Project Title	Information Technology Advancement Project	Reporting Date: June 10, 2013
	Quality Assurance Executive Summary	
Authored by:	*CASE Associates Inc.*	
Overall Rating	***GREEN***	*The Sierra Systems Contract has not been signed. After the City Attorney's review of the contract, approval by Commissioner Fritz is a prerequisite to signing the contract.This process could delay project startup.*
Schedule Rating	***GREEN***	*Contract negotiations were completed in March. Final internal review occurred in April. The City Attorney is reviewing the contract "as to form." The contract execution is anticipated the week of June 10, 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*	**4.70**
Risk Management	*Carried from worksheet*	4.6
Project Deliverables	*Carried from worksheet*	4.6
Project Management	*Carried from worksheet*	4.9
Product Deliverables	*Carried from worksheet*	0
Reporting Summary	*The contracts with Team Sierra are expected to be approved and executed in June. A meeting was held May 3 to discuss the feedback from the contract reviews. The feedback and proposed revisions were discussed with Sierra Systems the weeks of May 13 and May 20. The revisions helped clarify some details. The Info Hanson contract was signed May 31. The Sierra Systems contract is being reviewed by the City Attorneys Office. The final draft of the Avolve contract is being prepared by the City Procurement Office and is expected to be ready the week of June 10th. Paul Scarlett, the Project Sponsor, was briefed after all the revisions and enhancements were made and agreed to by the City and Sierra Systems. Paul Scarlett has briefed Commissioner Amanda Fritz on the contracts given the scope, public impact, and the past Council concerns about the project's costs. The City Attorney's Office is reviewing the final draft as to form. After the City Attorney's review of the contract, approval by Commissioner Fritz is a prerequisite to signing the contract. This could delay project startup. The Project Sponsor is adding a professional project manager to the ITAP Team . The position will be posted the week o*	
Changes since last report	*This is the fifteenth 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) Receive the approval to sign the Sierra contract from Commissioner Fritz and 2) recruit and hire a professional IT Project Manager for the project*	
Status of Prior 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 will be an employee position. The position will be posted the week of June 17-21. The goal is to have the new Project Manager on board by late July - early August.*	
Individuals Interviewed/Dates	*Phone calls and emails with Ross Caron regarding project status.*	
Documents Reviewed/Dates	*Reviewed the following; 1)the ITAP Project Manager's Report to the TOC for June 17, 2) the ITAP Managers Meeting minutes May 2 and 28, 2013, 3) the ITAP Executive Leadership Team minutes May 21, 2013, 4) Business Case May 21 and 5) PM position description May 17*	
Meetings Attended/Dates	*The ITAP Project Managers Meeting May 2 and 28.* *The ITAP Executive Leadership Team Meeting May 21.* *The SOW review with project leadership May 3.*	

Assessment Area	Risk Management - R	Reporting Date: June 10, 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 working with Commissioner Fritz to get the "go ahead" to sign the contract with Sierra Systems. This could delay project startup.*
Overall Trend	*OK*	*Prior Report score was 4.5*
Overall Score	*Calculated*	**4.6**
Reporting Summary	*See the Executive Summary for the key tasks and dates in order to have the contract executed in June. The City Council approved the execution of the contract but Paul Scarlett, the Project Sponsor, is briefing Commissioner Amanda Fritz on the contracts given the scope, public impact, and the past Council concerns about the project's costs. Approval by Commissioner Fritz is a prerequisite to signing the contract. This could delay project startup. The Project Sponsor is adding a professional project manager to the ITAP Team .*	
Recommendations	*Complete the Team Sierra contract review and approval process. 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.*	

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 Commissioner's approval is a prerequisite to sign the Sierra contract. Paul Scarlett briefed the Commissioner June 4.
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. The City Attorney is reviewing the contract as to form. See the Executive Summary for the dates and tasks for finalizing the contract. The contract was expected to be executed by June 3. Paul Scarlett briefed the Commissioner but has not yet received approval to sign the contract. 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?	NO				4	⇧	The Auditor's PSSRP Report seems to have minimal effect on the Mayor's or Commissioner's support for ITAP.

Assessment Area	Project Deliverables - PR	Reporting Date: June 10, 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	*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: June 10, 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*	**4.9**
Reporting Summary	*Paul Scarlett 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. The position will be posted June 17. The goal is to have the position filled in July.*	
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.*	

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				4	⇩	Paul Scarlett 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 in order to manage project risks. A new PM would start in late July to early August.
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: June 10, 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		