



**City of Portland  
Public Safety Systems Revitalization Program  
Emergency Radio Replacement Project  
March - April 2015  
Independent Project Management  
Quality Assurance Report**

**May 12, 2015**

**Prepared by:**



Federal Engineering, Inc.  
10600 Arrowhead Dr, Suite 160  
Fairfax, VA 22030

Document Control Number:  
SR: CPERRP: 201500512



## 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 March 1, 2015, through April 30, 2015.

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

## 1. Project Dashboard

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

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





**Table 1 - Performance Indicators**

Performance Indicator	Status	Comments
<b>Scope</b>		No changes in scope during this reporting period however scope modifications are planned.
<b>Schedule</b>	  	<p>Fixed Network Equipment (FNE) – Based on Motorola’s estimates, PSSRP anticipates a minimum of 90 days will be added to the FNE implementation schedule to accommodate remediation activities for the Mt. Scott tower.</p> <p>Subscriber Equipment – Deployment continues to proceed as anticipated.</p>
<b>Cost</b>		Costs remain in line with the original project budget inclusive of the structural design and enhancements anticipated for Mt. Scott tower.
<b>Quality</b>		PSSRP personnel continue to work diligently with the vendor and project stakeholders to make certain quality-related items are being addressed. A formal Risk and Action Register is reviewed weekly and appropriate responses are developed.
<b>Issues/Concerns</b>		The schedule will likely extend by a minimum of 90 days pending the outcome of structural enhancement design and remediation to the Mt. Scott tower.
<b>Risks</b>		The final costs and actual time to complete the structural remediation for Mt. Scott are currently unknown.





## 2. Executive Steering Committee Watch List

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

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

**Table 2 – ESC Watch List**

Items	Comments
<b>Schedule</b>	<i>Ongoing</i> – Due to the structural design effort and subsequent enhancements required at Mt. Scott, the overall project schedule is expected to extend by a minimum of 90 days. A work plan to compress schedule has been developed to complete work where possible at other sites while remediation work is completed at Mt. Scott.
<b>Mt. Scott Tower</b>	<i>Ongoing</i> – The design received from Motorola indicates the tower requires significant structural enhancements to accommodate the radio system design. The costs and schedule impacts will not be known until bids for the work have been received, evaluated, and finalized but are expected to remain manageable and in alignment with the original project guidelines.





### 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	Review the anticipated bids for work at Mt. Scott to understand the overall impact to the project delivery. Once this is known, communicate the results and to the project stakeholders to manage their expectations.
High	Mt. Scott	To the degree possible, the City should take an active role in Motorola's selection of the vendor that will perform the remediation activities. The City should request an interview with the selected vendor so they can explain the scope of work in detail to ensure the work plan is satisfactory to the City of Portland.

**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**:

- Reviewed City of Portland Radio Replacement Project Status Reports
- Reviewed Motorola Project Status Reports for the City of Portland Radio Replacement Project
- Conduct and attend weekly project status calls between PSSRP Project Management Team, BTS personnel, and Motorola 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
- Monitored and assessed project milestones, deliverables, and implementation of hardware and software, and related project activities.
- 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
5-12-2015	SR: CPERRP: 20150512	City of Portland Independent Project Management Quality Assurance Status Report

