

## Cabinet and Governor Appointed Agencies' Performance Audit Action Item(s) & Status

### Washington State Patrol's Radio Narrowbanding Project

(See also [cabinet agency response](#) for full context to Washington State Auditor's Office (SAO) [report](#), August 2016)

The Washington State Patrol (WSP) and the Department of Enterprise Services (DES) were included in this performance audit.

#### SAO Issues Summary:

1. Patrol would have benefited from a deeper understanding of its current system and available technology.
2. Patrol could have benefited from further analysis into whether merging with IWN provided the best benefit to the state and required Motorola for all equipment and radios.
3. Stronger project and contract management may have minimized project delays, system performance issues and likely budget over-runs.
4. The Patrol has effectively communicated with its public safety partners throughout the project. While other stakeholders have expressed concerns about the amount of project information that has been available in the past, project transparency has recently improved.

#### SAO Recommendations (Rec) Summary:

##### To WSP:

1. Over the short-term, mid-term and long-term, assess whether it is advantageous to stay merged with the IWN system.
2. Work with the Governor's Office to establish the minimum acceptable statewide coverage.
3. Work with the Legislature to approve funding for needed upfront engineering studies, then conduct the studies to determine how much it will cost to achieve that coverage.
4. Using the studies, work with OFM to establish an informed long-term plan and budget request for future project work.
  - a. Connect this long-term plan to the upcoming phase-two narrowbanding effort and the subsequent vendor contracts that will support that effort.
  - b. Make sure its request for funding for the second phase includes project management and procurement costs that were not included in the budget for the first phase.
5. Using the studies and long-term plan, work with the Legislature to help it decide the amount of project funding.
6. Prepare monthly online reports that disclose the status of its phase-one and future phase-two narrow-banding projects to make sure all stakeholders receive timely information.
7. Once project funding is established for the FCC phase-two narrowbanding: Establish needed project management tools and resources before signing any contracts for goods and services.
8. Once project funding is established for the FCC phase-two narrowbanding: Establish contract coverage requirements that match what the Governor's Office has agreed to, and are based on engineering studies and available funding.

##### To DES:

9. Work with the Patrol to:
  - a. Establish each agency's roles and responsibilities in a written agreement.
  - b. Assure the proper scoping of future contract amendments.
  - c. Identify criteria for determining when the contract is complete and each agency's part in making that determination.

The table below shows the current status of action items the agency initiated to address issues identified in the performance audit report. Please see the [cabinet agency response](#) for additional context and any additional steps already taken.

For an explanation of the columns below, [see the legend](#).

Issue/Rec	Status	Action Steps	Lead Agency	Due Date	Current Resources ?	Budget Impact?	Legislation Required?	Notes
Rec 1	In progress	WSP has begun preliminary engineering work, in conjunction with the vendor, to evaluate options for changing the connection between IWN and WSP's radio system. WSP is evaluating the use of a Project 25 Inter RF Subsystem Interface (P25 ISSI) as a means of linking to other radio systems. The use of such an interface with IWN may allow continued system integration while reducing potentially problematic dependencies associated with a single merged system, as identified in the audit report.	WSP	12/16	No	Yes	No	A preliminary plan and budgetary document have been completed. WSP has been in discussion with the FBI/IWN regarding options and timetables. The best option will be to upgrade the WSP and FBI master sites to a version capable of supporting a P25 ISSI interface. Both organizations are supportive of this approach. Detailed planning is underway and the project will be moving forward as soon as WSP funding is finalized.
Rec 1	In progress	Brief agency management and stakeholders on the benefits, concerns, costs and impacts of changing from a merged system to a system using the P25 ISSI connection	WSP	7/17	Yes	No	No	Initial executive-level briefings have been completed. On-going status reports are being provided.
Rec 1	In progress	If the decision to separate the systems is made, WSP will pursue appropriate budget requests and state procurement procedures to accomplish the transition in a timely manner.	WSP	TBD	No	Yes	No	Budget request development is underway and slated for the 2019 legislative session. The FBI is determined to move sooner and will be funding most of the upgrade.

Issue/ Rec	Status	Action Steps	Lead Agency	Due Date	Current Resources ?	Budget Impact?	Legislation Required?	Notes
Rec 2	In progress	Conduct an analysis to determine the minimum statewide public safety-grade radio coverage standard appropriate for WSP's use. This analysis will review published industry standards, comparable statewide system specifications, and stakeholder input to define coverage standards.	WSP	6/17	No	Yes	No	This requirement is a deliverable of the current engineering assessment being conducted by Hatfield and Dawson (see rec
Rec 3	Completed	WSP has prepared a budget request for an engineering study, as referenced by the SAO in its audit. WSP will follow established IT investment policies and request approval to pursue this study from the OCIO and the SIEC.	WSP	10/16	No	Yes	No	An engineering study was partially funded in the 2017-2019 transportation budget. Clarification from the legislature is needed on the expected outcomes from the study. The Engineering study is underway.
Rec 3	Completed	Submit a budget request for the engineering study to OFM	WSP	9/16	No	Yes	No	Completed
Rec 3	In progress	If funded in 2017, WSP will work with DES to contract with a qualified professional engineering firm to perform the statewide engineering study, which will include the agreed upon coverage requirements. Completion of the engineering study is expected to take approximately one year from the start of contract	WSP	TBD	No	Yes	No	The engineering assessment is underway. The vendor, Hatfield and Dawson, was selected through a competitive RFP process. Their bid was within project budget and to date there have been no change orders. Project tracking is being done through bi-weekly conference calls. All of the field measurement work has been completed and the actual engineering work is underway. The first two deliverables have been received in draft form and are

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								under review by WSP. The project is on schedule and within budget.
Rec 4	Not started	WSP will use the results of the engineering study, including the coverage requirement standard agreed to by the Governor’s Office, to work with OFM in developing a strategic plan for future system development. Any planned system upgrades will comply with narrowbanding phase two requirements. This strategic plan will also include appropriate project management and procurement resources	WSP	TBD	No	Yes	No	Internal agency strategic planning efforts are underway. The resulting strategic plan will be influenced by the outcomes of the engineering study.
Rec 5	Not started	WSP will use the results of the engineering study or studies, including the coverage requirement standard agreed to by the Governor’s Office, to prepare a request for information for release to the vendor community.	WSP	TBD	Yes	No	No	No change
Rec 5	Not started	Upon receipt of vendor information and in accordance with its system strategic plan, WSP will develop an appropriate budget request aligned with the state’s IT investment procedures and requirements.	WSP	TBD	Yes	No	No	No change

Issue/ Rec	Status	Action Steps	Lead Agency	Due Date	Current Resources ?	Budget Impact?	Legislation Required?	Notes
Rec 6	Complete and ongoing	WSP publishes monthly phase one project reports on the OCIO's IT project dashboard. This will continue throughout completion of phase one Narrowbanding.	WSP	N/A	Yes	No	No	Completed for the initial project and the radio upgrade project has already been requested by WSP to be on the OCIO dashboard.
Rec 6	Not started	When any future large-scale system expansion, system upgrade, or narrowbanding phase two projects are approved and funded, the project management team will require posting of these monthly reports.	WSP	On-going	Yes	No	No	WSP has requested approval to spend funding for upgrading the radio system, and has hired a project manager for the project. HE will comply with the reporting requirements.
Rec 7	Not started	When project funding is established for the FCC's phase-two narrowbanding, all OCIO IT oversight policies and requirements will be met, including those on external quality assurance and project management.	WSP	TBD	Yes	No	No	No change
Rec 8	Not started	Coverage requirements, based on engineering study results and in accordance with the Governor's Office approval, will be the basis for phase two funding requests and resulting vendor contracts.	WSP	TBD	Yes	No	No	No change
Rec 9	Completed	DES will execute an administrative amendment to the contract, clarifying roles and responsibilities.	DES	8/16	None	None	None	August 2016 – DES did execute an administrative amendment to the contract clarifying both agencies roles and responsibilities.