

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	Complete	WSP initiated a project in August 2018 to transition the connection between the FBI and WSP radio systems to a P25 Inter-RF Subsystem Interface (P25 ISSI)	WSP	12/16	Yes	Yes	No	WSP began a system upgrade project in August 2018 in response to the FBI's decision to change the system interconnect from the current inter-zone connection to an Inter-RF Subsystem Interconnect (ISSI) connection.
Rec 1	Complete	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	WSP's LMR system upgrade project, transition from a shared system with the FBI, and installation of a new interoperable connection is complete.
Rec 1	Complete	WSP coordinated with OFM to appropriate funding for the current LMR upgrade project.	WSP	TBD	Yes	Yes	No	WSP coordinated with OFM to appropriate funding for the LMR upgrade project.
Rec 2	Complete	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	No	No	Hatfield and Dawson provided minimum coverage standards in Deliverables 1 and 2 of their engineering assessment that was completed in October 2018.
Rec 3	Complete	WSP followed established IT investment procedures for this study. The legislature provided WSP \$400,000	WSP	10/16	No	No	No	WSP received funding for an Engineering study in the 2017-19 biennial budget. This study was completed in October 2018.

Issue/ Rec	Status	Action Steps	Lead Agency	Due Date	Current Resources ?	Budget Impact?	Legislation Required?	Notes
		proviso funding in FY18 to conduct this study.						
Rec 3	Complete	Submit a budget request for the engineering study to OFM	WSP	9/16	No	Yes	No	Completed
Rec 3	Complete	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	10/18	No	Yes	No	The engineering study vendor, Hatfield and Dawson, was selected through a competitive RFP process. Hatfield and Dawson provided all deliverables requested under the procurement. Hatfield and Dawson performed within the required scope, schedule, and budget without change orders. WSP provided an executive summary of the report to the legislature in January 2019.
Rec 4	In Progress	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	WSP is requesting funding in the 2021-23 biennium to develop a near-term (1-2 year) and long-term (10 year) strategy by contracting with a professional engineering firm. This will incorporate the recommendations from the 2018 Engineering study as well as recommendations from SAO in developing a plan to ensure WSP’s system is prepared for Phase 2 narrow-banding, provides the designated “minimal” coverage standard, and is based on industry-standard technologies and capabilities. From that plan, WSP will work with OFM to draft future budgetary requests including professional project management and procurement.

Issue/ Rec	Status	Action Steps	Lead Agency	Due Date	Current Resources ?	Budget Impact?	Legislation Required?	Notes
Rec 5	Deferred	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	No	No	No	WSP deferred this work due to the radio system upgrade project and separation from the FBI shared Land Mobile Radio System. As noted above, WSP will prioritize the development of a thorough long-term strategic plan and will work with the legislature to progress towards implementation.
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
Rec 6	Complete	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
Rec 6	Ongoing	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 routinely reported performance through the OCIO dashboard. WSP will continue to provide reports through the SIEC and OCIO as the agency develops the long term strategic plan.
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,	WSP	TBD	Yes	No	No	No change

Issue/ Rec	Status	Action Steps	Lead Agency	Due Date	Current Resources ?	Budget Impact?	Legislation Required?	Notes
		including those on external quality assurance and project management.						
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.