City of Portland

Public Safety Systems Revitalization Program

Regional Justice Information Network Project



Periodic QA Evaluation Report

For the Month of November, 2012 Deliverable: RegJIN.C.1

> V2.0 FINAL 12/27/2012 **Prepared By:**



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Version	Date	Comments
.1	12/3/2012	Initial Version
1	12/10/2012	Delivery for first review
1.1	12/18/2012	Revisions from review with POM. Review with PMs.
2.0	12/27/2012	Final Version

Summary of Project QA Progress and Status

The PSSRP Regional Justice Information Network (RegJIN) Records Management System (RMS) Project is to replace the existing Portland Police Data System (PPDS) along with increasing the integration between its various components and enhancing its core capabilities.

Case Associates Inc. (CAI) was selected to perform the independent QA on the City of Portland PSSRP program which includes the RegJIN Project. This is the first monthly RegJIN Periodic QA Evaluation Report intended to assess the health of the project and provide independent observations (positive or negative) for avoiding and/or responding to any future negative impacts.

Overall Project QA Status

Prior to the development of this November Periodic QA Evaluation Report CAI performed a Baseline Evaluation Report on the project in October 2012. This Baseline Evaluation took place at the same time as the final scoring and the announcement of the apparent successful vendor (Versaterm). The Baseline report provided the project with two (2) recommendations to address concerns expressed by the people CAI interviewed as part of the evaluation process. One recommendation regarding resources cannot be addressed until the contract with Versaterm (the selected vendor) is executed. The other recommendation listed three documents (project charter, project governance and project schedule) that should be created or updated to facilitate project planning and monitoring. The RegJIN Project Manager has been proactive in addressing these recommendations. Each recommendation is carried forward in Quality Focal Points (QFPs) #9, #10 and #3 respectively.

The project is well managed. Project Status is comprehensive. Project Status Reports are prepared weekly and posted on the RegJIN website. The Communications Plan is comprehensive as are the Risk Management Plan and the Status Reports. The Project Charter and Governance were updated in October. The Microsoft Project Plan is tentative and will not be updated until the contract with Versaterm is negotiated. CAI will review the project documents as they are updated and will provide suggestions and recommendations for revising and/or creating the documents necessary for managing the project.

Overall Project Health

Overall Rating: Stable

The overall health of the project is based on the three main areas described in the table below:

Schedule	Stable	The project has a schedule that describes the plan and tasks for the contract negotiations with Versaterm.
Budget	Stable	The project has a budget. The sufficiency of the budget will be better known after contract negotiations
Scope	Stable	The product scope was clearly defined in the RFP. Verifying and validating the scope with Versaterm is part of the negotiation plan.

Quality Focal Points Rated Attention or Alert

NONE – There are no Quality Focal Points (QFPs) impacting the project at this time. The status and actions being taken are documented for each QFP rated **Stable** on pages 7 - 16.

Definition of Risk Levels:

Stable - the Quality Focal Point is stable and not currently impacting the project

Attention - the Quality Focal Point needs some improvement so it won't impact the project

Alert - the Quality Focal Point is impacting the project and needs immediate attention

Project Risks

CAI asked participants during the Baseline Evaluation interviews to list their concerns and risks about the project. These concerns and risks are being address by the RegJIN Project Team with the exception of 2 and 4 below which will be address after the contract with Versaterm is executed. The status of these concerns and risks are or will be addressed in the following Quality Focal Point reviews:

- 1. Workflow changes and end-user resistance were the most common concerns expressed (QFP #7).
- 2. Effective and timely training for Law Enforcement Officers (LEOs) and records technicians were concerns (QFP #23).
- 3. Available resources to support new technology while also supporting the current PPDS was expressed several times (QFPs #7 and #9).
- 4. Data migration from the current systems was the most commonly cited risk (QFP #19).
- 5. Costs are not planned firmly (interfaces, transitioning all agencies, software) (QFP #11).
- 6. Loss of political support and opposition from unions (QFP #8).

Quality Focal Point Summary Chart

Quality Focal Point	Impact	Prior as of: 11/5/12 ¹	Current as of: 12/5/2012
1. Meeting Milestones	High	NR ²	Stable
Quality Planning	Impact	Prior as of: 11/5/12	Current as of: 12/5/2012
2. Requirements Management	High	NR	Stable
3. Project Schedule	High	NR	Stable
4. Communications	Medium	NR	Stable
5. Risk and Issue Management	Low	NR	Stable
6. IT Acquisition	Low	NR	Stable
7. Tech. Transition and Business Proc. Re-engr'g	Medium	NR	Stable
Quality Assurance / Quality Control	Impact	Prior as of: 11/5/12	Current as of: 12/5/2012
8. Project Organization and Leadership	High	NR	Stable
9. Project Resources	High	NR	Stable
10. Project/Quality Management and Reporting	Medium	NR	Stable
11. Budget Planning and Tracking	High	NR	Stable
12. Scope and Change Control	High	NR	Stable
13. Roles, Responsibilities and Communications	High	NR	NR
14. IT Architecture	Low	NR	NR
15. IT Acquisition Management	Low	NR	NR
16. Project Library and Configuration Mgt.	Low	NR	Stable
System Delivery	Impact	Prior as of: 11/5/12	Current as of: 12/5/2012
17. System Definition Process	Medium	NR	NR
18. System Design Process	Medium	NR	NR
19. Data Conversion/Migration	High	NR	NR
20. Configuration/Construction	High	NR	NR
21. Testing (Functional, Capacity, Performance)	High	NR	NR
22. User Acceptance, Business Process Transition	High	NR	NR
23. Training	High	NR	NR
24. Implementation Process	High	NR	NR
25. Deployment Process	High	NR	NR

¹ This is the first Periodic QA Evaluation. In following reports, this column will include the prior month's ratings.

² "NR" indicates Not Rated for this report.

Quality Focal Points

1	Milestones		
	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.		
	Risk Level Stable Attention Alert		
1.1	Are interim project milestones being met so far? Finding : YES – All milestones have been met to date. Scoping Sessions with Versaterm started November 29 kicking off the contract negotiations. Site visits are being planned in December to better understand the use of the Versaterm RMS. The RegJIN Participant IGA drafts have been prepared and forwarded for legal for review.		
1.2	Are major project milestones being met so far? Finding: YES - See the RegJIN Weekly Project Status Report dated 11/30/2012.		
1.3	Is there sufficient time (with appropriate slack) to complete the project before the committed completion date? Finding: TBD – The project will not have a committed completion date until the contract with Versaterm is finalized.		

2	Requirements Management		
	The Requirements Management process is appropriate and thorough.		
	Stable Attention Alert		
	Risk Level		
2.1	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 are being verified and validated as part of the negotiation process with Versaterm. A thorough gap analysis will be conducted during contract negotiations. Approved customizations will be included in the contract.		
2.2	Are requirements traceable to design? Finding: TBD		
2.3	Are requirement change impacts understood and documented? Finding: TBD during the scope discussions with Versaterm.		
2.4	Are test conditions defined to validate requirements compliance? Finding: TBD		

3	Project Schedule 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. Stable Attention Attention Alert
	Risk Level
3.1	Are all appropriate tasks identified in the work breakdown structure (WBS) and/or project plan? Finding: TBD after the contract with Versaterm is finalized. The contract will include the work breakdown structure (WBS) and statement of work (SOW). With the WBS and SOW a complete, detailed project schedule can be prepared. The current Project Schedule was updated in October and is tentative. It includes the schedule and tasks for the contract negotiations with Versaterm. The detailed Master Project Schedule cannot be developed until the contract with Versaterm is finalized.
3.2	Are dependencies among tasks identified, including decision dependencies? Finding: TBD
3.3	Has a schedule been established and is it reasonable based on resources (budget), productivity assumptions and dependencies? Finding: TBD
3.4	Is the plan clear and detailed enough to monitor progress? Finding: TBD
3.5	Is the project plan used to track progress and updated on a regular basis? Finding: TBD
3.6	Are external project dependencies identified in the plan? Finding: TBD
3.7	Have appropriate interim and major milestones been defined? Finding: TBD
3.8	Has the project plan been reviewed, approved and signed off by the project Stakeholders? Finding: TBD
3.9	Is there an appropriate process for updating the project schedule with actuals and tracking project progress? Findings: TBD
3.10	Are reasonable plans available to manage the Project? Finding : YES – The RegJIN Project Manager has reasonable plan for managing the negotiation process.

4	Communications 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.
	Risk Level Attention Alert
	MSK Devel
4.1	Have communications been planned, identified and documented? Finding: Yes, in the Communications Plan
4.2	Is the Communications Plan being followed? Finding: YES
4.3	Does the project receive appropriate and timely executive and project sponsor attention? Finding: YES
4.4	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: YES - The Project Manager prepares a comprehensive Project Status Report every week and posts the Status Report on the RegJIN website.
5	Risk and Issue Management

5	Risk and Issue Management		
	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.		
	Stable Attention Alert		
	Risk Level		
5.1	Are project risks and issues identified and categorized as to likelihood and impact? Finding: YES, in the RegJIN Risk Register.		
5.2	Are appropriate risk and issue mitigation strategies in place with appropriate monitoring measures? Finding: YES		
5.3	For high probability or high impact risks, are contingency plans developed in case the risk mitigation strategy fails? Finding: YES		
5.4	Are ongoing risk identification, assessment and management processes in place and operating effectively? Finding: YES		
5.5	Have project assumptions been verified & appropriate monitoring measures been put in place to ensure failed assumptions do not become risks? Finding : Not yet. Assumptions will be incorporated in the Project Plan and Risk Management Plan as necessary.		

6	IT Acquisition
	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.
	Risk Level Stable Attention Alert
6.1	The RFP was prepared per City Procurement Office guidelines . Finding: YES
6.2	The RFP defines deliverables that meet the business requirements. Finding: YES
6.3	The RFP included appropriate scoring and evaluation instructions. Finding: YES
6.4	Is the Pre-Award Plan completed and understood by Evaluation Team? Finding: YES it was. The apparent successful vendor was announced in October.
6.5	Is the Pre-Award Plan being followed? Finding: YES it was.
6.6	Are contract negotiations proceeding as planned? Finding : Contract negotiations with Versaterm officially started November 29.

7	Technical Transition and Business Process Re-Engineering
	The Technical Transition is adequately planned. This QFP assesses the preparation for managing and conducting the technical transition.
	Business Process Re-engineering is adequately planned. This QFP assesses the preparation for managing and conducting the business transition.
	Technical Transition Risk Level Stable Attention Alert Technical Transition Risk Level
	Business Process Re-Engineering Risk Level Stable Attention Alert Output Description: Alert Output Descriptio
7.1T	Has the Technical Transition Plan been defined? Finding: To be developed as a result of contract negotiations. Currently a RegJIN system sustainment plan is being refined.
7.2T	Has the Technical Transition Plan been reviewed and approved? Finding: TBD
7.3T	Has the COTS vendor's architecture been assessed relative to the City's architecture? Finding: To be verified and validated during contract negotiations
7.4T	Are there appropriate resources to implement the Plan? Finding: To be determined during contract negotiations
7.5B	Has the Business Process Re-engineering Plan been defined? Finding: Not Yet. The PAC Business Process Review Workgroup is reviewing the "as is" processes to be compared with Versaterm's "to-be" processes.
7.6B	Has the Business Process Re-engineering Plan been reviewed and approved? Finding: TBD
7.7B	Has the COTS vendor's workflow been assessed relative to changes from the City's "as-is" processes? Finding: TBD
7.8B	Are there appropriate resources to implement the Plan? Finding: TBD after contract negotiations are completed

8	Project Organization and Leadership 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. Stable Attention Alert Risk Level
8.1	The Steering Committee is comprised of executive decision-makers and is functioning? Finding: YES
8.2	Executive Sponsors have been designated? Finding: YES
8.3	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.
8.4	Management is committed to the project. Finding: YES
8.5	RegJIN Staff and Partners are committed to the project. Finding: YES
8.6	There is Stakeholder Support and Buy-in. Finding : YES, however, the concerns of the Unions must be addressed proactively.
8.7	Has a Change Management Plan been prepared? Finding: TBD after contract negotiations with Versaterm.
8.8	Are there appropriate resources to implement the Change Management Plan? Finding: TBD
8.9	Is the Change Management Process adequately supported by Agency Management? Finding: TBD

9	Project Resources 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.
	Risk Level Attention Alert
9.1	Is the level of effort estimated planned for each project deliverable at an appropriate activity level; and, is it reasonable? Finding: TBD after the contract with Versaterm is finalized. The contract will include the work breakdown structure and statement of work. With the WBS and SOW a complete, detailed project schedule and resource plan can be prepared.
9.2	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. This will be difficult to address until the vendor contract is signed. Then the project and the vendor can clearly define the needed City and partner agency resources.
9.3	Are appropriate staff support resources (skill and quantity) available and assigned to provide on-going operations support? Finding: TBD
9.4	Are appropriate tools and other necessary facilities available and effectively utilized? Finding: TBD
9.5	Is the Budget (financial resources) sufficient to support the RegJIN Project? Finding: TBD during contract negotiations. See QFP #11.

10	Project & Quality Management and Reporting The project is appropriately managed and quality controlled. Assessment of the Project Management, Quality Assurance and Quality Control Processes and Plans. Are the Plans in place and followed to ensure project deliverables meet requirements and are accomplished on time and within budget? Stable Attention Alert
	Risk Level
10.1	Have formal Project Management and Quality Management Plans been developed? Finding: CASE Associates Inc. (CAI) has prepared a Quality Assurance Management Plan. The formal Project Management documents will be updated as a result of the contract with Versaterm. The RegJIN Project Manager has updated the Project Charter and Project Governance documents.
10.2	Are the Plans being followed? Finding: CAI is following its QAMP. The overall projects PMP and QAMP will be assessed after contract negotiations are finished.
10.3	Have appropriate metrics and processes been put in place to successfully manage the project? Finding: Will be defined as a result of the contract negotiations.
10.4	Have objective quality metrics been put in place for project deliverables? Finding: Not Yet.
10.5	Are Project Progress and Deliverables measured against the metrics? Finding: Not Yet.
10.6	Are the results of the metric measurements reported to the appropriate sponsor, users, and other stakeholders? Finding: Not Yet.
10.7	Are appropriate corrective actions put in place when measurements are not acceptable? Finding: TBD
10.8	Are appropriate status reports prepared for tracking and monitoring all project tasks? Finding: YES - Currently the RegJIN Project Manager prepares a comprehensive weekly Project Status Report.

11	Budget Planning and Tracking		
	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? Stable Attention Alert Risk Level		
11 1			
11.1	Do the RegJIN Project Manager and the Project Sponsor meet on a regular basis? Finding: YES		
11.2	Is the RegJIN Project Budget thoroughly planned and Budget to Actuals reported in a timely manner? Finding: YES for the procurement/acquisition/negotiation phase of the project. After the contract with Versaterm is finalized, the contract will include the work breakdown structure and statement of work. With the WBS and SOW a complete, detailed project budget can be prepared along with a project resource plan. The resource plan will address both the City's and partner agency's resource needs.		
11.3	Are the appropriate funds budgeted in order to conduct required activities and complete and support the project? Finding: TBD after contract negotiations.		
11.4	Does the Project Manager maintain a tracking report of expenditure? Finding: YES in the Weekly Status Reports.		
12	Scope and Change Control		
	The project scope is appropriately controlled. Scope and Change Control assesses the implementation and adherence to change requests.		
	Risk Level Attention Alert		
12.1	Scope is being adhered to? Note: Changes in scope usually impact budget. Finding: Defining the project's scope is an important part of the contract negotiations with Versaterm. Scoping sessions have begun with Versaterm to verify and validate the project's scope.		
12.2	Are change requests appropriately identified, escalated, and resolved in a timely manner? Finding: TBD – the processing of change requests are to be part of the contract with Versaterm.		
12.3	Are change requests effectively recognized, analyzed for impact, and approved prior to inclusion in the project scope? Finding: TBD		

13	Roles and Responsibilities and Communications		
	The project is staffed with appropriate roles and responsibilities. Communications are effective. Assessment of the Monitoring and Control QFP examines the project status reporting and communication processes.		
	Stable Attention Alert		
	Risk Level NOT APPLICABLE AT THIS TIME		
	This QFP is similar to QFP #4 that focuses on Communications Planning. This QFP will be assessed when the Communications		
	Plan is revised and executed based on the outcome of the contract negotiations.		
13.1	Has a formal Communications Plan been developed? Finding:		
13.2	Is the Communications Plan being executed? Finding		
13.3	Are communications identified in the plan and produced by the Project effective? Finding:		
13.4	Are the external project communication dependencies included in project status reporting? Finding:		
13.5	Are the project roles and responsibilities documented and understood by all parties? Finding"		

14	IT Architecture		
	The project adheres to architecture standards. Verification that the Project conforms to IT Architecture standards.		
	Risk Level Stable Attention Alert NOT APPLICABLE AT THIS TIME		
14.1	The computing environment supports connectivity, portability, scalability, and interoperability. Finding:		
14.2	The Project supports the Architecture Framework? Finding:		
14.3	The Project supports the Architecture Framework strategic objectives? Finding:		

15	IT Acquisition Management				
	The vendor deli	verables meet the Project	requirements and standard	ds per the Contract Terms	and Conditions.
		Stable	Attention	Alert	
	Risk Level				NOT APPLICABLE AT THIS TIME

16	Project Library and Configuration Management		
	The project has an appropriate Project Library in place to support Project Management and a Configuration Management Process in place to support System Delivery.		
	Risk Level Stable Attention Alert		
16.1	A Secure library has been defined? Finding: YES		
16.2	Procedures are documented for configuring and maintaining the library? Finding: TBD - CAI will verify in next month's Periodic QA Evaluation.		
16.3	Procedures are documented for checking items in and out of the library? Finding: TBD - CAI will verify in next month's Periodic QA Evaluation.		
16.4	There are contractor controls and monitoring in place. Finding: TBD after Versaterm's contract is executed.		
16.5	There are procedures for reviewing changes to items in the library? Finding : TBD		

SYSTEM DELIVERY - Quality Focal Points

17	System Definition Process				
7	The system analysis and definition proces	s are appropriate and thor	ough.		
	Stable	Attention	Alert		
]	Risk Level			NOT APPLICABLE AT THIS TIME	
17.1	Are the System and Business Requirements un	derstood and confirmed? Find	ling:		
17.2	Are requirements traceable to design? Finding	:			
17.3	Are requirement change impacts understood, d	ocumented and incorporated in	n the Project Plan. Finding:		
17.4	Are test conditions defined to validate requiren	nents compliance? Finding:			

18	System Design Process		
	The system design process is appropriate and thorough.		
	Risk Level Attention Alert NOT APPLICABLE AT THIS TIME		
18.1	Are specifications/designs in agreement with the system/business requirements? Finding:		
-			
18.2	Are the application specifications reasonable and acceptable? Finding:		
18.3I	Is the system architecture reasonable and acceptable? Finding:		
18.4	Are the Database Conversion and Migration specifications reasonable and acceptable? Finding:		
18.5A	Are the Interface specifications reasonable and acceptable? Finding:		

19	Data Conversion and Migration		
	The data conversion and migration process is appropriate for migrating data to the new system		
	Risk Level Attention Alert NOT APPLICABLE AT THIS TIME		
19.1	Are the Data Conversion/Migration Strategy and Plans reasonable? Finding:		
19.2	Do the plans include data cleanup, testing, and user acceptance criteria Finding:		
19.3	Is the Data Migration complete? Finding:		
19.4	Has the converted/migrated data been tested to verify they function according to the specifications? Finding:		
19.5	Are the unit test scripts are complete and thorough with respect to the business processes. Finding:		

20	Configuration and Construction Process		
	The configuration and development of the new system are appropriate.		
	Risk Level Stable Attention Alert NOT APPLICABLE AT THIS TIME		
20.1	The configuration specifications have been verified to meet RegJIN Project requirements. Finding:		
20.2	The Development Methodology is appropriate and is followed. Finding:		
20.3	The Test Plans have been updated to reflect the configuration specifications Finding:		
20.4	The specific system modules are tested to verify they function according to the specifications. Finding:		
20.5	Has the converted/migrated data been tested to verify they function according to the specifications? Finding:		
20.6	Are the unit test scripts are complete and thorough with respect to the business processes. Finding:		

21	Testing (Functional, Capacity, and Performance)		
	The project is appropriately tested. Appropriate functional, capacity and performance acceptance testing processes and plans are in place and meet the operational needs of the system and verify and validate acceptable compliance to requirements.		
	Risk Level NOT APPLICABLE AT THIS TIME		
21.1	Has a formal Test Management Plan been developed? Finding:		
21.2	Is the Plan being followed? Finding:		
21.3	Do the documented functional specifications meet the business needs? Finding:		
21.4	Are the business users involved in establishing the functional acceptance testing scope and standards? Finding:		
21.5	Are the functional acceptance test processes appropriate and are results monitored and tracked? Finding:		
21.6	Do the capacity and performance specifications match operational needs? Finding:		
21.7	Are the capacity and performance acceptance test processes appropriate and are results monitored and tracked? Finding:		
21.8	Is comprehensive end-to-end functional, capacity and performance acceptance testing planned and performed for all software, hardware, and telecommunication components? Finding:		
21.9	Are infrastructure conditions (down to the computing hardware level) that may affect the application being considered, tested and resolved? Finding:		
21.10	Was a defect log maintained and effective corrective actions taken? Finding:		

22	User Acceptance Process and Business Process Transition				
	The User Acceptance Process is appropriate and defines the methods, test plans, test procedures, and test results required to ensure the delivered system meets customer requirements.				
	Risk Level Attention Alert NOT APPLICABLE AT THIS TIME				
22.1	A User Acceptance Test Plan has been prepared. Finding:				
22.2T	The acceptance test scripts are complete. Finding:				
22.3	Testing standards are understood and followed. Finding:				
22.4	A defect log was maintained and corrective actions were effective. Finding:				
22.5	The Business Process Changes have been effectively tested. Finding:				
22.6	User acceptance criteria have been met. Finding:				

23	Training					
	The project staff and system users are appropriately trained in a timely manner. Assessment of training plans and materials.					
	D. 1 T 1	Stable	Attention	Alert	NOT A DRIVE A DATE A TOTAL OF THE	
	Risk Level				NOT APPLICABLE AT THIS TIME	
23.1	Has formal Training Plan been developed? Finding:					
23.2	Are the Plans being followed? Finding:					

24	Implementation Process				
	The new system has been successfully moved into the production environment.				
	Risk Level Stable Attention Alert NOT APPLICABLE AT THIS TIME				
24.1	The installation specification is complete and reasonable. Finding:				
24.2	The training plans and the new Business Processes (workflows and procedures) are complete and acceptable. Finding:				
24.3	The actual training was acceptable. Finding:				
24.4	System documentation is complete and acceptable. Finding:				
24.5	The implementation acceptance criteria have been met. Finding:				

25	Deployment Process				
	The new system has been successfully deployed.				
	Risk Level Stable Attention Alert NOT APPLICABLE AT THIS TIME				
25.1	Deployment Plans are complete and reasonable. Finding:				
25.2	Training City staff was complete and acceptable. Finding:				
25.3	User documentation is complete and acceptable. Finding:				
25.4	Deployment acceptance criteria have been met. Finding:				

Purpose and Methodology

CASE Associates Inc. (CAI) started its current QA effort for the City's Public Safety Systems Revitalization Project (PSSRP) in September, 2012. This Periodic QA Evaluation Report is delivered monthly as specified in the Quality Assurance Management Plan (QAMP).

Purpose of the Monthly Report

With this report, CAI provides independent observations about the PSSRP Regional Justice Information Network Project. Included with the observations are recommendations for avoiding and/or responding to any negative impacts.

Methodology

CAI Consultants use the following methodology each month to prepare this report:

- 1. Review project documents and deliverables. The documents that are reviewed are listed in the Documents Reviewed section of the Monthly QA Status Report (separate deliverable).
 - a. Project Manager's weekly status reports
 - b. Development teams status reports
 - c. Issues and Risk logs
 - d. Charter and other initiating documents.
 - e. The Project Management Plan (PMP) and other associated plans
 - f. The Work Breakdown Structure and Project Schedule
- 2. Attend meetings and conduct interviews. The Interviews Conducted and Meetings Attended are reported in the Documents Reviewed section of the Monthly QA Status Report (separate deliverable).
 - a. Weekly Project Managers' meeting
 - b. Monthly PAC meetings
 - c. Meetings as needed with the Project Manager, Project Office Manager (POM)
 - d. Meetings with other project participants as needed
- 3. Based on CAI's informed judgment and the documents and evidence reviewed, meetings attended, and interviews conducted, CAI comes to an independent, unbiased opinion of the status of the project and the health of the project. When CAI determines that the project status needs improvement, CAI develops recommendations and includes them in this report.

CAI's knowledge and experience is based upon the following:

- 1. Project Management Institute, "Project Management Body of Knowledge" (PMBOK). We guide and mentor our clients in applying project management and quality assurance methodologies.
- 2. Total Quality Management concepts and the Institute of Internal Auditors Process Audit Standards.
- 3. The Control Objectives for Information and Related Technology (CobiT) standards developed by the Information Systems Audit and Control Foundation for use in Information Technology audits.
- 4. The tenets of software management, including the functions of Quality Assurance (QA) (Per IEEE-Std 730) and Independent Verification and Validation (IV&V), that is found in <u>Managing the Software Process</u> by Watts Humphrey.

5. The processes described in CAI's Business/System Process Improvement Project, and further documented in the article <u>The Process of Managing System Transitions</u> by David Sharon of CASE Associates Inc. Mr. Sharon's article is based on his personal experiences in managing complex transition projects and documents and recommends a road map for a successful project Quality Assurance and Risk Management experience.