

City of Portland

Public Safety Systems Revitalization Program

Regional Justice Information Network Project



Periodic QA Evaluation Report

For March 2015

Deliverable: RegJIN.C.29

V2.0 Final Version

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Periodic QA Evaluation Report

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Version	Date	Comments
V1.0	4/3/2015	Version for PSSRP Review.
V1.1	4/7/2015	Incorporate PSSRP POM Feedback. Version for PSSRP PM Review.
V2.0	4/9/2015	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

- RegJIN has several major tasks to complete after the system is live. These activities will be detailed in a project plan to be developed after cutover. The plan will include interfaces, additional modules to be configured, and query-only agencies.
- The General Offense (GO) format changes are taking longer than planned and will not be ready for go-live. The project confirmed with the Sponsor that the GO delay will not affect the go-live date. This item will be dropped from future reports.
- Some Washington agencies requested changes to the IGA. Last month’s report stated, “The project plans no changes to the IGA at this point.” However the Washington agencies insisted and the project created a Washington-specific version by removing some Oregon-specific language that does not apply to those Washington agencies. All the affected agencies signed the new version. This item is resolved and will be dropped from future reports.

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 29th 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 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. There will be no exceptions. As of this writing:

- 33 P-IGAs are signed.
- 2 remaining P-IGAs are progressing and are expected to be completed by Go-Live.

NEW

The initial support process has been defined. It includes:

- Plans to staff the Help Center with Patrol and Records staff for 60 days from cutover.
- IT infrastructure support - on site for the first 24 hours and on call after that.
- Conference calls every 3 hours during the first day, starting at cutover.
- Call for Support and escalation processes. Support requests will be tracked and analyzed. This information will be shared with the satellite help centers and super trainers.
- Versaterm on site to provide additional support.

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NEW

The team continues to test VMWARE to provide the MRE software to a desktop. The solution worked well in PPB. But external agencies are having some difficulty. The problem may be related to the very large file that is transferred upon initial MRE launch.

The problem will not be solved by the Go-Live date. At least for the short term, the City and Versaterm have agreed that RegJIN may install a reduced functionality MRE and MDT on desktops in report writing areas.

If the VMWARE solution proves not to be feasible, then the short-term solution will be made permanent. That is, the agencies will continue to use the MRE and MDT installed on desktops in their report writing areas. Therefore, these problems do not risk the Go-Live date.

NEW

The individual selected to lead the Sustainment Team passed the extended background check. He will be assigned to the RegJIN project full time at the end of April. In the meantime, he will continue to attend some meetings and orient himself to the job.

NEW

The team conducted End-To-End tests (E2E) on 4/2/2015. They successfully entered reports (patrol), approved them (sergeants), loaded them into the RMS (records staff), assigned them for follow-up (detectives), and reviewed them in reports (crime analysts).

The testers uncovered some minor table issues that need to be corrected. But everything worked as expected. Overall, E2E went well.

Notes on the End-To-End tests:

- The Cognos reporting tool did not have a datamart for the tests. The Versaterm Datamart (VDM) could not be disconnected from the production environment for E2E. However the team has developed most reports from the VDM and they do not consider this an issue.
- The less-experienced testers occasionally needed help entering and processing their tests. When this happened, other testers were able to help. This may indicate the level of difficulty that users will face on the first days after Go-Live.

NEW

Training is proceeding as planned.

- System Administrator Training is complete.
- Training for sworn officers is almost complete.
- Records staff training and Query/Browse training are proceeding.
- Crime Analysis training will be delivered just prior to and after the cutover.

Feedback from the trainees has been excellent. A Versaterm observer noted that the trainers were “confidant and capable.”

There will be a need to train some staff that missed the scheduled training. That training will be scheduled shortly after cutover.

There will also be a need for ongoing training for new employees and officers. The PAC will discuss this need after cutover.

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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 14, 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, • The addition of Clackamas County Sheriff's Office, • 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**

NONE - No Quality Focal Points require attention at this time.

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Quality Focal Point Summary Chart¹

Quality Focal Point	Impact	Prior as of 2/5/15	Prior as of 3/5/15	Current as of 4/2/15	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	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 <div style="position: absolute; top: -5px; left: 20px; width: 20px; height: 10px; background-color: green; border: 1px solid black;"></div> </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>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>The Implementation Team; 40% City/PPB staff and 60% partner agencies is committed to the project for 18 months.</p>
10.3	<p>Are appropriate staff support resources (skill and quantity) available and assigned to provide on-going operations support? Finding: Yes.</p> <p>The individual selected to lead the Sustainment Team passed the extended background check. He will be assigned to the RegJIN project full time at the end of April. In the meantime, he will continue to attend some meetings and orient himself to the job.</p> <p>The City and RPA’s assigned necessary staff for the initial support (Go-Live+60).</p>

NEW

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The individual selected to lead the Sustainment Team passed the extended background check. He will be assigned to the RegJIN project full time at the end of April. In the meantime, he will continue to attend some meetings and orient himself to the job.

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 <div style="display: inline-block; width: 20%; background-color: green; height: 5px;"></div> <div style="display: inline-block; width: 40%; text-align: center; font-size: 8px;">Stable Attention Alert</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 selected a method to implement terminal services, VMWare. Current indications are that this solution is simple and effective. BTS is preparing final cost estimates for the necessary purchase order for the hosting software. The final decision for VMWare 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 VMWare environment will be ready for cutover.</p> <p>The team continues to test VMWARE to provide the MRE software to a desktop. The solution worked well in PPB. But external agencies are having some difficulty. The problem may be related to the very large file that is transferred upon initial MRE launch.</p> <p>The VMWARE problem will not be solved by the Go-Live date. At least for the short term, the City and Versaterm have agreed that RegJIN may install a reduced functionality MRE on desktops in report writing areas. If the VMWARE solution proves not to be feasible, then the short-term solution will be made permanent. That is, the agencies will continue to use the MRE installed on desktops in their report writing areas. Therefore, these problems do not risk the Go-Live date.</p>

NEW

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21	<p>User Acceptance Process</p> <p>The User Acceptance Process defines the test plans, test procedures, and test results required to ensure the delivered system meets requirements.</p> <p>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>
21.5	<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>The team conducted End-To-End tests on 4/2/2015. They successfully entered reports (patrol), approved them (sergeants), loaded them into the RMS (records staff), assigned them for follow-up (detectives), and reviewed them in reports (crime analysts).</p> <p>Notes on the End-To-End tests:</p> <ul style="list-style-type: none"> • The Cognos reporting tool did not have a datamart for the tests. The Versaterm Datamart (VDM) could not be disconnected from the production environment for E2E. However the team has developed most reports from the VDM and they do not consider this an issue. • The less-experienced testers occasionally needed help entering and processing their tests. When this happened, other testers were able to help. This may indicate the level of difficulty that end users will face on the first day of Go-Live.

NEW

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22	<h3 style="margin: 0;">Training</h3> <p style="margin: 0;">The project staff and system users are appropriately trained in a timely manner. Assessment of training plans and materials.</p> <p style="margin: 0;">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. <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>On 9/30/14, RegJIN held a meeting with the participating agencies to present the training plans. Agencies assigned “Super Trainers” and the remaining trainers. 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. Later training sessions continued to improve.</p>
	<p>Notes on training, 4/1/15</p> <ul style="list-style-type: none"> Training is proceeding as planned. <ul style="list-style-type: none"> System Administrator Training is complete Training for sworn officers is almost complete. Crime Analysis training will be delivered after the cutover. Records staff training and Query/browse training are proceeding. Feedback from the trainees has been excellent. A Versaterm observer noted that the trainers were “confidant and capable.” There will be a need to train some staff that missed the scheduled training. That training will be scheduled shortly after cutover. There will be a need for ongoing training for new employees and officers. The PAC will discuss this need after cutover.

NEW

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23	<h3 style="margin: 0;">Implementation Process</h3> <p style="margin: 0;">The new system has been successfully moved into the production environment.</p> <p style="margin: 0;">Risk Level Stable Attention Alert <div style="position: absolute; left: 20px; top: 0; width: 20px; height: 10px; background-color: green; border: 1px solid black;"></div> </p>
23.1	<p>The installation specification is complete and reasonable. Finding: In Process. 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. The project team developed a “Punch List” to help navigate the final months up to the 4/14/15 rollout. BTS also created a corresponding task list that was incorporated into the main project Punch List. BTS and the project team are monitoring progress against the Punch List.</p>
23.2	<p>The training plans and the new support processes are complete and acceptable. Finding: In process - The support staff has been involved in the implementation. There is no separate training effort for system support staff.</p>
NEW	<p>The support process has been defined. It includes:</p> <ul style="list-style-type: none"> • Plans to staff the Help Center with Patrol and Records staff for 60 days from cutover. • IT infrastructure support will be on site for the first 24 hours and on call after that. • The team will hold conference calls every 3 hours starting at cutover. • Call for Support processes and escalation processes. Support requests will be tracked and analyzed. This information will be shared with the satellite help centers and super trainers. The City and RPA’s have shared all their contact information. • Versaterm will be on site to provide additional support.
23.3	<p>System documentation is complete and acceptable. Finding: Yes.</p>
23.4	<p>The implementation acceptance criteria have been met. Finding: TBD</p>

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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 – QFP Cross-reference to Previous 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 – February 2015	RegJIN.C.28
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 3/3/15
 RegJIN Sponsor 3/3/15, 3/3/15
 RegJIN BTS Project Team Meeting 3/2/15, 3/9/15, 3/16/15, 3/23/15, 3/30/15
 RegJIN Implementation Team 3/3/15, 3/5/15, 3/10/15, 3/17/15, 3/24/15, 3/31/15
 RegJIN PAC Meeting 3/11/15. 4/1/15
 PSSRP Executive Steering Meeting 3/18/15

Documents Reviewed

20150327 RegJIN RMS project status report- Project Manager's Status Report
 20150313 RegJIN RMS project status report
 20150316 RegJIN Cutover Punch List – Detailed tasks to complete before go-live
 20150302 RegJIN Cutover Punch List
 150330 RegJIN GO-LIVE Task List V2
 150326 RegJIN GO-LIVE Task List V2
 20150401 PAC Agenda and Presentation V3
 20150311 PAC Agenda and Presentation V4

Documents Delivered

RegJIN CAI Periodic QA Evaluation Report for February 2015, deliverable *RegJIN.C.28*

Documents in Process

RegJIN CAI Periodic QA Evaluation Report for March 2015, deliverable *RegJIN.C.29*

Delayed Items

Item	Description of problem	Schedule Impact	Recommended Solution
None			

Other Issues/Problems/Concerns

None.