of Portland PSSRP Initiative Monthly Quality Assurance Report For the Period: 12.01.09 – 1.31.10

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| Author: | Cit Com, Inc |
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| Last Revised: | February 1, 2010 |
| Version: | Final v1.2 |

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# 1.0   Report Purpose and Methodology

## 1.0.1   PERIOD COVERED

This 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 December 1, 2009 and January 31, 2010.

## 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 | 1/27/09 | Cit Com, Inc | Report Author | All |
| v 1.0 | 1/29/09 | SEARCH | Consultant/Advisor | All |
| v1.1 | 2/1/10 | Cit Com, Inc. | Report Author | All |

## 1.0.3   PERSONNEL INTERVIEWED DURING THE PERIOD

The consultants formally interviewed the following people associated with the PSSRP initiative prior to developing the draft report (additional oral discussions and email correspondence were exchanged as well). The POM was interviewed weekly regarding subjects revealed during project participant discussions.

During this extended period, the consultants also conducted two onsite visits, participating in direct interviews, and one ESC Meeting.

| Person Interviewed | Date |
|--------------------|------|
| Mark Tanner | 01-12-10 |
| Karl Larson | 01-12-10 |
| Kalei Taylor | 01-12-10 |
| Carmen Merlo | 01-12-10 |
| Larry O'Dea | 01-13-10 |
| Jerry Cooperman | 01-13-10 |
| Mark Greinke | 01-13-10 |
| Lisa Vasquez | 01-13-10 + biweekly |
| Lisa Turley | 01-13-10 |
| *ESC QA Meeting* | *01-19-10* |

## 1.0.4 Project Materials Reviewed During the Period

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

**Status Reports**

- **CAD Next:** 12/23/09, 12/29/09, 01/06/10, 01/11-01/18 *(consolidated into single report on 1/22)*
- **RegJIN:** 12/22/09, 01/05/10, 01/12/10, 01/19/10, 01/26/10
- **Radio:** 12/23/09, 01/12/10, 01/26/10
- **Fire RMS:** 01/26/10

**Other Related Documents**

- ESC Meeting Notes 01-19-10
- PSSRP QA Rec/Rem Discussion Chart (document collaboratively developed with POM)
- ESC Meeting Notes 01-12-10 (budget discussion)
- PSSRP ESC 01-12-10 Agenda
  - Decision Package
  - CIP Project Detail FY 11-15
- PSSRP Sponsor's Meeting Summary
- PSSRP Global Charter (12/09 version)

# 2.0 PSSRP Project Assessment

## 2.0.1 EXECUTIVE SUMMARY - MONTH 15

### 2.0.1.1 GLOBAL PSSRP INITIATIVE SUMMARY

| AUG-09 | SEP-09 | OCT-09 | NOV-09 | JAN-10[1] |
|--------|--------|--------|--------|-----------|
| Y | Y | Y | Y | Y |

### 2.0.1.2 CAD NEXT SUMMARY

| AUG-09 | SEP-09 | OCT-09 | NOV-09 | JAN-10 |
|--------|--------|--------|--------|--------|
| G | G | G | G | G |

### 2.0.1.3 REGJIN RMS SUMMARY

| AUG-09 | SEP-09 | OCT-09 | NOV-09 | JAN-10 |
|--------|--------|--------|--------|--------|
| Y | Y | Y | Y | Y |

### 2.0.1.4 RADIO SUMMARY

| AUG-09 | SEP-09 | OCT-09 | NOV-09 | JAN-10 |
|--------|--------|--------|--------|--------|
| Y | Y | Y | Y | Y |

### 2.0.1.5 FIRE RMS

| JAN-10 |
|--------|
| G |

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[1] This reporting period covers December 2009 and January 2010.

## 2.0.2 SUMMARY ASSESSMENT

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

**TABLE LEGEND:**

**G**     **Green** - On target, good performance against plan.

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

**R**     **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 |
|---|---|---|---|---|
| **Global PSSRP Initiative Summary**<br>Reflects status of overall initiative (CAD, PD+FD RMS, Radio) | Y | ⬆ | Y | ▪ A special ESC Meeting was convened on January 19, to review past and present QA recommendations. As a result, 35 prior recommendations were archived, and the remaining 12 have been clarified with and an action plan for each.<br>▪ The most significant outstanding recommendation is the need to finalize the Global PSSRP Project Charter, and the ESC members have received a draft of the document and plan to conduct a special meeting in February, 2010, to reach consensus on the document's content[2].<br>▪ During the period, each core Project Manager worked closely with the POM to provide revised budget forecasts which were presented by the POM to the ESC during a meeting on January 12.<br>▪ The POM is creating a Project Management Institute (PMI) library of resources for the PSSRP project management team.<br>▪ QA has recommended a cost analysis of available space for the Project Office.<br><br>**(See Section 3.0.1 for detailed Global PSSRP Observations)** |
| **CAD Next Project Summary** | G | ⬌ | G | ▪ The third Implementation Workshop was complete on January 22 (successfully).<br>▪ The CAD implementation team is meeting for four hours at a time, three days per week. In addition, the POM is involved with Monday/Friday status report discussions. These sessions are in addition to the CAD Advisory Committee, the Technical Advisory Committee, and the biweekly Business-Technology Briefings.<br><br>**(See Section 3.0.2 for detailed CAD Next Observations)** |

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[2] Subsequent to this report, this revision was determined to be prioritized as second to planning for the March 31, 2010, PSSRP budget presentation to Council. Revisions to the PSSRP Charter document and the review of those revisions will be planned separately according to the POM.

| PSSRP Evaluation Metrics | Prior Rating | Change Direction | Current Rating | Comments |
|---|---|---|---|---|
| **RegJIN Project Summary** | Y | ⬆ | Y | ▪ The Bureau of Purchases (BoP) completed their review of the RegJIN RFP in late December. At the time of the QA interview (1/12), City Legal had already begun to review the file. Although earlier RegJIN timelines showed an RFP release date in January and/or February, the QA consultants continue to believe a March release date is more likely. |
| | | | | ▪ Using budgets provided by several vendors who responded to the PPB request for information, along with their own assessment of industry costs based on the final RFP content, the POM and the RegJIN Project Manager revised the initial budget, which was forecast in 2006. The resulting budget reflects a much more realistic forecast of vendor expenses, and has been used in the FY11/12 City budget forecast. |
| | | | | ▪ Although more than a year off, PPB's Officer Garrett Dow has been assembling a comprehensive End User Training Plan for the new RMS. This early approach is wise, and will save the City both time and money in the future. |
| | | | | ▪ Assistant Chief O'Dea directed the POM and the RegJIN Project Manager to evaluate various cost recovery models from other law enforcement agencies, throughout the nation. A report will be generated, with a PSSRP recommendation, for consideration by the Police Bureau. The target date for completion is February 26, 2010.<br><br>**(See Section 3.0.3 for detailed RegJIN RMS Observations)** |

| PSSRP Evaluation Metrics | Prior Rating | Change Direction | Current Rating | Comments |
|---|---|---|---|---|
| **Radio Project Summary** | Y | ⬆ | Y | ▪ The Portland Stability Plan was ratified by the ESC during the December meeting, and the project team has accessed the existing Motorola contract to plan for the controller replacement. The Radio Project Manager was able to secure the 2009 pricing with Motorola for a limited time window in 2010. The controller installation will start in mid-summer, and be complete by the end of the year.<br>▪ The responsibility for managing the PSSRP radio-related grants has been assigned to Karl Larson, as Diana Rogero has been assigned as the full time Fire RMS Project Manager.<br>▪ The Regional Radio Board elected Portland Fire Chief John Klum as the new Chair of the Regional Radio Partnership Board of Directors, and Mark Greinke as Chief Klum's backup<br>▪ The Needs Assessment Report has been accepted by the Board and the Legacy Systems Assessment Report has been accepted by the Advisory Committee (the Legacy Systems Assessment Report will also likely be approved by the Board at the 1/29 meeting). The city's six radio facilities were inspected, and found to have minor deficiencies in terms of flooring<br><br>**(See Section 3.0.4 for detailed Regional Radio Observations)** |
| **Fire RMS Summary** | | | G | ▪ The Fire RMS initiative began, in earnest, during the period with Diana Rogero assigned as the Fire RMS Project Manager. At this time, the Project Manager is developing the initial Project Charter. The Project Sponsor is Fire Chief Klum, and the Project Leads are Mark Schmidt and Jack Graham. QA will conduct an official review of the Project Charter during the following period (in February), as it was not available for QA review during the current period.<br><br>**(See Section 3.0.4 for detailed Regional Radio Observations)** |

### 2.0.3    PROJECT CHANGE ASSESSMENT DETAIL

Each month, the QA consultants assess forty five critical project management areas for the PSSRP core projects (CAD Next, RegJIN, 800 MHz Regional Radio, and Fire RMS). The following tables reflect any significant topics within those areas. Please note that the period activity was slower than at other points during the year, as a consequence of the Christmas and New Year holidays. Please note that the numbering of metrics in the first column (Evaluation Metrics) references the PMI numbering sequence in the Baseline Report. Gaps in the numbering sequence are normal.

#### 2.0.3.1.    PSSRP GLOBAL CHANGES (APPLIES TO ENTIRE PORTFOLIO)

| Evaluation Metrics | Prior Rating | Change Direction | Current Rating | Comments |
|---|---|---|---|---|
| 4. Does a complete and current project plan[3] exist in writing? | R (No) | ⬆ | Y (Development) | ▪ The draft PSSRP Global Project Charter will be reviewed and ratified by the ESC in the following period. |
| 8. Is there a budget or expenditure mechanism in place? | Y In Progress | ⬆ | G Yes | ▪ The project's budget has been defined, and improved (new POM developed accounting codes allow greater accountability). |
| 24. What percentage of the project team is trained in Project Management Body of Knowledge (PMBOK) standards? | R (<33%) | ⬆ | Y (33%-66%) | ▪ The POM's decision to create a PMI library is helping to train the core Project Managers (who are not already trained in PMI). |

#### 2.0.3.2.    CAD NEXT CHANGE

No significant metrics changed during the period.

#### 2.0.3.3.    REGJIN CHANGE

| | | | | |
|---|---|---|---|---|
| 8. Is there a budget or expenditure mechanism in place? | Y In Progress | ⬆ | G Yes | ▪ The project's budget has been refined, and developed. |

#### 2.0.3.4.    800 MHZ REGIONAL RADIO CHANGE

No significant metrics changed during the period.

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[3] The City of Portland uses the term Project Charter to define a Project Plan (in PMI terminology).

# 3.0    Observations and Recommendations

### 3.0.1    GLOBAL PSSRP OBSERVATIONS AND RECOMMENDATIONS

#### 3.0.1.1    ESC THOROUGHLY REVIEWS ALL QA RECOMMENDATIONS

A special ESC Meeting was convened on January 19, to review past and present QA recommendations, with a focus on clarifying open matters, and addressing any long-standing recommendations.  The meeting was productive, and resulted in the retirement of 35 prior recommendations. The remaining 12 recommendations have been clarified and an action plan for each has been established. The most significant outstanding recommendation is the need to finalize the Global PSSRP Project Charter, and the ESC members have received a draft of the document and plan to conduct a special meeting in February, 2010, to reach consensus on the document's content.

#### 3.0.1.2    PSSRP BUDGET PREPARED

During the period, each core Project Manager worked closely with the POM to develop revised budget forecasts for the following fiscal year (and in some cases, budgets for future years were also defined). The POM presented the revised budget forecast to the ESC during a meeting on January 12. The ESC reviewed, adjusted, and approved the budget at the meeting, and scheduled a budget workshop with elected officials. The work involved in crafting the revised budget was extraordinary, and exceeded the mere provision of new cost forecasts. The group assigned to developing the budget also improved the mechanisms for gathering such information in the future.

#### 3.0.1.3    NEW BUDGET CODES LEAD TO BETTER ACCOUNTABILITY

As part of the annual city budget exercise, the POM worked closely with Ralph Smith and her team of project managers to develop new cost codes for PSSRP accounting purposes. The new codes, which reflect specific types of expenses, will enable far greater cost measurement, and accountability.

#### 3.0.1.4    POM INFUSING PROJECT TEAM WITH RESOURCES

The POM is creating a Project Management Institute (PMI) library of resources for the PSSRP project management team. PMI is the world-leader in defining best practices in project management. The library will soon enable any one of the core Project Managers to retrieve PMI resources, and apply them to their core initiative. No such resource currently exists, and is a significant addition.

The POM is also enabling the Project.net tool, which offers the PSSRP project management team with a unique portfolio management resource. Project.net is an open-source resource that serves as the online medium for accessing all project management resources. The resource empowers the project management team through a comprehensive PSSRP workspace where they log and manage their individual contributions while simultaneously seeing the "big picture" of the overall PSSRP project.

### 3.0.1.5  PROJECT OFFICE PHYSICAL LOCATION

Some of the PSSRP Project Office (refers to the POM and all Project Managers) is currently physically housed in BOEC.  The remaining staff members are located at other City locations/office. There are numerous, previously discussed, benefits to having the Project Office physically located in a single, shared location. Recently, as the ESC Chair assumed management of the POM, a physical movement of the Project Office was re-evaluated. The POM has been directed to research and locate suitable office space to co-locate the staff.

**Recommendation:** The QA consultants concur with this direction from the Chair.  They have reviewed the current physical location (at BOEC). The Project Office has already run out of their allocated space. Given that there must be costs associated with housing the Project Office at BOEC, the consultants believe the POM should gather and compare the current BOEC space-related costs to all of the available alternatives which could house the Project Office in a single facility.

## 3.0.2  CAD NEXT OBSERVATIONS AND RECOMMENDATIONS

### 3.0.2.1.  THIRD IMPLEMENTATION WORKSHOP COMPLETE ON JAN 22

The third (of four) Versaterm Implementation Session was completed on January 22. The session was focused on training the City to configure the Computer Aided Dispatch (CAD) application, as well as the following integrated features: Mobile Data Computing (MDC), Automatic Vehicle Location (AVL) system, Advanced CAD/MDC Functionality and Configuration options, Paging, Fire Station Alerting, and the interface from CAD to the National Crime Information Center (NCIC).

### 3.0.2.2.  MINOR TECHNICAL EVENT

On January 20, BTS led an effort to correct a power management problem associated with the BOEC CAD Next server installation.

The correction was made to ensure that the servers would not lose power in the space of time between a power supply change (loss or spike) and the use of BOEC's uninterruptable power supply.

### 3.0.2.3. CITY MIGRATION TO ORACLE 11 IN APRIL

Although some BTS clients will be migrating to Oracle 11 in April, there are no plans to upgrade the BOEC environment. The decision to forego the upgrade was based on the fact that Versaterm has no current clients on Oracle 11 (and the City did not want to be the first).

**Recommendation:** If the BTS technical strategic plan includes any significant technology migrations during the Versadex implementation period (i.e., the Oracle upgrade), they should be included in the implementation timeline.

### 3.0.2.4. FREQUENT TEAM COMMUNICATIONS ONGOING

The CAD implementation team is meeting for four hours at a time, three days per week. In addition, the POM is involved with Monday/Friday status report discussions. To be clear, these project sessions are in addition to the existing CAD Advisory Committee, the Technical Advisory Committee, and the biweekly Business-Technology Briefings.

## 3.0.3    RegJIN OBSERVATIONS AND RECOMMENDATIONS

### 3.0.3.1    regJIN RFP REVIEW NEARING CONCLUSION

The Bureau of Purchases (BoP) completed their review of the RegJIN RFP in late December, and the file was sent to the City Attorney's Office over the Christmas holiday. At the time of the QA interview (1/12), City Legal had already begun to review the file. Although earlier RegJIN timelines showed an RFP release date in January and/or February, the QA consultants continue to believe a March release date is more likely. PPB is finalizing two remaining elements in the RFP evaluation and selection criteria, based on input from PPB stakeholders, BoP, and City Legal.

**Recommendation:** Although there is mounting pressure to release the RFP (which has been under construction for over two years), it is crucial that the document be thoroughly vetted and approved by the key stakeholders to avoid delays further downstream. QA recommends that the POM and core RegJIN Project Manager continue to allow flexibility in the RFP release schedule, to accommodate any edits which may evolve from the City Legal review process.

### 3.0.3.2 PPB EVALUATING COST RECOVERY MODELS

During the period, Assistant Chief O'Dea directed the POM and the RegJIN Project Manager to evaluate various cost recovery models from other law enforcement agencies, throughout the nation. The QA consultants continue to strongly support PPB's efforts in this area, as cost recovery for shared law enforcement records technology is becoming increasingly a national standard practice. Moreover, more agencies will be enticed by PPB's cost recovery approach, translating into lower overall costs for Portland and improved information access for all of the RegJIN partners.

### 3.0.3.3 REGJIN BUDGET REFINED

Using budgets provided by several vendors who responded to the PPB request for information, along with their own assessment of industry costs based on the final RFP content, the POM and the RegJIN Project Manager revised the initial budget, which was forecast in 2006. The resulting budget reflects a much more realistic forecast of vendor expenses, and has been used in the FY11/12 City budget forecast.

### 3.0.3.4 PPB ENGAGED IN PRE-INSTALLATION PLANNING EFFORTS

Although more than a year off, PPB's Officer Garrett Dow has been assembling a comprehensive End User Training Plan for the new RMS. This early approach toward developing a training plan is very wise, and insightful. Most large police agencies fail to properly plan for user training, and find that training thousands of personnel (who work rotating shifts) requires careful planning in order to be successful. PPB's thoughtful planning will save the bureau both time and money.

## 3.0.4 REGIONAL RADIO PROJECT

### 3.0.4.1. STABILITY PLAN RATIFIED AND UNDERWAY

The Portland Stability Plan was ratified by the ESC during the December meeting, and the project team has accessed the existing Motorola contract to plan for the controller replacement. The Radio Project Manager was able to secure the 2009 pricing with Motorola for a limited time window in 2010. The controller installation will start in mid-summer, and be complete by the end of the year.

### 3.0.4.2. PROJECT MANAGEMENT TRANSITION

The responsibility for managing the PSSRP radio-related grants has been assigned to Karl Larson, as Diana Rogero has been assigned as the full time Fire RMS Project Manager.

### 3.0.4.3. REGIONAL RADIO BOARD OF DIRECTORS CHANGE

The Regional Radio Board elected Portland Fire Chief John Klum as the new Chair of the Regional Radio Partnership Board of Directors, and Mark Greinke as Chief Klum's backup.

### 3.0.4.4. REGIONAL REPORTING STATUS

The Needs Assessment Report has been accepted by the Board and the Legacy Systems Assessment Report has been accepted by the Advisory Committee (the Legacy Systems Assessment Report will also likely be approved by the Board at the 1/29 meeting). The city's six radio facilities were inspected, and found to have minor deficiencies in terms of flooring.

### 3.0.4.5. 700 MHZ UPDATE

The 700MHz report which described the City's concerns regarding 700MHz and the potential lack of frequencies was approved in December. The 700MHz revised pack plan was submitted to the Board on 1/29.

## 3.0.5 FIRE RMS

### 3.0.5.1. CORE PROJECT BEGINS

The Fire RMS initiative began, in earnest, during the period with Diana Rogero assigned as the Fire RMS Project Manager. At this time, the Project Manager is developing the initial Project Charter. The Project Sponsor is Fire Chief Klum, and the Project Leads are Mark Schmidt and Jack Graham. QA will conduct an official review of the Project Charter during the following period (in February), as it was not available for QA review during the current period.

# 4.0   QA Recommendation Report

### 4.0.1   QA Recommendation Report (Updated January 2010)

The following report depicts a record of previous QA recommendations, describing any actions pertaining to the recommendation, along with specific responsibilities and target completion dates. The chart is updated on a monthly basis. Contemporary subjects are shaded (in light blue, electronically). Please note that archived recommendations (shown in gray text) may be removed from the monthly QA reports following January, 2010. At present, there are 35 archived recommendations that would require several pages to re-print each month. Naturally, these recommendations will be on file with the POM and the QA Consultant.

| 1/09 ID | Recommendation Location | Recommendation Summary | Action Taken | Status of Action | Assigned To | Due By | Complete Date |
|---|---|---|---|---|---|---|---|
| 1. | 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 | Continuous effort | N/A | N/A | N/A |
| 2. | 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, | Recommendation Declined | Declined 12/08 | N/A | N/A | N/A |

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| | | 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. | | | | | |
| 3. | 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 | Recommendation Adopted | Adopted 12/08 | N/A | N/A | N/A |

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| | | 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. | | | | | |
| 4. | 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). | Recommendation Adopted | Although adopted, the language was not fully incorporated into the final agreement with Versaterm. | N/A | N/A | N/A |
| 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. | Recommendation Adopted | Adopted 12/08 | N/A | N/A | N/A |
| 6. | Baseline 5.0.1.3 | In light of our previous recommendations to evaluate RegJIN 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. | Recommendation Adopted | Adopted 12/08 | N/A | N/A | N/A |

| 7. | Baseline 5.0.1.3 Reactivated 2/09 3.0.3.3 | 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 RegJIN. 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. | Recommendation Adopted | Enacted 5/09 | N/A | N/A | N/A |
| 8. | Baseline 5.0.1.3 | The ESC should, immediately, authorize the retention of external, professional services to undertake the recommendations outlined in this QA report and place the RegJIN initiative on a stable course. | Recommendation Adopted | Enacted 5/09 | N/A | N/A | N/A |
| 9. | Baseline 5.0.1.3 Restated 3/09 3.0.3.2. | The RegJIN project needs a Project Charter that reflects (at the absolute minimum) a basic and accurate budget, detailed timeline, and comprehensive scope statement. | Recommendation Adopted | Enacted 12/09 (Charter is final, and budget has been modernized) | N/A | N/A | 12/31/2009 |
| 10. | Baseline 5.0.1.3 | The RegJIN technology is in such widespread use, yet there is relatively little involvement on behalf of the participating agencies. Many | Recommendation Adopted | Adopted 12/08 | N/A | N/A | N/A |

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| | | 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 RegJIN 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. | | | | | |
| 11. | 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. | Recommendation Adopted | Adopted 12/08 | N/A | N/A | N/A |
| 12. | 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). | Recommendation Adopted | Enacted 6/09 | N/A | N/A | N/A |
| 13. | 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 | While the POM's span of resource control was increased in June, 2009, final resource controls remain in draft form (as part of the global charter). | N/A | N/A | N/A |

| 14. | 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. | Recommendation Adopted | Enacted 6/09 | N/A | N/A | N/A |
|-----|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------------|-----|-----|-----|
| 15. | 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. | Recommendation Adopted | Enacted 6-8/09 | N/A | N/A | N/A |
| 16. | 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). | Recommendation Adopted | Enacted 4/09 | N/A | N/A | N/A |

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| 17. | 12/08 3.0.1.7 | When the Versaterm contract is signed, and the RegJIN RFP is released, the POM should document the known intersections, and prepare a migration plan accordingly. | Recommendation Adopted | Adopted 10/09. The RegJIN RFP will be released in early 2010, at which time this recommendation will be reactivated for progress. | POM | Unknown | 3/1/2010 (anticipated) |
| 18. | 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. | Recommendation Declined | Declined 11/09 | N/A | N/A | N/A |
| 19. | 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. | Recommendation Suspended | This recommendation was rendered inactive based on the preceding actions. | N/A | N/A | N/A |
| 20. | 2/09 3.0.2.1 | (a) BOEC should consider extending the forecast contract completion date to allow for a 6-8 week process. (b) The City should consider creating a written contract development plan. (c) 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). | Recommendation Declined | (a) N/A (b) Not written, but strategized. (c) Not enacted. | N/A | N/A | N/A |

| 21. | 2/09 3.0.3.2 | PPB should confirm that each Partner Agency has a clear expectation of what the new RegJIN RMS will offer in terms of modules and features. | Recommendation Adopted | Adopted 3/09, and executed throughout 2009 (at the direction of the POM) | POM | RFP Release Date | 11/1/2009 |
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| 22. | 3/09 3.0.2.1 | The City (should) set a "date certain" for contract finalization of April 3 (two full weeks prior to the actual deadline), with weekly contract checkpoint meetings (to reinforce urgency, and prevent procrastination). The City should immediately communicate to Versaterm the consequences of failing to reach an agreement in time. | Recommendation Suspended | Recommendation rendered inactive when agreement was not reached after April 3. | N/A | N/A | N/A |
| 23. | 3/09 3.0.3.3 (Predecessor: Baseline 5.0.1.3) | Developing the RegJIN replacement project budget is an urgent, critical recommendation that should be undertaken immediately. The QA Consultants have a very low level of confidence in the current ROM forecast. | Recommendation Adopted | Adopted: 4/09. Reactivated in July, 09. | N/A | N/A | N/A |
| 24. | 4/09 3.0.1.2 | The May ESC Meeting should be held, regardless of the status of the ESC reform efforts. | Recommendation Adopted | Adopted 4/09 | N/A | N/A | N/A |
| 25. | 4/09 3.0.2.2 | Recognizing that the Versaterm agreement was not ratified by the April 20 deadline, BOEC should recalibrate the Phase III timeline (and associated planning materials) to reflect the early Fall/2009 start date described by Director Turley. Additionally, the ESC should direct the POM to craft a contract finalization schedule which reflects a Summer/2009 completion date (with elected official approval at least one month prior to the project kickoff). | Recommendation Adopted | Adopted 4/09 | N/A | N/A | N/A |
| 26. | 5/09 3.0.2.2 [predecessor: 1/09 - 3.0.2.1 (1)] | The ESC should review the merits, limitations, risks and issues associated with the Phase III timeline compression and evaluate whether the various implementation alternatives may impact the remaining PSSRP initiatives. | Recommendation Adopted | Adopted 5/09 | N/A | N/A | N/A |

| 27. | 6/09 3.0.1.2 | Following the June ESC Meeting, the POM should revise the PSSRP Project Charter to align with the many structural changes associated with the final governance reform. | Recommendation Adopted | The charter was revised and distributed in draft form to the ESC in November 2009. | POM | N/A | N/A |
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| 28. | 6/09 3.0.2.3 | Following the June ESC Meeting, ieSolutions should revise the Phase III Project Charter to align with the many structural changes associated with the final governance reform. Additionally, the Project Charter should include (at a minimum) the project's budget, timeline, methodology and risks. | Recommendation Adopted | Adopted 9/09 | ieSolutions | 8/1/2009 | 8/1/2009 |
| 29. | 6/09 3.0.3.1 (predecessor: 6/09 3.0.1.2) | Following the June ESC Meeting, PPB should revise the RegJIN Project Charter to align with the many structural changes associated with the final governance reform. Additionally, the Project Charter should include (at a minimum) the project's budget, timeline, methodology and risks. | Recommendation Adopted | Adopted 9/09 (budget was, ultimately, revised once more in December 2009). | POM | 10/1/2009 | 10/1/2009 |
| 30. | 8/09 3.0.1.1 | As the ESC adapts to the new governance model, many questions that pertain the ESC's authority and reach must be addressed (i.e., should change orders of a pre-defined order of magnitude warrant a mandatory ESC review and/or approval?).  The earlier these types of issues are discussed and codified, the better. When "rules", or "decision making parameters" are formed late in an initiative, they carry significantly less authority and appear unfairly tailored toward a particular purpose. Most governance models include such parameters in the Project Charter, and we recommend that the current PSSRP Project Charter redraft effort include a section on ESC issue management to define what global, and project-specific, issues warrant a review and/or action by the ESC. | Recommendation Suspended | 12/09: The recommendations were revised in the October QA Report (3.0.1.3). | N/A | N/A | N/A |

| 31. | 9/09 3.0.1.2 | Until the budget forecasts are finalized, the ESC should take the most conservative approach toward exploring alternatives for closing potential funding gaps. One such alternative is described in Section 3.0.3.3, wherein PPB would evaluate cost recovery models for multi-agency records management systems. The QA Consultants recommend that similar evaluations occur for all core projects wherein the provision of information technology is extended to non City of Portland public safety agencies. | Recommendation Suspended | 12/09: The QA Consultants learned of such activities after writing the recommendation (the City is already undertaking similar measures). | N/A | N/A | N/A |
| 32. | 9/09 3.0.3.1 | The PPDS RFP is a complex document that has undergone transformative change in the past 90 days and is nearing completion. In similar regional efforts, the QA Consultants have observed a central tendency to strive for perfection in the development of request for proposal documents. While this goal is admirable, it is not always achievable given the breadth of agencies involved in the process (each of whom likely has unique ideas and preferences for business and technical requirements). With more than 40 agencies participating in the review, the chance of extended delays is significant. As the document nears completion, the gains realized by minor edits are significantly reduced (in other words, the last edits to the document will not be as significant as those which were made 30, 60, or 90 days ago). Therefore, to prevent agencies from miring the RFP development in the review cycle, the QA Consultants recommend that PPB institute an October 9, 2009 mandatory deadline for final comments from all non-purchasing/legal personnel, and request dedicated review sessions from City Purchasing and Legal staff. | Recommendation Suspended | 12/09: The recommendation could not be placed before the ESC in time to make an impact (the ESC meets in December, while this recommendation required action in October). Moreover, the draft RFP was submitted to BoP in November (rendering the recommendation inactive). | N/A | N/A | N/A |

| 33. | 9/09 3.0.3.3 | In the absence of a confirmed budget forecast, the QA Consultants recommend that PPB explore cost recovery models (as a conservative approach), should the final cost forecast be greater than available funding. The models (often in the form of joint powers authorities, or memorandum of understanding) should be gathered by PPB during the following period, and analyzed over the next three months. Cost recovery models are common in regional initiatives, and are often considered a reasonable and necessary means for funding the initial and ongoing (total cost of ownership) acquisition of law enforcement technology. | Recommendation Suspended | This recommendation duplicates similar recommendations, and has been suspended by the QA Consultants. | N/A | N/A | N/A |
| 34. | 9/09 3.0.4.3 | In light of the national recession, potential regional partners appear hesitant to concretely commit human and financial resources toward regionalization until such time as either: a) The agency's economists predict economic stability, or b) The agency's existing radio communications infrastructure requires replacement. The QA Consultants recommend the participants undertake a low-cost exploration into the current feasibility of regionalization through the use of a survey instrument and accompanying summary of findings. The recommendation is intended to provide: a) A conduit for agencies to refresh their abilities to commit human and financial resources, b) A "reality check" that contrasts agency positions during inception (2007) with current positions, and c) Provide the City of Portland with information which may be relevant when considering the impact of new controllers on nearby agencies. | Recommendation Suspended | 12/09: These issues were addressed as part of the Planning Consultant's efforts. | N/A | N/A | N/A |

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| 35. | 10/27/09 3.0.3.1 | The one month review estimate (for BoP and Legal) is likely insufficient. While representatives from both BoP and Legal have participated in various aspects of the RFP development process, they have not fully vetted the material to date. As that process begins in early November, it is likely that additional time will be required to complete the review and return the document to PPB. After reviewing the file, the QA Consultants believe the review period will likely require a minimum of 60 days to accomplish (three of the next nine weeks include national holidays, and are traditionally a very difficult time for scheduling resources). | Recommendation Suspended | 12/09: The current QA report refines the window of time forecast for the RFP review. No specific ESC action was requested in the recommendation. | N/A | N/A | N/A |
| 36. | 8/09 3.0.1.3 (predecessor: 6/09 3.0.3.1) | By October, 2009, revised Project Charters should be in place for each core project. The ESC should provide the POM with any requested human or financial resources necessary to accomplish this task. | Recommendation Adopted | 11/09: Core project charters have been developed and approved. | POM | 11/1/2009 | 11/1/2009 |
| 37. | 8/09 3.0.3.4 (predecessor 7/09 3.0.1.3) | As part of the RegJIN Project Charter update, PPB must also refresh the budget forecast based on the content of the final RFP. | Recommendation Adopted | 1/2010: RegJIN project budget has been refined by RegJIN PM and the POM, based on RFI cost data and industry cost averaging. | RegJIN PM | 2/1/2010 | 1/15/2010 |
| 38. | 10/27/2009 3.0.1.1 | As part of the December meeting, the ESC should review the aging QA recommendations and take action to accept or decline them. If accepted, the ESC should assign a specific individual as being accountable for adopting the recommendation, and set a target date for completion. Alternatively, if the ESC declines the recommendation, or cannot render a judgment, the POM should document the committee's position and officially close or | Recommendation Adopted | Adopted 11/09. The recommendation is being enacted, with a meeting scheduled for 1/19/2010 to execute the specific tasks.  During the 01/19/10 ESC meeting, the group directed QA to conduct a project refresh after each key milestone (to resume a "green" | ESC and QA | 1/19/2010 | Ongoing |

| | | suspend the issue, with an explanation (for maintaining the initiative's written evolution). | | status following major milestone completion). | | | |
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| 39. | 10/27/09 3.0.2.2. | In September, the QA Consultants reported that each CAD Project Manager would have a more clearly defined role in the next release of the CAD Project Charter.  The Charter has been updated with the following roles: PSSRP Project Manager (City Employee). The PSSRP project manager is responsible for the daily activity to achieve schedule adherence, budget tracking and overall project team coordination.  BOEC Project Manager (Integrator)  The BOEC project manager is responsible for maintenance of the project schedule and the deliverables from BOEC Operations regarding system configuration settings, code tables, etc.  The two Project Manager descriptions read similarly on paper, yet in practice; are substantially different.  Fundamentally, it appears that the PSSRP Project Manager holds traditional project management accountability for the project's cost, scope, time and quality performance while the BOEC Project Manager is accountable for coordinating and providing the PSSRP Project Manager (and Versaterm) with key operational deliverables. The roles and responsibilities should be further defined within the charter. | Recommendation Adopted | 1/2010: The roles are clarified in the draft global charter. | ESC | 12/15/2009 | 12/15/2009 |
| 40. | 10/27/09 3.0.3.2. | The QA Consultants recommend that a final RegJIN budget range (for both initial and recurring costs) be prepared in time for the ESC to review it during their December quarterly meeting. Moreover, the agenda should include a discussion regarding cost recovery alternatives, based on the number of subscribing agencies. | More Information Required | 12/09: While the concept was generally agreed-upon, the POM was already working with the PPB PM on developing the cost forecast in the months of November and December, 2009. Cost recovery alternatives are | QA  will revisit, if warranted, in early 2010. | 1/15/2010 | 1/15/2010 |

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| | | | | also being devised by the POM and the relevant bureau. | | | |
| 41. | 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 | CAD, RegJIN and Radio Project Charters are finalized. The Global PSSRP Charter is in draft form, pending edit and finalization. | POM | 2/12/2010 | Pending |
| 42. | 2/09 3.0.1.3 | 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. | Concept Adopted | The City retained a third party consultant to assist with reforming the project's governance. The exercise helped to achieve some of the goals of this recommendation. However, thus far; the ESC has not had a facilitated discussion to review national standards and/or examples of similar project governance structures from large municipal public safety technology engagements. During the 01/19/10 ESC meeting, the group asked the POM and QA to identify an approach to facilitating such a meeting. | POM and QA | Unknown | N/A |

| 43. | 7/09 3.0.1.3 (predecessor: 3/09 3.0.3.3) | The RegJIN RFP is currently undergoing a final re-scoping exercise. Once the RFP content has been finalized (in terms of functional and technical requirements), the project team should prepare a revised project budget to confirm whether the $4M placeholder is sufficient. Concurrently, the project team should evaluate all PSSRP expenses in an effort to ensure affordability of the core technologies (specifically; ensuring that the project will yield the stated goals and objectives). | Recommendation Adopted | 12/09: Project budget and charter revised. | POM/RegJIN PM | 2/1/2010 | Pending |
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| 44. | 9/09 3.0.1.1 | Typically, public safety projects require monthly Steering Committee meetings to encourage communication and issue resolution. Although the information has been distributed to the ESC members by the POM monthly, there is no substitution for the interaction and spontaneous dialogue which occurs during physical meetings. Less-than-monthly meetings offer convenience, but in exchange; introduce the risk of allowing minor issues to cascade until such time as they may be discussed in person. Therefore, the QA Consultants recommend a more frequent ESC Meeting interval (preferably monthly). If a physical meeting is too difficult, as a second alternative; the POM could explore the use of videoconferencing during non-meeting months (this has shown to be very effective in other large-scale public safety initiatives wherein the bureau's sponsors find monthly meetings difficult to maintain). | Recommendation Declined | 1/2010: Sponsors meet monthly, while the ESC meets quarterly (unless conditions warrant a meeting). While the recommendation was declined, the ESC continued to meet more frequently than quarterly with one meeting in December and two thus far in January. During the 01/19/10 ESC meeting, the group instructed the POM to send a monthly PSSRP status report along with the QA report. | POM and QA | Monthly | Ongoing |

| 45. | 9/09 3.0.1.3 | The Olympic Performance report provided much-needed reform, but was not intended to substitute for a global PSSRP Project Charter (Project Plan) and should not be relied upon for such purposes. In addition to the recommendations from the prior period on this subject, the QA Consultants also recommend that the POM construct a revised issue management process that is efficient and thorough. Decisions which may impact the POM should be assigned to a neutral, third party, for analysis with recommendations left to the ESC. | More Information Required | 11/09: ESC requested clarification on the definition of "issue management process" and the references to a third-party. The issue management process was included in the draft Global PSSRP Project Plan (thus eliminating this element from the recommendation). The third-party concept was to have an unbiased entity (employee, consultant, advisor) prepare a synopsis of the pro's and con's of a particular subject upon which the ESC would vote (to maximize neutrality, and prevent the POM from being placed in an awkward position). The draft global project plan was discussed at the 01/19/10 meeting, and the ESC agreed to convene a special meeting to review and finalize the global PSSRP charter in the coming months. | POM and ESC | 3/1/2010 | Pending |

| 46. | 10/27/09 3.0.1.1 | Additional QA Evaluation Metrics Recommended: The four core PSSRP initiatives (CAD, Police RMS, Fire RMS, Regional Radio) continue to mature and transition into new phases of project activity (i.e., CAD shifting from procurement to implementation). Accordingly, the quality assurance evaluation metrics should be adapted to effectively measure performance. Currently, there are 45 baseline quality assurance evaluation metrics which are used as the "standard" for monitoring PSSRP project performance.   Recommendation: The ESC should consider adding the following two quality assurance evaluation metrics to the existing 45:   46.  Technical resources assigned to PSSRP are fulfilling the project's infrastructure, application, and interfacing requirements.   47. Contractor is meeting performance expectations. As part of the decision making process related to this recommendation, the ESC should consider what entity should be responsible for conducting these additional quality assurance tasks, and at what interval (monthly, quarterly, annually). | More Information Required | 12/09: ESC is evaluating these additional metrics and will discuss them during a meeting in January, 2010. | POM | 1/19/2010 | Pending |

| 47. | 10/27/09 3.0.1.3. | The QA Consultants strongly urge the ESC to meet, as soon as practical, for a facilitated review of the committee's reach, authority, and power. The meeting should address the following subjects: a) Determining whether the seven responsibilities (Design approvals, Go-live approvals, Scope changes, Conflict or significant interaction between projects, Budget recommendations to Council, Resource needs, and Policy issues) defined in the Olympic Performance report are valid and represent the breadth of topics subject to ESC controls, b) Identifying additional responsibilities, and c) Documenting specific thresholds within each defined category that warrant ESC review, approval or other formal action (by vote).  Additionally, the Olympic Performance report recommended that an agenda and accompanying decision package be distributed to the ESC members one week prior to the quarterly meetings. The Olympic Performance report suggested that these decision packages would be prepared by the POM. However, during the September ESC Meeting, no such packages were created or delivered prior to the meeting date. The level of effort necessary to prepare such a decision package will vary, based on the complexity of the issue. Similarly, the POM's availability to prepare agenda packages will also vary (based on the constantly shifting workload). The QA Consultants recommend that the POM identify alternative human resources to prepare the quarterly ESC agenda and decision packages. Indeed, several ESC members felt that one week was insufficient time to adequately prepare for debating and rendering important decisions, requesting a | More Information Required | 12/09: The subject of defining ESC control/authority is ongoing (and appears in the current QA report as well). The ESC has enacted some of the elements of this recommendation, but has not specifically undertaken change in the subset recommendations (a, b and c). During the 1/19/10 ESC Meeting, the group agreed to have the Chair bring the group some parameters to review from the past. | ESC | Feb. Sponsor Meeting | Pending |
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| | | month of lead-time instead. Recognizing that the people who comprise the ESC have diverse backgrounds (and exposure to public safety technology), the QA Consultants recommend that the agenda packages be created and distributed one month prior to the scheduled meeting (for non-exigent matters, which will have to be brought forth by the POM, as an exception). The conservative lead time will ensure that all ESC members have adequate time to prepare for the meetings. | | | | | |
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