Project Title	Information Technology Advancement Project	Reporting Date: May 13, 2013
Quality Assurance Executive Summary		
Authored by:	*CASE Associates Inc.*	
Overall Rating	***GREEN***	*Paul Scarlett is considering updating the City Council on the signing of the contract given its scope, public impact, and the past Council concerns about the project's costs. This could delay project startup.*
Schedule Rating	***GREEN***	*Contract negotiations were completed in March. Final internal review occurred in April. The contracts are being finalized in May with contract execution anticipated by the week of June 3, 2013.*
Budget Rating	***GREEN***	
Scope Stability Rating	***GREEN***	*Defined in the contract with Team Sierra.*
Overall Trend	*Good*	*Contract has been reviewed and is being finalized for final approval and execution.*
Overall Score	*Calculated*	**4.7**
Risk Management	*Carried from worksheet*	4.5
Project Deliverables	*Carried from worksheet*	4.6
Project Management	*Carried from worksheet*	5
Product Deliverables	*Carried from worksheet*	0

Reporting Summary	*A tentative agreement was reached with Team Sierra. The Project Sponsor and the Mayor approved the contracts pending a final internal review. The internal review of the contracts occurred in April. A meeting was held May 3 to discuss the contract reviews and feedback. The feedback is being reviewed/discussed with Sierra Systems the weeks of May 13 and May 20. The Project Sponsor and the Mayor will then be briefed after all the revisions and enhancements are made and agreed to by the City and Sierra Systems. Their approval is expected by the Week of May 27. After the final OK from the City Attorney the contracts could be signed by the week of June 3, 2013. The City Council approved the execution of the contract but Paul Scarlett, the Project Sponsor, is considering updating the City Council on the signing of this contract given its scope, public impact, and the past Council concerns about the project's costs. This could delay project startup. The Project Sponsor and Mayor's Office are adding a professional project manager to the ITAP Team .*
Changes since last report	*This is the fourteenth (14th) TOC QA report. The Executive Summary above updates the project's status and progress by noting the changes since the last report.*
Current Recommendations	*1. Finalize the contract per the dates in the Executive Summary above. 2. Recruit, hire and/or retain a professional project manager to manage the City's ITAP resources and the performance of the vendor to order to manage project risks. This should be an employee position because it is faster that using an RFP approach. It is important that the PM be on board when the implementation phase starts in June.*
Status of Prior Recommendations	*1. The Project Readiness activities (data cleanup, process mapping, GIS preparation, and space planning are ready for the vendor's arrival. 2. A tentative agreement was reached with Team Sierra. The next steps are presented in the Executive Summary above.*
Individuals Interviewed/Dates	*Numerous phone calls and emails with Ross Caron regarding the Sierra Contract review and the proposal for recruiting a professional project manager.*
Documents Reviewed/Dates	*Reviewed the following; 1)the ITAP Project Manager's Report to the TOC for May 20, 2) the Team Sierra contracts, 3) the ITAP Sierra Systems Implementation Contract - Feedback Summary, 4) the ITAP Managers Meeting minutes April 23, 2013 and 5) the ITAP Executive Team minutes April 26,*
Meetings Attended/Dates	*Attended the ITAP Project Management Meeting April 23, the ITAP Leadership Team Meeting April 26 and the ITAP Contract Review meeting May 3.*

Assessment Area	Risk Management - R	Reporting Date: May 13, 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***	*Paul Scarlett is considering updating the City Council on the signing of the contract given its scope, public impact, and the past Council concerns about the project's costs. This could delay project startup.*
Overall Trend	*OK*	*Prior Report score was 4.8*
Overall Score	*Calculated*	**4.5**
Reporting Summary	*A tentative agreement was reached with Team Sierra. See the Executive Summary for the key tasks and dates in order to have the contract executed by the end of May. The City Council approved the execution of the contract but Paul Scarlett, the Project Sponsor, is considering updating the City Council on the signing of this contract given its scope, public impact, and the past Council concerns about the project's costs. This could delay project startup. The Project Sponsor and Mayor's Office are adding a professional project manager to the ITAP Team .*	
Recommendations	*Complete the Team Sierra contract review and approvals in May so that the Project Initiation Phase can start the week of June 3, 2013. Recruit, hire and/or retain a professional project manager to manage the City's ITAP resources and the performance of the vendor to order to manage project risks. This should be an employee position because it is faster that using an RFP approach. It is important that the PM be on board when the implementation phase starts in June.*	

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?	YES				5	⇔	The Risk Management Plan will be revised after Team Sierra starts the Project.

R2- As risks are encountered are they being confronted in a timely manner to determine a proper response strategy?					4	⇩	The internal review of the Team Sierra contracts and Paul Scarlett's approval are prerequisites to briefing the Mayor and receiving his approval to sign the contract.
R3- Is the project experiencing variances from schedule baselines? Have significant milestones been missed? If so how frequently?					3	⇩	A tentative agreement was reached with Team Sierra. Internal review occurred in April. See the Executive Summary for the dates and tasks for finalizing the contract. The contract is expected to be executed by June 3. Paul Scarlett is considering updating the City Council on the signing of the contract given its scope, public impact, and the past Council concerns about the project's costs. This could delay project startup.
R4- Is the project experiencing variances from budget baselines? Are significant cost overruns occurring? Have significant milestones been missed? If so how frequently?	NO				5	⇔	The project costs/benefits and payback are addressed in the ITAP Business Case.
R5 – Are stakeholders engaged and aligned on project roles, authority and outcomes?	YES				5	⇔	Proactive involvement by ITAP Project Management, the ITAP Project Sponsor, and the ITAP Negotiation Team.
R6 – Do business and technology leadership have shared expectations for urgency and priority?	YES				5	⇔	The ITAP Project Management Team and Executive Team have common/shared expectations.
R7 – Are there risks with the solution provider's team or approach?	NO				5	⇔	The City needs separate contracts with the Team Sierra vendors. The contract with Sierra Systems will hold them accountable for Team Sierra's performance and how Sierra System's pays its subcontractor's, Hanson and Avolve.
R8- Are the projects human resources appropriately skilled and prepared for the project?	YES				5	⇔	An ITAP Staff Resource Plan has been prepared.
R9 – Are technology risks being addressed and planned for?	YES				5	⇔	
R10 – Are factors external to the project negatively influencing the project team's ability to succeed?		**Maybe**			3	⇔	The impact of the Auditor's PSSRP Report on the approval of the ITAP Contract is unknown at this time.

Assessment Area	Project Deliverables - PR	Reporting Date: May 13, 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***	*The contract with Sierra is being finalized.*
Overall Trend	*Improving*	*Prior report score was 4.6*
Overall Score	*Calculated*	**4.6**
Reporting Summary	*A tentative agreement has been reached with Team Sierra. Internal contract reviews took place in April. See the Executive Summary for the tasks and dates for finalizing and executing the contract.*	
Recommendations	*Finalize and execute the Team Sierra Contracts.*	

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?	YES				5	⇔	The updated Business Case clearly presents the costs, benefits and payback period for the project.
PR2- Have all business, functional and technical requirements been clearly documented and prioritized by stakeholders?	YES				5	⇔	Yes - in the Team Sierra contracts.
PR3- Does the project have a realistic timeline based on a work breakdown structure analysis of required activities?	YES				5	⇔	The Statement of Work in the Team Sierra contract will be used to build the WBS and subsequent Master Project Schedule.
PR4 – Does the project have a realistic budget? Are adequate financial resources available to accomplish the projects goals?	YES				5	⇔	The City Council authorized the execution of the contract with Sierra Systems on December 12, 2012.
PR5 – Does the project plan contain all tasks required to successfully deliver the project?	YES	Partially			3	⇔	ITAP has a high-level Plan. A detailed Master Project Plan will be developed and Project Management Plan updated when the contract with Team Sierra is finalized and work begins.
PR6 – Are estimates of schedule and cost realistic and include contingency to mitigate disruption?	YES	Partially			3	⇔	The tentative schedule and the budget plan are reasonable for a project this size. Contingency Plans for possible disruptions have not been developed.
PR7- Does the project have a formal Change Management Plan? Are changes to scope following these processes?	YES				5	⇔	ITAP has a Change Management Plan that will be reviewed for possible changes after Team Sierra starts work.
PR8 – Are communications on the project happening in a timely manner to the right audiences?	YES				5	⇔	

PR9 – Is the Project Manager actively managing schedule and tasks? Is the project plan up to date and accurately reflect project scope?	YES				5	⇔	
PR10 – Is the Project Manager taking appropriate action in response to the occurrence issues and risks?	YES				5	⇔	

Assessment Area	Project Management - PM	Reporting Date: May 13, 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***	*Project Management has been effective and responsive during the contract negotiation phase*
Overall Trend	*Static*	*Prior report score was 5.0*
Overall Score	*Calculated*	**5**
Reporting Summary	*Paul Scalett and the Mayor's Office want to add a professional project manager to manage the City's ITAP resources and the performance of the vendor to order to manage project risks.*	
Recommendations	*Recruit, hire and/or retain a professional project manager to manage the City's ITAP resources and the performance of the vendor to order to manage project risks. This should be an employee position because it is faster that using an RFP approach. It is important that the PM be on board when the implementation phase starts in June.*	

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	⇔	Paul Scalett and the Mayor's Office want to add a professional project manager to manage the City's ITAP resources and the performance of the vendor to order to manage project risks.
PM2-Are all project roles and responsibilities clearly defined and assigned?	YES				5	⇔	YES for the Procurement/Acquisition/Negotiation Phase. ITAP has a Staff Resource Plan. Assignments will be updated based on the Master Project Plan and the Project Management Plan after Team Sierra starts work.

PM3- Is the City effectively leveraging its contractual authority to resolve issues with vendors and subcontractors?	YES				5	⇔	
PM4 – Are the Project Manager, Sponsor and Steering Committee heeding project warning signs and effectively managing risk?	YES				5	⇔	
PM5 – Is the project experiencing negative impacts due to unresolved issues?	NO				5	⇔	All issues to date 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	⇔	
PM9 – Are accepted industry best practices for project management being followed?	YES				5	⇔	QA is ensuring that best practices are followed.
PM10 – Does the project team have confidence that the project goals are obtainable given the project scope, budget and timeline?	YES				5	⇔	Both the ITAP and Team Sierra are confident in achieving the project goals.

Assessment Area	Product Deliverables - PD	Reporting Date: May 13, 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	*NA*	*The Implementation Phase has not formally started.*
Overall Trend	*NA*	*The Implementation Phase has not formally started.*
Overall Score	*Calculated*	**0**
Reporting Summary	*NA*	
Recommendations	*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?					0		
PD2- Is the vendor performing according to contract terms? Are they responsive to issues?					0		
PD3 - Are the vendor's methodologies and work processes compatible with the City standards and best practices?					0		
PD4 - Is the vendor showing discipline and diligence to reduce the impacts of change to the project and agreed upon scopes of work?					0		
PD5 - Are the vendors demonstrating best practice quality assurance processes and controls in the development of deliverables?					0		

PD6 - Are deliverables being provided that meet the business need and are fit for use?					0		
PD7 – Are deliverables provided of quality that meets or exceeds City requirements?					0		
PD8 - Is proper training, knowledge transfer and documentation accompanying all vendor deliverables?					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?					0		
PD10 – Does the project manager have confidence that the vendor is able and committed to deliver the project on schedule with required scope?					0		