

City of Portland

Public Safety Systems Revitalization Program

Regional Justice Information Network Project



Periodic QA Evaluation Report

For January 2014

Deliverable: RegJIN.C.15

V2.0 Final Version

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Periodic QA Evaluation Report

For January 2014

Table of Contents

| | |
|---|----|
| Executive Summary | 2 |
| Executive Steering Committee Watch List | 2 |
| Project Status and Progress | 2 |
| Project QA Overview | 2 |
| Overall Project QA Health | 4 |
| Quality Focal Points Rated Alert | 4 |
| Quality Focal Points Rated Attention | 4 |
| Quality Focal Point Summary Chart | 5 |
| Quality Focal Points | 7 |
| Project Schedule | 7 |
| Communications | 9 |
| Technical Transition | 11 |
| Project Resources | 12 |
| Appendix A – CASE Associates Status Report | A |

| Version | Date | Comments |
|---------|-----------|---------------------------------|
| V1.0 | 2/6/2014 | Version for PSSRP Review |
| V1.1 | 2/7/2014 | Incorporate PSSRP POM feedback. |
| V2.0 | 2/12/2014 | Incorporate PM feedback. |

Periodic QA Evaluation Report

For January 2014

Executive Summary

Executive Steering Committee Watch List

This section identifies potential issues that the ESC should be watching closely. The “Watch List” documents program related concerns that have come to CAI’s attention but have not yet been completely assessed.

For this report, there are no items on the Watch List.

Project Status and Progress

The PSSRP Regional Justice Information Network (RegJIN) Records Management System (RMS) Project is to replace the existing Portland Police Data System (PPDS) and the Clark County Records Management and Electronic Police Reporting systems (CRMS and EPR). RegJIN will also increase integration between the various system components and enhance their core capabilities.

This is the 15th monthly RegJIN Periodic QA Evaluation Report intended to assess the health of the project and provide independent observations (positive or negative) and recommendations for avoiding and/or responding to any future negative impacts.

Project QA Overview

The Project officially started in July 2013 with the Configuration Workshop.

NEW The Master IGA and the draft Participant IGA (P-IGA) were completed and distributed to the partner agencies for review. Fifteen agencies have signed IGAs and others are in progress.

NEW In the previous report, four Quality Focal Points (QFP’s) were rated **Attention**. Those QFP’s contain recommendations to improve communications and schedule planning. The project has seen strong improvement in all those areas. As a result, the ratings for three of the four QFP’s have been changed to **Stable**.

RegJIN, BTS, and Police IT managers established weekly meetings to review status, issues, and upcoming deliverables. The initial weekly meetings are improving communications (QFP #4):

1. The Functional managers review status and ensure that the project is receiving correct priority.
2. The project teams review status of tasks in progress and upcoming deliverables.
3. The BTS, Police IT, and RegJIN managers met to develop a single master schedule.

These weekly meetings resulted in a RegJIN master schedule that includes BTS and Police IT tasks. With a complete schedule, the teams have planned out the technical transition (QFP #7) and validated that BTS has the resources available to support the project (QFP #10).

The remaining QFP, QFP #3 Schedule, has also seen strong improvement. The PM is working on the task dependencies to finalize the timeline.

The RegJIN Project Manager, VTM, and BTS are maintaining the RegJIN schedule regularly.

PSSRP and BTS collaboratively decided to change the reporting tool from the Microsoft product to IBM’s Cognos. Many factors influenced the decision, including ease of use for the users, and fewer technical hurdles for the technical team.

The Go-live date for Mobile Reporting (MRE) is April 2014.

Periodic QA Evaluation Report For January 2014

The go-live date remains December 2014. A December go-live requires that training start in September 2014. If December 2014 is not possible, then go-live must be moved to April 2015. Training will take 12 weeks. To prepare for December 2014 go-live, training will begin in August 2014.

In the summer of 2014, the project team will make a go/no-go decision for the December 2014 launch.

Periodic QA Evaluation Report For January 2014

Overall Project QA Health

Overall Rating: **Stable**

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

| Health Factor | Rating | Comments |
|-----------------|---------------|---|
| Schedule | Stable | The RegJIN PM incorporated the BTS schedule into the master schedule. Some work on the task dependencies remain. (See Recommendation for QFP #3.) The System Go-Live date remains December 2014. This date has been constant in project status reports since early 2013. The date for Mobile Report Writing (MRE) is April 2014. That date has been constant since mid-2013. |
| Budget | Stable | The RegJIN project has a budget that is adequate for the project. |
| Scope | Stable | The product scope was clearly defined in the RFP. Scope was verified and validated with Versaterm during contract negotiations. |

NEW

Quality Focal Points Rated **Alert**

NONE - No Quality Focal Points are impacting the project at this time.

Quality Focal Points Rated **Attention**

There is one finding in this report that CAI believes needs attention:

- **Project Schedule, QFP #3** **Attention**

Recommendation: The project needs to develop the schedule for the infrastructure tasks.

The BTS schedule requires additional detail. For example; the BTS schedule needs detail for the Police IT tasks as well as interdependencies between BTS and Police IT. The BTS schedule also needs more tasks defined for BTS to support the project through to completion.

The original BTS schedule was difficult to cross-reference to the RegJIN master schedule. The BTS schedule should be organized in such a way that it is clear how the BTS tasks support the master schedule.

NEW

Status: Managers from RegJIN, BTS, and Police IT collaborated to develop a single master schedule.

The PSSRP PM and the BTS PM are refining some task dependencies before it is considered final.

Periodic QA Evaluation Report

For January 2014

Quality Focal Point Summary Chart¹

| Quality Focal Point | Impact | Prior as of 12/9/13 | Prior as of 1/3/14 | Current as of 2/6/14 | Next Month ² |
|--|---------------|---------------------|--------------------|----------------------|-------------------------|
| 1. Meeting Milestones | High | Stable | Stable | Stable | ↔ |
| Planning | Impact | | | | |
| 2. Requirements Management | High | Stable | Stable | Stable | |
| 3. Project Schedule | High | Attention | Attention | Attention | ↑ |
| 4. Communications | Medium | Attention | Attention | Stable | |
| 5. Risk and Issue Management | Low | Stable | Stable | Stable | |
| 6. IT Acquisition | Low | Stable | Stable | Stable | |
| 7. Technical Transition | Medium | Attention | Attention | Stable | |
| 8. Business Transition | Medium | Stable | Stable | Stable | |
| Monitoring and Control | Impact | | | | ↔ |
| 9. Project Organization and Leadership | High | Stable | Stable | Stable | |
| 10. Project Resources | High | Attention | Attention | Stable | |
| 11. Project/Quality Management and Reporting | Medium | Stable | Stable | Stable | |
| 12. Budget Planning and Tracking | High | Stable | Stable | Stable | |
| 13. Scope and Change Control | High | Stable | Stable | Stable | |
| 14. IT Architecture | Low | Stable | Stable | Stable | |
| 15. IT Acquisition Management | Low | Stable | Stable | Stable | |
| 16. Project Library and Configuration Mgt. | Low | Stable | Stable | Stable | |
| Delivery | Impact | | | | ↔ |
| 17. System Design Process | Medium | Stable | Stable | Stable | |
| 18. Data Conversion/Migration | High | Stable | Stable | Stable | |
| 19. Configuration/Construction | High | Stable | Stable | Stable | |
| 20. Testing (Non-Functional) | High | NR | NR | NR | |
| 21. User Acceptance Testing | High | Stable | Stable | Stable | |
| 22. Training | High | Stable | Stable | Stable | |
| 23. Implementation Process | High | NR | NR | NR | |
| 24. Deployment Process | High | NR | NR | NR | |

¹ The Quality Focal Point ratings are explained on the next page.

² The Next Month arrows are explained on the next page.

Periodic QA Evaluation Report

For January 2014

Definition of QFP Ratings:

Stable

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

CAI may include a **Suggestion** in a QFP rated as **Stable**. CAI rated the QFP as stable because it is not impacting the project at this time. The suggested action is a preventive measure to keep the QFP stable.

Attention

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

CAI includes a **Recommendation** for every QFP rated **Attention**. The recommended action is a corrective measure to improve the QFP so it won't impact the project.

Alert

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

CAI includes a **Recommendation** for every QFP rated **Alert**. The recommended action is a corrective measure to improve the QFP that is currently impacting the project.

Definition of Next Month Indicators:

The next month indicators signify expected changes in the QFP ratings.



- This Quality Focal Point (or group of QFPs) is expected to have the same rating in next month's Periodic QA Evaluation.



- Risk is decreasing on the Quality Focal Point. It may be upgraded to **Stable** in next month's evaluation.



- Risk is decreasing on the Quality Focal Point. It may be upgraded to **Attention** in next month's evaluation.



- Risk is increasing on the Quality Focal Point. It may be downgraded to **Attention** in next month's evaluation.



- Risk is increasing on the Quality Focal Point. It may be downgraded to **Alert** in next month's evaluation.

Periodic QA Evaluation Report For January 2014

Quality Focal Points

NOTE: Only the Quality Focal Points that were ATTENTION in the December 2013 report or have changed since the December 2013 report are being reported this month per agreement with the PSSRP Program Office Manager. For the complete QFP detail for the RegJIN project, see the CAI Periodic QA Evaluation Report for November 2013 (CAI Deliverable: RegJIN.C.13).

| | |
|-----|--|
| 3 | <p>Project Schedule</p> <p>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.</p> <p>Risk Level Stable Attention Alert </p> |
| 3.1 | <p>Are all appropriate tasks identified in the work breakdown structure (WBS) and/or project schedule? Finding: In Progress - The PM and VTM developed a RegJIN master schedule. It is duration-based and tasks are assigned at a high level (City and VTM). BTS provided drafts of their schedule that includes BTS tasks to develop the infrastructure for the project. The BTS schedule and RegJIN master schedule were difficult to cross-reference to each other. To address this the PM incorporated the tasks from the BTS schedule into the RegJIN master schedule.</p> |
| 3.2 | <p>Are dependencies among tasks identified? Finding: In Progress – The master schedule requires some work to the task dependencies before it is considered final.</p> |
| 3.3 | <p>Has a schedule been established and is it reasonable based on resources (budget), productivity assumptions and dependencies? Finding: In Progress – RegJIN and VTM established a master schedule. The BTS schedule is in multiple parts. It includes a deliverables list that indicates the effort and cost associated with each deliverable. The second part is the schedule with tasks and dependencies. The BTS schedule was difficult to cross-reference to the master RegJIN master schedule. To address this, the RegJIN PM incorporated the BTS tasks from the BTS schedule into the RegJIN master schedule.</p> |
| 3.4 | <p>Is the plan clear and detailed enough to monitor progress? Finding: Yes – The RegJIN master schedule is detailed enough for project monitoring, including the BTS effort.</p> |
| 3.5 | <p>Is the project plan used to track progress and updated on a regular basis? Finding: Yes – RegJIN, VTM, and BTS are cooperatively managing their schedule, including %complete for individual tasks. Tasks in progress are being monitored and progress documented in the schedule. RegJIN and VTM are maintaining the master schedule.</p> |
| 3.6 | <p>Are external project dependencies identified in the plan? Finding: Yes – The schedule contains tasks for external agencies as well as dependencies for those tasks.</p> |

Periodic QA Evaluation Report For January 2014

| | |
|------------|---|
| 3 | <p>Project Schedule</p> <p>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.</p> <p>Risk Level Stable Attention Alert </p> |
| 3.7 | <p>Has the project plan been reviewed, approved and signed off by the project Stakeholders? Finding: Yes – The PAC and ESC see the high-level schedule at every meeting.</p> <p>Recommendation: The project needs to develop the schedule for the infrastructure tasks.</p> <p>BTS has delivered drafts of the schedule that include BTS tasks to develop the infrastructure for the project. The BTS schedule requires additional detail. For example; the BTS schedule needs detail for the Police IT tasks as well as interdependencies between BTS and Police IT. The BTS schedule also needs more tasks defined for BTS to support the project through to completion.</p> <p>The BTS schedule is difficult to cross-reference to the master RegJIN master schedule. The BTS schedule should be organized in such a way that it is clear how the BTS tasks support the master schedule.</p> <p>Status: Weekly meetings have been scheduled to discuss current issues and to synchronize the BTS schedule with the RegJIN master schedule. Managers from RegJIN, BTS, and Police IT are having additional meetings to develop a single master schedule. BTS is working with the RegJIN PM and technical RegJIN project team members to define the necessary BTS Technical tasks to complete the RegJIN Project. The BTS and the PSSRP RegJIN project managers have exchanged their respective project schedules and met to review how to integrate the two project schedules. The RegJIN PM is integrating the BTS plans into the RegJIN master schedule.</p> <p>12/6/14: The PM integrated the BTS schedule into the master schedule. The PSSRP PM and the BTS PM are refining some task dependencies before it is considered final.</p> |

Periodic QA Evaluation Report For January 2014

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| 4 | <p>Communications</p> <p>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.</p> <p>Risk Level Stable Attention Alert </p> |
| 4.1 | Have communications been planned, identified and documented? Finding: Yes, in the Communications Plan. The plan was updated and approved in July 2013. |
| 4.2 | Is the Communications Plan being followed? Finding: Yes. |
| 4.3 | <p>Are communications identified in the plan and produced by the Project effective? Finding: Yes – In prior months, Communication between the project team and the BTS technical team has been ineffective. According to BTS, they had not received enough explanation of the overall project approach and what is required of them. The project team was not receiving enough regular BTS status to give them time to address schedule issues.</p> <p>Since December communications have been more robust as the teams work on January 2014 deliverables and integrating the project schedules. The PMs established several weekly meetings to review status, issues, schedule requirements and upcoming deliverables. The Functional managers meet to review status and ensure that the project is receiving correct priority. The project teams meet to review status for tasks in progress and upcoming deliverables. In a third series of meetings, BTS, Police IT, and RegJIN managers developed a single master schedule.</p> |
| 4.4 | Does the project receive appropriate and timely executive and project sponsor attention? Finding: Yes – As issues are escalated to the executives and sponsors, they are responsive and helpful. |
| 4.5 | <p>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. Team Meeting and PAC Meeting presentations and minutes are also posted on the RegJIN website.</p> <p>BTS and PSSRP are communicating issues and status at regular team meetings.</p> |
| 4.6 | Do the RegJIN Project Manager and the Project Sponsor meet on a regular basis? Finding: Yes – The Sponsor is the Chief of Police and is also a member of the PSSRP Executive Steering Committee. His representatives for this project are the Asst. Chief and the Capt. of the Records Division. The PSSRP POM meets with the Asst. Chief occasionally and has ongoing communication with the Captain. The PM meets with the Capt. of Records regularly. |

Periodic QA Evaluation Report For January 2014

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|---|--|
| 4 | <h3 style="margin: 0;">Communications</h3> <p style="margin: 0;">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.</p> <p style="margin: 0;">Risk Level Stable Attention Alert </p> |
| <p>Recommendation: The project should establish effective communications for the BTS technical team.</p> <ul style="list-style-type: none"> The BTS team should understand the overall project schedule so they can schedule tasks to support it. BTS, PSSRP, and PPB BTS staff should all understand each other’s tasks and their interdependencies. BTS should have a regular status reporting process where they can communicate progress and issues so the PMs (PSSRP and BTS) can keep the master schedule up to date. <p>Status: In an effort to increase the flow of communication between the core project team and BTS, the PMs established several weekly meetings to review status, issues, schedule requirements and upcoming deliverables. The Functional managers meet to review status and ensure that the project is receiving correct priority. The project teams meet to review status for tasks in progress and upcoming deliverables. In a third series of meetings, BTS, Police IT, and RegJIN managers met to develop a single master schedule.</p> <p>2/6/14: BTS and PSSRP communication is much improved. Through the meetings described above, they understand each other’s role and their interdependencies. This QFP is now set to Stable.</p> | |

Periodic QA Evaluation Report For January 2014

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| 7 | <h3>Technical Transition</h3> <p>The Technical Transition is adequately planned. This QFP assesses the preparation for managing and conducting the technical transition.</p> <p>Risk Level <div style="display: inline-block; width: 20px; height: 10px; background-color: #90EE90; border: 1px solid black; margin-right: 5px;"></div> Stable Attention Alert </p> |
| 7.1 | <p>Has the Technical Transition Plan been defined? Finding: Partially – BTS developed multiple drafts of a schedule to support RegJIN. The PM incorporated the BTS tasks into the master project schedule.</p> <p>The PSSRP, BTS and PPB identified funds to train and retain staff for eventual system support. These staff are likely to be moved into job slots being vacated by retired or retiring PPDS support staff. Also PPB is requesting a position and that will be filled by assigning one person from PSSRP to the sustainment team.</p> |
| 7.2 | <p>Has the Technical Transition Plan been reviewed and approved? Finding: TBD</p> |
| 7.3 | <p>Has the COTS vendor’s architecture been assessed relative to the City’s architecture? Finding: Yes – BTS and PSSRP evaluated the vendor’s architecture during contract negotiations.</p> |
| <p>Recommendation: The project should establish a detailed schedule for the infrastructure tasks to be completed by BTS. BTS and PSSRP should agree to the task work, durations, and dependencies.</p> <p>Status: The RegJIN project team and BTS established several weekly meetings to review status, issues, schedule requirements and upcoming deliverables. The project teams meet to review status for tasks in progress and upcoming deliverables. The PM combined the schedules into a single master schedule.</p> <p>2/6/14: The tasks are defined at a level detailed enough to confirm that the City is able to develop the new infrastructure.</p> <p>This QFP is now set to Stable.</p> | |

Periodic QA Evaluation Report For January 2014

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|--|---|
| 10 | <p>Project Resources</p> <p>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.</p> <p>Risk Level <div style="display: inline-block; width: 25%; height: 10px; background-color: #90EE90; margin-right: 5px;"></div> Stable <div style="display: inline-block; width: 50%; height: 10px; border-bottom: 1px solid black; margin-right: 5px;"></div> Attention <div style="display: inline-block; width: 25%; height: 10px; border-bottom: 1px solid black;"></div> Alert </p> |
| 10.1 | <p>Is the level of effort planned for each project deliverable at an appropriate activity level; and, is it reasonable? Finding: Yes – PSSRP and VTM have developed a schedule.</p> <p>BTS developed drafts of their schedule. Early drafts were difficult to cross-reference to the PSSRP master schedule. The PM incorporated the BTS schedule into the PSSRP master schedule. See QFP #3.</p> <p>Task work, durations, and dependencies are defined. The project determined it has sufficient resources, with appropriate priority to complete them by the agreed-to dates.</p> |
| 10.2 | <p>Are appropriate staff resources (skill set and quantity) available and assigned to complete the project? Finding: Yes – 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.</p> <p>Since then the project assembled a 23-member Implementation Team; 40% City/PPB staff and 60% partner agencies. The team is committed to the project for 18 months.</p> <p>PSSRP allocated funds for BTS work.</p> <p>The BTS schedule is detailed enough to confirm the appropriate resource level.</p> <p>The City has other important projects that may compete for BTS resources.</p> |
| 10.3 | <p>Are appropriate staff support resources (skill and quantity) available and assigned to provide on-going operations support? Finding: Yes – PSSRP identified funding for PPB support staff through to cutover to live operations. The support team will need 2 FTEs.</p> |
| <p>Recommendation: The project should establish a detailed schedule for the infrastructure tasks to be completed by BTS. BTS and PSSRP should agree to the task work, durations and dependencies. (Duplicate of recommendation in QFP#7.) The BTS schedule requires additional detail. When all task work, durations, and dependencies are defined, the project will be able to determine whether it has sufficient resources, with appropriate priority to complete them by the agreed-to dates.</p> <p>Status: The RegJIN project team and BTS established several weekly meetings to review status, issues, schedule requirements and upcoming deliverables. The Functional managers meet to review status and ensure that the project is receiving correct priority. The project teams meet to review status for tasks in progress and upcoming deliverables. The PM combined the schedules into a single master schedule.</p> <p>2/6/14: The tasks are defined at a level detailed enough to confirm that the proper resources are available for the project.</p> <p>This QFP is now set to Stable.</p> | |

Periodic QA Evaluation Report For January 2014

Appendix A – CASE Associates Status Report

This section summarizes activities and deliverables completed for the Regional Justice Information Network Project.

When applicable, it includes:

- A list of any delayed items
- A description of the problem
- Schedule impact
- A recommended solution

Such items will be carried over to subsequent reports until the problem is resolved.

Meetings Attended

Project Manager 1/31/14
 BTS Project Manager 1/27/14
 PPB Records Captain 1/31/14
 PAC Meeting 1/22/14
 PSSRP POM 1/29/14
 RegJIN RMS Project Meeting 1/16/14
 RegJIN BTS Project Team Meeting (WebEx) 1/6/14, 1/13/14, 1/27/14

Documents Reviewed

20140131 RegJIN Master Plan_x007E_JS V2 (MS/Project file)
 RegJIN BTS Project Schedule SUMMARY (14-01-07) (Pdf file)
 RegJIN BTS Project Schedule (14-01-13) (MS/Project)
 RegJIN-BTS Functional Manager Meeting_2014_01_03 (Minutes)
 RegJIN BTS Status Report 20131227
 RegJIN Meeting 20140122 (CAI notes)
 20140124 RegJIN RMS project status report - Project Manager's Status Report
 20140117 RegJIN RMS project status report
 Late Tasks as of 01-13-14 (Pdf of late tasks from BTS MS/Project file)

Documents Delivered

RegJIN CAI Periodic QA Evaluation Report for October 2013, deliverable *RegJIN.C.14*

Documents in Process

RegJIN CAI Periodic QA Evaluation Report for November 2013, deliverable *RegJIN.C.15*

Delayed Items

| Item | Description of problem | Schedule Impact | Recommended Solution |
|------|------------------------|-----------------|----------------------|
| None | | | |

Other Issues/Problems/Concerns

None