

Summary of the Washington State Business Analysis recommendations

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Recommendations - Efficiencies

Much of the reasoning behind consolidation of the personnel and functions of two disparate groups performing similar tasks is the assumption that savings can be realized through the “economies of scale” and the elimination of duplicate effort. There has been no discovery of duplication that was not justified by a business case and agency mission. Productivity of employees was examined and it was discovered that the unique missions of each agency were best served by unique wireless networks, equipment and services.

This business analysis did not uncover any significant possible cost savings through a consolidation of the WSP and WSDOT communications groups that could provide a path to a future statewide interoperable communications network. However, there are some efficiency findings and recommendations that appear to be feasible in paving the way for a future statewide interoperable network that would support the system of systems approach as identified in the TIP. The work performed indicates that a complete consolidation of the wireless communications group (WSDOT ITS and Wireless Communications) into the WSP Electronics Services Division will result in both short term and long term additional costs for both agencies.

Recommendations are presented to present actionable points for the State to consider. Observations are also provided to highlight significant points noted throughout the project. Findings are also presented as supporting information for each recommendation or observation.

The recommendations provided in this section are numbered sequentially. The order in which they are presented does not suggest any sort of priority or precedence.

Efficiency Recommendations (ER)

There are 14 efficiency recommendations that were identified in the Business analysis. Of the 14 recommendations; 2 is completed, 8 are currently

underway, 2 outside WSP and WSDOT control, 2 not considered due to outside the scope or require additional unfunded study.

(ER1) Recommendation: Develop a plan to utilize VHF channels licensed by WSDOT and WSP

Currently Underway

ER2) Recommendation: Assign the roles of statewide Wireless Engineering Manager and Wireless Electronic Design Engineer.

SIEC Decision, outside WSDOT and WSP control

(ER3) Recommendation: Re-assign the WSP Tower Crew to operate under the WSP Electronics Services Division (ESD)

Completed

(ER4) Recommendation: Extend the WSP/WSDOT JOPS and MOPA Agreements

Currently underway

(ER5) Recommendation: Explore the use of the WSP Fire Training Academy

Not considered, due to outside the scope of the study.

(ER6) Recommendation: Designate WSP as the primary service provider for a public safety statewide radio network

Currently underway, WSDOT and WSP along with WADOC are working together to develop a frequency reuse plan and deploy infrastructure.

(ER7) Recommendation: Designate WSDOT as the primary service provider for a 700/800 MHz statewide radio network

Currently underway, WSDOT and WSP along with WADOC are working together to develop a frequency reuse plan and deploy infrastructure.

(ER8) Recommendation: Investigate methods of measuring and evaluating productivity

Not considered, recommendation was to further study efforts.

(ER9) Recommendation: Utilize the 700 MHz spectrum to address interference and congestion in the Puget Sound region

Currently Underway

(ER10) Recommendation: Provide Incident Response Trucks (IRTs) with the ability to access Computer Aided Dispatch (CAD) and Mobile Office

Currently underway, Security and technical issues may prevent this from occurring.

(ER11) Recommendation: Expand the use of mobile data networks

Currently Underway

(ER12) Recommendation: Expand the deployment of Emergency Operations control stations

Currently Underway

(ER13) Recommendation: Grant the Department of General Administration (GA) the ability to administer the Western State Contracting Alliance (WSCA)

Completed but Outside WSP and WSDOT control.

(ER14) Recommendation: Consider upgrade options as part of the 800 MHz rebanding initiative

Outside WSDOT control

Findings and Recommendations: Consolidation

Although this report has not concluded that consolidation is a recommended path for WSP and WSDOT, recommendations, observations and findings have been discovered throughout this project that pertain to consolidation. This section presents those recommendations, observations and findings that pertain to consolidation.

Recommendations are presented to propose actions for the State to consider. Observations are also provided to highlight significant points noted throughout the project. Findings are also presented as supporting information for each recommendation or observation.

Recommendations (CR)

There are 17 recommendations that were identified in the Business analysis. Of the 17 recommendations; 4 are completed, 6 are currently underway, 5 outside WSP and WSDOT control, 2 under consideration.

(CR1) Recommendation: Fully utilize and leverage the 700 MHz spectrum for the deployment of Public Safety digital wireless services for WSDOT and WSP

Currently Underway

(CR2) Recommendation: Continue the efforts associated with microwave and 700 MHz enhancements and pilot projects

Currently Underway

(CR3) Recommendation: WSDOT and WSP should proceed with the statewide communications study recommendations

Currently Underway

(CR4) Recommendation: Avoid the use of commercial services for critical, public safety grade wireless communications

Currently Underway

(CR5) Recommendation: Revisit the cost model for a new statewide public safety wireless network

SIEC Decision, outside WSDOT and WSP control

(CR6) Recommendation: Define and document the details of a statewide public safety wireless network

Outside WSDOT and WSP control

(CR7) Recommendation: Determine the technology path for narrowbanding compliance

Completed

(CR8) Recommendation: Determine strategy for 800 MHz rebanding negotiations and implementation

Completed

(CR9) Recommendation: Create a cross-agency agreement that allows WSP and WSDOT to leverage currently outsourced resources from one another

Under Consideration, will need AG review of any cross-agency agreement that allows FTE's to work outside the agencies.

(CR10) Recommendation: Conduct a review of all wireless locations for further sharing opportunities

Currently Underway

(CR11) Recommendation: Endorse and promote sharing efficiencies and opportunities

RCW limits this recommendation, Outside WSDOT and WSP control

(CR12) Recommendation: Re-visit lease rates for radio sites

Completed

(CR13) Recommendation: WSDOT and WSP should adopt a common property leasing rate structure, based on the structure used by the Department of Natural Resources (DNR)

Completed

(CR14) Recommendation: Commission a fee study to examine the structure of recovering costs of microwave circuits through the use of circuit lease fees

Under Consideration

(CR15) Recommendation: Develop a plan, design, and budget for a WSDOT / WSP statewide wireless network solution

SIEC would need to take lead, outside WSDOT and WSP control

(CR16) Recommendation: Foster and support the effort of sharing resources and assets among state agencies, but do not consolidate

Currently Underway

(CR17) Recommendation: Refine the budget model for a fully funded, shared, statewide wireless network

SIEC would need to take lead, Outside WSDOT and WSP control

Observations (CO)

(CO1) Observation: Sharing is a more viable cost avoidance strategy than operational consolidation

(CO2) Observation: There is already a level of sharing being recognized for radio sites throughout the state

(CO3) Observation: Non-consolidated resources for WSDOT and WSP will create a need for additional staff in a consolidated scenario

(CO4) Observation: Spectrum allocations limit the options for multi-agency sharing without proper governance

(CO5) Observation: Highway Funds allocations are restricted by state law

(CO6) Observation: WSDOT and WSP are proceeding in alignment with the Technical Implementation Plan (TIP)