

City of Portland

Public Safety Systems Revitalization Program

Regional Justice Information Network Project



Periodic QA Evaluation Report

For April 2014

Deliverable: RegJIN.C.18

V2.0 Final Version

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Version	Date	Comments
V1.0	5/7/2014	Version for PSSRP Review
V1.1	5/13/2014	Version for PSSRP PM Review
V2.0	5/14/2014	Final Version.

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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 is one item on the Watch List:

NEW

CJIS Compliant LDAP Authentications.

The Lightweight Directory Access Protocol (LDAP) controls access to the Versadex RMS. The current LDAP in use by Versaterm supports access for everyone using the same ID/Password.

The FBI’s Criminal Justice Information Services Division (CJIS) has rules regarding access to applications that store Criminal Justice Information. Specifically, CJIS requires that each user have an individual ID/Password so that their access to the system housing criminal justice information can be attributed to a single individual.

Versaterm is developing a CJIS-compliant LDAP, which in addition to having unique User IDs and passwords will also enable agency level functionality. This functionality will only allow system admin User ID and password transactions to be accomplished within the User’s home agency. The new LDAP is necessary for go-live. Planning is currently underway to install the new LDAP in July 2014. (Note: The RegJIN PM includes this active issue in his project status report.)

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 18th 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.

NEW

Project QA Overview

The Master IGA was completed and distributed to the partner agencies for review. Of the 41 agencies participating in RegJIN, only four agencies remain to sign the Master IGA. Of the agencies that will use the Mobile Report Entry (MRE), two remain to be signed.

The Participant IGA (P-IGA) is being finalized. The final costs in the P-IGA will depend on the number of agencies, how many sworn and correctional officers they have, and how many inquiry-only agencies sign up to use the system. (Note: The project is authorizing agency use of Early MRE without the signed Participant IGA.)

The Go-live date for Mobile Report Entry (MRE) is May 2014. Train-The-Trainer sessions began in April. End-user training starts May 12. They will start using the system immediately after training. The team developed a technical tasks list and an “Early MRE Punchlist” to monitor readiness for the Go-live.

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There are multiple benefits from the Early MRE deployment. It will get the Portland Police Bureau (PPB) substantially off an unstable, past end-of-life, field based, reporting systems that loses partially and fully completed reports on a regular basis. Other benefits include:

- By training almost 1000 users in May and June, the project significantly reduces the number of trainees that must be trained just prior to the full RMS Go-live in December.
- Early MRE exposes a majority of the Oregon Officers to O-NIBRS reporting which is significantly different from the current statistical reporting associated with Uniform Crime Reporting (UCR) of the FBI.
- It helps identify any business process and system bugs that would be exposed during the cutover to live operations.

NEW

CAI conducted a survey for the RegJIN Project. The survey focused on the opinions and perceptions of the people interviewed. PSSRP and CAI identified the participants for the interviews. The interviews were completed May 2. CAI is currently tabulating the results from the interviews and preparing the final report.

The Survey Report will contain:

- Summary of the responses to the questions
- Project areas working well
- Project areas working but could be improved
- Project areas needing improvement
- Key Recommendations

The Go-live date for the full RMS system 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.

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

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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 Project has a complete master schedule. The RegJIN PM, VTM, and BTS are maintaining the schedule. 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 May 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. All scope changes that arose during the Configuration Workshops were resolved with the vendor.

Quality Focal Points Rated **Alert**

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

Quality Focal Points Rated **Attention**

NONE – No Quality Focal Points require attention at the time.

Quality Focal Points Rated **Stable With a Suggestion**

The following QFP is rated as **Stable** because it is not impacting the project at this time. It includes a **Suggestion**. The suggested action is a preventive measure to keep the QFP stable.

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

Suggestion: The Master Project Schedule includes some task groups that do not have successor tasks defined. Assigning successor tasks to those groups of tasks will clarify the impact on the overall schedule if there are any task delays or changes. (See the suggestion in QFP #3 Project Schedule for specific examples.)

Status: One example cited in the previous report has been completed: Group task “EARLY MRE Connectivity” (WBS #13.4.6.4.6) is now complete. Other tasks, including those listed above, do not have successor tasks defined.

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Quality Focal Point Summary Chart¹

Quality Focal Point	Impact	Prior as of 3/5/14	Prior as of 4/2/14	Current as of 5/7/14	Next Month ²
1. Meeting Milestones	High	Stable	Stable	Stable	↔
Planning	Impact				↔
2. Requirements Management	High	Stable	Stable	Stable	
3. Project Schedule	High	Stable	Stable	Stable	
4. Communications	Medium	Stable	Stable	Stable	
5. Risk and Issue Management	Low	Stable	Stable	Stable	
6. IT Acquisition	Low	Stable	Stable	Stable	
7. Technical Transition	Medium	Stable	Stable	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	Stable	Stable	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 ³	Stable	Stable	
21. User Acceptance Testing	High	Stable	Stable	Stable	
22. Training	High	Stable	Stable	Stable	
23. Implementation Process	High	NR	Stable	Stable	
24. Deployment Process	High	NR	Stable	Stable	

¹ The Quality Focal Point ratings are explained in Appendix A.

² The Next Month arrows are explained in Appendix A.

³ "NR" indicates Not Rated for this report.

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Quality Focal Points

NOTE: Only the Quality Focal Points that are ATTENTION or ALERT or have changed since the prior report or have new findings and/or suggestions are being reported each month per agreement with the PSSRP Program Office Manager. For a cross-reference to the most recent Periodic QA Evaluation Report for the other QFPs, see Appendix B.

1	<p>Milestones</p> <p>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.</p> <p>Risk Level <div style="display: inline-block; width: 25%; height: 10px; background-color: green; vertical-align: middle;"></div> Stable Attention Alert </p>
1.1	<p>Are project milestones being met so far? Finding: Yes –The Versaterm contract negotiations were completed April 30, 2013. City Council authorization to execute the contract with Versaterm occurred on June 12. The City Attorney signed off on the contract July 1. Versaterm signed the contract July 10, 2013.</p> <p>All four Configuration Workshops were conducted as scheduled.</p> <p>All training facilities are fully operational will be completed for the “Early MRE” training.</p> <p>The infrastructure was scheduled to be available to VTM in November 2013. It was completed January 2014. The PM adjusted the schedule accordingly. The delays used the available slack in the project schedule. There have been no further delays and the overall timeline is unaffected.</p> <p>Some tasks have been moved. These are not expected to affect the overall timeline:</p> <ul style="list-style-type: none"> • The Functional Acceptance Test (FAT) was split into two (critical and non-critical functions). The two FAT components have been moved to May and October, respectively. • The Go-live decision was moved to July. <p>Interfaces developed under the UASI grant were completed and their integration tested.</p> <p>The system is ready for early MRE.</p>
1.2	<p>Is there sufficient time (with appropriate slack) to complete the project before the committed completion date? Finding: Yes – The schedule shows the project completing on time, with a go-live date of December 2014. This date has been constant in project status reports since early 2013.</p>

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3	<h3 style="margin: 0;">Project Schedule</h3> <p style="margin: 0;">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 style="margin: 0;">Risk Level <div style="display: inline-block; width: 20%; background-color: #00ff00; border: 1px solid black;"></div> <div style="display: inline-block; width: 40%; border: 1px solid black; margin-left: 10px;"></div> <div style="display: inline-block; width: 40%; border: 1px solid black; margin-left: 10px;"></div> </p>
<p>Suggestion: The Master Project Schedule includes some task groups that do not have successor tasks defined. Assigning successor tasks to those groups of tasks will clarify the impact on the overall schedule if there are any task delays or changes.</p> <p>Examples:</p> <ul style="list-style-type: none"> Group task “Modify GIS Mapping and Analysis Tools for RegJIN” (WBS #8) is comprised of 4 group tasks. The final task in each group has no successor task defined. Though each of these group tasks is overdue, if there is any impact on the overall project timeline, it is not clear from the schedule. Group task “Interface Development” (WBS #10.4) has numerous group tasks that each end with a task “Test and Refine” or “Test and Adjust”. Those final tasks have no successors. Group task “Clark County Warrant Upload” (WBS #10.8) has 4 sequential tasks that were due in March. The final task, “Test and Refinement” has no successor. Group task “Setup Cognos 10.2” (WBS #13.6.2) has 4 sequential tasks. The final task has no successor. <p>Status: One example cited in the previous report has been completed: Group task “EARLY MRE Connectivity” (WBS #13.4.6.4.6) is now complete. Other tasks, including those listed above, do not have successor tasks defined.</p>	


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14	<p>IT Architecture</p> <p>The project adheres to architecture standards. Verification that the Project conforms to IT Architecture standards.</p> <p>Risk Level Stable Attention Alert </p>
14.1	<p>The computing environment supports connectivity, portability, scalability, and interoperability. Finding: Yes – BTS participated in the vendor selection. The software selected supports all these technical requirements.</p>
14.2	<p>The Project supports the Architecture Framework? Finding: In Process- The Lightweight Directory Access Protocol (LDAP) controls access to the Versadex RMS. The current LDAP in use by Versaterm supports access to the network for everyone using the same ID/Password.</p> <p>The FBI’s Criminal Justice Information Services Division (CJIS) has rules regarding access to application that store Criminal Justice Information. Specifically, CJIS requires that each user have an individual ID/Password so that their access to the system housing criminal justice information can be attributed to a single individual.</p> <p>Versaterm is developing a CJIS-compliant LDAP, which in addition to having unique User IDs and passwords will also enable agency level functionality. This functionality will only allow system admin User ID and password transactions to be accomplished within the User’s home agency. The new LDAP is necessary for go-live. Planning is currently underway to install the new LDAP in July 2014.</p> <p>Notes:</p> <ul style="list-style-type: none"> - The RegJIN PM includes this active issue in his project status report. - This is listed as a Watch List item earlier in this report.

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19	<h3 style="margin: 0;">Configuration and Construction Process</h3> <p style="margin: 0;">The configuration and development of the new system are appropriate.</p> <p style="margin: 0;">Risk Level Stable Attention Alert </p>
19.1	The configuration specifications have been verified to meet RegJIN Project requirements. Finding: Yes – The IDD contains all customization specifications. The project validated the IDD.
19.2	The Development Methodology is appropriate and is followed. Finding: Yes – The vendor is following their own methodology for their development. The City is following its own methodology.
19.3	The vendor verifies the delivered system modules according to the specifications. Finding: Yes
19.4	Did the vendor use converted/migrated data while testing the software? Finding: Yes – The vendor will use converted data for testing the RMS. Note: Early MRE will not require converted data.
19.5	Are the unit test scripts complete and thorough? Finding: In Process – The Implementation Team is developing scripts for the Functional Acceptance Testing (FAT). Tests for critical functions will be executed in May. Non-critical functions will be tested in October.

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20	<p>Testing (Non-Functional)</p> <p>The project is appropriately tested. Appropriate, 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.</p> <p style="text-align: center;">Stable Attention Alert</p> <p>Risk Level </p>
20.1	Has a formal Test Management Plan been developed? Finding: In Process - The SOW lists responsibilities for the City and VTM. It is not a Test Plan. The RegJIN PM is developing a Test Management Plan. The Performance Testing is moved to June and will be conducted after the Functional Acceptance Testing.
20.2	Is the Plan being followed? Finding: TBD
20.3	Are the non-functional acceptance test processes appropriate and are results monitored and tracked? Finding: TBD
20.4	Is comprehensive end-to-end functional, capacity and performance acceptance testing planned and performed for all software, hardware, and telecommunication components? Finding: TBD
20.5	Are infrastructure conditions (down to the computing hardware level) that may affect the application being considered, tested and resolved? Finding: TBD
20.6	Was a defect log maintained and effective corrective actions taken? Finding: TBD

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22	<h3 style="margin: 0;">Training</h3> <p>The project staff and system users are appropriately trained in a timely manner. Assessment of training plans and materials.</p> <p>Risk Level <div style="display: inline-block; width: 20px; height: 10px; background-color: #00ff00; border: 1px solid black;"></div> Stable Attention Alert </p>
22.1	<p>Has a formal Training Plan been developed? Finding: In Progress - In the Baseline Evaluation interviews, effective and timely training for Law Enforcement Officers (LEOs) and records technicians were concerns. The high-level approach to training is:</p> <ul style="list-style-type: none"> “Super User” training session delivered by Versaterm. These Super Users become the in-house experts for the new system. “Train the Trainers” sessions. The Super Users train the trainers at each of the agencies. Versaterm to be onsite to critique and support the Super Users during the first “Train the Trainer” sessions. The End User training to span 12 weeks. Note that at this point, many LEO’s will already be using the Mobile Report Entry (MRE) in the field. <p>The final SOW lists the respective duties of PSSRP and VTM. It is a good start. The Contract T&C describe the Training Plan in greater detail. The final Training Plan will be elaborated during the system implementation.</p>
22.2	<p>Are the Plans being followed? Finding: Yes. The Implementation Team received system training during all four Configuration Workshops. The Early MRE Train-The-Trainer sessions have been proceeding as planned. Based on experience during the training, the team is modifying training materials. They will continue to do so until End User Training. End User Training begins 5/12/14. All training labs are in operation. The project schedule calls for additional Admin Training (SOW 4.12)</p>

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23	<p>Implementation Process</p> <p>The new system has been successfully moved into the production environment.</p> <p>Risk Level Stable Attention Alert <div style="position: absolute; left: 20px; top: 5px; width: 20px; height: 10px; background-color: green;"></div> </p>
23.1	The installation specification is complete and reasonable. Finding: Yes, for the training facilities and the MRE.
23.2	The training plans and the new Business Processes (workflows and procedures) are complete and acceptable. Finding: The support staff has been involved in the implementation. There is no separate training effort for system support staff.
23.3	The actual training was acceptable. Finding: See above.
23.4	System documentation is complete and acceptable. Finding: Yes.
23.5	The implementation acceptance criteria have been met. Finding: Yes – The Implementation Team and the Train-The-Trainer participants have tested the Early MRE process and approved it for production use.
Note: For this report, this QFP relates to the Early MRE implementation. Future reports will include discussion of the RMS implementation.	

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24	<p>Deployment Process</p> <p>The new system has been successfully deployed.</p> <p>Risk Level <div style="display: inline-block; width: 20%; height: 10px; background-color: green; vertical-align: middle;"></div> Stable Attention Alert </p>
24.1	Deployment Plans are complete and reasonable. Finding: Yes – The deployment plans, including end-user training, are reasonable.
24.2	Training City staff was complete and acceptable. Finding: In Process – The Train-The-Trainer sessions are complete. End User Training begins 5/12/14.
24.3	User documentation is complete and acceptable. Finding: In progress – The project is finalizing the MRE training courses. The Implementation Team and the training participants are improving the training materials as they proceed.
24.4	Deployment acceptance criteria have been met. Finding: TBD
Note: For this report, this QFP relates to the Early MRE deployment. Future reports will include discussion of the RMS deployment.	

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Appendix A – QFP Chart Definitions

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.

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Appendix B – Cross-reference to Previous QFP Reports

Per agreement with the PSSRP Program Office Manager, the body of this report contains only the Quality Focal Points (QFP) that are rated ATTENTION or have changed since the prior report.

This Appendix is a cross-reference to prior CAI Periodic QA Evaluation reports containing the most recent updates for each QFP.

Quality Focal Point	Most Recent Report	CAI Deliverable
1. Meeting Milestones	This report.	
2. Requirements Management	RegJIN Periodic QA Evaluation – November 2013	RegJIN.C.13
3. Project Schedule	This report.	
4. Communications	RegJIN Periodic QA Evaluation – January 2014	RegJIN.C.15
5. Risk and Issue Management	RegJIN Periodic QA Evaluation – November 2013	RegJIN.C.13
6. IT Acquisition	RegJIN Periodic QA Evaluation – November 2013	RegJIN.C.13
7. Technical Transition	RegJIN Periodic QA Evaluation – January 2014	RegJIN.C.15
8. Business Transition	RegJIN Periodic QA Evaluation – November 2013	RegJIN.C.13
9. Project Organization and Leadership	RegJIN Periodic QA Evaluation – November 2013	RegJIN.C.13
10. Project Resources	RegJIN Periodic QA Evaluation – January 2014	RegJIN.C.15
11. Project/Quality Management and Reporting	RegJIN Periodic QA Evaluation – November 2013	RegJIN.C.13
12. Budget Planning and Tracking	RegJIN Periodic QA Evaluation – November 2013	RegJIN.C.13
13. Scope and Change Control	RegJIN Periodic QA Evaluation – November 2013	RegJIN.C.13
14. IT Architecture	This report.	
15. IT Acquisition Management	RegJIN Periodic QA Evaluation – November 2013	RegJIN.C.13
16. Project Library and Configuration Mgt.	RegJIN Periodic QA Evaluation – November 2013	RegJIN.C.13
17. System Design Process	RegJIN Periodic QA Evaluation – November 2013	RegJIN.C.13
18. Data Conversion/Migration	RegJIN Periodic QA Evaluation – November 2013	RegJIN.C.13
19. Configuration/Construction	This report.	
20. Testing (Non-Functional)	This report.	
21. User Acceptance Testing	RegJIN Periodic QA Evaluation – March 2014	RegJIN.C.17
22. Training	This report.	
23. Implementation Process	This report.	
24. Deployment Process	This report.	

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Appendix C – CASE Associates Status Report

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

PSSRP RegJIN PM 4/30/14, 5/1/14, 5/9/14
 RegJIN BTS Project Team Meeting 4/14/14, 4/21/14, 4/28/14, 5/5/14
 RegJIN PAC Meeting 4/16/14
 RegJIN Implementation Team 5/1/14, 5/15/14

Documents Reviewed

RegJIN BTS Project Team Meeting Minutes_2014_21_14
 RegJIN BTS Project Team Meeting Minutes_2014_04_14
 RegJIN BTS Project Team Meeting Agenda_2014_04_28
 140409 Integration Testing Agenda - April 14-17 2014
 140314 SECTOR to Versadex Field Mapping
 Portland RMS Interfaces 1.0
 RegJIN PAC Meeting 20130416 - CAI Notes
 20140421 RegJIN Master Project Plan (pdf of the Project Schedule)
 20140428 RegJIN Master Project Plan
 20140418 RegJIN Master Project Schedule-Late Tasks
 20140425 RegJIN RMS project status report - Project Manager's Status Report
 20140411 RegJIN RMS project status report

Documents Delivered

RegJIN CAI Periodic QA Evaluation Report for February 2014, deliverable *RegJIN.C.17*

Documents in Process

RegJIN CAI Periodic QA Evaluation Report for March 2014, deliverable *RegJIN.C.18*

Delayed Items

Item	Description of problem	Schedule Impact	Recommended Solution
None			

Other Issues/Problems/Concerns

None