Project Title	Information Technology Advancement Project	Reporting Date: July 8, 2013
Quality Assurance Executive Summary		
Authored by:	*CASE Associates Inc.*	
Overall Rating	***GREEN***	*The Sierra Systems Contract was signed. The Kickoff Meeting with Team Sierra was held 06/25/2013.*
Schedule Rating	***GREEN***	*Contract negotiations were completed in March. Final internal review occurred in April. The City Attorney reviewed the contract "as to form." The contract execution occurred 06/17/2013.*
Budget Rating	***GREEN***	
Scope Stability Rating	***GREEN***	*Defined in the contracts with Team Sierra.*
Overall Trend	*Stable*	*Contract has been reviewed and was finalized for final approval and execution on 06/17/2013.*
Overall Score	*Calculated*	**4.80**
Risk Management	*Carried from worksheet*	4.9
Project Deliverables	*Carried from worksheet*	4.6
Project Management	*Carried from worksheet*	4.9
Product Deliverables	*Carried from worksheet*	0
Reporting Summary	*The Procurement and Acquisition Phase is over. The contracts with Team Sierra were approved and executed in June. The Project Kickoff meeting with Team Sierra was held June 25. Project work has begun on the Phase I deliverables. The Project Sponsor is adding a professional project manager to the ITAP Team . The position was posted the week of June 24. Interviews will occur in July. The goal is to have the new PM on board by early August.*	
Changes since last report	*This is the sixteenth 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) Review the Phase I deliverables from Team Sierra and 2) recruit and hire a professional IT Project Manager for the project*	
Status of Prior Recommendations	*1. The contract with Team Sierra was signed 6/17/2013. 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. The position was posted the week of June 17-21. Interview will occur in July. The goal is to have the new Project Manager on board by early August.*	
Individuals Interviewed/Dates	*Phone calls and emails with Ross Caron regarding project status.*	
Documents Reviewed/Dates	*Reviewed the following; 1) the ITAP Managers Meeting minutes June 4, 2013, 2) ITAP/Sierra Kickoff Meeting minutes June 25, 2013*	
Meetings Attended/Dates	*TOC Meeting June 17, 2013, The ITAP Project Managers Meeting 06/04/2013* *ITAP/Sierra Kickoff Meeting 06/25/2013*	

Assessment Area	Risk Management - R	Reporting Date: July 8, 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	*Stable*	*Prior Report score was 4.6*
Overall Score	*Calculated*	**4.9**
Reporting Summary	*See the Executive Summary, the contract with Sierra was signed and executed. The Project Kickoff Meeting was June 25. The Project Sponsor is adding a professional project manager to the ITAP Team .*	
Recommendations	*1)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 and more cost effective than using an RFP approach and 2) review the Phase I deliverables from Team Sierra.*	

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 with Team Sierra.
R2- As risks are encountered are they being confronted in a timely manner to determine a proper response strategy?	YES				5	⇧	TOC Assessment after the 6/17 TOC meeting is that the project's expected completion, budget and scope stability are YELLOW. These factors will closely monitored by CASE Associates.H59
R3- Is the project experiencing variances from schedule baselines? Have significant milestones been missed? If so how frequently?					4	⇧	The acquisition phase ended with contract signing in June., much later than planned. Project initiation started June 26. The Project Plan and SOW are part the Phase I deliverables due by mid-July.
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. The costs for the acquisition phase were within the original plan.
R5 – Are stakeholders engaged and aligned on project roles, authority and outcomes?	YES				5	⇔	Proactive involvement by ITAP Project Management, ITAP Project Sponsor, and BDS and other Bureaus. Team Sierra and all its components are involved, starting with the June 25 kickoff meeting.
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	⇔	None so far!
R8- Are the projects human resources appropriately skilled and prepared for the project?	YES				5	⇔	An ITAP Staff Resource Plan has been prepared and will reviewed in conjunction with the Project. The project will hire a Project Manager.
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				5	⇧	The PSSRP Audit report did not affect Executive support. The new Commissioner is supporting the project. External factors will be closely monit0red.

Assessment Area	Project Deliverables - PR	Reporting Date: July 8, 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 contracts with Team Sierra was executed.*
Overall Trend	*Stable*	*Prior report score was 4.6*
Overall Score	*Calculated*	**4.6**
Reporting Summary	*See the Executive Summary for the approval and execution of the contract with Team Sierra. Project Work began June 25, 2013 on the Phase I deliverables. Project Initiation (Phase I) deliverables are 1) the Engagement Plan including the Project Plan ad SOW, 2) the set up of the Sandbox Environment and Training Environment, 3) the training of the Project Team, and 4) the proof of concept prototype.*	
Recommendations	*Review the Phase I deliverables from Team Sierra.*	

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 during the Project Initiation Phase.
PR4 – Does the project have a realistic budget? Are adequate financial resources available to accomplish the projects goals?	YES				5	⇔	Yes - the TOC would like to see reporting of actuals to begin now that the project has started.
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 is being developed and Project Management Plan updated with Team Sierra during Phase I.
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: July 8, 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	*Stable*	*Prior report score was 4.9*
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 was posted June 24. Interviews will occur in July. The goal is to have the position filled by early August..*	
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 and more cost-effective than 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 early August.
PM2-Are all project roles and responsibilities clearly defined and assigned?	YES				5	⇔	ITAP has a Staff Resource Plan. Assignments will be updated based on the Master Project Plan and the Project Management Plan being developed with Team Sierra during Phase I.
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 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: July 8, 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	*Project Work began June 25, 2013 on the Phase I deliverables. Project Initiation (Phase I) deliverables are 1) the Engagement Plan including the Project Plan ad SOW, 2) the set up of the Sandbox Environment and Training Environment, 3) the training of the Project Team, and 4) the proof of concept prototype.*	
Recommendations	*Review the first project deliverables from Team Sierra. The Engagement Plan is due by mid-July.*	

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		