

City of Portland

Public Safety Systems Revitalization Program

Fire Information Systems Re-Platform Project



Periodic QA Evaluation Report

For the Month of January 2013

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Version	Date	Comments
V0.1	2/5/2013	Initial Version
V1.0	2/6/2013	For PSSRP Review
V2.0	2/13/2013	Final version incorporating suggestions from PSSRP

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Summary of Project QA Progress and Status

The PSSRP Fire Information Systems (FIS) Re-Platform Project is to port the Portland Fire and Rescue's (PF&R's) FIS to a current and supported platform.

CASE Associates Inc. (CAI) was selected to perform the independent QA on the City of Portland PSSRP which includes the FIS Project. This is the third monthly FIS 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.

Overall Project QA Status

In the past month PSSRP and BTS took decisive steps to improve FIS Project Management. The PSSRP Project Manager left City service. BTS redefined their manager's role from Project Manager to Product Manager. Both groups also agreed that the new PSSRP Project Manager is to have full access to all project resources as well as control over the planning and execution processes.

The new PSSRP Project Manager is leading a more collaborative process that includes BTS, PSSRP, and PF&R. The new planning processes are not yet complete and many Quality Focal Points (QFP) remain as they were in the last report. Most QFP upgrades will depend on an effective planning process that results in a Replatform Plan and an accepted schedule.

However, one QFP moved from **Alert** to **Attention**: QFP#7 Project Organization and Leadership. This QFP is most affected by the PSSRP and BTS personnel changes. Though the new planning processes are not complete, the team has improved morale and is working in a more collaborative way.

Overall Project Health

Overall Rating: **Alert**

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

Health Factor	Rating	Comments
Schedule	Alert	<p>The project is proceeding without an accepted schedule. Without a schedule, the FIS project cannot:</p> <ul style="list-style-type: none"> • Communicate progress • Validate that the budget will support the project • Validate that all the functionality can be delivered <p>The project must develop a clear description of the project approach. This should be developed collectively with FIS, BTS, and PSSRP. Participants should include a system architect, developers, end users, trainers, testers, and deployment staff. The approach will include discussions of requirements, development, deployment (including phased deployments), data migration, testing, training, support, and retirement of the old system. The approach may include other sections.</p> <p>This document should be detailed enough to be used as input to the schedule.</p> <p>Status 2/5/13 - The PM is working on the Replatform Plan and the refined schedule. They are not yet complete.</p>

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Health Factor	Rating	Comments
Budget	Alert	<p>PSSRP received money for the FIS project. PSSRP does not expect additional funds for the project.</p> <p>The current timelines in the Work Breakdown Structure (WBS) indicate that the project will not be completed within the budget.</p> <p>The project should develop a formal approach document for the project. Then the project can refine the WBS into a schedule.</p> <p>The schedule will be the major tool to validate the adequacy of funds budgeted. The schedule will also be a primary tool for tracking progress.</p> <p>Status 2/5/13 - The new PM is planning with PF&R and the BTS development team. When they have a complete Replatform Plan and schedule, the project will be able to validate the budget needs against available funds.</p>
Scope	Attention	<p>The product scope is generally agreed to as the six FIS systems. The project is considering some enhancements. These enhancements should be finalized.</p> <p>Status 2/5/13 - The new PM is planning with PF&R and the BTS development team. This should give the PM better control over the requirements for the new systems.</p>

Quality Focal Points Rated **Alert**

There are three findings in this QA report that CAI believes need immediate attention:

- **Project Schedule, QFP#3 **Alert****

The project must develop a clear description of the project approach. In January 2013 the project started referring to this as a Replatform Plan. This should be developed collectively with FIS, BTS, and PSSRP. Participants should include a system architect, developers, end users, trainers, testers, and deployment staff. The approach will include discussions of requirements, development, deployment (including phased deployments), data migration, testing, training, support, and retirement of the old system. The approach may include other sections. This document should be detailed enough to be used as input to the schedule.

Status 2/5/13 – PSSRP and BTS made personnel changes and committed to a more collaborative project. The PM is working on the Replatform Plan and the refined schedule. They are not yet complete.

- **Project Resources, QFP#8 **Alert****

The project should refine the WBS into a schedule that indicates level of effort for the assigned resources at the task level. The schedule will be the major tool to validate the adequacy of funds budgeted. The schedule will also validate whether the project has the correct skills in the correct quantity.

Status 2/5/13 – The new PM is planning with PF&R and the BTS development team. When they have a complete Replatform Plan and schedule, the project will be able to validate the resource need against the available resources.

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- **Budget Planning and Tracking, QFP#10 Alert**

The project should refine the WBS into a schedule. The schedule will be the major tool to validate the adequacy of funds budgeted. The schedule will also be a primary tool for tracking progress.

Status 2/5/13 – The new PM is planning with PF&R and the BTS development team. When they have a complete Replatform Plan and schedule, the project will be able to validate the budget needs against available funds.

Quality Focal Points Rated Attention

There are eight findings in this QA report that CAI believes need attention:

- **Meeting Milestones, QFP#1 Attention**

The project should take a collaborative planning approach and refine the current Work Breakdown Structure (WBS) into a project schedule.

Status 2/5/13 – The new PM is developing a Replatform Plan and a new schedule.

- **Requirements Management, QFP#2 Attention**

The project should define future approved enhancements to be included in the requirements document.

Status 2/5/13 – The new PM is planning with PF&R and the BTS development team. This should give the PM better control over the requirements for the new systems.

- **Communications, QFP#4 Attention**

The project should refine the WBS into a schedule. The schedule will be used as the primary tool to detect problems or schedule slippage. Then the Project Manager can communicate progress to stakeholders.

Status 2/5/13 – The new PM is planning with PF&R and the BTS development team. When they have a Replatform Plan and a schedule, they will be able to communicate progress against the plan.

- **Risk and Issue Management, QFP#5 Attention**

The project should define an effective escalation process for issues and risks.

Status 2/5/13 – The new PM has not yet had time to address this QFP.

- **Project Organization and Leadership, QFP#7 Attention**

Status 2/5/13 – PSSRP and BTS made personnel changes and committed to a more collaborative project. The new PM is working on the Replatform Plan and refining schedule. They are not yet complete. However, since the project has improved morale, the team is working in a more collaborative mode, and the PM is working on the necessary plans: This QFP is upgraded to “Attention” from “Alert.”

- **Project/Quality Management and Reporting, QFP#9 Attention**

The project should finalize the planning documents that will have an impact on the schedule. Then the project should finalize a schedule that can be used as a basis for progress reporting.

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Status 2/5/13 – Recent personnel changes give more authority and responsibility to the Project Manager. The Project Manager should complete the QMP, the PMP, and the Replatform Plan. These will all have significant input to the project schedule. The new PM is planning with PF&R and the BTS development team. When they have a complete Replatform Plan and schedule, the project will be able to report progress against the plan and schedule.

- **Scope and Change Control, QFP#11 Attention**

The project should finalize the product scope.

Status 2/5/13 – The new PM is planning with PF&R and the BTS development team. This should give the PM better control over the requirements for the new systems.

- **Roles, Responsibilities and Communications, QFP#12 Attention**

The project should redefine roles and responsibilities to identify a Project Manager with the access to all project staff and artifacts. The PM should also have responsibility for schedule development.

Status 2/5/13 – The recent personnel and process changes have improved clarity of roles and responsibilities. The PM now has access to all project resources, including the BTS developers. The PM is responsible for developing a Replatform Plan and the schedule. These are in process. When the project is communicating progress against an accepted plan and schedule, this QFP will be upgraded to “Stable.”

Definition of Risk Factors:

Stable

- The Quality Focal Point is stable and not currently impacting the project.

CAI may include a **Suggestion** in a QFP rated as **Stable**. CAI rated the QFP as stable because it is not impacting the project at this time. The suggested action is a preventive measure to keep the QFP stable.

Attention

- The Quality Focal Point needs some improvement so it won't impact the project.

CAI includes a **Recommendation** for every QFP rated **Attention**. The recommended action is a corrective measure to improve the QFP so it won't impact the project.

Alert

- The Quality Focal Point is impacting the project and needs immediate attention.

CAI includes a **Recommendation** for every QFP rated **Alert**. The recommended action is a corrective measure to improve the QFP that is currently impacting the project.

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Quality Focal Point Summary Chart

Quality Focal Point	Impact	Prior as of: 12/5/12	Prior as of: 1/2/13	Current as of: 2/6/13
1. Meeting Milestones	High	Attention	Attention	Attention
Quality Planning				
	Impact	Prior as of: 12/5/12	Prior as of: 1/2/12	Current as of: 2/5/13
2. Requirements Management	Low	Attention	Attention	Attention
3. Project Schedule	High	Alert	Alert	Alert
4. Communications	Medium	Attention	Attention	Attention
5. Risk and Issue Management	Low	Attention	Attention	Attention
6. Tech. Transition and Business Proc. Re-engr'g	Low	Stable	Stable	Stable
Quality Assurance / Quality Control				
	Impact	Prior as of: 12/5/12	Prior as of: 1/2/12	Current as of: 2/5/13
7. Project Organization and Leadership	High	Alert	Alert	Attention
8. Project Resources	High	Alert	Alert	Alert
9. Project/Quality Management and Reporting	Medium	Attention	Attention	Attention
10. Budget Planning and Tracking	High	Alert	Alert	Alert
11. Scope and Change Control	Low	Attention	Attention	Attention
12. Roles, Responsibilities and Communications	High	Attention	Attention	Attention
13. IT Acquisition Management	Low	NR ¹	NR	NR
14. Project Library and Configuration Management	Low	NR	NR	NR
System Delivery				
	Impact	Prior as of: 12/5/12	Prior as of: 1/2/12	Current as of: 2/5/13
15. System Design Process	Medium	NR	NR	NR
16. Data Conversion/Migration	Medium	NR	NR	NR
17. Configuration/Construction	High	NR	NR	NR
18. Testing (Functional, Capacity, Performance)	High	NR	NR	NR
19. User Acceptance, Business Process Transition	High	NR	NR	NR
20. Training	Medium	Stable	Stable	Stable
21. Implementation Process	High	NR	NR	NR
22. Deployment Process	High	NR	NR	NR

¹ "NR" indicates Not Rated for this report.

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Quality Focal Points

1	<p>Milestones</p> <p>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.</p> <p>Risk Level Stable Attention Alert </p>
1.1	<p>Are project milestones being met so far? Finding: The project WBS is not elaborated into an accepted schedule. The schedule should contain the Milestones. Without a project schedule, CAI cannot verify that the project is progressing as planned.</p>
1.2	<p>Is there sufficient time (with appropriate slack) to complete the project before the committed completion date? Finding: The current WBS is not yet refined into an agreed-to schedule. The final schedule will represent a committed completion date. However, the WBS, as presented in October 2012 does not fit within the budget.</p>
<p>Recommendation: For the project to reliably track its progress against milestones, the project should take a collaborative planning approach and refine the current Work Breakdown Structure (WBS) into a project schedule. A refined project schedule should contain tasks to complete the project objectives within the budget.</p> <p>Status 2/5/13 – The new PM is developing a Replatform Plan and a new schedule.</p>	

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2	<p>Requirements Management</p> <p>The Requirements Management process is appropriate and thorough.</p> <p>Risk Level Stable Attention Alert </p>
2.1	Are the System and Business Requirements understood and confirmed? Finding: Partially – The FIS systems to be replatformed are defined. There is no formal requirements document that explicitly states the functional requirements or the system enhancements.
2.2	Are requirements traceable to design? Finding: TBD – The design document is not yet developed.
2.3	Are requirement change impacts understood and documented? Finding: TBD - The project requires an accepted schedule as a tool to analyze impacts of change.
2.4	Are test conditions defined to validate requirements compliance? Finding: TBD – The Test Cases are not yet developed.
<p>Recommendation: The project should define future approved enhancements to be included in the requirements document. (Some used the term “stub out the architecture.”) The users cite expectations that should be verified.</p> <p>In future reports CAI will monitor the Requirements Management process and verify that future enhancements are included in project documentation.</p> <p>Status 2/5/13 – The new PM is planning with PF&R and the BTS development team. This should give the PM better control over the requirements for the new systems.</p>	

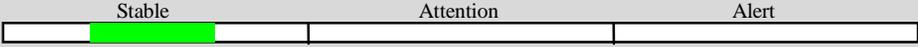
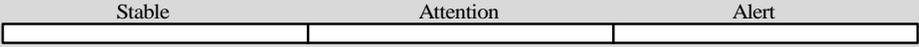
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4	<p>Communications</p> <p>The project communications are effective and adequately controlled. Assessment of the Communications QFP examines the project status reporting and communication processes for task completion and budget.</p> <p>Risk Level <div style="display: inline-block; width: 33%; text-align: center;">Stable</div> <div style="display: inline-block; width: 33%; text-align: center;">Attention</div> <div style="display: inline-block; width: 33%; text-align: center;">Alert</div> </p>
4.1	Have communications been planned, identified and documented? Finding: Yes – The Project Management Plan (PMP) contains a brief Communication Plan.
4.2	Is the Communications Plan being followed? Finding: Yes, though the Organizational Change Management Plan (OCMP) is being updated and may change the communications.
4.3	Does the project receive appropriate and timely executive and project sponsor attention? Finding: Yes
4.4	Is project status being monitored and accurately reported in enough detail and with enough frequency to ensure early detection of problems or schedule slippage? Finding: No – An early indicator of schedule slippage would entail comparing current progress against an approved schedule. The WBS is not yet refined to a schedule. The project develops activity-oriented status reporting. But this cannot be used to detect schedule slippage.
<p>Recommendation: The project should refine the WBS into a schedule. The schedule should be used as the primary tool to detect problems or schedule slippage. Then the Project Manager can communicate progress to stakeholders.</p> <p>Status 2/5/13 – The new PM is planning with PF&R and the BTS development team. When they have a Replatform Plan and a schedule, they will be able to communicate progress against the plan.</p>	

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5	<p>Risk and Issue Management</p> <p>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.</p> <p style="text-align: center;"> Stable Attention Alert </p> <p>Risk Level </p>
5.1	<p>Are project risks and issues identified and categorized as to likelihood and impact? Finding: Partially – The Project Manager has a Risk list and also identifies critical risks in the project status reports. The most recent updates to the Risk List were in December.</p>
5.2	<p>Are appropriate risk and issue mitigation strategies in place with appropriate monitoring measures? Finding: No – The project faces significant risks and issues. For instance, the project is proceeding without an accepted schedule or a Replatform Plan. The PM and other managers have not been able to resolve these issues and risks. The PMP does not describe an effective escalation process nor does it have enough detail as to the relative roles and responsibilities for the managers on the project.</p>
5.3	<p>For high probability or high impact risks, are contingency plans developed in case the risk mitigation strategy fails? Finding: Partially – The most recent Issues/Risk log is from December 2012. It does not contain plans for mitigation and contingency. The PM’s status reports contain several risks. The status report lists mitigations. It does not include contingencies.</p>
5.4	<p>Are ongoing risk identification, assessment and management processes in place and operating effectively? Finding: Partially – The Project Manager restarted maintaining the Issues/Risks log in December.</p>
5.5	<p>Have project assumptions been verified & appropriate monitoring measures been put in place to ensure failed assumptions do not become risks? Finding: TBD - There are no assumptions in the PMP or Charter. The team is not far enough along in the planning process to document scheduling assumptions. Risk and Issue Management will be more effective when the project develops a Replatform Plan.</p>
<p>Recommendation: The project should define an effective escalation process for issues and risks. Status 2/5/13 – The new PM has not yet had time to address this QFP.</p>	
<p>Recommendation: The Issues/Risks management process should include mitigation and contingency activities. Status 2/5/13 – The new PM has not yet had time to address this QFP.</p>	

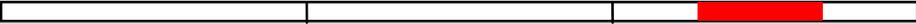
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6	<p>Technical Transition and Business Process Re-Engineering</p> <p>The Technical Transition is adequately planned. This QFP assesses the preparation for managing and conducting the technical transition.</p> <p>Business Process Re-engineering is adequately planned. This QFP assesses the preparation for managing and conducting the business transition.</p> <p>Technical Transition Risk Level  </p> <p>Business Process Re-Engineering Risk Level  N/A</p>
6.1T	Has the Technical Transition Plan been defined? Finding: In Progress – This Plan is part of the Replatform Plan. The BTS Project Manager is developing this document.
6.2T	Has the Technical Transition Plan been reviewed and approved? Finding: No
6.3T	Has the architecture been assessed relative to the City’s architecture? Finding: Yes- the project is using the current City’s architecture
6.4T	Are there appropriate resources to implement the Technical Transition Plan? Finding: TBD – The plan is not yet fully developed.
6.5B	Has the Business Process Re-engineering Plan been defined? Finding: N/A to this project.
6.6B	Has the Business Process Re-engineering Plan been reviewed and approved? Finding: N/A to this project
6.7B	Has the COTS vendor’s workflow been assessed relative to changes from the City’s “as-is” processes? Finding: N/A to this project
6.8B	Are there appropriate resources to implement the Plan? Finding: TBD

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7	<p>Project Organization and Leadership</p> <p>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.</p> <p>Risk Level Stable Attention Alert </p>
7.1	The Steering Committee is comprised of executive decision-makers and is functioning? Finding: Yes - The Executive Steering Committee (ESC) meets regularly. The Governance, including the Executive Steering Committee was redefined in August 2012. At the January ESC meeting, members expressed concern about the lack of clear tasks for the ESC. A new member, the BTS CTO, offered to initiate a task to identify decisions expected of the ESC.
7.2	Executive Sponsors have been designated? Finding: Yes – The sponsor is designated in the Governance document.
7.3	Project Management roles and responsibilities with lines of authority and accountability have been defined, assigned and agreed upon? Finding: In Progress – In January PSSRP and BTS agreed to personnel changes. The previous PSSRP PM left the City. The BTS PM will be much less involved in the project planning and execution. PSSRP assigned a PM from the Radio project. This new PM now has authority to manage and plan the project and direct resources.
7.4	Executive management is committed to the project. Finding: Yes – PF&R, PSSRP, and BTS management are all committed to the project.
7.5	Functional management and staff are committed to the project. Finding: Yes – The PF&R, PSSRP, and BTS staff are assigned and working on the project.
7.6	Are other Stakeholders/users committed to the project? Finding: Yes
7.7	Are there appropriate resources to implement the Change Management Plan? Finding: Yes – Because this is a replatform project, organizational change will be minimal.
<p>Recommendation: Prior Periodic Reviews contained the following:</p> <ul style="list-style-type: none"> a) The project should define a single person that can approve scope change. b) The project should define a single Project Manager that is responsible for all project deliverables. The Project Manager should have access to all project staff, develop the schedule, and manage the staff on its project-related activities. The other managers assigned to the project should be cooperative with the Project Manager. c) Communications and Issue resolution processes, including escalation need clear definitions. <p>Status 2/5/13 – PSSRP and BTS made personnel changes and committed to a more collaborative project. The PM is working on the Replatform Plan and the refined schedule. They are not yet complete. However, since the project has improved morale, the team is working in a more collaborative mode, and the PM is working on the necessary plans: This QFP is upgraded to “Attention” from “Alert.”</p>	

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8	<p>Project Resources</p> <p>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.</p> <p style="text-align: center;"> Stable Attention Alert </p> <p>Risk Level </p>
8.1	<p>Is the level of effort estimated planned for each project deliverable at an appropriate activity level; and, is it reasonable? Finding: No – The project does not have an accepted schedule. The level of effort should be contained in a project schedule.</p>
8.2	<p>Are appropriate staff resources (skill set and quantity) available and assigned to complete the project? Finding: Yes – It appears that the staff skills are appropriate. This will be reassessed when the WBS is refined to an accepted schedule.</p>
8.3	<p>Are appropriate staff support resources (skill and quantity) available and assigned to provide on-going operations support? Finding: Yes – The staff that builds the product will remain in a support role.</p>
8.4	<p>Are appropriate tools and other necessary facilities available and effectively utilized? Finding: Yes</p>
8.5	<p>Is the Budget (financial resources) sufficient to support the Project? Finding: No – Based on current timelines and current burn rates, the budget does not support this project to completion. The project is using approximately \$50,000/month. The current budget will be exhausted early in 2014. The timelines in the WBS extends to mid-2015.</p> <p>This will be reassessed when the WBS is refined to an accepted schedule.</p>
<p>Recommendation: The project should refine the WBS into a schedule that indicates level of effort for the assigned resources at the task level. The schedule should be the major tool to validate the adequacy of funds budgeted. The schedule should also validate whether the project has the correct skills in the correct quantity.</p> <p>Status 2/5/13 – The new PM is planning with PF&R and the BTS development team. When they have a complete Replatform Plan and schedule, the project will be able to validate the resource need against the available resources.</p>	

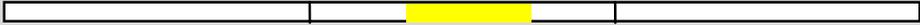
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9	<p>Project & Quality Management and Reporting</p> <p>The project is appropriately managed and quality controlled. Assessment of the Project Management, Quality Assurance and Quality Control Processes and Plans. Are the Plans in place and followed to ensure project deliverables meet requirements and are accomplished on time and within budget?</p> <p style="text-align: center;">Stable Attention Alert</p> <p>Risk Level </p>
9.1	<p>Have formal Project Management (PMP) and Quality Management Plans (QMP) been developed? Finding: In Progress - The BTS Manager had been assigned to the Quality Management Plan. The new Project Manager will now complete this document. The new PM is updating the PMP. The BTS Manager had been assigned to the Replatform Plan to describe the approach to analysis, development, testing, deployment, and support for the new products. The new Project Manager will now complete this document. The Business Liaison is developing an Organizational Change Management Plan (OCMP). The OCMP will describe PF&R activities in development, testing and training. These plans are not yet final.</p>
9.2	<p>Are the Plans being followed? Finding: Some aspects of the draft plan are being followed. The project developed a detailed Work Breakdown Structure for the systems. Staff is assigned and is developing the first of six systems. However, the project is proceeding without an accepted schedule. This QFP will be reassessed when final plans are available.</p>
9.3	<p>Have appropriate metrics and processes been put in place to successfully manage the project? Finding: No - Quality metrics are not defined.</p>
9.4	<p>Have objective quality metrics been put in place for project deliverables? Finding: No - Quality Gates have not been defined for the development process.</p>
9.5	<p>Are Project Progress and Deliverables measured against the metrics? Finding: No - The project does not have an accepted schedule against which to report progress.</p>
9.6	<p>Are the results of the metric measurements reported to the appropriate sponsor, users, and other stakeholders? Finding: TBD</p>
9.7	<p>Are appropriate corrective actions put in place when measurements are not acceptable? Finding: TBD</p>
9.8	<p>Are status reports prepared and accurately tracking all project tasks? Finding: No – The project prepares some activity-based reports. But they cannot be compared to an accepted schedule. The schedule should be used as a basis for tracking progress. See 4.4 – status reporting</p>
<p>Recommendation: The Project Manager should have the necessary authority and should finalize the PMP, QMP, OCMP, and Replatform Plan. These will all have significant input to the project schedule.</p> <p>Status 2/5/13 – Recent personnel changes give more authority and responsibility to the Project Manager. The Project Manager should complete the QMP, the PMP, and the Replatform Plan. These will provide significant input to the project schedule.</p>	
<p>Recommendation: The project should refine the WBS into a schedule. The schedule should be a primary tool for tracking and reporting progress.</p> <p>Status 2/5/13 – The new PM is planning with PF&R and the BTS development team. When they have a complete Replatform Plan and schedule, the project will be able to report progress against the plan and schedule.</p>	

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11	<p>Scope and Change Control</p> <p>The project scope is appropriately controlled. Scope and Change Control assesses the implementation and adherence to change requests.</p> <p style="text-align: center;">Stable Attention Alert</p> <p>Risk Level </p>
11.1	<p>Is Scope being adhered to? Note: Changes in scope usually impact budget. Finding: Partially - The product scope has been limited to a replatform of the FIS systems. The users have identified other enhancements for the product.</p>
11.2	<p>Are change requests appropriately identified, escalated, and resolved in a timely manner? Finding: No – The project identified some enhancements to the product that may be included in the final product. These have not been finalized.</p>
11.3	<p>Are change requests effectively recognized, analyzed for impact, and approved prior to inclusion in the project scope? Finding: Partially – The project is considering some enhancements. These enhancements should be finalized.</p>
<p>Recommendation: The project should finalize the product scope.</p> <p>Status 2/5/13 – The new PM is planning with PF&R and the BTS development team. This should give the PM better control over the requirements for the new systems.</p>	

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12	<p>Roles and Responsibilities and Communications</p> <p>The project is staffed with appropriate roles and responsibilities. Communications are effective. Assessment of the project status reporting and communication.</p> <p style="text-align: center;">Stable Attention Alert</p> <p>Risk Level </p>
12.1	Has a formal Communications Plan been developed? Finding: Yes - The Communication Plan is contained in the FIS Project Mgt Plan. Additional communications will be in the Organizational Change Management Plan and the Replatform Plan.
12.2	Is the Communications Plan being executed? Finding: Yes – The PM will have better data to report when the WBS is refined into a schedule.
12.3	Are communications identified in the plan and produced by the Project effective? Finding: No – Communications will be more effective when the PM is reporting project performance compared to the approved schedule.
12.4	Are the external project communication dependencies included in project status reporting? Finding: N/A
12.5	Are the project roles and responsibilities documented and understood by all parties? Finding: No – CAI’s Baseline Evaluation included recommendations regarding project management: The project should define a single Project Manager that is responsible for all project deliverables.
<p>Recommendation: The project should redefine roles and responsibilities to identify a Project Manager with the access to all project staff and artifacts. The PM should also have responsibility for schedule development.</p> <p>Status 2/5/13 – The recent personnel and process changes have improved clarity of roles and responsibilities. The PM now has access to all project resources, including the BTS developers. The PM is responsible for developing a Replatform Plan and the schedule. These are in process. When the project is communicating progress against an accepted plan and schedule, this QFP will be upgraded to “Stable.”</p>	

Periodic QA Evaluation Report For January 2013

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 Fire Information Systems Re-Platform project. Included with the observations are recommendations and suggestions 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. Development teams status reports
 - c. Issues and Risk logs
 - d. Charter and other initiating documents
 - e. The Project Management Plan (PMP) and other associated plans
 - f. The Work Breakdown Structure and Project Schedule
2. Attend meetings and conduct interviews. 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, Project 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.