Project Title	Information Technology Advancement Project (ITAP)	Reporting Date: March 11, 2013
Quality Assurance Executive Summary		
Authored by:	David Sharon, Principal Quality Assurance Consultant	
Overall Rating	***GREEN***	
Overall Trend	GOOD with Comprehensive Planning	*Prior report Overall Score was 4.6*
Overall Score	*Calculated*	**4.6**
Risk Management	*Carried from worksheet*	4.5
Project Deliverables	*Carried from worksheet*	4.5
Project Management	*Carried from worksheet*	4.9
Product Deliverables	*Carried from worksheet*	0
Reporting Summary	**The Project Team is conducting negotiation sessions with Team Sierra and expects to have the contract competed in March. The payment process and schedule is the major area still to be resolved.** CASE Associates Inc. reviewed the ITAP Statement of Work and provided feedback (comments and suggestions) regarding retainage, payment terms and schedule, acceptance testing, and final acceptance. CAI was asked by ITAP Project Management to further refine the Business Case in order to anticipate any future questions or concerns about the project's cost and to address the recommendations made by the TOC. The ITAP cost/benefits analysis is the essential part of the Business Case. CAI provided the ITAP Project Managers recommendations. The ITAP Leadership Team agreed that preparing a "strong" 1 - 2 page summary of cost/benefits and payback analysis would be good to have in order to answer any future concerns expressed by the City Council. CAI is attending the weekly ITAP Project Manager Meetings as the project prepares for implementation s	
Changes since last report	This is the twelfth (12th) TOC QA report. Other than progressing with the contract negotiations, there are no major changes since the last report.	
Current Recommendations	1. Continue working on and completing the project readiness tasks in March. 2. Further refine the Business Case with a summary cost/benefits and payback analysis. The cost/benefit analysis needs to emphasize the benefits for both the customer and BDS (tangible & intangible, objective and subjective) and show a reasonable payback period and return on investment. 3. Complete the negotiation sessions with Team Sierra in March and prepare thorough minutes/notes of each session.	
Status of Prior Recommendations	The Project Readiness Tasks are nearing completion and will be ready when implementation begins (see the ITAP Project Manager's TOC Report). Sierra System's contract will hold them accountable for the performance of Team Sierra. The ITAP Leadership Team agreed that BDS needs a strong 1-2 page ITAP cost/benefit analysis.	
Individuals Interviewed/Dates	Ross Caron and Richard Appleyard with numerous emails and phone conversations about the contract's Statement of Work and the ITAP Business Case.	
Documents Reviewed/Dates	ITAP Statement of Work reviewed February 21, 2013. Also reviewed the following: 1) ITAP Contract Negotiation Action Items and Timeline March 11, 2) the ITAP Issue Management Meetings - Status March 11 , 3) meeting notes from the ITAP Managers Meeting February 26 and the ITAP Leadership Team March 5, and the ITAP Project Manager's Report to the TOC March 8.	
Meetings Attended/Dates	Meetings with Ross Caron and Richard Appleyard February 14 and 19. Attended the ITAP Manager's Meeting February 26 and the ITAP Leadership Team March 5.	

Assessment Area	Risk Management - R	Reporting Date: March 11, 2013
Description	*A Risk Management assessment by which the Contractor evaluates the effectiveness of the risk management strategy and planning for the project.*	
Overall Rating	***GREEN***	
Overall Trend	*Good*	***Prior report score was 4.3***
Overall Score	*Calculated*	**4.5**
Reporting Summary	***No significant changes since the previous report.*** *The Project Team is conducting negotiation sessions with Team Sierra and expects to have the contract competed in March. The payment process and schedule is the major area still to be resolved. The contract with Sierra Systems will hold them accountable for Team Sierra's performance and responsible for paying its subcontractor's, Hansen and Avolve.*	
Recommendations	*1. Refine the cost/benefits and payback analysis in the ITAP Business Case. 2. Complete the negotiation sessions with Team Sierra in March.*	

Metric	Green 5 points	Yellow 3 points	Red 1 points	NA 0 points	Score	Trend ⇧ ⇔ ⇩	Reporting Summary
R1 - Does a Risk Management Plan exist for the project?					5	⇔	**A Risk Management Plan has been prepared by the Project Controller. The Risk Log is updated with risk rankings based on the impact to the project and probability of occurring,**
R2- As risks are encountered are they being confronted in a timely manner to determine a proper response strategy?					5	⇔	**The City's CPO recommended that City Council authorize the execution of the contract with Sierra Systems. The Council approved the recommendation December 12, 2012.**
R3- Is the project experiencing variances from schedule baselines? Have significant milestones been missed? If so how frequently?		**YES**			4	⇔	**Project rebaselined when the RFP was started. The plan was to have the contract in place by Oct. 1, 2012. Contract negotiation started December 20 based on authorization by City Council. The expectation is to have the contract completed in March. A master project schedule should result from the contract negotiations.**
R4- Is the project experiencing variances from budget baselines? Are significant cost overruns occurring? Have significant milestones been missed? If so how frequently?		**YES**			3	⇔	**The cost for the Implementation Phase is higher than the cost presented in the enabling ordinance. The City's CPO recommended that the City Council authorize the execution of the contract with Sierra Systems. Based on the authorization from Council, the project cost will be finalized during contract negotiations. The ITAP cost/benefits analysis is the essential part of the Business Case. CAI provided the ITAP Project Managers recommendations. The ITAP Leadership Team agreed that preparing a "strong" 1 - 2 page summary of cost/benefits and payback analysis would be good to have in order to answer any future concerns expressed by the City Council.**
R5 – Are stakeholders engaged and aligned on project roles, authority and outcomes?	**YES**				5	⇔	**YES**
R6 – Do business and technology leadership have shared expectations for urgency and priority?	**Issues exists**				4	⇔	**Business Process Mapping has been completed. The to-be model will be compared to the COTS workflow. Major issues have been documented. The expectation is to have these issues resolved prior to the start of the Implementation Phase. These issues affect how the City's business processes are defined in the vendor's product. As of February 28, 2013, 15 of the 20 issues have been resolved.**
R7 – Are there risks with the solution provider's team or approach?					5	⇧	**Contract negotiation began December 20 based on the authorization by City Council. A negotiation schedule and plan was prepared. The City needs separate contracts with the Team Sierra vendors. Last month CAI expressed concerns about Sierra's accountability. CAI foundout that the contract with Sierra Systems will hold them accountable for Team Sierra's performance and how Sierra System's pays its subcontractors, Hanson and Avolve.**
R8- Are the projects human resources appropriately skilled and prepared for the project?	**YES**				5	⇔	**The contracted Project Controller has prepared the planning readiness documentation and is available to maintain the plans and to create and maintain the project schedule. An ITAP Staff Resource Plan has been prepared.**
R9 – Are technology risk being addressed and planned for?	**YES**				5	⇔	**YES - in the RFP, proposal evaluation and scoring, and contract negotiations.**
R10 – Are factors external to the project negatively influencing the project team's ability to succeed?	**NO**				4	⇔	**No negative influences are known at this time.**

Assessment Area	Project Deliverables - ITAP	Reporting Date: March 11, 2013
Description	*A Verification of Project Deliverables by which the Contractor evaluators if deliverables are appropriately scoped and detailed with respective to the current phase, included but not limited to: Project Management Plan, Change Management, Project Budget, Project Schedule and Project Communications.*	
Overall Rating	***Green***	
Overall Trend	*Very Good*	*Prior report score was 4.5*
Overall Score	*Calculated*	**4.5**
Reporting Summary	***No significant changes since the previous report.*** *CAI reviewed the ITAP Statement of Work and provided feedback on retainage, payment terms, acceptance testing and final acceptance. CAI also provided recommendations on how to improve the cost/benefits and payback analysis in the ITAP Business case.*	
Recommendations	*1. Complete the project's statement of work. 2. Complete the project readiness tasks. 3. Complete the negotiation sessions with Team Sierra in March.*	

Metric	Green 5 points	Yellow 3 points	Red 1 points	NA 0 points	Score	Trend ⇧⇔⇩	Reporting Summary
PR1 – Does the project have a clearly defined business case with clear objectives and criteria for success and performance metrics?		Almost			3	⇔	**The Business Case has been updated - See the Executive Summary and Risk Management assessment templates. The ITAP Leadership Team agreed that preparing a "strong" 1 - 2 page summary of cost/benefits and payback analysis would be good to have in order to answer any future concerns expressed by the City Council.**
PR2- Have all business, functional and technical requirements been clearly documented and prioritized by stakeholders?	YES				5	⇔	**YES - in the RFP**
PR3- Does the project have a realistic timeline based on a work breakdown structure analysis of required activities?	YES				5	⇔	**YES for the Procurement/Acquisition and Readiness Phase. The master schedule will be developed after the vendor is selected.**
PR4 – Does the project have a realistic budget? Are adequate financial resources available to accomplish the projects goals?	YES				5	⇔	**YES for the Procurement/Acquisition and Readiness Phase. As a result of the BAFO, the ITAP Business Case was updated. The City's CPO recommended that the City Council authorize the execution of the contract with Sierra Systems. The authorization was granted on December 12, 2012.**
PR5 – Does the project plan contain all tasks required to successfully deliver the project?		Partially			3	⇔	**YES for the Procurement/Acquisition and Readiness Phase. ITAP has a high-level Plan. A detailed Master Project Plan and Project Management Plan will be developed when the contract with Sierra Systems is finalized.**
PR6 – Are estimates of schedule and cost realistic and include contingency to mitigate disruption?	YES				4	⇔	**The schedule and budget plan are reasonable for a project this size. The schedule for the Acquisition/Procurement Phase has been updated. A Contingency Plan is being considered in case the negotiations with the Sierra Systems fail.**
PR7- Does the project have a formal Change Management Plan? Are changes to scope following these processes?	YES				5	⇔	**A Change Management Plan has been prepared by the Project Controller.**
PR8 – Are communications on the project happening in a timely manner to the right audiences?	YES				5	⇔	**YES per the Communications Plan**
PR9 – Is the Project Manager actively managing schedule and tasks? Is the project plan up to date and accurately reflect project scope?	YES				5	⇔	**YES**
PR10 – Is the Project Manager taking appropriate action in response to the occurrence issues and risks?	YES				5	⇔	**YES**

Assessment Area	Project Management - ITAP	Reporting Date: March 11, 2013
Description	*The Project Management assessment area evaluates the projects organization, roles and responsibilities and management oversight to ensure the project has engaged all stakeholders at the appropriate level and is provided clear authority, managerial support and business ownership.*	
Overall Rating	***Green***	
Overall Trend	*Excellent*	*Prior report score was 4.9*
Overall Score	*Calculated*	**4.9**
Reporting Summary	***No significant change since the previous report.*** *Project Management has been effective during the Procurement/Acquisition Phase. Project management has focused on conducting the contract negotiations and the project readiness for the Implementation Phase. CASE Associates Inc. was asked by ITAP Project Management to help further refine the Business Case in order to anticipate any future questions or concerns expressed, to address the recommendations of the TOC and to provide a Business Case model for other large City projects. The ITAP cost/benefits analysis is the essential part of the Business Case.*	
Recommendations	*1. Complete the Business Case refinements that explain the project's costs and benefits. 2. Complete the Contract Negotiation. 3. Complete the project readiness tasks.*	

Metric	Green 5 points	Yellow 3 points	Red 1 points	NA 0 points	Score	Trend ⇧ ⇔ ⇩	Reporting Summary
PM1 – Does the project have an experienced project manager and executive sponsor assigned to the project?	YES				5	⇔	YES
PM2-Are all project roles and responsibilities clearly defined and assigned?	YES				5	⇔	YES for the Procurement/Acquisition and Readiness Phase. Assignments will be updated based on the Master Project Plan and the Project Management Plan.
PM3- Is the City effectively leveraging its contractual authority to resolve issues with vendors and subcontractors?	YES				5	⇔	YES -so far. See R7. CAI's concern has been expressed to Scott Schneider and resolved.
PM4 – Are the Project Manager, Sponsor and Steering Committee heeding project warning signs and effectively managing risk?	YES				5	⇔	YES - A draft Issue and Risk Management Plan has been prepared and a Risk Log is updated monthly.
PM5 – Is the project experiencing negative impacts due to unresolved issues?		Some Issues remain			4	⇔	The Project Sponsor, BDS Director Scarlett, and Commissioner Saltzman approved the Business Case and Sierra Systems' proposal (see the Executive Summary). The major issues identified during the Business Process mapping activity are documented and being resolved. As of February 28, 15 of the 20 issues have been resolved.
PM6 – Are business units and end users involved and participating as stakeholder in the project outcomes?	YES				5	⇔	YES per the Business Process Review Plan, the Communications Plans and the Project Readiness Workgroup Plans.
PM7 – Is the City properly prepared for the organizational and cultural changes that the project will affect?	YES				5	⇔	YES per the Business Process Review Plan and the Communications and Outreach Plan.
PM8 – Has turnover occurred on key roles such as the PM, Sponsor, Steering Committee or leads? If so, are transitions being managed properly?	No				5	⇔	The ITAP has been stable.
PM9 – Are accepted industry best practices for project management being followed?	YES				5	⇔	QA will ensure best practices are being followed
PM10 – Does the project team have confidence that the project goals are obtainable given the project scope, budget and timeline?	YES				5	⇔	YES - the Project Sponsor and Commissioner approved the project costs and the updated Business case. The Chief Procurement Officer (CPO) recommended that the City Council authorize the execution of the contract with Sierra Systems. Authorization was granted December 12, 2012. Contract negotiations started December 20.

Assessment Area	Product Deliverables - ITAP	Reporting Date: March 11, 2013
Description	*A Verification of Product Deliverables by which the Contractor verifies if product deliverables are of acceptable quality and delivered on agreed upon schedule and cost.*	
Overall Rating	*Not Applicable at this time*	*(Contractor subjective assessment for the reporting period)*
Overall Trend	*STATIC*	*(Contractor subjective assessment for the reporting period)*
Overall Score	*Calculated*	**0**
Reporting Summary	*This matrix does not apply. The vendor contract negotiations are in progress.*	
Recommendations	*NONE - NA*	

Metric	Green 5 points	Yellow 3 points	Red 1 points	NA 0 points	Score	Trend	Reporting Summary
PD1 - Does the project have clear criteria for testing and acceptance?				NA	0		
PD2- Is the vendor performing according to contract terms? Are they responsive to issues?				NA	0		
PD3 - Are the vendor's methodologies and work processes compatible with the City standards and best practices?				NA	0		
PD4 - Is the vendor showing discipline and diligence to reduce the impacts of change to the project and agreed upon scopes of work?				NA	0		
PD5 - Are the vendors demonstrating best practice quality assurance processes and controls in the development of deliverables?				NA	0		
PD6 - Are deliverables being provided that meet the business need and are fit for use?				NA	0		
PD7 – Are deliverables provided of quality that meets or exceeds City requirements?				NA	0		
PD8 - Is proper training, knowledge transfer and documentation accompanying all vendor deliverables?				NA	0		
PD9 –Is staff turnover occurring on the vendor's project teams? Are contractual processes being followed for the reassignment of vendor staff to the project? Is proper knowledge transfer occurring?				NA	0		
PD10 – Does the project manager have confidence that the vendor is able and committed to deliver the project on schedule with required scope?				NA	0		