

Attachment 1

One-Year Status Report On Actions Taken to Implement Audit Recommendations

Report # 422 Release Date: April 4, 2013

Audit Report Title: Public Safety Systems Revitalization Program: Management problems impact cost and schedule goals

Bureau: Office of Management and Finance

Preparer: Jeff Baer Date: April 4, 2014

Directions: Please indicate one of three status categories for each recommendation -- either *Implemented/Resolved*, *In Process*, or *Not Implemented*. In addition, please write a brief description of what was done, or reasons why something was not implemented. Attach additional documentation if that will help illustrate the status of the recommendation(s).

Terms: Implemented/Resolved = The recommendation was implemented or a situation has changed which made the recommendation obsolete. In Process = The recommendation is being implemented, but has not been completed yet. Not Implemented = The recommendation has not been implemented due to a decision by the bureau or its Commissioner. This may include Council decisions to not provide the budget requested to implement the recommendations.

Rec. #1: Stabilize the PSSRP governance structure.

Status: **Implemented/Resolved** **In Process** **Not Implemented**

Description: The governance structure was updated in July 2012 and there have been no significant changes since that time.

Rec. #2: Address Quality Assurance recommendations more timely; this would help ensure more effective use of QA services.

Status: **Implemented/Resolved** **In Process** **Not Implemented**

Description: The Quality Assurance (QA) reports are reviewed with the project managers, program manager, the Executive Steering Committee (ESC), project sponsors, and other stakeholders. Additionally the QA reports are publicly available on the PSSRP website. Items noted for attention are addressed promptly and corrective efforts are monitored by the QA consultant and reported to the ESC on an ongoing basis. Currently all projects are rated stable by the QA consultant.

Rec. #3: Develop an effective change management program for the three remaining projects: Radio, RegJIN, and FIS.

Status: **Implemented/Resolved** **In Process** **Not Implemented**

Description: Each project has change management as a deliverable and as a success metric. RegJIN currently has an adopted and approved change management plan. Radio has a draft change management plan which will be reviewed and updated as necessary now that a vendor has been selected and nearing completion of final system design. On FIS, change management is integrated into the Quality Management Plan and because one of the primary goals of the project is to adhere to “functional equivalence” of the previous system, it minimizes change for which the users would require training or advance preparation. Change management is also one of the quality focal points being monitored and reported on by the Quality Assurance consultant.

Rec. #4: Ensure appropriate testing occurs prior to systems going live.

Status: **Implemented/Resolved** **In Process** **Not Implemented**

Description: Testing is a deliverable for all three projects and is a success metric monitored by the project managers and reported on by the Quality Assurance consultants. All three projects will go through a rigorous testing process before system implementation.

Rec. #5: For future projects, obtain sufficient information before developing cost and timeline estimates.

Status: **Implemented/Resolved** **In Process** **Not Implemented**

Description: PSSRP agrees to obtain sufficient information before developing cost and timeline estimates when future projects are undertaken.