

City of Portland

Public Safety Systems Revitalization Program

Regional Justice Information Network Project



Periodic QA Evaluation Report

For April 2015

Deliverable: RegJIN.C.30

V2.0 Final Version

5/11/2015

Prepared By:



Clifford Smith, PMP, Lead Quality Assurance Consultant

David Sharon, QA Consultant and Engagement Manager

Jamie PoVey, CPM, Senior QA Analyst

Contract # 30002849

Periodic QA Evaluation Report

For April 2015

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 | 6 |
| Communications | 6 |
| Technical Transition | 7 |
| Business Transition | 8 |
| IT Architecture | 9 |
| Appendix A – QFP Chart Definitions | A |
| Appendix B – QFP Cross-reference to Previous Reports | B |
| Appendix C – CASE Associates Status Report | C |

| Version | Date | Comments |
|---------|-----------|------------------------------|
| V1.0 | 5/7/2015 | Version for PSSRP Review. |
| V1.1 | 5/8/2015 | Version for PSSRP PM Review. |
| V2.0 | 5/11/2015 | Final Version. |

Periodic QA Evaluation Report

For April 2015

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.

Status: Post Go-Live activities are already under way. Now that Go-Live is complete, the Project Manager will develop a plan for the remaining tasks. Those tasks include:

- The General Offense (GO) stylesheets
- Additional interfaces to Jail, CAD, and property systems
- Transition to a long-term support model
- Final resolution to the VMWARE system for desktop MRE entry.

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 30th, and final, 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

All Master IGA’s and Participant IGA’s were signed before the system went live on 4/14/2015.

NEW

The initial support process worked very well. It included:

- Plans to staff the Help Center with Patrol and Records staff for 60 days after cutover. The Help Centers have been working well and handled the load well, including the first days of production.
- IT infrastructure support. BTS support handled a small outage on the first night. Support has been routine since.
- Conference calls every 3 hours during the first day, starting at cutover. These calls continued until the Friday following cutover.
- Call for Support and escalation processes. Support requests are tracked and analyzed. This information is shared with the satellite help centers and super trainers.
- Versaterm on site to provide additional support. They were on site for the first week and assisted as needed.

Periodic QA Evaluation Report For April 2015

NEW

The system transitioned to production and is receiving all needed support. On the first night, a regular system backup used too many system resources and caused a short outage. BTS responded as planned and the problem was resolved quickly. The next day, BTS implemented a permanent fix that worked that night. Since then the system has been under routine production support. A review of the early support process will be included in the Post-Implementation report.

NEW

Starting on the Go-Live date, RegJIN instituted a 24-hour Help Center in Portland. RegJIN also set up Help Centers at selected locations. As expected, the call volume was heaviest on the first day. But the load was manageable. As of 5/6/15, the Help Centers received 1200 calls and are averaging less than 60 calls per day. They will begin to scale back support. Starting 5/10/15 users go to v-mail from 2:00 am to 6:00 am. For urgent issues, the outgoing message will provide a phone number for users to call.

Communications during the Go-Live period were very effective. Project leadership conducted enhanced, well-attended PAC meetings. The project also held numerous conference calls to communicate status and give all participants an opportunity to voice concerns. During Go-Live week, all participants were invited to attend a series of conference calls every three hours starting at Go-Live. After the first day attendance at, and the duration of the calls diminished enough so that they were stopped the following Friday.

During the first days of production, there was little communication between the central Help Center and the satellite locations. They were not escalating issues as expected. This delayed resolution of some issues. When the issues were reported, the RegJIN Help Center was able to provide support where needed. A review of the early support process will be included in the Post-Implementation report.

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.

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 pose a long-term risk.

Periodic QA Evaluation Report For April 2015

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 went live April 14, 2015. Remaining tasks are proceeding well. |
| 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. 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.

Periodic QA Evaluation Report

For April 2015

Quality Focal Point Summary Chart¹

| Quality Focal Point | Impact | Prior as of 3/5/15 | Prior as of 4/2/15 | Current as of 5/7/15 | 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.

Periodic QA Evaluation Report For April 2015

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.

| | |
|--|---|
| <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> | |
| <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.</p> | |
| <p>4.2 Is the Communications Plan being followed? Finding: Yes.</p> | |
| <p>4.3 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. Since December communications have been more robust. The PMs established weekly meetings to review status, issues, schedule requirements and upcoming deliverables. Communications during the Go-Live period were very effective. They conducted enhanced PAC meetings that were well-attended. The project also held numerous conference calls to communicate status and give all participants an opportunity to voice concerns. During Go-Live day, all participants were invited to attend a series of conference calls every three hours for the first week. After the first day, attendance at, and the duration of the calls diminished enough so that they were stopped. RegJIN also set up Help Centers in Portland and at selected locations. As expected, the call volume was heaviest on the first day. But the load was manageable. There was little communication between the central Help Center and the satellite locations. They were not escalating issues as expected. This delayed resolution of some issues. When the issues were reported, the RegJIN Help Center was able to provide support where needed. A review of the early support process will be included in the Post-Implementation report.</p> | <div style="border: 2px solid blue; border-radius: 50%; padding: 5px; display: inline-block; color: blue; font-weight: bold;">NEW</div> |
| <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.</p> | |
| <p>4.5 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. BTS and PSSRP are communicating issues and status at regular team meetings.</p> | |
| <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.</p> | |

Periodic QA Evaluation Report For April 2015

| | |
|-------------|--|
| 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 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> |
| NEW4 | <p>Is the system receiving appropriate support? Finding: Yes</p> <p>The system transitioned to production and is receiving all needed support. On the first night, a regular system backup used too many system resources and caused a short outage. BTS responded as planned and the problem was resolved quickly. The next day, BTS implemented a permanent fix that worked that night. Since then the system has been under routine production support. A review of the early support process will be included in the Post-Implementation report.</p> |

Periodic QA Evaluation Report For April 2015

| | |
|------------|---|
| 8 | <h3>Business Transition</h3> <p>Business Process Re-engineering is adequately planned. This QFP assesses the preparation for managing and conducting the business transition.</p> <p>Risk Level <div style="display: inline-block; width: 20px; height: 10px; background-color: green; vertical-align: middle;"></div> Stable Attention Alert </p> |
| 8.1 | <p>Has the Business Process Re-engineering Plan been defined? Finding: Yes The project will not develop a separate Business Transition Plan document. The Business Transition Plan is the major component of the Training Plan.</p> |
| 8.2 | <p>Has the Business Process Re-engineering Plan been reviewed and approved? Finding: Yes - The Integration Design Document (IDD) describes customizations that the vendor will make to the systems. It also includes descriptions of how the City staff will conduct certain activities. That document is approved.</p> |
| 8.3 | <p>Has the COTS vendor’s workflow been assessed relative to changes from the City’s “as-is” processes? Finding: Yes - The project assembled a 23-member I-Team; 40% City/PPB staff and 60% partner agencies. The team is committed to the project until the final cutover. The I-Team will work with each agency to ensure that the agency configuration supports the business process.</p> |
| 8.4 | <p>Are end users receiving appropriate support? Finding: Yes - Patrol officers in several of the agencies participating in Early MRE deployment have raised questions and concerns about how the new system operates. To investigate further, the project has attended some Roll Call at the precincts. They are finding a variety of causes: misunderstanding of system features, resistance to change, and areas where MRE is more difficult to work with. An issue tracking system is being implemented to insure that all complaints and questions are followed up correctly.</p> <p>Starting with the Go-Live date, RegJIN instituted a 24-hour Help Center. The call loads were heaviest in the first day, dropping off as the first week progressed. Most calls were routine, such as password resets. For the more involved support issues, the project was able to provide all help as needed.</p> <p>As of 5/6/15, the Help Center received 1200 calls and is averaging less than 60 calls per day. They will begin to scale back support. Starting 5/10/15 users go to v-mail from 2:00 am to 6:00 am. For urgent issues, the outgoing message will provide a phone number for users to call.</p> |

NEW

Periodic QA Evaluation Report For April 2015

| | |
|-------------|---|
| 14 | <p>IT Architecture</p> <p>The project adheres to architecture standards. Verification that the Project conforms to IT Architecture standards.</p> <p style="text-align: center;"> Stable Attention Alert </p> <p>Risk Level </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 was before 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.</p> |

NEW

Periodic QA Evaluation Report For April 2015






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.

Periodic QA Evaluation Report For April 2015

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 | This report. | |
| 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 | This report. | |
| 8. Business Transition | This report. | |
| 9. Project Organization and Leadership | RegJIN Periodic QA Evaluation – June 2014 | RegJIN.C.20 |
| 10. Project Resources | RegJIN Periodic QA Evaluation – March 2015 | RegJIN.C.29 |
| 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 | RegJIN Periodic QA Evaluation – March 2015 | RegJIN.C.29 |
| 22. Training | RegJIN Periodic QA Evaluation – March 2015 | RegJIN.C.29 |
| 23. Implementation Process | RegJIN Periodic QA Evaluation – March 2015 | RegJIN.C.29 |

Periodic QA Evaluation Report For April 2015

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

BTS Deputy CTO 4/16/15
 PSSRP RegJIN PM 4/3/15, 5/6/15
 RegJIN Sponsor 3/3/15, 3/3/15
 RegJIN BTS Project Team Meeting 4/6/15, 4/13/15, 4/20/15, 4/27/15, 5/4/15
 RegJIN Implementation Team 4/2/15, 4/7/15, 4/21/15, 4/23/15, 4/28/15, 4/30/15, 5/5/15
 RegJIN PAC Meeting 4/1/15
 Go-Live 4/14/15
 Go-Live Conference Calls (22) 4/7/15 through 4/17/15

Documents Reviewed

RegJIN BTS Coordination Lessons Learned 20150420

Documents Delivered

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

Documents in Process

RegJIN CAI Periodic QA Evaluation Report for April 2015, deliverable *RegJIN.C.30*

Delayed Items

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

Other Issues/Problems/Concerns

None.