



**City of Portland
Public Safety Systems Revitalization Program
Emergency Radio Replacement Project
November - December 2014
Independent Project Management
Quality Assurance Report**

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Prepared by:



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Purpose and Scope

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

The purpose of this report is to provide an overview of the status and progress of Portland's Emergency Radio Replacement project for the period November 1, 2014, through December 31, 2014.

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

1. Project Dashboard

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

A green indicator signifies that performance meets or exceeds objectives; yellow identifies that one or more objectives may be impacted unless performance is improved or alternative plans are invoked. The direction of the arrow denotes if the item is stable, improving, or declining; while red indicates that immediate corrective action is required to bring the project back into conformance with the project management plan.





Table 1 - Performance Indicators

Performance Indicator	Status	Comments
Scope	●	No changes in scope during this reporting period.
Schedule	●	Fixed Network Equipment - PSSRP provided FE an updated schedule from Motorola that incorporates the City's tasks and it is being reviewed at this time. Subscriber Equipment – Deployment continues to proceed as anticipated.
Cost	●	Costs are unchanged during this period.
Quality	●	Quality Management of the Radio Replacement Project requires the vendor to provide and maintain a project schedule. As noted above, Motorola provided an updated schedule which is under review.
Issues/Concerns	●	The schedule is subject to change pending the outcome of site development issues.
Risks	●	Two site development/lease risks of medium severity are unresolved. Risk mitigation efforts continue.





2. Executive Steering Committee Watch List

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

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

Table 2 – ESC Watch List

Items	Comments
Schedule	<i>New</i> – Depending on the outcome of the site development issues there is a possibility the schedule will need to be extended
Walters Hill Tower	<i>Ongoing, unchanged</i> - Feb 6 (approx.) is the projected +/- decision date. City of Gresham Planning has approved the land use application but the decision has been appealed by the Neighborhood Association. The appeal hearing is scheduled for January 26. It appears that there will be a favorable decision regarding this site.
Lookout Point	<i>Ongoing</i> – Site development issues have been addressed, Approval for use is expected in January.
Willalatin Tank	<i>Ongoing</i> – Site development issues related to new environmental zoning requirements are being addressed. Approval for use is expected in February.





3. Risk Management

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

Table 3 – Risk Considerations and Recommendations

Priority	Risk or Issue	Recommended Action
Medium	Schedule	Complete detailed review of updated blended schedule received from Motorola and adjust accordingly. The schedule may change depending the outcomes with Walters Hill, Lookout Point, Willalatin Tank. Moving forward, the City should require Motorola to provide regular updates to the Microsoft Project Schedule with their periodic status reports.
Medium	Walters Hill Tower	Continue to monitor through appeal process. An alternate site configuration is in place until the final site configuration is completed.
Medium	Lookout Point	Complete the permitting and land use application process as soon as possible.
Medium	Willalatin Tank	Complete the permitting and land use application process as soon as possible.

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





4. Quality Assurance

During this reporting period, **FE**:

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





5. Deliverables

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

Table 4 – Deliverables

Date Delivered	Document Control Number	Title/Subject
01-16-2015	SR: CPERRP: 20150116	City of Portland Independent Project Management Quality Assurance Status Report

