City of Portland

Public Safety Systems Revitalization Program

Regional Justice Information Network Project

Periodic QA Evaluation Report

For August 2013

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Appendix A – CASE Associates Status Report A

Version	Date	Comments
V1.0	9/4/2013	Version for PSSRP Review
V1.1	9/9/2013	Incorporate feedback from PSSRP POM. Version for PM Review.
V2.0	9/11/2013	Incorporate PM Feedback. Final Version.

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Executive Summary

Executive Steering Watch List

This section identifies potential issues that ESC should be watching closely. The "watch list" documents program related concerns that have come to CAI's attention but have not yet been completely assessed. As of this report, the following are on the watch list:

1. Resolving Public Record Disclosure Request Law differences between Washington and Oregon.

   NEW

   Status: PSSRP is working with PPB and Clark County to draft a policy paper that will address this issue. All parties agreed to a solution to the Public Record Disclosure Request issue. Captain Brooks will host a meeting to finalize the RegJIN IGA on 9/17/13. (See the Project QA Overview below).

2. UASI Grant Fund must be spent by March 2014. Completing the tasks funded by the grant.

   Status: PSSRP sent a budget to the State for review. The State approved the UASI budget. PSSRP published intent to award a sole-source contract to develop an Enterprise Services Bus (ESB) and develop interfaces for the partner agencies.

   NEW

   The ESB and interfaces are the largest of the UASI Grant expenditures. Others are expenditures are planned to for the grant funds. For the ESB and interfaces, PSSRP filed an Ordinance to seek City Council approval. The Ordinance will go before Council 9/18/13.

   Others are expenditures are planned to for the grant funds. They include: Building interfaces between the RegJIN system and Coplogic; Assisting with completion of Washington County Sheriff's Office Training facility; Procuring driver's license scanners for mobile report writing devices.

3. The Interface Control Documents (ICDs) and Enterprise Service Bus (ESB) specifications being developed by Online Business Services (OBS).

   NEW

   Status: All ICD specifications are complete.

Project Status and Progress

The PSSRP Regional Justice Information Network (RegJIN) Records Management System (RMS) Project is to replace the existing Portland Police Data System (PPDS) and the Clark County Records Management and Electronic Police Reporting systems (CRMS and EPR). RegJIN will also increase integration between the various system components and enhance their core capabilities.

This is the tenth monthly RegJIN 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.

Project QA Overview

Contract execution was delayed a few months. In March 2013 the project expected to execute the contract in April. Negotiations with Versaterm were completed on 4/30/13. On 6/12/13 the City Council unanimously approved the signing of the Versaterm contract. The City Attorney signed off on the contract

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7/1/13. Versaterm signed the contract 7/10/13. The Project's officially started the in July with the Configuration Workshop.

The Master IGA and the draft Participant IGA (P-IGA) were completed and distributed to the partner agencies for review. Clark County and the City of Vancouver identified an issue that requires a change to the IGA. The public records disclosure law differs between Washington and Oregon. The attorneys determined a theory and approach for resolving the issue. All parties agreed to the resolution. Captain Brooks will host a meeting to finalize the RegJIN IGA on 9/17/13.

NEW

The go-live date remains December 2014. A December go-live requires that training start in September 2014. If December 2014 is not possible, then go-live must be moved to March 2015. Training will take 10 weeks. To prepare for December 2014 go-live, training will begin in August 2014.

The first Configuration Workshop with Versaterm was held in July. A prioritized list of business review topics have been sent to Versaterm. The purpose of the workshop was to discuss RegJIN Business Process topics, review alternatives, and make system configuration decisions. With Versaterm's assistance the actual systems configuration will take place between workshops. It is possible that these discussions could identify some customizations to the Versaterm base product though the goal is to have no customizations.

In the prior report, QFP #3 Schedule was changed from Stable to Attention. There were two main reasons for this change:

NEW

1) The schedule would better facilitate project monitoring and control if some tasks were further decomposed into shorter tasks.

Status: The VTM PM and PSSRP VTM have revised the schedule and decomposed many long tasks into more detail. Because of this progress, QFP #3 is now Stable.

2) BTS is developing a schedule for the technical tasks. The project needs this schedule to validate the overall project schedule and costs. Both the PSSRP/VTM and BTS schedules should be aligned with each other to clearly identify interdependencies.

Status: The BTS schedule is under development. The PM and BTS manager are working together to ensure that the schedules are in alignment.

Because of this progress, QFP #3 is now Stable.

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Overall Project QA Health

Overall Rating: Stable

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

Health Factor	Rating	Comments
Schedule	Stable	PSSRP and VTM developed a schedule that they both will maintain. It is duration-based. At the request of CAI, PSSRP and VTM decomposed many long tasks to facilitate project monitoring and control. BTS assigned a manager that is developing a detailed schedule for the City's technical tasks. That schedule is needed to validate resources, the internal technical costs, and the overall schedule.
Budget	Stable	The RegJIN project has a budget that is adequate for the project. CAI and PSSRP will review the budget and payment plan when the BTS list of deliverables and dates is available.
Scope	Stable	The product scope was clearly defined in the RFP. Scope was verified and validated with Versaterm during contract negotiations. The business process workflows affected by the new system were discussed with Versaterm in the Configuration Workshops the week of July 15, 2013. Further process reviews will occur at future Configuration Workshops.

Quality Focal Points Rated Alert

NONE - No Quality Focal Points are impacting the project at this time.

Quality Focal Points Rated Attention

NONE - No Quality Focal Points need attention at this time.

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Quality Focal Point Summary Chart[1]

Quality Focal Point	Impact	Prior as of 7/8/13	Prior as of 8/7/13	Current as of 9/9/13	Next Month[2]
1. Meeting Milestones	High	Stable	Stable	Stable	⇔
Planning	**Impact**				⇔
2. Requirements Management	High	Stable	Stable	Stable	
3. Project Schedule	High	Stable	Attention	Stable	
4. Communications	Medium	Stable	Stable	Stable	
5. Risk and Issue Management	Low	Stable	Stable	Stable	
6. IT Acquisition	Low	Stable	Stable	Stable	
7. Technical Transition	Medium	Stable	Stable	Stable	
8. Business Transition	Medium	Stable	Stable	Stable	
Monitoring and Control	**Impact**				⇔
9. Project Organization and Leadership	High	Stable	Stable	Stable	
10. Project Resources	High	Stable	Stable	Stable	
11. Project/Quality Management and Reporting	Medium	Stable	Stable	Stable	
12. Budget Planning and Tracking	High	Stable	Stable	Stable	
13. Scope and Change Control	High	Stable	Stable	Stable	
14. IT Architecture	Low	NR[3]	Stable	Stable	
15. IT Acquisition Management	Low	NR	NR	Stable	
16. Project Library and Configuration Mgt.	Low	Stable	Stable	Stable	
Delivery	**Impact**				⇔
17. System Design Process	Medium	NR	Stable	Stable	
18. Data Conversion/Migration	High	NR	Stable	Stable	
19. Configuration/Construction	High	NR	NR	Stable	
20. Testing (Non-Functional)	High	NR	NR	NR	
21. User Acceptance Testing	High	NR	NR	NR	
22. Training	High	Stable	Stable	Stable	
23. Implementation Process	High	NR	NR	NR	
24. Deployment Process	High	NR	NR	NR	

[1] The Quality Focal Point ratings are explained on the next page.
[2] The Next Month arrows are explained on the next page.
[3] "NR" indicates Not Rated for this report.

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Definition of QFP Ratings:

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.

Definition of Next Month Indicators:

The next month indicators signify expected changes in the QFP ratings.

⇔ - This Quality Focal Point (or group of QFPs) is expected to have the same rating in next month's Periodic QA Evaluation.

- Risk is decreasing on the Quality Focal Point. It may be upgraded to Stable in next month's evaluation.

- Risk is decreasing on the Quality Focal Point. It may be upgraded to Attention in next month's evaluation.

- Risk is increasing on the Quality Focal Point. It may be downgraded to Attention in next month's evaluation.

- Risk is increasing on the Quality Focal Point. It may be downgraded to Alert in next month's evaluation.

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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 Versaterm contract negotiations were completed April 30, 2013. City Council authorization to execute the contract with Versaterm occurred on June 12. The City Attorney signed off on the contract July 1. Versaterm signed the contract July 10, 2013. The Initial system installation and the configuration Workshop occurred as planned. The training facility set up is progressing as planned. Other tasks are completing on time. In weekly status reports, the PM reports progress against milestones selected from the project schedule.
1.2	Is there sufficient time (with appropriate slack) to complete the project before the committed completion date? **Finding:** TBD – The schedule shows the project completing on time, with a go-live date of December 2014. The schedule seems to contain sufficient slack time. BTS assigned a manager for the tasks to be conducted by internal BTS staff and charged back to PSSRP. That schedule is not yet available for review and CAI has not yet met with the BTS manager.
Suggestion: The BTS planning activities should be closely integrated with the rest of project management. The BTS manager should provide PSSRP with a detailed schedule.	

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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 – Business and Technical Requirements were defined and documented in the RFP. These requirements and the project's scope were verified and validated as part of the negotiation process with Versaterm. Approved customizations were included in the contract. Scoping Sessions were conducted with Versaterm in January to address all subjects that impact costs, scope and timing. Business processes are being discussed by the Implementation Team at almost every meeting. Issues and questions are then addressed with Versaterm. All issues and questions are tracked. There are no major outstanding issues.
2.2	Are requirements traceable to design? **Finding:** TBD – As the RegJIN project is primarily a COTS installation, most requirements will not be represented in a design document. Requirements traceability will be from the RFP - Contract - Acceptance Testing. All requirements that could not be met by the system were either dismissed during the contract's scoping sessions or incorporated into the SOW's Integration Design Document. They will be verified during acceptance testing. As the project progresses, a sub-group will be formed to identify requirements that were not exercised by the Implementation team during configuration. The requirements still to be tested will have detailed testing scripts developed and then tested during Functional Testing.
2.3	Are requirement change impacts understood and documented? **Finding:** TBD – Changes to requirements were documented in Versaterm's proposal and in the Integration Design Document (IDD).
2.4	Are test conditions defined to validate requirements compliance? **Finding:** Not Yet – The Implementation team will exercise the system throughout the project. As the project progresses, a sub-group of the Implementation Team will review requirements and identify those that have not been exercised. Detailed test scripts will be developed for those remaining requirements.

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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. **Risk Level** Stable / Attention / Alert
3.1	Are all appropriate tasks identified in the work breakdown structure (WBS) and/or project plan? **Finding:** In Progress - The PM and VTM developed a schedule. It is duration-based and tasks are assigned at a high level (City and VTM). Some tasks are very long. Tasks that are too long make monitoring more difficult. The technical tasks that are to be performed by BTS are not yet available in a schedule.
3.2	Are dependencies among tasks identified? **Finding:** In Progress – Tasks in the PSSRP/VTM schedule have predecessors/successors defined. The BTS schedule will be available the 3rd week in September.
3.3	Has a schedule been established and is it reasonable based on resources (budget), productivity assumptions and dependencies? **Finding:** In Progress – The PSSRP and VTM established a schedule. That schedule contains some tasks that are too long and should be decomposed. The VTM efforts are fixed cost. The PSSRP expenses are simple enough to track without the schedule. The BTS schedule is not yet available. The BTS schedule will be developed in multiple parts. It will consist of a timeline spreadsheet to indicate when tasks should be completed. It will also include a deliverables list that will indicate the effort and cost associated with each deliverable.
3.4	Is the plan clear and detailed enough to monitor progress? **Finding:** In Progress – The VTM/PSSRP schedule has some tasks that are longer than is useful for project monitoring. Tasks that are longer than 10 days in duration are candidates for decomposition. The BTS schedule is not yet available.
3.5	Is the project plan used to track progress and updated on a regular basis? **Finding:** In Progress – PSSRP and VTM are cooperatively managing their schedule, including %complete for individual tasks. Tasks in progress are being monitored and progress documented in the schedule. The BTS schedule is not yet available.
3.6	Are external project dependencies identified in the plan? **Finding:** TBD – There are no external dependencies defined in the PSSRP/VTM schedule. When the OBS interface work is planned, it will be incorporated into the PSSRP/VTM schedule. When the BTS schedule is available, both schedules will likely have external dependencies on each other's tasks.
3.7	Has the project plan been reviewed, approved and signed off by the project Stakeholders? **Finding:** Yes – The PAC and ESC see the high-level schedule at every meeting. The BTS schedule is not yet available, though it is not expected to affect the high-level schedule.

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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.
	Risk Level Stable / Attention / Alert

Recommendation 1: The PSSRP/VTM schedule should be revised. Tasks that are over 10 days should be reviewed as candidates for further decomposition. This will facilitate project monitoring and control. There are exceptions: Support tasks such as Project Management and Configuration support. Such support tasks are not usually monitored for timely deliverables and they do not generally have successor tasks.

Status: The VTM PM and PSSRP PM decomposed many tasks on the schedule. The tasks are shorter and progress will be easier to monitor and control. This recommendation is now closed.

Recommendation 2: The BTS schedule will be developed in multiple parts. It will consist of a timeline spreadsheet to indicate when tasks should be completed. It will also include a deliverables list that will indicate the effort and cost associated with each deliverable. The deliverables list should be at a detail level sufficient for the PM to validate the internal billing to the deliverable. The BTS timeline should also be closely aligned with the PSSRP/VTM schedule.

Status: The BTS schedule is being developed. BTS will deliver the schedule and costs to the project in the 3rd week of September. This recommendation is now closed.

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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, in the Communications Plan**.** The plan was updated and approved in July 2013.
4.2	Is the Communications Plan being followed? **Finding:** Yes.
4.3	Are communications identified in the plan and produced by the Project effective? **Finding:** Yes.
4.4	Does the project receive appropriate and timely executive and project sponsor attention? **Finding:** Yes.
4.5	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:** Partially - The Project Manager prepares a comprehensive Project Status Report every week and posts the Status Report on the RegJIN website. Team Meeting and PAC Meeting presentations and minutes are also posted on the RegJIN website. The PM should have more detail available in the PSSRP/VTM schedule. The PM does not have a BTS schedule. These are necessary tools to monitor project progress.
4.6	Do the RegJIN Project Manager and the Project Sponsor meet on a regular basis? **Finding:** Yes – The Sponsor is the Chief of Police and is also a member of the PSSRP Executive Steering Committee. His representatives for this project are the Asst. Chief and the Capt. of the Records Division. The PSSRP POM meets with the Asst. Chief occasionally and has ongoing communication with the Captain. The PM meets with the Capt. of Records regularly.

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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 - in the RegJIN Risk Register. The initial Risk Register in the RMP is very thorough. The top 10 risks in that register are extensively analyzed for risk response plans. Some RegJIN Project Risks are presented and discussed at the PSSRP Executive Steering Committee Meetings. The PM presents some risks in the weekly status reports. These are less described in less detail.
5.2	Are appropriate risk and issue mitigation strategies in place with appropriate monitoring measures? **Finding**: Partially – The top 10 risks in the initial risk register are very thoroughly analyzed with risk response plans. The rest are less so. The risks in the weekly status reports are at a less detailed level of analysis. The PM is leading weekly review of Risks during team meetings. The group goes through a subset (5 or so) of the risks each meeting.
5.3	For high probability or high impact risks, are contingency plans developed in case the risk mitigation strategy fails? **Finding**: No – the strategy is Mitigation for all top 10 risks. All activities described are for that strategy. There are no plans for contingency. As the project team revisits risks at each Team Meeting, they update the probability/impact for each. Some risks drop in priority, others will rise. PSSRP should ensure that mitigation and contingency plans are in place for the high-priority risks.
5.4	Are ongoing risk identification, assessment and management processes in place and operating effectively? **Finding**: Partially – The PM reports some risks in the weekly status and also at the monthly ESC meetings. The PM started risk reviews during Project Meetings. They started by reviewing the top priority risks in the original Risk Matrix. The project has not identified new risks.
5.5	Have project assumptions been verified & appropriate monitoring measures been put in place to ensure failed assumptions do not become risks? **Finding**: Partially – Assumptions from the Charter are represented in one form or another in the initial risk register, the top 10 of which are extensively analyzed. The remaining 15 risks are not analyzed.

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6	IT Acquisition **The IT Acquisition is adequately planned and executed.** The IT 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 City Procurement Office guidelines**. Finding:** YES
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.
6.4	Is the Pre-Award Plan completed and understood by Evaluation Team? **Finding**: YES - The apparent successful vendor was announced in October 2012. The contract was final when the Auditor's office signed it in July.
6.5	Is the Pre-Award Plan being followed? **Finding**: YES it was.
6.6	Are contract negotiations proceeding as planned? **Finding**: Partially – Until March 2013 the goal was to complete Versaterm contract negotiations by early April. Currently, expects to execute the contract in July. Contract negotiations with Versaterm officially started November 29 and 30, 2012. The next negotiation and scoping sessions with Versaterm occurred the week of 1/14/2013. Site visits to discuss the use of the Versaterm RMS took place December 2012, January 2013and February 2013. The contract negotiations were completed in April. The goal was to receive the authorization to execute the contract on May 29. However, during week ending May 17, the contract execution date and project start date were moved to June 12 to coincide with the City Council presentation. The City Council unanimously approved the signing of the Versaterm contract. The City Attorney signed off on the contract July 1. The Project's official start should occur the week of July 15.
Note: The Acquisition for this project is complete. This QFP will no longer be updated.	

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7	Technical Transition **The Technical Transition is adequately planned.** This QFP assesses the preparation for managing and conducting the technical transition. **Risk Level** Stable / Attention / Alert
7.1	Has the Technical Transition Plan been defined? **Finding:** Partially - In the Baseline Evaluation interviews, concern about available resources to support new technology while also supporting the current PPDS was expressed several times. Since then the project assembled a 23-member Implementation Team; 40% City/PPB staff and 60% partner agencies. The team is committed to the project for 18 months. Also, PSSRP allocated funds and BTS committed resources to complete RegJIN's technical work. The BTS timeline is not yet available. The BTS PPB lead does not have a plan to transition to the support role for the project. Funding for staff is not secure. Some staff that are being trained may not be available when the system goes live. BTS does not have staff to be ready for support. (see Suggestion)
7.2	Has the Technical Transition Plan been reviewed and approved? **Finding:** TBD
7.3	Has the COTS vendor's architecture been assessed relative to the City's architecture? **Finding:** Yes – BTS and PSSRP evaluated the vendor's architecture during contract negotiations. The custom reporting component has not been determined, whether it is Cognos or some other custom report writing platform. However, the project will select a reporting platform that will fit with the City's architecture.
Suggestion: The project should develop a plan to train and keep staff for the support roles once the project is complete. This plan should include personnel, funding, and other resources needed to support the system after go-live.	

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8	Business Transition **Business Process Re-engineering is adequately planned.** This QFP assesses the preparation for managing and conducting the business transition. **Risk Level** Stable / Attention / Alert
8.1	Has the Business Process Re-engineering Plan been defined? **Finding:** In process. The PAC Business Process Review Workgroup reviewed and documented the "as is" processes compared with Versaterm's "to-be" processes and identified affected business processes and desired changes based on the new system. The Workgroup prepared prioritized topics to present/discuss during the Configuration Workshops the week of July 15. The Implementation Team and VTM will continue discussing workflow processes almost daily. In the Baseline Evaluation interviews, workflow changes and end-user resistance were the most common concerns expressed.
8.2	Has the Business Process Re-engineering Plan been reviewed and approved? **Finding:** The Integration Design Document (IDD) describes customizations that the vendor will make to the systems. It also includes descriptions of how the City staff will conduct certain activities.
8.3	Has the COTS vendor's workflow been assessed relative to changes from the City's "as-is" processes? **Finding:** In Process - Clark County and the City of Vancouver identified a necessary procedural change: The public records disclosure law differs between Washington and Oregon. Attorneys from the City and Clark County are determining the best solution. The attorneys have determined a theory and approach for resolving the issue. The specific language for the IGA must be developed then reviewed by all parties. The impact on the project is unknown at this time. There are plans to hold meetings with the other partner agencies to discuss their concerns after the Clark County issues are resolved. This procedural change will not require custom coding for the COTS system.

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9	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
9.1	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.
9.2	Executive Sponsors have been designated? **Finding:** Yes – The Executive Sponsor is represented by the Captain of the Records Division, Captain John Brooks.
9.3	Project Management roles and responsibilities with lines of authority and accountability have been defined, assigned and agreed upon? **Finding**: Yes – in the Project Charter and Project Governance documents.
9.4	Are Management, RegJIN Staff and Partners committed to the project? **Finding:** Yes – PSSRP is funding some project staff. PPB and partner agencies committed their own staff to the project, at their own cost.
9.5	Is there is Stakeholder Support and Buy-in? **Finding**: Yes. It is not known at this time if there will be a loss of partner agency participation due to unacceptable terms and conditions in the Master and/or Partner IGAs or due to a rise in system sustainability costs. In the Baseline Evaluation, interviewees cited loss of political support and opposition from unions as project risks.
9.6	Has a Change Management Plan been prepared? **Finding**: In Process – The POM is reviewing the plan.
9.7	Are there appropriate resources to implement the Change Management Plan? **Finding:** TBD
9.8	Is the Change Management Process adequately supported by Bureau, PSSRP, and Partner Agency Management? **Finding:** TBD

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10	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
10.1	Is the level of effort planned for each project deliverable at an appropriate activity level; and, is it reasonable? **Finding:** In Progress – PSSRP and VTM developed a schedule. (QFP#3 has some recommendations for schedule refinement.) The BTS schedule is not yet available. The BTS schedule will be developed in multiple parts. It will consist of a timeline spreadsheet to indicate when tasks should be completed. It will also include a deliverables list that will indicate the effort and cost associated with each deliverable.
10.2	Are appropriate staff resources (skill set and quantity) available and assigned to complete the project? **Finding:** TBD – During the Baseline Evaluation respondents indicated concerns about resources to complete the project. They cited partner agencies and their resource commitments. They also cited City resources and the potential need for significantly more resources that are currently assigned. Since then the project assembled a 23-member Implementation Team; 40% City/PPB staff and 60% partner agencies. The team is committed to the project for 18 months. Also, PSSRP allocated funds and BTS committed resources to complete RegJIN's technical work. However, the BTS deliverables list is not yet available to confirm the appropriate resource level. The City has other important projects that may occupy BTS.
10.3	Are appropriate staff support resources (skill and quantity) available and assigned to provide on-going operations support? **Finding:** Not yet - The BTS PPB lead does not have a plan to transition to the support role for the project. Funding for staff is not secure. Some staff that are being trained may not be available when the system goes live. BTS does not have staff to be ready for support. (see Suggestion) This QFP will become more critical if the project releases staff currently being trained. The support team will need 2 FTEs support staff. PSSRP identified funding for both positions through to cutover to live operations.

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11	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
11.1	Have formal Project Management and Quality Management Plans been developed? **Finding:** CAI prepared a Quality Assurance Management Plan (QAMP). The Communication Plan is updated as a result of the contract with Versaterm. The RegJIN Project Manager updated the Project Charter and Project Governance documents. The PM will not create a QMP for the project. The main components will be in other project plans: Training Plan, Acceptance Test Plan, Risk Management Plan, and the Communication Plan.
11.2	Are the Plans being followed? **Finding:** Yes. CAI is following its QAMP. The other plans are updated now that the vendor is on board and work is proceeding.
11.3	Are appropriate status reports prepared for tracking and monitoring all project tasks? **Finding:** In Progress – The PM is reporting progress in regular weekly status reports. The Milestone list in that report is from the Statement of Work.

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12	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
12.1	Is the RegJIN Project Budget thoroughly planned and Budget to Actuals reported in a timely manner? **Finding:** In Progress – PSSRP and VTM developed a schedule. (CAI recommends some improvements in QFP#3.) The BTS schedule is not yet available. The BTS schedule will be developed in multiple parts. It will consist of a timeline spreadsheet to indicate when tasks should be completed. It will also include a deliverables list that will indicate the effort and cost associated with each deliverable. The deliverable list will be necessary to finalize the budget and report progress against those schedules. The project is reporting actual expenses weekly.
12.2	Are the appropriate funds budgeted in order to conduct required activities and complete and support the project? **Finding:** In Progress – Funds are budgeted for the project. Final validation of budget will be possible when the BTS deliverable list is available.
12.3	Does the Project Manager maintain a tracking report of expenditure? **Finding:** Yes - In the Weekly Status Reports.

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13	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
13.1	Scope is being adhered to? Note: Changes in scope usually impact budget. **Finding:** Yes. Defining the project's scope was an important part of the contract negotiations with Versaterm. Scoping sessions were conducted with Versaterm to verify and validate the project's scope during the week of January 14, 2013. Decisions and action items (tasks) resulting from the scoping sessions have been documented. The notes were reviewed and discussions took place with Versaterm to finalize the requirements and the system's functionality. The business process workflows affected by the new system were discussed with Versaterm in the Configuration Workshops the week of July 15. Further discussions between the Implementation Team and VTM are occurring daily.
13.2	Are change requests appropriately identified, escalated, and resolved in a timely manner? **Finding:** TBD – There was one "no cost, no time" change order. There have been no changes orders affecting cost or project timeline.
13.3	Are change requests effectively recognized, analyzed for impact, and approved prior to inclusion in the project scope? **Finding:** TBD

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14	**IT Architecture** **The project adheres to architecture standards.** Verification that the Project conforms to IT Architecture standards. **Risk Level** Stable / Attention / Alert
14.1	The computing environment supports connectivity, portability, scalability, and interoperability. **Finding:** Yes – BTS participated in the vendor selection. The software selected supports all these technical requirements.
14.2	The Project supports the Architecture Framework? **Finding:** Yes – BTS participated in the vendor selection. The software selected supports all technical requirements.

15	**IT Acquisition Management** **The vendor deliverables meet the Project requirements and standards per the Contract Terms and Conditions.** **Risk Level** Stable / Attention / Alert
15.1	Procedures are defined and documented to monitor and track vendor deliverables. **Finding**: Yes – The deliverables are defined in the contract SOW. The deliverables are in the schedule as tasks, clearly defined by the SOW number.
15.2	Procedures are defined and documented to measure vendor deliverables against project requirements and standards per the contract. **Finding**: Yes – The contract is specific about the measurements. For instance, SOW task 2.8 has 9 specific acceptance criteria that are to be met before the deliverable is accepted. Some tasks are in listed in the Payment Schedule of the contract, others are not. Whether or not the deliverable are in the Payment Schedule (that is to say, they have a dollar amount associated with them or not), the PM verifies the deliverables according to the contractual acceptance criteria.
15.3	Project staff understands and follows documented procedures regarding vendor deliverables requirements. **Finding:** Yes – The PM is following the contract specifications closely. For SOW tasks, the PM verifies the deliverable against the deliverable criteria in the contact. The PM follow the defined process for all SOW tasks, those that are in the Payment Schedule (for example, SOW Task 2.8 Configuration Workshop), and those that are not (for example SOW Task 2.6 Initial System Administration Testing).

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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 project has a website for non-sensitive information. It has a directory structure in the Police network. They keep interface specifications, technical infrastructure and other sensitive documents.
16.2	Procedures are documented for configuring and maintaining the library? **Finding:** The project has a tightly controlled Intranet site and a network drive hierarchy of documents.
16.3	Procedures are documented for checking items in and out of the library? **Finding**: N/A
16.4	There are contractor controls and monitoring in place. **Finding**: Yes – These are based on network general contractor system access rules.
16.5	There are procedures for reviewing changes to items in the library? **Finding**: No – Participants with access upload required changes as necessary. The file system has no procedures for reviewing changes in the library.

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17	System Design Process **The system design process is appropriate and thorough.** **Risk Level** Stable / Attention / Alert
17.1	Are specifications/designs in agreement with the system/business requirements? **Finding:** Yes – These were confirmed by scoping sessions and one Configuration Workshop. Also, the Interface Control Documents (ICD) specify the interfaces according to the requirements. (Note: Some ICDs require modification). The IDD contains all the customization specifications.
17.2	Are the application specifications reasonable and acceptable? **Finding:** Yes.
17.3	Is the system architecture reasonable and acceptable? **Finding:** Yes – BTS participated in all stages of the acquisition. They agreed to the VTM architecture.
17.4	Are the Interface specifications reasonable and acceptable? **Finding:** TBD

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18	Data Conversion and Migration **The data conversion and migration process is appropriate for migrating data to the new system** **Risk Level** Stable / Attention / Alert
18.1	Are the Data Conversion/Migration Strategy and Plans reasonable? **Finding:** Yes. In the Baseline Evaluation interviews, Data migration from the current systems was a commonly cited risk. The SOW lists the respective responsibilities for VTM and the City. The PSSRP/VTM schedule contains tasks for 3 agencies' data conversions.
18.2	Do the plans include data cleanup, testing, and user acceptance criteria? **Finding:** Yes – in the SOW and carried forward to the schedule. The converted data will be included in the User Acceptance Tests (UAT).
18.3	Is the Data Migration complete? **Finding:** No.
18.4	Has the converted/migrated data been tested to verify they function according to the specifications? **Finding:** No.

19	Configuration and Construction Process **The configuration and development of the new system are appropriate.** **Risk Level** Stable / Attention / Alert
19.1	The configuration specifications have been verified to meet RegJIN Project requirements. **Finding:** Yes – The IDD contains all customization specifications. The project validated the IDD.
19.2	The Development Methodology is appropriate and is followed. **Finding:** Yes – The vendor will follow their own methodology for their development. The City will follow its own methodology.
19.3	The vendor verifies the delivered system modules according to the specifications. **Finding**: TBD
19.4	Did the vendor use converted/migrated data while testing the software? **Finding:** Yes – The vendor will use converted data for testing.
19.5	Are the unit test scripts complete and thorough? **Finding:** TBD – This will be indicated by the level of quality revealed by testing.

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20	Testing (Non-Functional) **The project is appropriately tested.** Appropriate, capacity and performance acceptance testing processes and plans are in place and meet the operational needs of the system and verify and validate acceptable compliance to requirements. **Risk Level** Stable / Attention / Alert — NOT APPLICABLE AT THIS TIME
20.1	Has a formal Test Management Plan been developed? **Finding:** The SOW lists responsibilities for the City and VTM. It is not a Test Plan.
20.2	Is the Plan being followed? **Finding:**
20.5	Are the non-functional acceptance test processes appropriate and are results monitored and tracked? **Finding:**
20.6	Is comprehensive end-to-end functional, capacity and performance acceptance testing planned and performed for all software, hardware, and telecommunication components? **Finding:**
20.7	Are infrastructure conditions (down to the computing hardware level) that may affect the application being considered, tested and resolved? **Finding:**
20.8	Was a defect log maintained and effective corrective actions taken? **Finding:**

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21	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
21.1	Is a User Acceptance Test Plan has been prepared? **Finding:**
21.2	Do the documented functional specifications meet the business needs? **Finding:** N/A
21.3	Are the business users involved in establishing the functional acceptance testing scope and standards? **Finding:**
21.4	Are the acceptance test scripts complete? **Finding:**
21.5	Are testing standards understood and followed? **Finding:**
21.6	Is a defect log maintained and are corrective actions effective? **Finding:**
21.7	Are user acceptance criteria met? **Finding:**

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22	Training **The project staff and system users are appropriately trained in a timely manner.** Assessment of training plans and materials. **Risk Level** Stable / Attention / Alert
22.1	Has a formal Training Plan been developed? **Finding:** In Progress - In the Baseline Evaluation interviews, effective and timely training for Law Enforcement Officers (LEOs) and records technicians were concerns. CAI is concerned that the timeframe for training may be too short. During the SOW development, the PM is taking steps to enhance the training process. Items reviewed with Versaterm were: • "Super User" training session. These Super Users become the in-house experts for the new system. • "Train the Trainers" sessions. The Super Users train the trainers at each of the agencies. Versaterm to be onsite to critique and support the Super Users during the first "Train the Trainer" sessions. • The End User training to span 10 weeks. Note that at this point, many LEO's will already be using the Mobile Report Entry (MRE) in the field. The final SOW lists the respective duties of PSSRP and VTM. It is a good start. The Contract T&C describe the Training Plan in greater detail. The final Training Plan will be elaborated during the system implementation.
22.2	Are the Plans being followed? **Finding:** TBD

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23	Implementation Process **The new system has been successfully moved into the production environment.** **Risk Level** Stable / Attention / Alert — NOT APPLICABLE AT THIS TIME
23.1	The installation specification is complete and reasonable. **Finding:**
23.2	The training plans and the new Business Processes (workflows and procedures) are complete and acceptable. **Finding:**
23.3	The actual training was acceptable. **Finding:**
23.4	System documentation is complete and acceptable. **Finding:**
23.5	The implementation acceptance criteria have been met. **Finding:**

24	Deployment Process **The new system has been successfully deployed.** **Risk Level** Stable / Attention / Alert — NOT APPLICABLE AT THIS TIME
24.1	Deployment Plans are complete and reasonable. **Finding:**
24.2	Training City staff was complete and acceptable. **Finding:**
24.3	User documentation is complete and acceptable. **Finding:**
24.4	Deployment acceptance criteria have been met. **Finding:**

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Appendix A – CASE Associates Status Report

This section summarizes activities and deliverables completed for the Regional Justice Information Network Project.

When applicable, it includes:

- A list of any delayed items
- A description of the problem
- Schedule impact
- A recommended solution

Such items will be carried over to subsequent reports until the problem is resolved.

As of May 2013, this section replaces the "Quality Assurance Status Report." In prior months this section was delivered as a separate report.

Meetings Attended

RegJIN Project Team Meeting 8/1/13, 8/7/13, 8/15/13, 9/9/13
Project Manager 8/15/13, 8/22/13, 8/28/13
PSSRP Tech. Lead 8/20/13
PPB/BTS Lead 8/22/13

Documents Reviewed

20130823 RegJIN RMS project status report – Project Manager's Status Report
20130816 RegJIN RMS project status report
20130809 RegJIN RMS project status report
20130802 RegJIN RMS project status report
2013_07 Versaterm Status Report – Vendor's Status Report
130709 Exhibit B - Schedule 1 Project Schedule-vtm
20130729 RegJIN Communication Plan V4_Approved
130904 Exhibit B - Schedule 1 Project Schedule - MS/Project Schedule

Documents Delivered

RegJIN CAI Periodic QA Evaluation Report for June 2013, deliverable *RegJIN.C.9*

Documents in Process

RegJIN CAI Periodic QA Evaluation Report for July 2013, deliverable *RegJIN.C.10*

Delayed Items

Item	Description of problem	Schedule Impact	Recommended Solution
None			

Other Issues/Problems/Concerns

None