

City of Portland

Public Safety Systems Revitalization Program

Regional Justice Information Network Project



Periodic QA Evaluation Report

For November 2014

Deliverable: RegJIN.C.25

V2.0 Final Version

12/12/2014

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Version	Date	Comments
V1.0	12/4/2014	Version for PSSRP Review.
V2.0	12/12/2014	Incorporate PSSRP POM and PM feedback. 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. As of this report, the following item is on watch list:

NEW

- BTS hired a new PMO (Project Management Office) manager to replace the interim PMO manager. The new PMO manager has taken direct control of BTS efforts for RegJIN. The transition has gone smoothly and this Watch List item will be dropped from future reports.
- The project had planned to have Records Division employees provide 24-hour telephone support. Due to a labor issue raised to provide technical after hour support that may need to be handled by BTS staff instead of the Records Division, the project may need to adjust the sustainment team to address this issue.

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 25th 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 Master IGA was completed and distributed to the partner agencies for review. Of the 41 agencies participating in RegJIN, only two agencies remain to sign the Master IGA. Both are waiting for the final Participant IGA before signing the Master IGA.

NEW

Prior reports stated that the Participant IGA (P-IGA) template is final and that the goal was to have the P-IGA’s signed by the end of the year. However the project needed to clarify support procedures and that date is not feasible. The final P-IGA version went out to partner agencies 12/10/2014. In order to use the system, each agency must sign both the M-IGA and P-IGA.

Both the City and CCSO (Clackamas County Sherriff’s Office) are enthusiastic that CCSO joined RegJIN. The ability to share law enforcement data across all five counties and agencies will enhance system effectiveness. Also, the addition of a large agency may decrease the cost per agency. These advantages were balanced against the additional risk of including a new, large agency this late in the project. As a concession for joining the project late, CCSO will forego data migration to the new system. This removes the risk of starting a new data conversion and validation effort. CCSO will maintain their old system for existing cases. Furthermore, CCSO will provide space for training, forego data migration to the new system, and assist in the development of the LINX NW interface. These concessions and assistance will save some costs for the City.

The Configuration for partner agencies is complete, including the recently added CCSO.

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The City and Versaterm negotiated cost and installation requirements for additional MRE licenses. The plan is to provide MRE to desktops via terminal services. This approach would reduce the number of licenses needed as well as simplify support.

BTS and PPB/Police IT expressed some concerns regarding the *unknowns* of a new terminal services infrastructure. They cited lack of technical experience with the approach, potential technical obstacles, and resource constraints.

NEW

BTS selected a method to implement terminal services, VMWare. They will pilot the solution and make a final decision in December 2014. Versaterm identified a Canadian agency that successfully used this method: Saskatoon PD. The project team met with this agency to discuss best practices for this VMware application.

This decision does not risk the Go-Live date. If necessary, RegJIN will resort to alternative methods to accomplish what would be accomplished by Terminal Server. The cost for the infrastructure will fit within the project budget.

The Police Chief (Sponsor) directed that RegJIN simplify and shorten the General Offense (GO) format. RegJIN contracted with Online Business Systems (OBS) to enhance the format of the default stylesheets.

- The GO stylesheet enhancements are *not* a requirement for the April 2015 go-live. Though RegJIN and OBS expect to complete the work in time. If this work is delayed, as had been the case at other jurisdictions, the project will go live with the current GO stylesheet.
- The costs for the additional OBS work fit within the project budget.

NEW

OBS completed a pilot study to confirm the effort required for the new GO format. A mockup is available and is being reviewed. OBS may have the new version ready for April 2015 go-live, though cannot yet be certain.

NEW

“Super Trainer” sessions started as planned on 11/3/14 and continued through November. As with any training being delivered for the first time, the initial sessions uncovered some issues with the materials. The trainers, trainees, and the Implementation Team addressed most issues. The following training sessions continue to improve.

NEW

The project team is developing a “Punch List” to help navigate the final months up to the 4/14/ 2015 rollout. The Punch List will be complete by the end of December.

On 11/17/2014 BTS held a meeting to review the need for, and potential contents of a BTS-specific Implementation Plan. Due to the weather, the meeting was lightly attended. Based on input from those in attendance, BTS may not need a separate and BTS tasks may be incorporated in the main project Punch List. If BTS develops its own Implementation Plan, it will need to be aligned with the Project plan. The BTS PM and the RegJIN PM will discuss this further.

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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 full RMS System Go-Live date is April 2015. All major workflows are on schedule.
Budget	Stable	The RegJIN project has a budget that is adequate for the project. Recent new costs fit into the existing budget. They include: <ul style="list-style-type: none"> • Additional MRE's (MDC and Terminal Services licenses), • The new GO stylesheet, • Costs associated with the April 2015 deployment.
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. Recent scope increases include: <ul style="list-style-type: none"> • A terminal services environment for additional MRE's, • A new, shorter GO stylesheet.

Quality Focal Points Rated **Alert**

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

Quality Focal Points Rated **Attention** That Have Changed to **Stable**.

In the prior report QFP#10 Project Resources was rated **Attention**. As the status for the two associated recommendations indicate, the issues are being addressed. The QFP has been changed to **Stable**.

- **Project Resources, QFP #10**

Recommendation 1: RegJIN and BTS must decide how they will implement the terminal services infrastructure for desktop MRE's. The final decision will affect resource requirements for BTS and PPB/Police IT.

Status: BTS selected a method to implement terminal services, VMWare. They will pilot the solution and make a final decision in December 2014. Versaterm identified a Canadian agency that used this method. The project team will meet with this agency to discuss best practices for this VMware application. This recommendation has been addressed and will be removed from future reports.

- **Recommendation 2:** Hire qualified staff for the Sustainment Team. The staff should be in place in time to assume responsibility for system support.

Status: The City received over 20 applications for the Sustainment Team position. In the meantime, the City hired a contract resource that can help fill the position until a new hire has been selected and been through the extensive background check. This recommendation had been addressed and will be removed from future reports.

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Quality Focal Point Summary Chart¹

Quality Focal Point	Impact	Prior as of 10/1/14	Prior as of 11/4/14	Current as of 12/4/14	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	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	Stable	Stable	Stable	
21. User Acceptance Testing	High	Stable	Stable	Stable	
22. Training	High	Stable	Stable	Stable	
23. Implementation Process	High	Stable	Stable	Stable	

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

² The Next Month arrows are explained in Appendix A.

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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.

10	<p>Project Resources</p> <p>The project is appropriately resourced. Assessment of the capacity and skill set of the assigned project staff, supporting tools and facilities.</p> <p>Risk Level Stable Attention 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>Depending on how BTS and the RegJIN project decide how to resolve the “Terminal Services desktop MRE” issue, BTS (including Police IT) may require additional human resources. BTS is analyzing steps necessary to stand up the terminal services infrastructure. <i>(See Recommendation 1 below.)</i></p>

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10	<h3>Project Resources</h3> <p>The project is appropriately resourced. Assessment of the capacity and skill set of the assigned project staff, supporting tools and facilities.</p> <p style="text-align: center;"> Stable Attention Alert </p> <p>Risk Level </p>
10.3	<p>Are appropriate staff support resources (skill and quantity) available and assigned to provide on-going operations support? Finding: In Process – PSSRP identified funding for PPB support staff through to cutover to live operations. The support team will need 2 FTEs.</p> <p>The City has had delays in hiring personnel for the Sustainment Team. The Sustainment Team will take over the RMS system shortly after the deployment. To assist with implementation tasks, to gain the necessary familiarity with the system, and to allow for training, BTS needs to hire staff in advance. The project is recommending that BTS <i>fast track</i> hiring for the manager’s position and other open positions. <i>(See Recommendation 2 below.)</i></p> <p>Status: In order to lessen the workload on PPB/Police IT staff, PPB is decreasing other support tasks and requests for other projects. Also, PPB/Police IT is moving forward with the hiring process for the additional staff. The risk remains that they will not have a key management position filled by the time RMS goes live. In that case, PPB/Police IT will need to support RMS with existing staff that are also performing their other responsibilities.</p> <p>Recommendation 1: RegJIN and BTS must decide how they will implement the terminal services infrastructure for desktop MRE’s. The final decision will affect resource requirements for BTS and PPB/Police IT.</p> <p>Status: BTS selected a method to implement terminal services, VMWare. They will pilot the solution and make a final decision in December 2014. Versaterm identified a Canadian agency that used this method. The project team will meet with this agency to discuss best practices for this VMware application. This recommendation has been addressed and will be removed from future reports.</p> <p>Recommendation 2: Hire qualified staff for the Sustainment Team. The staff should be in place in time to assume responsibility for system support.</p> <p>Status: The City received over 20 applications for the Sustainment Team position. In the meantime, the City hired a contract resource that can help fill the position until a new hire has been selected and been through the extensive background check. This recommendation had been addressed and will be removed from future reports.</p>

NEW

NEW

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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 <div style="position: absolute; left: 20px; top: -10px; width: 100%; height: 10px; background-color: #90EE90; border: 1px solid black;"></div> </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: Yes.</p> <p>The new LDAP (Lightweight Directory Access Protocol) is installed and successfully tested.</p> <p>BTS and PPB/Police IT expressed some concerns regarding the <i>unknowns</i> of a new terminal services infrastructure. They cited lack of technical experience with the approach, potential technical obstacles, and resource constraints.</p> <p>BTS considering two options for implementing Terminal Services and is analyzing steps necessary to stand up the terminal services infrastructure. This decision does not risk the Go-Live date. If necessary, RegJIN will resort to alternative methods to accomplish what would be accomplished by Terminal Server.</p> <p>Status: BTS selected a method to implement terminal services, VMWare. They will pilot the solution and make a final decision in December 2014. Versaterm identified a Canadian agency that used this method. The project team will meet with this agency to discuss best practices for this VMware application.</p>

NEW

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21	<h3 style="margin: 0;">User Acceptance Process</h3> <p style="margin: 0;">The User Acceptance Process defines the test plans, test procedures, and test results required to ensure the delivered system meets requirements.</p> <p style="margin: 0;">Risk Level Stable Attention Alert </p>
21.1	<p>Has a User Acceptance Test Plan been prepared? Finding: Yes – The contract contains a “Schedule B-3 Acceptance Test Plan.” It is a description of the various types of testing and the Roles/Responsibilities for the City and Versaterm. This Acceptance Test Plan is final and reviewed by Versaterm. The PM developed the Test Management Plan.</p>
21.2	<p>Are the acceptance test scripts complete? Finding: Yes – They are complete and have been reviewed by Versaterm.</p>
21.3	<p>Are testing standards understood and followed? Finding: Yes – The RegJIN PM is leading the testing effort with the assistance of the I-Team.</p>
21.4	<p>Is a defect log maintained and are corrective actions effective? Finding: Yes –Where appropriate, defects/issues were passed along to VTM for correction. Versaterm maintained a log of defects and issues.</p>
<div style="border: 1px solid black; border-radius: 50%; padding: 2px; display: inline-block;">21.5 NEW</div>	<p>Are user acceptance criteria met? Finding: In progress – Testing is complete. The project team and Versaterm are addressing some remaining issues, though none are show stoppers.</p> <p>Some system interfaces have not yet been completed. As they are completed, the project team will test the interfaces as part of “End to End” testing.</p>

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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 Stable Attention Alert </p>
22.1	<p>Has a formal Training Plan been developed? Finding: Yes - 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 Contract T&C describe the Training Plan in detail.</p> <p>The need for effective training was one of the main factors to move the RMS cut-over date to April 2015. The team decided it would be less risky to move the start of training to after the winter holidays instead of trying to get it all done before December.</p> <p>The PM developed the formal training plan for the full RMS rollout.</p>
22.2	<p>Are the Plans being followed? Finding: Yes.</p> <p>The Early MRE Train-The-Trainer sessions proceeded as planned. Based on experience during the training, the team modified training materials. All training labs are in operation.</p> <p>For the RMS training, the I-Team is developing their training materials in close cooperation VTM.</p> <p>On 9/30/14, RegJIN held a meeting with the participating agencies to present the training plans. The RegJIN presentation included:</p> <ul style="list-style-type: none"> The various training levels, including Super Trainers, Trainers, and trainees. Versaterm’s role in training. The training locations and the agencies assigned to each. A high-level schedule for the training. <p>From there the agencies will assign “Super Trainers” and the remaining trainers.</p> <p>RegJIN will coordinate the training assignments.</p> <p>“Super Trainer” sessions started as planned on 11/3/14. Additional sessions were held through the month. As with any training being delivered for the first time, the initial sessions uncovered some issues with the materials. The trainers, trainees, and the Implementation Team addressed most issues. The following training sessions continue to improve.</p>

NEW

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23	<h3>Implementation Process</h3> <p>The new system has been successfully moved into the production environment.</p> <p style="text-align: center;"> Stable Attention Alert </p> <p>Risk Level <div style="width: 20%; background-color: green; height: 10px; display: inline-block;"></div> </p>
23.1	<p>The installation specification is complete and reasonable. Finding: In Process.</p> <p>The BTS PM called out the need for a detailed Implementation Plan. BTS will host a meeting to start the plan on 11/17/14. BTS, PPB/Police IT, and RegJIN staff are invited.</p> <p>On 11/17/14 BTS held a meeting to review the need for, and potential contents of a BTS-specific Implementation Plan. Due to the weather, the meeting was lightly attended. Based on input from those in attendance, BTS may not need a plan separate from that being developed by the project team. The project team is developing a “Punch List” to help navigate the final months up to the 4/14/15 rollout. The Punch List will be complete by the end of December.) Any BTS tasks may be incorporated in the main project Punch List. The BTS PM and the RegJIN PM will discuss this further.</p>
23.2	<p>The training plans and the new support processes are complete and acceptable. Finding: The support staff has been involved in the implementation. There is no separate training effort for system support staff.</p>
23.3	<p>The actual training was acceptable. Finding: See above.</p>
23.4	<p>System documentation is complete and acceptable. Finding: Yes.</p>
23.5	<p>The implementation acceptance criteria have been met. Finding: TBD</p>

NEW

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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	RegJIN Periodic QA Evaluation – August 2014	RegJIN.C.22
2. Requirements Management	RegJIN Periodic QA Evaluation – November 2013	RegJIN.C.13
3. Project Schedule	RegJIN Periodic QA Evaluation – July 2014	RegJIN.C.21
4. Communications	RegJIN Periodic QA Evaluation – June 2014	RegJIN.C.20
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 – September 2014	RegJIN.C.23
9. Project Organization and Leadership	RegJIN Periodic QA Evaluation – June 2014	RegJIN.C.20
10. Project Resources	This report.	
11. Project/Quality Management and Reporting	RegJIN Periodic QA Evaluation – November 2013	RegJIN.C.13
12. Budget Planning and Tracking	RegJIN Periodic QA Evaluation – October 2014	RegJIN.C.24
13. Scope and Change Control	RegJIN Periodic QA Evaluation – October 2014	RegJIN.C.24
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 – July 2014	RegJIN.C.21
18. Data Conversion/Migration	RegJIN Periodic QA Evaluation – August 2014	RegJIN.C.22
19. Configuration/Construction	RegJIN Periodic QA Evaluation – May 2014	RegJIN.C.19
20. Testing (Non-Functional)	RegJIN Periodic QA Evaluation – September 2014	RegJIN.C.23
21. User Acceptance Testing	This report.	
22. Training	This report.	
23. Implementation 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 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 12/2/14
 RegJIN BTS Project Team Meeting 11/10/14, 11/24/14
 RegJIN Implementation Team 11/4/14, 11/6/14, 11/13/14, 11/18/14, 11/20/14, 11/25/14
 PAC Meeting 11/12/14
 BTS Implementation Planning Meeting 11/17/14
 Executive Steering Meeting 11/19/14
 BTS Project Manager 12/1/14

Documents Reviewed

20141112 PAC Agenda and Presentation V6
 RegJIN PAC Meeting Minutes 111214 - Final
 20141107 RegJIN RMS project status report- Project Manager's Status Report

Documents Delivered

RegJIN CAI Periodic QA Evaluation Report for October 2014, deliverable *RegJIN.C.24*

Documents in Process

RegJIN CAI Periodic QA Evaluation Report for November 2014, deliverable *RegJIN.C.25*

Delayed Items

Item	Description of problem	Schedule Impact	Recommended Solution
None			

Other Issues/Problems/Concerns

None.