City of Portland

Public Safety Systems Revitalization Program

Radio Replacement Project

Periodic QA Evaluation Report
For the Month of December, 2012
Deliverable: Radio.C.2

V2.0 FINAL
1/10/2013
Prepared By:

CASE
Associates
Incorporated

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Contract # 30002849

Periodic QA Evaluation Report
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Version	Date	Comments
0.1	12/31/2012	Initial Version
1.0	1/2/2012	Version for PSSRP to review
2.0	1/10/2013	Changes from review with the Project Managers

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Summary of Project QA Progress and Status

The PSSRP Radio Replacement Project is to replace the current City of Portland Public Safety radio communications system with a modern all digital P25 Phase I compliant system.

Case Associates Inc. (CAI) was selected to perform the independent QA on the City of Portland PSSRP which includes the Radio Replacement Project. This is the second monthly Radio Replacement Project Periodic QA Evaluation Report intended to assess the health of the project and provide independent observations (positive or negative) and recommendations for avoiding and/or responding to any future negative impacts.

The Radio Replacement Project is in two major phases:

1. Phase I - Infrastructure.   The project is in this phase. This Periodic QA Evaluation Report focuses on this phase.
2. Phase II - Subscriber Units. CAI will include reviews of this phase when appropriate.

Overall Project QA Status

Prior to the development of this report, CAI prepared the first Periodic QA Evaluation Report for the month of November and a Baseline Evaluation Report on the project. The Baseline report provided the project with four recommendations to address concerns expressed by the people CAI interviewed as part of the evaluation process. Three recommendations will be better addressed when the vendor is selected at the end of the RFP process. The fourth recommendation, listed a series of documents that should be created or updated to facilitate project planning and monitoring. These recommendations are carried forward in the Quality Focal Points in this report. (See the Purpose and Methodology section for a mapping of the recommendations to the QFPs.)

CAI also conducted an in-depth review of the Radio RFP prior to its release. CAI found no critical problems with the RFP. The Radio RFP review yielded a set of recommendations designed to add clarity and facilitate contract negotiations. With the exception of one, all recommendations were adopted in the released version of the Radio RFP. As for the exception, CAI recommended that the project conduct a site survey to give vendors more data for their proposals. The project decided that to conduct a survey now would duplicate work. CAI concurs with that decision. The project released the RFP a few days later than originally scheduled. The short delay had no effect on the overall procurement schedule.

In December, the project released an addendum to the RFP. The addendum answers all but one question from vendors. The project will release another addendum to answer the remaining question regarding in-building coverage.

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Overall Project Health

Overall Rating: <mark style="background:lime">Stable</mark>

The overall health of the project is based on the three main areas described in the table below:

Schedule	<mark style="background:yellow">Attention</mark>	A detailed project schedule is not be feasible until the Radio vendor has been selected and the system design is approved, CAI recommends that the project develop a schedule to include procurement activities, development of selection criteria and other activities leading to a final contract and approved system design

The RFP was released a few days later than originally scheduled. The short delay had no effect on the overall procurement schedule. The project also released an addendum to answer vendor questions, and plans to release another to answer additional questions. |
| **Budget** | <mark style="background:lime">Stable</mark> | The project has a budget and contingency. Most expenditures will be planned during and shortly after contract negotiations. The adequacy of the budget will be reassessed then. |
| **Scope** | <mark style="background:lime">Stable</mark> | The project scope is clearly defined in the RFP and the Project Charter. |

Quality Focal Points Rated <mark style="background:red">Alert</mark>

No Quality Focal Points were rated as needing immediate attention.

Quality Focal Points Rated <mark style="background:yellow">Attention</mark>

There is one finding in this QA report that CAI believes need attention:

- Project Schedule, QFP#3 <mark style="background:yellow">Attention</mark>

  Although a detailed project schedule will not be feasible until the Radio vendor has been selected, CAI recommends that from now until the selection of the radio vendor, the project develop a schedule to include procurement activities, development of selection criteria and other activities leading to a final contract.

  Definition of Risk Factors:
  <mark style="background:lime">Stable</mark>   -   the Quality Focal Point is stable and not currently impacting the project
  <mark style="background:yellow">Attention</mark>   -   the Quality Focal Point needs some improvement so it won't impact the project
  <mark style="background:red">Alert</mark>   -   the Quality Focal Point is impacting the project and needs immediate attention

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Quality Focal Point Summary Chart

Quality Focal Point	Impact	Prior as of: 12/5/12[1]	Current as of: 1/2/2013
1. Meeting Milestones	High	Stable	Stable
Quality Planning	**Impact**	**Current as of: 12/5/2012**	**Current as of: 1/2/2012**
2. Requirements Management	High	Stable	Stable
3. Project Schedule	High	Attention	Attention
4. Communications	High	Stable	Stable
5. Risk and Issue Management	High	Stable	Stable
6. Radio System Acquisition	High	Stable	Stable
7. Tech. & Operational Transition	High	NR[2]	NR
Quality Assurance / Quality Control	**Impact**	**Current as of: 12/5/2012**	**Current as of: 1/2/2013**
8. Project Organization and Leadership	High	Stable	Stable
9. Project Resources	High	Stable	Stable
10. Project/Quality Management and Reporting	Medium	NR	NR
11. Budget Planning and Tracking	Medium	Stable	Stable
12. Scope and Change Control	High	NR	NR
13. Roles, Responsibilities and Communications	High	Stable	Stable
14. Radio System Architecture	High	NR	NR
15. Radio System Acquisition Management	High	NR	NR
16. Project Library and Configuration Management	Medium	Attention	Stable
System Delivery	**Impact**	**Current as of: 12/5/2012**	**Current as of: 1/2/2013**
17. System Design Process	High	Stable	Stable
18. Testing (Functional and Performance)	High	NR	NR
19. User Acceptance Process	High	NR	NR
20. Training	High	NR	NR
21. Implementation & Integration Process	High	NR	NR
22. Deployment Process	High	NR	NR

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[1] This is the second Periodic QA Evaluation. In following reports, this table will include two prior months' ratings.
[2] "NR" indicates Not Rated for this report.

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Quality Focal Points

1	Milestones
	Project milestones are being met on schedule. The Milestone QFP assesses the scheduled completion of interim and major project milestones and their impact on overall project completion.
	Risk Level Stable Attention Alert
1.1	Are project milestones being met so far? **Finding**: YES – The major milestone, the RFP, went out a few days later than the original schedule. This short delay had no effect on the overall procurement schedule.
1.2	Is there sufficient time (with appropriate slack) to complete the project before the committed completion date? **Finding:** TBD – The project schedule will be developed during negotiations with the selected vendor. A detailed project schedule is not feasible until the Radio vendor has been selected and the system design is approved.

2	Requirements Management
	The Requirements Management process is appropriate and thorough.
	Risk Level Stable Attention Alert
2.1	Are the System and Business Requirements understood and confirmed? **Finding:** YES –The requirements are clearly articulated in the RFP. The Radio Project Charter contains high-level project objectives.
2.2	Are requirements traceable to design? **Finding:** Yes – The requirements are traceable to the Conceptual Design provided by the project consultants, Federal Engineering, and accepted by the City. The proposed designs that are submitted with vendor proposals will be compared to the requirements to evaluate compliance or to identify advantages of the proposed design over the conceptual one.
2.3	Are requirement change impacts understood and documented **Finding:** TBD
2.4	Are test conditions defined to validate requirements compliance? **Finding:** TBD

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3	Project Schedule
	The project is appropriately planned. The Planning QFP provides an assessment of the breadth and depth of project planning, scope definition, scheduling and identification of external dependencies.
	Stable Attention Alert **Risk Level** [	▮▮▮▮	]

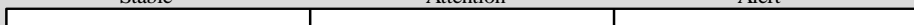| 3.1	Are all appropriate tasks identified in the work breakdown structure (WBS) and/or project plan? **Finding:** No – A detailed project schedule is not feasible until the Radio vendor has been selected and the system design is approved. CAI recommends that the project develop a schedule to include procurement activities, development of selection criteria and other activities leading to a final contract and approved system design.
3.2	Are dependencies among tasks identified, including decision dependencies? **Finding:** TBD
3.3	Has a schedule been established and is it reasonable based on resources (budget), productivity assumptions and dependencies? **Finding:** TBD – The plan and schedule should include contingencies to allow for possible delays and costs due to infrastructure upgrades.
3.4	Is the schedule clear and detailed enough to monitor progress? **Finding:** TBD
3.5	Is the schedule used to track progress and updated on a regular basis? **Finding:** TBD
3.6	Are external project dependencies identified in the plan? **Finding:** TBD
3.7	Have appropriate major milestones been defined? **Finding:** Yes – For the RFP phase, appropriate major milestones are articulated. When the radio vendor is selected, more detail will be developed.
3.8	Has the schedule been reviewed, approved and signed off by the project Stakeholders? **Finding:** Yes, in the RFP phase context. After the radio vendor is selected, more detail will be developed and will require stakeholder review and approval.
3.9	Is there an appropriate process for updating the project schedule with actuals and tracking project progress? **Findings:** TBD
3.10	Is the schedule reasonable to manage the Project? **Finding**: TBD
Mitigation: From now until the selection of the radio vendor, develop a schedule to include procurement activities, development of selection criteria and other activities leading to a final contract and approved system design.	

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4	Communications
	The project communications are effective and adequately controlled. Assessment of the Communications QFP examines the project status reporting and communication processes for task completion and budget.
	Risk Level Stable [🟩] Attention [ ] Alert [ ]

4.1	Have communications been planned, identified and documented? **Finding:** Yes
4.2	Is the Communications Plan being followed? **Finding:** Yes –The project has regular communications with stakeholders. When a detailed schedule is available, it will be easier to compare communication activities to the Communication Plan.
4.3	Does the project receive appropriate and timely executive and project sponsor attention? **Finding:** Yes
4.4	Are project status and activities being monitored and reported in enough detail and with enough frequency to ensure early detection of problems or schedule slippage? **Finding:** Yes, weekly reports are sufficient for the RFP phase. More detail will be available once the schedule is developed.

Recommendation: The Radio project should update the Charter and Governance documents to reflect current executives and sponsors. The Radio project should update the Communication Plan to reflect current assignments. These updates can wait until the vendor is on board. At that point, the Communication Plan will address more communication needs for other external stakeholders.

(See Related Recommendations in QFP#8 and QFP#13.)

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5	Risk and Issue Management
	Project risks are identified and appropriately managed. The Risk Management QFP provides an assessment of the risk identification, mitigation strategy and contingency planning for high probability and/or high impact risks. It also assesses the continuing validity of high impact assumptions.
	Risk Level Stable Attention Alert
5.1	Are project risks and issues identified and categorized as to likelihood and impact? **Finding:** Yes – Risks are a significant part of the regular status reporting.
5.2	Are appropriate risk and issue mitigation strategies in place with appropriate monitoring measures? **Finding**: Yes – The regular status reporting includes "Actions Completed/Planned." As the project progresses through the procurement phase, the decision making and issue resolution processes will be tested. The project should monitor the processes and look for ways that to increase awareness and document any necessary changes to the governance and decision making processes.
5.3	For high probability or high impact risks, are contingency plans developed in case the risk mitigation strategy fails? **Finding**: Yes – The regular status reporting on risks and includes "Actions Completed/Planned."
5.4	Are ongoing risk identification, assessment and management processes in place and operating effectively? **Finding**: Yes – The regular status reporting on risks includes "Actions Completed/Planned."
5.5	Have project assumptions been verified & appropriate monitoring measures been put in place to ensure failed assumptions do not become risks? **Finding**: Yes – Critical assumptions are identified in the risk list of the status reports.
Recommendation: The project should develop a Risk Management Plan to formally describe mitigation strategies and monitoring measures.	

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6	Radio System Acquisition
	The Radio System Acquisition is adequately planned and executed. The Radio System Acquisition QFP assesses the breadth and depth of the project's procurement process, RFP and vendor contract.
	Risk Level Stable Attention Alert
6.1	The RFP was prepared per the City's Procurement Office guidelines. **Finding:** Yes – The RFP went through extensive reviews by all necessary stakeholders.
6.2	The RFP defines deliverables that meet the business requirements. **Finding:** Yes.
6.3	The RFP included appropriate scoring and evaluation instructions. **Finding**: Yes – The RFP contains these instructions.
6.4	Is the Pre-Award Plan completed and understood by Evaluation Team? **Finding**: TBD
6.5	Is the Pre-Award Plan being followed? **Finding**: TBD
6.6	Are contract negotiations proceeding as planned? **Finding**: TBD

7	Technical & Operational Transition
	The Technical Transition is adequately planned. This QFP assesses the preparation for managing and conducting the technical transition.
	The Operational Transition is adequately planned. This QFP assesses the preparation for managing and conducting the operational transition.
	Risk Level Stable Attention Alert NOT APPLICABLE AT THIS TIME
7.1	Has the Technical Transition Plan been defined? **Finding:** TBD – A Technical Transition Plan will not be available until after the radio vendor and the City sign a contract.
7.2	Has the Technical Transition Plan been reviewed and approved? **Finding:**
7.3	Has the Radio vendor's Radio System architecture been assessed relative to the City's current Radio System architecture? **Finding:**
7.4	Are there appropriate resources to implement the Plan? **Finding:**
7.5	Has the Operational Transition Plan been defined and approved? **Finding:**
7.6	Are there appropriate resources to implement the Plan? **Finding:**

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8	Project Organization and Leadership
	The project is appropriately organized. The Organization QFP assesses the breadth and depth of the project's organization and the commitment to the project within the organization. This determines if the project's organizational structure can manage both tactical and strategic project issues.
	Risk Level Stable Attention Alert
8.1	The Steering Committee is comprised of executive decision-makers and is functioning? **Finding:** Yes – The Steering Committee meets regularly. The Governance, including the Executive Steering Committee was redefined in August 2012.
8.2	Executive Sponsors have been designated? **Finding:** Yes
8.3	Project Management roles and responsibilities with lines of authority and accountability have been defined, assigned and agreed upon? **Finding**: Yes – The project has two Project Managers assigned. Their individual roles are listed in a separate document; "Responsibility matrix – Co PMs."
8.4	Management is committed to the project. **Finding:** Yes
8.5	Management and Staff are committed to the project. **Finding**: Yes
8.6	Are other Stakeholders/users committed to the project? **Finding**: Yes
8.7	Are there appropriate resources to implement the Change Management Plan? **Finding:** TBD
Recommendation: The Radio project should update the Charter and Governance documents to reflect current executives and sponsors. The Radio project should update the Communication Plan to reflect current assignments. These updates can wait until the vendor is on board. At that point, the Communication Plan will address more communication needs for other external stakeholders. (See Related Recommendations in QFP#4 and QFP#13.)	

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9	**Project Resources**
	The project is appropriately resourced. The Resources Quality Focal Point assesses three resource components: The capacity and skill set of the assigned project staff, supporting tools and facilities, and budget or financial resources.
	Risk Level Stable Attention Alert
9.1	Is the level of effort estimated planned for each project deliverable at an appropriate activity level; and, is it reasonable? **Finding:** Yes for the RFP phase. TBD for the implementation phase.
9.2	Are appropriate staff resources (skill set and quantity) available and assigned to complete the project? **Finding:** Yes for the RFP phase. TBD for the implementation phase.
9.3	Are appropriate staff support resources (skill and quantity) available and assigned to provide on-going operations support? **Finding:** TBD
9.4	Are appropriate tools and other necessary facilities available and effectively utilized? **Finding:** Yes
9.5	Is the Budget (financial resources) sufficient to support the Radio Project? **Finding:** Yes – The budget is suitable, including a contingency.

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10	Project & Quality Management and Reporting
	The project is appropriately managed and quality controlled. Assessment of the Project Management, Quality Assurance and Quality Control Processes and Plans. Are the Plans in place and followed to ensure project deliverables meet requirements and are accomplished on time and within budget?
	Risk Level Stable ⸻ Attention ⸻ Alert ⸻ NOT APPLICABLE AT THIS TIME
10.1	Have formal Project Management and Quality Management Plans been developed? **Finding:** TBD
10.2	Are the Plans being followed? **Finding:**
10.3	Have appropriate metrics and processes been put in place to successfully manage the project? **Finding:**
10.4	Have objective quality metrics been put in place for project deliverables? **Finding:**
10.5	Are Project Progress and Deliverables measured against the metrics? **Finding:**
10.6	Are the results of the metric measurements reported to the appropriate sponsor, users, and other stakeholders? **Finding:**
10.7	Are appropriate corrective actions put in place when measurements are not acceptable? **Finding:**
10.8	Are appropriate status reports prepared for tracking and monitoring all project tasks? **Finding:**
Recommendation: The project should develop a detailed and formal Quality Management Plan. The City and the vendor will collaboratively develop the QMP. The plan will describe reviews and Quality Control steps to ensure that the vendor is progressing according to the City's needs.	

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11	Budget Planning and Tracking
	The project budget is appropriately planned, managed and tracked. Assessment of the Project Budget Planning and Tracking Processes. Are the Plans in place and followed to ensure project deliverables meet requirements and are accomplished on time and within budget? **Risk Level** Stable Attention Alert
11.1	Do the Radio Project Manager and the Project Sponsor meet on a regular basis? **Finding:** Yes.
11.2	Is the Radio Budget thoroughly planned and Budget to Actuals reported in a timely manner? **Finding:** TBD – Most expenditures will be planned during and shortly after contract negotiations.
11.3	Are the appropriate funds budgeted in order to conduct required activities and complete and support the project? **Finding:** TBD - Most expenditures will be planned during and shortly after contract negotiations.
11.4	Does the Project Manager maintain a tracking report of expenditure? **Finding:** Yes – Budget management and tracking is performed by the city's finance office in consultation with the PM and providing regular budget reports to the PM.

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12	Scope and Change Control
	The project scope is appropriately controlled. Scope and Change Control assesses the implementation and adherence to change requests. **Risk Level** Stable Attention Alert NOT APPLICABLE AT THIS TIME

12.1	Scope is being adhered to? Note: Changes in scope usually impact budget. **Finding:**
12.2	Are change requests appropriately identified, escalated, and resolved in a timely manner? **Finding:**
12.3	Are change requests effectively recognized, analyzed for impact, and approved prior to inclusion in the project scope? **Finding:**

13	Roles and Responsibilities and Communications
	The project is staffed with appropriate roles and responsibilities. Communications are effective. Assessment of the Monitoring and Control QFP examines the project status reporting and communication processes. **Risk Level** Stable Attention Alert

13.1	Has a formal Communications Plan been developed? **Finding:** Yes
13.2	Is the Communications Plan being executed? **Finding:** Yes.
13.3	Are communications identified in the plan and produced by the Project effective? **Finding:** Yes.
13.4	Are the external project communication dependencies included in project status reporting? **Finding:** No – The current Communication Plan will require updates when a vendor is selected.
13.5	Are the project roles and responsibilities documented and understood by all parties? **Finding:** Yes.

Recommendation: The Radio project should update the Charter and Governance documents to reflect current executives and sponsors. The Radio project should update the Communication Plan to reflect current assignments. These updates can wait until the vendor is on board. At that point, the plans will require more extensive updates. At that point the project should also add plans for other external stakeholders.

(See Related Recommendations in QFP#4 and QFP#8.)

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14	Radio System Architecture
	The project adheres to Radio System architecture standards. Verification that the Project conforms to Radio Architecture standards.
	Stable Attention Alert
	Risk Level [_____|_____|_____] NOT APPLICABLE AT THIS TIME

14.1	The Project supports the Radio System Architecture Framework? **Finding:** TBD – There is a Conceptual Design. The final Radio Architecture solution will depend on the outcome of the Radio RFP.
14.2	The Project supports the Radio System Architecture Framework strategic objectives? **Finding:**
14.3	The project supports the Radio System architecture with respect to geographical coverage, functionality, capacity, and interoperability. **Finding:**

15	Radio System Acquisition Management
	The vendor deliverables meet the Project requirements and standards per the Contract Terms and Conditions.
	Stable Attention Alert
	Risk Level [_____|_____|_____] NOT APPLICABLE AT THIS TIME

15.1	Procedures are defined and documented to monitor and track vendor deliverables. **Finding:**
15.2	Procedures are defined and documented to measure vendor deliverables against project requirements and standards per the contract terms and conditions. **Finding:**
15.3	Project staff understands and follow documented procedures regarding vendor deliverables requirements. **Findings:**

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16	Project Library and Configuration Management
	The project has an appropriate Project Library in place to support Project Management and a Configuration Management Process in place to support System Delivery.
	Risk Level Stable Attention Alert

16.1	A Secure library has been defined? **Finding:** Yes – The Radio project uses a hierarchical file system to manage all project related documentation. Access is limited to people with appropriate system accounts.
16.2	Procedures are documented for configuring and maintaining the library? **Finding:** Yes - Project uses standard IT system administration procedures for configuring and maintaining the file system which holds all project related documentation.
16.3	Procedures are documented for checking items in and out of the library? **Finding**: No – The project does not have a check-in-and-out process. CAI recommends that PSSRP adopt a standardized document content and management procedures to support version controls. PSSRP should implement a Document Management System to control access and versioning of the project library. Each PSSRP project would benefit by the convenience and control offered by such a system.
16.4	There are contractor controls and monitoring in place. **Finding**: Yes – These are based on IT general contractor system access rules.
16.5	There are procedures for reviewing changes to items in the library? **Finding**: No – The file system has no procedures for reviewing changes in the library.

Suggestion: The Radio project should adopt standardized document content and management procedures to support version controls.   Version control has not been a major issue for the project. It could become more important as the project gets larger and the number of documents shared and reviewed increases.   CAI suggests PSSRP implement a Document Management System to control access and versioning of the project library. A DMS could benefit all the PSSRP projects.

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SYSTEM DELIVERY - Quality Focal Points

17	System Design Process
	The system design process is appropriate and thorough.
	Risk Level Stable Attention Alert

17.1	Are radio system specifications/designs in agreement with the system/business requirements? **Finding:** Yes – Requirements are clearly defined in the RFP.
17.2	Are the radio system specifications reasonable and acceptable? **Finding:** Yes – The specifications are in accordance with generally accepted industry standards, such as P25 Phase 1 and future Phase 2.
17.3	Is the current Public Safety Radio system infrastructure (towers, shelters, microwave, power, etc.) capable to support the new voice communication Public Safety Radio? **Finding:** TBD –The vendor and the City will conduct site surveys to confirm that the current infrastructure will support the new Radio system.
17.4	Does the radio system architecture allow for full interoperability among Portland and other metro area jurisdictions? **Finding:** TBD

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<table>
<tr>
<td>18</td>
<td colspan="2">
<h2>Testing (Functional and Performance)</h2>
<p>The project is appropriately tested. Appropriate functional and performance acceptance testing procedures and plans are in place and meet the operational needs of the system and verify and validate acceptable compliance to requirements.</p>
<p>Risk Level   Stable   Attention   Alert   NOT APPLICABLE AT THIS TIME</p>
</td>
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<tr>
<td>18.1</td>
<td colspan="2">Has a formal Test Management Plan been developed? Finding: TBD – A high-level testing approach will be determined during contract negotiations.</td>
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<tr>
<td>18.2</td>
<td colspan="2">Is the Plan being followed? Finding:</td>
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<td>18.3</td>
<td colspan="2">Do the documented functional specifications meet the business needs? Finding:</td>
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<td>18.4</td>
<td colspan="2">Are the end users involved in establishing the functional acceptance testing scope and standards? Finding:</td>
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<td>18.5</td>
<td colspan="2">Are the functional, capacity, and performance acceptance test procedures appropriate and are results monitored and tracked? Finding:</td>
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<tr>
<td>18.6</td>
<td colspan="2">Do the functional, capacity, and performance specifications match operational needs? Finding:</td>
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<td>18.7</td>
<td colspan="2">Is comprehensive end-to-end functional, capacity, and performance acceptance testing planned and performed for all Radio System components, including supporting infrastructure? Finding:</td>
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<tr>
<td>18.8</td>
<td colspan="2">Are infrastructure conditions that may affect the radio system being considered, tested and resolved? Finding:</td>
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<tr>
<td>18.9</td>
<td colspan="2">Was a defect log maintained and effective corrective actions taken? Finding:</td>
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</table>

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19	**User Acceptance Process**
	The User Acceptance Process is appropriate and defines the methods, test plans, test procedures, and test results required to ensure the delivered system meets customer requirements.
	Risk Level Stable Attention Alert **NOT APPLICABLE AT THIS TIME**

19.1	A User Acceptance Test Plan has been prepared. **Finding:** TBD – A high-level testing approach will be determined during contract negotiations. A detailed Test Plan will be developed later in the project.
19.2	The acceptance test procedures are complete. **Finding:**
19.3	Testing standards are understood and followed. **Finding:**
19.4	A defect log was maintained and corrective actions were effective. **Finding:**
19.5	User acceptance criteria have been met. **Finding:**

20	**Training**
	The radio system technical staff and end users are appropriately trained in a timely manner. Assessment of training plans and materials.
	Risk Level Stable Attention Alert **NOT APPLICABLE AT THIS TIME**

20.1	Have formal end user and technical Training Plans been developed? **Finding:** TBD – The RFP requires the vendor to address training. A Training Plan will be developed later in the project. The project should include training and operations support in the schedule.
20.2	Are the Plans being followed? **Finding:**

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21	Implementation & Integration Process

The new system has been successfully moved into the production environment.

	Stable	Attention	Alert	
Risk Level				NOT APPLICABLE AT THIS TIME

21.1	The installation specification is complete and reasonable. **Finding:**
21.2	The integration specification is complete and reasonable. **Finding:**
21.2	The end user and technical training plans are complete and acceptable. **Finding:**
21.3	The actual training was acceptable. **Finding:**
21.4	System documentation is complete and acceptable. **Finding:**
21.5	The implementation and integration acceptance criteria have been met. **Finding:**

22	Deployment Process

The new system has been successfully deployed.

	Stable	Attention	Alert	
Risk Level				NOT APPLICABLE AT THIS TIME

22.1	Deployment Plans are complete and reasonable. **Finding:**
22.2	Training end users and technical staff was complete and acceptable. **Finding:**
22.3	User and technical documentation is complete and acceptable. **Finding:**
22.4	Is there an appropriate Operations & Maintenance Plan in place to assure the new system is appropriately supported in accordance with (to be?) established Service Level Agreements (SLAs)? **Finding:**
22.5	Deployment acceptance criteria have been met. **Finding:**

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Purpose and Methodology

CASE Associates Inc. (CAI) started its current QA effort for the City's Public Safety Systems Revitalization Project (PSSRP) in September, 2012. This Periodic QA Evaluation Report is delivered monthly as specified in the Quality Assurance Management Plan (QAMP).

Purpose of the Monthly Report

With this report, CAI provides independent observations about the PSSRP Radio Replacement project. Included with the observations are recommendations for avoiding and/or responding to any negative impacts.

Methodology

CAI Consultants use the following methodology each month to prepare this report:

1. Review project documents and deliverables. The documents that are reviewed are listed in the Documents Reviewed section of the Monthly QA Status Report (separate deliverable).
    a. Project Manager's weekly status reports
    b. Issues and Risk logs
    c. Charter and other initiating documents
    d. The Project Management Plan (PMP) and other associated plans
    e. The Work Breakdown Structure and Project Schedule

2. Attend meetings and conduct interviews with Radio Project Managers, project team members, project participants and stakeholders in order to determine the project's status and identify possible issues and risks. The Interviews Conducted and Meetings Attended are reported in the Documents Reviewed section of the Monthly QA Status Report (separate deliverable).
    a. Weekly Project Managers' meeting
    b. Monthly PAC meetings
    c. Meetings as needed with the Project Manager and the Program Office Manager (POM)
    d. Meetings with other project participants as needed

3. Based on CAI's informed judgment and the documents and evidence reviewed, meetings attended, and interviews conducted, CAI comes to an independent, unbiased opinion of the status of the project and the health of the project. When CAI determines that the project status needs improvement, CAI develops recommendations and includes them in this report.

CAI's knowledge and experience is based upon the following:

1. Project Management Institute, "Project Management Body of Knowledge" (PMBOK). We guide and mentor our clients in applying project management and quality assurance methodologies.

2. Total Quality Management concepts and the Institute of Internal Auditors Process Audit Standards.

3. The Control Objectives for Information and Related Technology (CobiT) standards developed by the Information Systems Audit and Control Foundation for use in Information Technology audits.

4. The tenets of software management, including the functions of Quality Assurance (QA) (Per IEEE-Std 730) and Independent Verification and Validation (IV&V), that is found in Managing the Software Process by Watts Humphrey.

5. The processes described in CAI's Business/System Process Improvement Project, and further documented in the article The Process of Managing System Transitions by David Sharon of CASE Associates Inc. Mr. Sharon's article is based on his personal experiences in managing complex transition projects and documents and recommends a road map for a successful project Quality Assurance and Risk Management experience.

Periodic QA Evaluation Report
For November, 2012

Baseline Evaluation Recommendations to QFPs

Prior to the development of this Periodic QA Evaluation Report CAI performed a Baseline Evaluation Report on the project. The Baseline report provided the project with four recommendations to address concerns expressed by the people CAI interviewed as part of the evaluation process. Three recommendations will be better addressed when the vendor is selected at the end of the RFP process. The fourth recommendation, listed a series of documents that should be created or updated to facilitate project planning and monitoring.

The following table cross-references the recommendations from the Baseline Evaluation to the QFPs in this report:

Recommendation from Baseline Evaluation	QFP to Carry Recommendation Forward
Recommendation 1: Respondents indicated confidence in the project scope and product performance. However, many answers were accompanied by "But, I am concerned about …" They specifically cited interoperability and coverage. This will be difficult to address until the vendor is selected during the procurement process. 1. The RFP should require the vendor to clearly describe how they will meet the City's needs. (*Note:* This was addressed in the RFP.) 2. Then the PM can decrease the concerns of stakeholders.	QFP#4
Recommendation 2: Respondents indicated concern about infrastructure and potential effect on an aggressive timeline. The project should address this risk by: 1. Assessing the shelters, power, cooling, and towers to see that it will support the new system. (*Note:* This was addressed in the RFP.) 2. The project should develop a timeline and budget with contingencies to allow for possible delays and costs due to infrastructure upgrades.	QFP#3
Recommendation 3: Respondents indicated concerns with training and support for the operations staff. 1. The RFP should require the vendor to commit to training and support. 2. The project should include training and operations support in the plans and schedule.	QFP#20
Recommendation 4: Documentation should be created to manage the Radio Replacement Project. 1. The Charter and Governance documents should be updated. 2. The Project Management Plan (PMP) should be developed to include the critical subsidiary plans. It should be a 'living' document that describes the project approach in enough detail to be used as input into the project schedule. 3. The project should have a detailed schedule. This will be feasible only after signing. From now until then, the schedule should include procurement activities, development of selection criteria and other activities described in the PMP. 4. The project should continue its current level of communications, focusing on roles and responsibilities. As the project progresses beyond the procurements phase, it will become clear if the roles and responsibilities need additional definition or modification. 5. As the project progresses through the procurement phase, the decision making and issue resolution processes will be tested. The project should monitor the processes and look for ways to increase awareness and document any necessary changes to the governance and decision making processes.	QFP#3 QFP#4 QFP#5 QFP#8 QFP#13