



# LESSONS LEARNED

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*City of Madison Information Technology*  
*May 4, 2018*



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### INTRODUCTION

The City of Madison contracted with a vendor to manage the City of Madison's Digital Divide Pilot project. During the pilot project lifecycle, the City compiled a list of lessons learned from both realized and unrealized risks as well as through interviews with project team members and stakeholders. It is these lessons learned from the Digital Divide Pilot (DDP) project that will assist us in laying the foundational pieces for a stronger contract with the City of Madison's next ISP Digital Divide partner.

### ISSUE: LOW COUNT OF SIGNED RIGHTS OF ENTRY AGREEMENTS

- In the Brentwood and Allied Drive neighborhoods, out of 130 property owners, only 50% of the property owners signed Rights of Entry releases.
- In Kennedy Heights, a Rights of Entry was not signed.
- In Darbo, 100% of the property owners signed the Rights of Entry releases.

**Recommendation:** Once a neighborhood is identified, perform an analysis of the neighborhood property owners' willingness to allow other vendors to provide service.

### ISSUE: LOW SUBSCRIBER RATE

- Only 1% of subscribers participated in the Digital Divide Pilot project. The Darbo neighborhood, which had a 100% Rights of Entry, only had 11 subscribers.

#### Recommendations:

- Perform an analysis of the neighborhood, to measure residents' interest in receiving services from other providers.

## LEARNING FROM THE PAST, WILL AID US IN THE FUTURE

By using the lessons learned from the Digital Divide Pilot project, the City will have a stronger foundation for the next phase of the project.

- Provide funds for marketing outreach.
- Require vendors to provide a community outreach plan as part of the response to the request for proposal.
- Analyze current market offerings.

### **ISSUE: PROJECT SCHEDULE DELAYED**

- Electronics were consistently late on delivery.
- Fiber build-out was not completed in a timely manner.

#### **Recommendations:**

- Conduct risk analysis and develop mitigations for unforeseen procurement issues.
- Identify project tasks that can be completed in parallel to continue the project moving forward.

### **ISSUE: INSUFFICIENT COST ESTIMATE**

- Nineteen buildings in the Allied and Brentwood neighborhoods had unsupported wiring. This required in-house cabling to be built out in these neighborhoods.

#### **Recommendation:**

- Assess identified properties to determine if there are any gaps in the property's suitability to support broadband service, and provide mitigation strategies, including costs.

### **ISSUE: VENDOR DID NOT HAVE A CLEAR PROJECT PLAN**

- Project schedule was not clearly defined.
- Communication on pending work and status updates were lacking in the project.

#### **Recommendation:**

- Require a Statement of Work in the contract including a high-level project plan, timeline and a communication plan for working with the City.

### **ISSUE: LACK OF CONNECTIVITY OPTIONS FOR SUBSCRIBERS**

- Fiber was run to the home but subscribers were not given a modem to have wireless.

#### **Recommendations:**

- Require wireless options as part of the request for proposal.
- Include requirement in the contract with the City.

## **CONCLUSION**

By incorporating the DDP Lessons Learned recommendations into the contract with the City of Madison's next ISP Digital Divide partner, it will provide the City with a stronger foundation for the next phase of the Digital Divide project.