

City of Portland

Public Safety Systems Revitalization Program

Regional Justice Information Network Project



Periodic QA Evaluation Report

For November 2013

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V2.0 Final Version

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Prepared By:



Clifford Smith, PMP, Lead Quality Assurance Consultant

David Sharon, QA Consultant and Engagement Manager

Contract # 30002849

Periodic QA Evaluation Report

For November 2013

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Version	Date	Comments
V1.0	12/9/2013	Version for PSSRP Review
V1.2	12/10/2013	Incorporate PSSRP POM Feedback
V1.3	12/14/2013	Incorporate feedback from PM to be further reviewed with PM.
V2.0	12/16/2013	Final Version

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Executive Summary

Executive Steering Committee Watch List

This section identifies potential issues that the 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. 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. The ESB and interfaces are the largest of the UASI Grant expenditures. PSSRP filed an Ordinance to seek City Council approval. Council approved the Ordinance 9/25/13.

Others expenditures are planned 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 reporting writing devices.

NEW

Status: Work continues on the interfaces though it will be a challenge to complete all of them by the grant deadline. Contingencies include funding the incomplete interfaces with project funds and using the UASI funds to purchase equipment.

This item is reported in QFP #12 Budget Planning and Tracking. It will be dropped from the Watch List in future reports.

2. Technical difficulties with infrastructure for training.

The project incurred difficulty with the “Internals Training for the Database” scheduled to begin 10/23/13. They had difficulty getting the report writing tool installed for the training session. When they did get the report writing tool, they could not connect to the database.

Microsoft Support is looking into the technical cause.

NEW

Status: BTS held a Retrospective (sometimes called a “Lessons Learned Meeting”). Attendees identified a combination of causes attributed to Police IT, BTS, and the core project team. Going forward the team agreed to develop a complete list of BTS deliverables required for RegJIN. Then the list will be incorporated into the BTS schedule. They also decided that all technical instructions for RegJIN work will come through the PSSRP Technical Lead.¹

This item will be dropped from future reports.

NEW

3. Availability of the BTS schedule for technical infrastructure tasks.

The Project missed some infrastructure delivery. These delays caused Versaterm to reschedule its work. The schedule changes did not affect the overall timeline. However available project slack time was used up. Further delays will likely affect the final deployment date and costs.

To address this, PSSRP and BTS are working on a schedule for BTS infrastructure tasks. The PM has a draft from BTS that he intends to incorporate into the master schedule.

¹ RegJIN BTS Project RETROSPECTIVE 2013_10_28

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In conjunction with an established schedule, BTS and the core project team are working to improve communications. They established a series of weekly meetings to review status, issues, and upcoming deliverables.

QFP's #3 Schedule, #4 Communications, #7 Technical Transition, and #10 Project Resources have recommendations associated with this Watch List item.

Since this topic is addressed in the QFP's, this item will be dropped from future reports.

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 13th 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

The Project officially started in July 2013 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 required 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. Five agencies have signed IGAs and others are in progress.

NEW

The Project incurred delays in the infrastructure setup. Work that Versaterm (VTM) had planned to start in December was rescheduled to January 2014. The overall project timeframe has not changed. But available project slack time is gone. Further delays will probably affect the final deployment date.

To address this, PSSRP and BTS are working on a schedule for infrastructure tasks to be performed by BTS. The PM has a draft from BTS that he intends to incorporate into the master schedule.

BTS and the core project team are working to improve communications. They established a series of weekly meetings to review status, issues, and upcoming deliverables. In the next reporting period CAI will report on progress.

QFP #3, #4, #7, and #10 have recommendations associated with this topic.

The PSSRP Project Manager and VTM are maintaining the schedule regularly.

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 April 2015. Training will take 12 weeks. To prepare for December 2014 go-live, training will begin in August 2014.

In the summer of 2014, the project team will make a go/no-go decision for the December 2014 launch.

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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	Attention	<p>PSSRP PM and VTM have developed a PSSRP master schedule. Both managers are maintaining the schedule. It is duration-based.</p> <p>BTS developed a schedule that is difficult to cross-reference to the master schedule. The PM will address this by incorporating the BTS schedule into the master schedule. (See Recommendation for QFP #3.)</p> <p>The project missed some recent delivery dates for infrastructure tasks. The project had sufficient slack time to allow for the delay. However, further delays will cause an extension to the overall project timeline and costs. BTS and PSSRP are working closely to address the need to establish a schedule and improve communications.</p>
Budget	Stable	<p>The RegJIN project has a budget that is adequate for the project.</p> <p>PSSRP and CAI will review the budget and payment plan when the BTS list of deliverables and dates is available.</p>
Scope	Stable	<p>The product scope was clearly defined in the RFP. Scope was verified and validated with Versaterm during contract negotiations.</p>

Quality Focal Points Rated **Alert**

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

Quality Focal Points Rated **Attention**

There are four findings in this report that CAI believes need attention

NEW

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

Recommendation: The project needs to develop the schedule for the infrastructure tasks.

BTS has delivered drafts of the schedule that include BTS tasks to develop the infrastructure for the project. The BTS schedule requires additional detail. It is difficult to cross-reference to the master PSSRP/VTM schedule. The BTS schedule should be organized in such a way that it is clear how the BTS tasks support the master schedule. To address this, the PSSRP PM will incorporate the BTS tasks from the BTS schedule into the PSSRP master schedule.

Status: Weekly meetings have been scheduled to discuss current issues and to synchronize the BTS schedule with PSSRP. The PSSRP PM will incorporate the BTS tasks from the BTS schedule into the PSSRP master schedule.

NEW

- **Communications, QFP #4** **Attention**

Recommendation: The project should establish effective communications for the BTS technical team.

The BTS team should understand the overall project schedule so they can schedule tasks to support it.

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BTS should have a regular status reporting process where they can communicate progress and issues so the PMs (PSSRP and BTS) can keep the master schedule up to date.

Status: In an effort to increase the flow of communication between the core project team and BTS, the PM's established two sets of weekly meetings to review status, issues, schedule requirements and upcoming deliverables.

NEW

- **Technical Transition, QFP #7** **Attention**

Recommendation: The project should establish a detailed schedule for the infrastructure tasks to be completed by BTS. BTS and PSSRP should agree to the task work, durations, and dependencies.

Status: Weekly meetings have been scheduled to discuss current issues and to synchronize the BTS schedule with PSSRP. The PSSRP PM will incorporate the BTS tasks from the BTS schedule into the PSSRP master schedule.

NEW

- **Project Resources, QFP #10** **Attention**

Recommendation: The project should establish a detailed schedule for the infrastructure tasks to be completed by BTS. BTS and PSSRP should agree to the task work, durations and dependencies. (Duplicate of recommendation in QFP#7.) The BTS schedule requires additional detail. When all task work, durations, and dependencies are defined, the project will be able to determine whether it has sufficient resources, with appropriate priority to complete them by the agreed-to dates.

Status: Weekly meetings have been scheduled to discuss current issues and to synchronize the BTS schedule with PSSRP. The PSSRP PM will incorporate the BTS tasks from the BTS schedule into the PSSRP master schedule.

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Quality Focal Point Summary Chart²

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

² The Quality Focal Point ratings are explained on the next page.

³ The Next Month arrows are explained on the next page.

⁴ "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	<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 <div style="display: inline-block; width: 25%; height: 10px; background-color: #00ff00; border: 1px solid black;"></div> <div style="display: inline-block; width: 25%; height: 10px; border: 1px solid black; margin-left: 10px;"></div> <div style="display: inline-block; width: 25%; height: 10px; border: 1px solid black; margin-left: 10px;"></div> Stable Attention Alert</p>
1.1	<p>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.</p> <p>The Initial system installation and the configuration Workshop occurred as planned.</p> <p>The training facility set up is progressing. Clark County and Beaverton are almost complete. The remaining tasks are to install software and connectivity on the PC’s. Washington County is still in construction. All training facilities will be completed by the time they are needed, in April ’14.</p> <p>Some tasks have not completed on time. Specifically, the infrastructure was originally to be available to VTM in November 2013. It is now scheduled for January 2014. The PM is adjusting the schedule accordingly. The delays have used the available slack in the project schedule. Further delays are likely to affect the overall project timeline. Milestones could be affected by what happens in January to the BTS infrastructure deliverable.</p>
1.2	<p>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. Some infrastructure tasks have been delayed. These delays have used the available slack time.</p>

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2	<h3 style="margin: 0;">Requirements Management</h3> <p style="margin: 0;">The Requirements Management process is appropriate and thorough.</p> <p style="margin: 0;">Risk Level Stable Attention Alert </p>
2.1	<p>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.</p>
2.2	<p>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.</p> <p>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. Most of these requirements (approximately 95%) were verified during Workshop #3.</p>
2.3	<p>Are requirement change impacts understood and documented? Finding: Yes – the PM and vendor agree to changes via formal Change Orders. Two have been executed to date.</p>
2.4	<p>Are test conditions defined to validate requirements compliance? Finding: Not Yet – The schedule calls for test case development and approval in March and April 2014.</p>

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3	<p>Project Schedule</p> <p>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.</p> <p>Risk Level <div style="display: inline-block; width: 33%; text-align: center; border-bottom: 1px solid black;">Stable</div> <div style="display: inline-block; width: 33%; text-align: center; border-bottom: 1px solid black; background-color: yellow;">Attention</div> <div style="display: inline-block; width: 33%; text-align: center; border-bottom: 1px solid black;">Alert</div> </p>
3.1	<p>Are all appropriate tasks identified in the work breakdown structure (WBS) and/or project plan? Finding: In Progress - The PM and VTM developed a PSSRP master schedule. It is duration-based and tasks are assigned at a high level (City and VTM). BTS provided drafts of their schedule that includes BTS tasks to develop the infrastructure for the project. The BTS schedule requires additional detail. Also, the BTS schedule and PSSRP/VTM schedule are difficult to cross-reference to each other. The BTS schedule should be organized in such a way that is clear how the BTS tasks support the master schedule. To address this, in December 2013, the PM will incorporate tasks from the BTS schedule into the PSSRP schedule.</p>
3.2	<p>Are dependencies among tasks identified? Finding: In Progress – Tasks in the PSSRP/VTM schedule have predecessors/successors defined. The BTS schedule requires additional detail. It is not yet incorporated into the master schedule.</p>
3.3	<p>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 master schedule. 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 includes a deliverables list that will indicate the effort and cost associated with each deliverable. The second part is the schedule with tasks and dependencies. When it is available, the PM will incorporate the BTS tasks into the PSSRP master schedule.</p>
3.4	<p>Is the plan clear and detailed enough to monitor progress? Finding: In Progress – The VTM/PSSRP schedule is detailed enough for project monitoring. The BTS schedule is not yet incorporated into the master schedule.</p>
3.5	<p>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 and the Online Business Systems (OBS) schedule are not yet incorporated into the master schedule. PSSRP and VTM are maintaining the master schedule. When OBS tasks and BTS tasks are incorporated into the master, all four PMs will maintain that new, combined schedule.</p>
3.6	<p>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 master schedule. Prior reports indicated that the BTS schedule and PSSRP schedule will have interdependencies. However, the PM decided to incorporate the BTS schedule into the master project schedule.</p>

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3	<h3 style="margin: 0;">Project Schedule</h3> <p style="margin: 0;">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.</p> <p style="margin: 0;">Risk Level Stable Attention Alert <div style="position: absolute; top: -10px; left: 40%; width: 15%; height: 10px; background-color: yellow;"></div> </p>
3.7	<p>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.</p>
<p>Recommendation: The project needs to develop the schedule for the infrastructure tasks.</p> <p>BTS has delivered drafts of the schedule that include BTS tasks to develop the infrastructure for the project. The BTS schedule requires additional detail. Also, the BTS schedule and PSSRP/VTM schedule are difficult to cross-reference to each other. The BTS schedule should be organized in such a way that is clear how the BTS tasks support the master schedule. To address this, the PSSRP PM will incorporate the BTS tasks from the BTS schedule into the PSSRP master schedule.</p>	

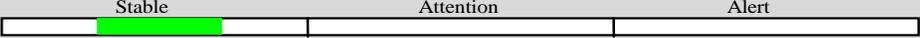
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4	<p>Communications</p> <p>The project communications are effective and adequately controlled. Assessment of the Communications QFP examines the project status reporting and communication processes for task completion and budget.</p> <p>Risk Level Stable Attention Alert </p>
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: Partially – Communication between the project team and the BTS technical team has been ineffective. BTS has not received enough explanation of the overall project approach and what is required of them. The project team is not receiving enough regular BTS status to give them time to address schedule issues. Recent delivery dates for infrastructure tasks have been missed. Weekly meetings have been scheduled to discuss current issues and to synchronize the BTS schedule with PSSRP.
4.4	Does the project receive appropriate and timely executive and project sponsor attention? Finding: Yes – As issues are escalated to the executives and sponsors, they are responsive and helpful.
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 project team is not receiving enough regular BTS status to give them time to address schedule issues. Recent delivery dates for infrastructure tasks have been missed. (Also stated in 4.3 above.)
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.
<p>Recommendation: The project should establish effective communications for the BTS technical team.</p> <ul style="list-style-type: none"> • The BTS team should understand the overall project schedule so they can schedule tasks to support it. • BTS should have a regular status reporting process where they can communicate progress and issues so the PMs (PSSRP and BTS) can keep the master schedule up to date. <p>Status: In an effort to increase the flow of communication between the core project team and BTS, the PM’s established two sets of weekly meetings to review status, issues, schedule requirements and upcoming deliverables.</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>Risk Level Stable Attention Alert </p>
5.1	<p>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.</p> <p>The highest-level RegJIN Project Risks are presented and discussed at the PSSRP Executive Steering Committee Meetings.</p> <p>The PM presents some risks in the weekly status reports. These are described in less detail.</p>
5.2	<p>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.</p> <p>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.</p>
5.3	<p>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.</p> <p>(Note: Risk Mitigation is a plan to reduce the probability and/or impact of a particular risk. Contingency is a planned response if certain events occur.)</p> <p>There are no plans for contingency in the RegJIN Risk Register. This raises the possibility that the project does not have planned response if the risk occurs.</p> <p>As the project team revisits risks at each Team Meeting, they update the probability/impact for each. Some risks drop in priority, others rise. PSSRP should ensure that mitigation and contingency plans are in place for the high-priority risks.</p>
5.4	<p>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.</p> <p>The Implementation Team is prioritizing the Risk list by updating the Impact/Probability ratings.</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: 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.</p>

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6	<h3>IT Acquisition</h3> <p>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.</p> <p>Risk Level </p>
<p>Note: The Acquisition for this project is complete. This QFP will no longer be updated.</p>	

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7	<p>Technical Transition</p> <p>The Technical Transition is adequately planned. This QFP assesses the preparation for managing and conducting the technical transition.</p> <p>Risk Level Stable Attention Alert </p>
7.1	<p>Has the Technical Transition Plan been defined? Finding: Partially – BTS developed multiple drafts of a schedule to support RegJIN. The PM will incorporate the BTS tasks into the master project schedule. Recent completion dates for infrastructure tasks have been missed. This calls attention to the need for a schedule that both PSSRP and BTS agree is achievable. See QFP #3.</p> <p>The PSSRP, BTS and PPB identified funds to train and retain staff for eventual system support. These staff are likely to be moved into job slots being vacated by retired or retiring PPDS support staff.</p>
7.2	<p>Has the Technical Transition Plan been reviewed and approved? Finding: TBD</p>
7.3	<p>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.</p> <p>The project selected SQL Server Reporting Services (SSRS) as the report writing tool.</p>
<p>Recommendation: The project should establish a detailed schedule for the infrastructure tasks to be completed by BTS. BTS and PSSRP should agree to the task work, durations, and dependencies.</p>	

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8	<h3 style="margin: 0;">Business Transition</h3> <p>Business Process Re-engineering is adequately planned. This QFP assesses the preparation for managing and conducting the business transition.</p> <p>Risk Level <div style="display: inline-block; width: 25%; height: 10px; background-color: #00ff00; vertical-align: middle;"></div> Stable Attention Alert </p>
8.1	<p>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 2 Configuration Workshops, most recently in September</p> <p>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. The Implementation Team is going through critical business process using the new system as configured to date and making sure that it works. When things do not go as planned, they either change the configuration or discuss with Versaterm how to get them accomplished.</p> <p>In the Baseline Evaluation interviews, workflow changes and end-user resistance were the most common concerns expressed.</p> <p>The project will not develop a separate Business Transition Plan. The Business Transition Plan is the major component of the Training Plan.</p>
8.2	<p>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.</p>
8.3	<p>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 has been developed. There is no impact on the project. This procedural change will not require custom coding for the COTS system.</p> <p>As of the 12/11/13 PAC meeting, five agencies have signed IGAs and others are in progress.</p>

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9	<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 style="text-align: center;"> Stable Attention Alert </p> <p>Risk Level </p>
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. BTS assigned a high priority to the project.
9.5	Is there is Stakeholder Support and Buy-in? Finding: Yes. Agencies are on board and signing the IGA’s. 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: Yes – The PSSRP POM approved the CMP.
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	<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>Risk Level Stable Attention Alert </p>
10.1	<p>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 have developed a schedule.</p> <p>BTS developed drafts of their schedule. The BTS schedule requires additional detail. Early drafts were difficult to cross-reference to the PSSRP master schedule. The BTS schedule is duration-based and does not represent the work associated with each task. When complete, the PM will incorporate the BTS schedule into the PSSRP master schedule. See QFP #3.</p> <p>When all task work, durations, and dependencies are defined, the project will be able to determine whether it has sufficient resources, with appropriate priority to complete them by the agreed-to dates.</p>
10.2	<p>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.</p> <p>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.</p> <p>PSSRP allocated funds for BTS work.</p> <p>The BTS schedule is not yet detailed enough to confirm the appropriate resource level. When all task work, durations, and dependencies are defined, the project will be able to determine whether it has sufficient resources, with appropriate priority to complete them by the agreed-to dates. (See the Recommendation for this QFP.)</p> <p>The City has other important projects that may occupy BTS.</p>
10.3	<p>Are appropriate staff support resources (skill and quantity) available and assigned to provide on-going operations support? Finding: Yes – PSSRP identified funding for support staff through to cutover to live operations. The support team will need 2 FTEs.</p>
<p>Recommendation: The project should establish a detailed schedule for the infrastructure tasks to be completed by BTS. BTS and PSSRP should agree to the task work, durations and dependencies. (Duplicate of recommendation in QFP#7.) The BTS schedule requires additional detail. When all task work, durations, and dependencies are defined, the project will be able to determine whether it has sufficient resources, with appropriate priority to complete them by the agreed-to dates.</p>	

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12	<h3 style="margin: 0;">Budget Planning and Tracking</h3> <p>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?</p> <p style="text-align: center;"> Stable Attention Alert </p> <p>Risk Level </p>
12.1	<p>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.)</p> <p>The BTS costs are in a spreadsheet that indicates the effort and cost associated with each deliverable.</p> <p>The project is reporting actual expenses weekly.</p>
12.2	<p>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.</p> <p>Further validation of budget will be possible when the BTS deliverable list is available.</p> <p>Progress continues on the interfaces. But it will be a challenge to complete them by the UASI deadline. The project’s contingency plan is to prioritize all of the interfaces that do not meet the deadline through the PAC and then fund as many as possible of the high priority remaining interfaces out of the project budget. Project funds are available for this work. The remaining UASI budget would be used to purchase the equipment that you described: license/ID scanners, in car printers, and accident diagramming software.</p>
12.3	<p>Does the Project Manager maintain a tracking report of expenditure? Finding: Yes - In the Weekly Status Reports. The PM also reviews the weekly SAP reports and investigates any questionable expenses.</p>

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13	<h3 style="margin: 0;">Scope and Change Control</h3> <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; margin: 0;"> Stable Attention Alert </p> <p>Risk Level </p>
13.1	<p>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.</p>
13.2	<p>Are change requests appropriately identified, escalated, and resolved in a timely manner? Finding: Yes – There have been three “no cost, no timeline” change orders, and one contract amendment.</p> <p>There have been no changes orders affecting cost or project timeline.</p>
13.3	<p>Are change requests effectively recognized, analyzed for impact, and approved prior to inclusion in the project scope? Finding: Yes.</p> <p>The PM and VTM prepare Change Orders and contract amendments when appropriate.</p> <p>Clark County is requested 9 new interfaces. After further analysis, Clark County only requires 2 new interfaces. VTM agreed to code the interfaces. Clark County will fund the effort.</p>

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14	<h3>IT Architecture</h3> <p>The project adheres to architecture standards. Verification that the Project conforms to IT Architecture standards.</p> <p>Risk Level Stable Attention Alert </p>
14.1	<p>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.</p>
14.2	<p>The Project supports the Architecture Framework? Finding: Yes – BTS participated in the vendor selection. The software selected supports all technical requirements.</p>

15	<h3>IT Acquisition Management</h3> <p>The vendor deliverables meet the Project requirements and standards per the Contract Terms and Conditions.</p> <p>Risk Level Stable Attention Alert </p>
15.1	<p>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.</p>
15.2	<p>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.</p>
15.3	<p>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 contract. The PM follows 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).</p>

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16	<h3 style="margin: 0;">Project Library and Configuration Management</h3> <p style="margin: 0;">The project has an appropriate Project Library in place to support Project Management and a Configuration Management Process in place to support System Delivery.</p> <p style="margin: 0;">Risk Level Stable Attention Alert <div style="position: absolute; left: 20px; top: 0px; width: 20px; height: 10px; background-color: green; border: 1px solid black;"></div> </p>
16.1	<p>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. The vendor also keeps its own documents on its own network.</p>
16.2	<p>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.</p>
16.3	<p>Procedures are documented for checking items in and out of the library? Finding: N/A</p>
16.4	<p>There are contractor controls and monitoring in place. Finding: Yes – These are based on network general contractor system access rules.</p>
16.5	<p>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.</p>

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17	<h3 style="margin: 0;">System Design Process</h3> <p style="margin: 0;">The system design process is appropriate and thorough.</p> <p style="margin: 0;">Risk Level Stable Attention Alert </p>
17.1	<p>Are specifications/designs in agreement with the system/business requirements? Finding: Yes – These were confirmed by scoping sessions and 2 Configuration Workshops. Also, the Interface Control Documents (ICD) specifies the interfaces according to the requirements. All ICDs are complete. The IDD contains all the customization specifications.</p>
17.2	<p>Are the application specifications reasonable and acceptable? Finding: Yes.</p>
17.3	<p>Is the system architecture reasonable and acceptable? Finding: Yes – BTS participated in all stages of the acquisition. They agreed to the VTM architecture.</p>
17.4	<p>Are the Interface specifications reasonable and acceptable? Finding: Partially – The interfaces that were in the original scope are defined. Some work is to be completed by VTM. Interfaces at the ‘system side’ are to be completed by OBS and vendor/agencies responsible for the interfaces systems.</p> <p>Clark County requested that the project provide nine additional interfaces to their existing system. The Project Manager identified this as a Risk in the recent Project Status Reports. The status report says, “Interface requests are being analyzed by the City and Versaterm. Implementation of the additional interfaces may delay the project and increase costs.” Clark County agreed to fund development for 2 interfaces (Online Business Systems will develop the interfaces). The others are either already part of the list by another name, or are not as necessary as previously thought. This issue is resolved and will be removed from future reports.</p>

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18	<h3 style="margin: 0;">Data Conversion and Migration</h3> <p style="margin: 0;">The data conversion and migration process is appropriate for migrating data to the new system</p> <p style="margin: 0;"> Stable Attention Alert </p> <p style="margin: 0;">Risk Level </p>
18.1	<p>Are the Data Conversion/Migration Strategy and Plans reasonable? Finding: Yes.</p> <p>In the Baseline Evaluation interviews, Data migration from the current systems was a commonly cited risk.</p> <p>The SOW lists the respective responsibilities for VTM and the City.</p> <p>The PSSRP/VTM schedule contains tasks for conversion from 3systems:</p> <ul style="list-style-type: none"> - PPDS – currently being used by 25 agencies. - Clark County RMS – currently used by 8 agencies. - Beaverton Property. - There is some discussion about converting data for Clark County Sherriff Property and Washougal Property. <p>Data for 15 systems will be accessed by custom-developed interfaces.</p> <p>Clark County property conversion was included in the SOW. Other agencies that need property converted will either do it manually (add it to the system manually) or piggy back on top of the work completed for Clark County/Beaverton property; that is use the same scripts and formats.</p>
18.2	<p>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).</p>
18.3	<p>Is the Data Migration complete? Finding: No.</p>
18.4	<p>Has the converted/migrated data been tested to verify they function according to the specifications? Finding: No.</p>

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19	<p>Configuration and Construction Process</p> <p>The configuration and development of the new system are appropriate.</p> <p>Risk Level Stable Attention Alert <div style="position: absolute; top: -10px; left: 20px; width: 100px; height: 10px; background-color: #00ff00;"></div> </p>
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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21	<p>User Acceptance Process</p> <p>The User Acceptance Process defines the test plans, test procedures, and test results required to ensure the delivered system meets requirements.</p> <p>Risk Level Stable Attention Alert <div style="position: absolute; top: -5px; left: 20px; width: 100px; height: 10px; background-color: #ccc; border: 1px solid black;"> <div style="position: absolute; top: -5px; left: 20px; width: 20px; height: 10px; background-color: #00ff00;"></div> </div> </p>
21.1	<p>Has a User Acceptance Test Plan has been prepared? Finding: Partially – The contract contains a “Schedule B-3 Acceptance Test Plan.” It is a description of the various types of testing and the Roles/Responsibilities for the City and Versaterm. This Acceptance Test Plan is to be finalized by the City and reviewed by Versaterm. The project will define the TestMP in Jan/Feb 2014.</p>
21.2	<p>Do the documented functional specifications meet the business needs? Finding: N/A – This is a COTS project and requirements are not typically elaborated into specifications, at least not in detail.</p>
21.3	<p>Are the acceptance test scripts complete? Finding: Not Yet – The Test Case development is scheduled for March/April 2014. The task is assigned to the City (Implementation Team).</p>
21.4	<p>Are testing standards understood and followed? Finding: TBD</p>
21.5	<p>Is a defect log maintained and are corrective actions effective? Finding: TBD</p>
21.6	<p>Are user acceptance criteria met? Finding: TBD</p>
<p>Suggestion: The SOW contains extensive description of the types of testing to be conducted. But it does not contain some important detail. The SOW calls for a final version for the Functional Acceptance Test Plan (SOW 4.6.1). The City is to develop this document. This new version should describe:</p> <ul style="list-style-type: none"> - Test Case development processes and requirements traceability - Test locations, computing environment - Defect tracking tools, and explanation and flow of defect states - An explanation of the correction/promotion/retest process - Staff assigned to testing, including support staff from the City and VTM - A breakdown of the 20-day testing period - Other sections that will define the testing specifics <p>Though the SOW does not call for a final version of an Acceptance Test Plan for the other types of testing, the PM should include detail that would be helpful to define the test processes for: Reliability, Interface Integration, Performance, Volume, Stress, and any other tests to be conducted.</p>	
<p>Suggestion: The PM is responsible for developing a Test Management Plan (TestMP). This plan should include detailed description of the various tests to be conducted. The VTM/PSSRP schedule does not have tasks for this document development. The schedule should contain these tasks in Jan/Feb 2014.</p>	

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22	<h3 style="margin: 0;">Training</h3> <p style="margin: 0;">The project staff and system users are appropriately trained in a timely manner. Assessment of training plans and materials.</p> <p style="margin: 0;">Risk Level Stable Attention Alert <div style="position: absolute; left: 20px; top: 0; width: 20px; height: 10px; background-color: green; border: 1px solid black;"></div> </p>
22.1	<p>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. The high-level approach to training is:</p> <ul style="list-style-type: none"> “Super User” training session delivered by Versaterm. 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 12 weeks. Note that at this point, many LEO’s will already be using the Mobile Report Entry (MRE) in the field. <p>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.</p>
22.2	<p>Are the Plans being followed? Finding: Yes. The Implementation Team received system training at both the Configuration Workshops. The technical staff received initial system administration training at the first Configuration Workshop. The project schedule call for additional Admin Training (SOW 4.1.2)</p>

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23	<p>Implementation Process</p> <p>The new system has been successfully moved into the production environment.</p> <p>Risk Level <div style="display: flex; justify-content: space-between; width: 100%; font-size: 8px;"> Stable Attention Alert </div> NOT APPLICABLE AT THIS TIME</p>
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	<p>Deployment Process</p> <p>The new system has been successfully deployed.</p> <p>Risk Level <div style="display: flex; justify-content: space-between; width: 100%; font-size: 8px;"> Stable Attention Alert </div> NOT APPLICABLE AT THIS TIME</p>
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.

Meetings Attended

Project Manager 12/5/13
 RegJIN PAC Meeting 12/11/13
 RMS Project Team Meeting 11/7/13
 PSSRP POM 11/8/13
 PSSRP BTS Liaison 11/12/13
 BTS RegJIN PM 11/12/13, 11/18/13, 11/19/13 (phone)
 BTS Deputy CIO 11/14/13
 PPB BTS Technical Lead 11/20/13
 Joint BTS/PSSRP Planning Meeting 11/18/13
 PSSRP Executive Steering Committee Meeting 11/20/13

Documents Reviewed

20131129 RegJIN RMS project status report - Project Manager's Status Report
 20131115 RegJIN RMS project status report
 OBS RegJIN Project Plan 2013-11-12 – Schedule for Interface development
 RegJIN BTS Project Schedule (13-11-15) - pdf of BTS' Schedule
 RegJIN BTS Project Schedule (13-11-05) – mpp of BTS' Schedule
 131112 Exhibit B - Schedule 1 Project Schedule – PSSRP/Versaterm Schedule
 RegJIN BTS Project RETROSPECTIVE 2013_10_28 – Review of problems encountered setting up RMS
 DB Internal Training infrastructure

Documents Delivered

RegJIN CAI Periodic QA Evaluation Report for October 2013, deliverable *RegJIN.C.12*

Documents in Process

RegJIN CAI Periodic QA Evaluation Report for November 2013, deliverable *RegJIN.C.13*

Delayed Items

Item	Description of problem	Schedule Impact	Recommended Solution
None			

Other Issues/Problems/Concerns

None