

CITY OF PORTLAND

PSSRP
QUALITY ASSURANCE
REPORT

NOVEMBER, 2011

VERSION: FINAL

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Summary

INTRODUCTION

The following represents a synopsis of the QA Consultant’s key observations and recommendations related to each of the core PSSRP projects.

GLOBAL

The ESC did not meet in November, primarily due to schedule conflicts associated with the Thanksgiving holiday. A decision package pertaining to the RegJIN Project Plan changes was distributed to the ESC, and approved unanimously. The POM also provided the ESC with a monthly portfolio update.

CAD NEXT

October	November
	

As noted in the October report, the implementation phase of the CAD Next project has ended, and the products are now being maintained by the city’s sustainment personnel (comprised of BOEC, BTS, and Versaterm staff). No issues arose during the period that warrants the attention of the ESC. In future reports, only issues which require ESC review or approval will be included in QA reports (i.e., the use of contingency funds, issues which impact RegJIN, Radio, or Fire RMS).

REGJIN

October	November
	

During the period, the RegJIN Project Plan changes were formally (and unanimously) adopted by the ESC, shifting the project from red to green status.

In addition to the Project Plan updates, the Project Manager is developing a RegJIN Risk Management Plan (currently, the team is identifying potential project risks, and determining their likelihood and impact). A complete Risk Management Plan will be forthcoming in the following periods.

Lastly, the focused and collaborative work on the revised RegJIN RFP continues to adhere to the predicted schedule. The draft RFP was provided to City Legal on November 28 (the legal review will run through the end of the following period).

RADIO

October	November
	

On November 9, the contract for the City’s radio consultant [Federal Engineering (FE)] was approved by the Council. FE is currently working on the radio equipment inventory.

FE also met with key project stakeholders during the period (including the Bureau Business Sponsors) to identify goals, expectations, and needs. The firm will return in late November to confirm the validity of their observations and findings from the meetings.

FIRE RMS

October

GREEN

November

GREEN

The Detailed Fire RMS Project Plan was largely finalized during the period, and is expected to be formally adopted in December. The Proof of Concept remains on schedule (to be presented on December 2 to internal project team members, followed by the PAC on December 8). The Fire RMS project team finalized the draft RFP for the technical consultant and received approval from both the PSSRP POM as well as the PF&R liaison (final approval is expected in the following period).

Individual Project Assessments

CAD NEXT

OBSERVATIONS

As noted in the October report, the implementation phase of the CAD Next project has ended, and the products are now being maintained by the city's sustainment personnel (comprised of BOEC, BTS, and Versaterm staff). No issues arose during the period that warrants the attention of the ESC. In future reports, only issues which require ESC review or approval will be included in QA reports (i.e., the use of contingency funds, issues which impact RegJIN, Radio, or Fire RMS).

REGJIN

OBSERVATIONS

During the period, the RegJIN Project Team continued to refine the RFP by working collaboratively with Procurement Services. The RegJIN Project Team provided the draft RFP to City Legal on November 28 (the legal review will run through the end of the following period).

Also during the period, the RegJIN Project Team updated the following RegJIN Project Charter materials, and submitted them to the ESC for approval¹:

- Major Project Constraints and Assumptions
- Project Timeline
- Project Budget

Additionally, the RegJIN Project Team began developing a Risk Management Plan. Currently, the team is identifying the potential project risks, and determining the likelihood and impact of each risk. In the following period, the team will triage the risks, and develop risk mitigation strategies for high-priority risks.

CORRECTION

In the October QA report, we incorrectly reported that the duration of time for vendors to submit proposals in response to the RegJIN RFP was reduced from 58 days to 38. The duration has remained constant at 58 days.

RADIO

OBSERVATIONS

On November 9, the contract for the City's radio consultant [Federal Engineering (FE)] was approved by the Council. The

¹ The ESC unanimously approved the revised Project Plan documents.

radio project team had worked informally with FE prior to 11/9, enabling a faster deployment (particularly with respect to conducting the current equipment inventory).

FE met with the key stakeholders during the period (including the Bureau Business Sponsors) to identify goals, expectations, and needs. FE will return in late November to confirm the validity of their observations and findings from the meetings.

FIRE RMS

OBSERVATIONS

The Detailed Fire RMS Project Plan was largely finalized during the period, and is expected to be formally adopted in December. The Proof of Concept remains on schedule (to be presented on December 2 to internal project team members, followed by the PAC on December 8). The Fire RMS project team finalized the draft RFP for the technical consultant and received approval from both the PSSRP POM as well as the PF&R liaison. Final approval is expected in the following period.

The project's budget was approved during the period by PSSRP (following internal reviews by OMF and the CAO). Lastly, the project consultant's agreement will expire in mid-December.

Project Metric Changes

Each month, the QA consultants assess forty five project management areas for each PSSRP project. The following reflects any change detected during the period amongst the metrics.

CAD NEXT	<p>Metric 44: Was a project review conducted with the Project Manager and Executive Sponsor within completion of one business cycle of the project completion?</p> <p>Metric 45: Were the lessons learned captured, finalized and shared with the control agencies within one month of the project close?</p> <p>(The City has directed the QA Consultants to begin work on a lessons learned report for CAD. The report is in draft form and will be delivered to the City at the end of December. The ieSolutions “lessons learned” report was delivered on November 30, and is currently being reviewed. Both of these metrics will be eliminated from the QA report in the coming period.)</p>
REGJIN	<p>Metric 7: Can the project be delivered as approved? (Yes: The ESC approved the modifications to the Project Plan during the period.)</p> <p>Metric 12: Is the project on schedule? (Yes: The ESC has approved a rebaselined project schedule)</p> <p>Metric 13: Will project meet the deadline for the current phase? (It is too soon to determine the breadth of changes required as a result of the internal RFP review process.)</p> <p>Metric 14: How many milestones have been missed? (None: The ESC has approved a rebaselined project schedule)</p> <p>Metric 19: Is there a negative impact to the project success due to unresolved issues? (No: The ESC has approved the revised Project Plan documents.)</p>
RADIO	No change during the period.
FIRE RMS	No change during the period.

How we produce the report

PERIOD COVERED	This report is intended to communicate the results of the independent quality assurance (QA) company's review of the PSSRP initiative to the City of Portland's Executive Steering Committee (ESC) for the period of November 1 to November 30, 2011.												
INFORMATION SOURCES	<p>The consultants communicated with the following people prior to developing the report:</p> <table><tr><td>Andrew Carlstrom</td><td>Kalei Taylor</td></tr><tr><td>Carmen Merlo</td><td>Karl Larson</td></tr><tr><td>Christine Moody</td><td>Mark Greinke</td></tr><tr><td>Diana Rogero</td><td>Mike Kuykendall</td></tr><tr><td>George Burke</td><td>Scott Schneider</td></tr><tr><td>Jerry Schlesinger</td><td></td></tr></table>	Andrew Carlstrom	Kalei Taylor	Carmen Merlo	Karl Larson	Christine Moody	Mark Greinke	Diana Rogero	Mike Kuykendall	George Burke	Scott Schneider	Jerry Schlesinger	
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George Burke	Scott Schneider												
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MATERIALS REVIEWED	<p>The consultants reviewed the following project-related documents during the period:</p> <p>Project Status Reports RegJIN: 11/4, 11/11, 11/18, 11/25 Radio: 11/29 (Larson out of office in early November) Fire RMS: 11/4, 11/10, 11/25</p> <p>Other Project-Related Documents ESC Portfolio Update for November RegJIN RFP RegJIN ESC Electronic Decision Package ieSolutions Lessons Learned report</p>												

Exhibit A: Status of Prior QA Recommendations

The following report depicts a record of previous QA recommendations, describing any actions pertaining to the recommendation, along with specific responsibilities and target completion dates. The chart is updated on a monthly basis. Note that “ID” numbers are not sequential, as they reflect the order in which they are presented to the ESC. Recommendations are removed from the list upon completion of the recommendation.

ID	RECOMMENDATION LOCATION	SUMMARY OF RECOMMENDATION	ACTION TAKEN	STATUS OF ACTION	ASSIGNED TO	DUE BY	COMPLETE DATE
60	03/15/11 3.0.1.2	[Recommendation #60 supplements Recommendation #57 from February, 2011, which stated: The ESC should review, and amend (as appropriate), the authorities and controls within the PSSRP Governance document.] As part of the ESC’s review and amendment (as appropriate) of the project authorities and controls (within the PSSRP Governance document), the committee should also define what unit, or form, of Portland City government PSSRP represents.	Accepted	The project team continued to review details regarding what unit of Portland City government PSSRP represents.	Carlstrom	Jan ESC	N/A
64	05/16/11 3.0.2.1	PSSRP should begin interviewing project managers and impacted stakeholders regarding “lessons learned” immediately (a “lessons learned” report should be prepared by the July ESC meeting).	Accepted	QA is finalizing the draft report.	QA	11/1 moved to 12/30	Pending
71	August Report Page 8	The RegJIN Project Plan should be updated to reflect the current known project schedule changes, including a contemporary revision to duration for contract development with Unisys. Recognizing that PPDS support is currently forecast through June, 2013, and that the project schedule now shows an estimated go live in August, 2013; QA recommends that the project team undertake a PPDS risk analysis and mitigation plan for supporting PPDS through 2014 (including hardware, software, and support personnel).	Discussed/Under Evaluation	Captain Burke is leading the Bureau’s risk management plan, which includes an assessment of the PPDS support risks.	Carlstrom Schlesinger	Nov ESC	N/A

ID	RECOMMENDATION LOCATION	SUMMARY OF RECOMMENDATION	ACTION TAKEN	STATUS OF ACTION	ASSIGNED TO	DUE BY	COMPLETE DATE
72	September Report Page 6	Sparked by the Council Champion, and spearheaded by the CAO and the POM, the project undertook a literal multi-bureau approach (which, in the past, has proven to be very difficult) toward recalibrating the RegJIN acquisition. In the following period, the project team should provide the ESC with a new timeline and budget for RegJIN, seeking formal adoption. Both the timeline and the budget should reflect the level of effort associated with maintaining PPDS through the estimated RegJIN cutover date in 2014. A 15% contingency (an industry standard) of time and money should be added to the timeline and budget, respectively.	(pending ESC review in Dec)	The ESC reviewed and approved the updated Project Plan (distributed on 12/8). Additionally, PSSRP and PPB have identified the highest priority project risks and are crafting a risk management plan. QA recommends closing this recommendation as "enacted".	ESC	Immediate	12/8
73	September Report Page 8	The QA Consultants recommend that the Zetron project be dropped from the list of core projects following the September report, as the majority of issues are either corrected or nearing correction. Moreover, ongoing Zetron maintenance and activities will be addressed under the CAD Sustainment Model.	(pending ESC review in Dec)	N/A	N/A	N/A	N/A
74	October Report Page 2	The QA Consultants strongly urge the RegJIN project team to provide the ESC with a revised Project Plan (to include, at a minimum; the project's budget, timeline, methodology, risk management plan), as required by PSSRP Charter. This recommendation originally appeared in the September QA report, and should now be considered urgent.	(pending ESC review in Dec)	The ESC reviewed and approved the updated Project Plan (distributed on 12/8). Additionally, PSSRP and PPB have identified the highest priority project risks and are crafting a risk management plan. QA recommends closing this recommendation as "enacted".	ESC	Immediate	12/8