Project Title	Information Technology Advancement Project (ITAP)	Reporting Date: December 12, 2012
Quality Assurance Executive Summary		
Authored by:	David Sharon, Principal Quality Assurance Consultant	
Overall Rating	***GREEN***	*(Contractor subjective assessment for the reporting period)*
Overall Trend	Depends on budget approval	*(Contractor subjective assessment for the reporting period)*
Overall Score	*Calculated*	**4.6**
Risk Management	*Carried from worksheet*	4.4
Project Deliverables	*Carried from worksheet*	4.5
Project Management	*Carried from worksheet*	4.9
Product Deliverables	*Carried from worksheet*	0
Reporting Summary	The apparent successful vendor (ASV), Sierra Systems, submitted a proposal with costs that were higher than the enabling ordinance. The ITAP Business Case was updated to explain and justify the increased cost. The Project Sponsor, BDS Director Scarlett, and Commissioner Saltzman have approved the Business Case and have asked the Chief Procurement Officer (CPO) to recommend that the City Council Council authorize the execution of the contract with Sierra Systems. The CPO's report to Council occurred December 12, 2013 . The Council supported the recommendation to execute a contract with the Sierra Systems. The first meeting with Sierra Systems is scheduled for December 20. The ITAP cost/benefits analysis is the essential part of the updated Business Case. CASE Associates Inc. has been asked by ITAP Project Management to help further refine the Business Case in order to anticipate any questions or concerns expressed by the City Council, to address the recommendations of the TOC and to provide a Business Case model for other large City projects. In addition, CAI will be reviewing the ITAP draft Statement of Work and the revisions to Sierra Systems' red-lined City C	
Changes since last report	This is the ninth TOC QA report. The schedule for completing the Procurement/Acquisition Phase has changed because of the costs of the Sierra Systems' proposal and the need to update the ITAP Business Case (see the Reporting Summary above). The contracted Project Controller has completed seven draft ITAP project management deliverables. They are: 1) The contract readiness mpp, 2) an updated Project Charter, 3) the Project Management Plan, 4) the Change Management Plan, 5) the Communications Plan, 6) the Issues Management Plan, and 7) the Risk Management Plan. This project documentation was reviewed and approved by CASE Associates Inc. and will be used during contract negotiations with Sierra Systems.	
Current Recommendations	1. Complete the contract negotiation planning and project readiness tasks and 2. Further refine the Business Case with a financial analysis and cost/benefits analysis based on feedback from the TOC and CAI. The cost/benefit analysis needs to emphasize the benefits for both the customer and BDS (tangible & intangible, objective and subjective, and empirical) and show a reasonable payback period and return on investment.	
Status of Prior Recommendations	Completed the Project Management documentation for the contract negotiations and implementation phase. These documents were reviewed by CAI, the PMO and the ITAP Team. The acquisition/procurement schedule has been updated to reflect the changes noted in the Sections above.	
Individuals Interviewed/Dates	Ross Caron with numerous emails and phone conversations about the Business Case updates. And project status.	
Documents Reviewed/Dates	The ITAP PM Status Report for the TOC meeting on November 19, 2012 and the draft report for the December 17 meeting. Two versions of the updated Business Case on 11/6/2012nd 11/16/.2012. The project management documentation created/updated by Jean gargan.	
Meetings Attended/Dates	Teleconference with Jean Gargan on November 21, 2012.	

Assessment Area	Risk Management - R	Reporting Date - December 12, 2012
Description	*A Risk Management assessment by which the Contractor evaluates the effectiveness of the risk management strategy and planning for the project.*	
Overall Rating	***GREEN***	*(Contractor subjective assessment for the reporting period)*
Overall Trend	*Dependent on Budget Approval*	*(Contractor subjective assessment for the reporting period)*
Overall Score	*Calculated*	**4.4**
Reporting Summary	*Since the cost of the project is higher than original enabling ordinance, the ITAP Team has met with the Project Sponsor, BDS Director Scarlett and Commissioner Saltzman to review the updated Business Case. The Project Sponsor and the Commissioner believe that the need to update the City's current system is of vital importance. They have approved the Sierra Systems' proposal and the updated the Business Case and asked the City's Chief Procurement Officer to recommend that Council authorize contract execution with Sierra Systems. The City Council gave its support and authorization on 12/12/2012. This situation would have been a major RISK to the project (see the Executive Summary - Reporting Summary) if the City Council had not authorized B12the contract execution. The ITAP Team has done the right thing to ensure that 1) the selected vendor best meets the City's requirements and 2) the final pricing by the top scoring vendor is appropriately reviewed and approved. The ITAP Team has started the negotiation preparation process. The first meeting with Sierra Systems is scheduled for December 20. The Project Controller , Jean Gargan, has prepared the project documentation for the con*	
Recommendations	*1. Prepare a comprehensive cost/benefits analysis that explains and justifies the project costs and 2. Receive approval for the project's cost benefit analysis and the updated Business Case so that contract negotiations with Sierra Systems can begin.*	

Metric	Green 5 points	Yellow 3 points	Red 1 points	NA 0 points	Score	Trend ⇧ ⇔ ⇩	Reporting Summary
R1 - Does a Risk Management Plan exist for the project?					5	⇔	**A Risk Management Plan has been prepared by the Project Controller. The Risk Log is updated monthly with risk rankings based on the impact to the project and probability of occurring,**
R2- As risks are encountered are they being confronted in a timely manner to determine a proper response strategy?					5	⇔	**The Risk caused by Sierra Systems' project costs being higher than the enabling ordinance was not identified until after the BAFO. The response strategy was to update the Business Case with a cost/benefits analysis. The City's CPO recommended that City Council authorize the execution of the contract with Sierra Systems. The Council approved the recommendation 12/12/2012.**
R3- Is the project experiencing variances from schedule baselines? Have significant milestones been missed? If so how frequently?		**YES**			*4*	⇧	**Project rebaselined when the RFP was started. The plan was to have the contract in place by Oct. 1, 2012. Contract negotiation are scheduled to begin December 20 based on authorization by City Council. A master project schedule should result from the contract negotiations.**
R4- Is the project experiencing variances from budget baselines? Are significant cost overruns occurring? Have significant milestones been missed? If so how frequently?		**YES**			4	⇧	**The cost for the Implementation Phase is higher than the costs presented in the enabling ordinance. The City's CPO recommended that the City Council authorize the execution of the contract with Sierra Systems. Based on the authorization from Council, the project costs will be finalized during contract negotiations.**
R5 – Are stakeholders engaged and aligned on project roles, authority and outcomes?	**YES**				5	⇔	**YES**
R6 – Do business and technology leadership have shared expectations for urgency and priority?	**Issues exists**				4	⇧	**Business Process Mapping has been completed. The to-be model will be compared to the COTS workflow. Major issues have been documented. The expectation is to have these issues resolved prior to the start of the Implementation Phase. These issues affect how the City's business processes are defined in the vendor's product. As of Nov. 30 most of these issues have been resolved.**
R7 – Are there risks with the solution provider's team or approach?		**YES**			3	⇧	**Contract negotiation are scheduled to begin December 20 based on the authorization by City Council.**
R8- Are the projects human resources appropriately skilled and prepared for the project?	**YES**				5	⇧	**The contracted Project Controller has prepared the planning readiness documentation and is available to maintain the plans and to create and maintain the project schedule.**
R9 – Are technology risk being addressed and planned for?	**YES**				5	⇔	**YES - in the RFP, proposal evaluation and scoring, and contract negotiations.**
R10 – Are factors external to the project negatively influencing the project team's ability to succeed?	**NO**				4	⇧	**No negative influences are known at this time.**

Assessment Area	Project Deliverables - ITAP	Reporting Date: December 12, 2012
Description	*A Verification of Project Deliverables by which the Contractor evaluators if deliverables are appropriately scoped and detailed with respective to the current phase, included but not limited to: Project Management Plan, Change Management, Project Budget, Project Schedule and Project Communications.*	
Overall Rating	***Green***	*(Contractor subjective assessment for the reporting period)*
Overall Trend	*Improving*	*(Contractor subjective assessment for the reporting period)*
Overall Score	*Calculated*	**4.5**
Reporting Summary	*The project readiness documentation for the contract negotiations and implementation phase was completed by the Project Controller. The ITAP Team has prepared an updated Business Case because of proposed costs were higher than the originating ordinance. The Project Sponsor, BDS Director Scarlett, and Commissioner Saltzman have approved the Business Case and asked the Chief Procurement Officer (CPO) to recommend that the City Council Council authorize the execution of the contract with Sierra Systems. Authorization was granted on 12/12/2012. CAI will be reviewing the ITAP draft Statement of Work being developed by the ITAP Project Team and the revisions to Sierra Systems' red-lined City Contract*	
Recommendations	*1. The updated the ITAP Business Case and Sierra System's proposal have been approved by the Project Sponsor and the Commissioner. 2. Complete the project's statement of work and the negotiation strategy and readiness tasks so that negotiations with Sierra Systems can begin after the City Council authorizes the execution of the contract with Sierra Systems.*	

Metric	Green 5 points	Yellow 3 points	Red 1 points	NA 0 points	Score	Trend ⇧ ⇔ ⇩	Reporting Summary
PR1 – Does the project have a clearly defined business case with clear objectives and criteria for success and performance metrics?		**Almost**			**3**	⇧	**The Business Case has been updated - See the Executive Summary and Risk Management assessment templates. The Business Case will be further updated to include the feedback from the TOC and CAI.**
PR2- Have all business, functional and technical requirements been clearly documented and prioritized by stakeholders?	**YES**				**5**	⇔	**YES - in the RFP**
PR3- Does the project have a realistic timeline based on a work breakdown structure analysis of required activities?	**YES**				**5**	⇔	**YES for the Procurement/Acquisition and Readiness Phase. The master schedule will be developed after the vendor is selected.**
PR4 – Does the project have a realistic budget? Are adequate financial resources available to accomplish the projects goals?	**YES**				**5**	⇔	**YES for the Procurement/Acquisition and Readiness Phase. As a result of the BAFO, the ITAP Business Case was updated. The City's CPO recommended that the City Council authorize the execution of the contract with Sierra Systems. The authorization was granted on 12/12/2012.**
PR5 – Does the project plan contain all tasks required to successfully deliver the project?		**Partially**			**3**	⇔	**YES for the Procurement/Acquisition and Readiness Phase. ITAP has a high-level Plan. A detailed Master Project Plan and Project Management Plan will be developed when the contract with Sierra Systems is finalized.**
PR6 – Are estimates of schedule and cost realistic and include contingency to mitigate disruption?	**YES**				**4**	⇧	**The schedule and budget plan are reasonable for a project this size. The schedule for the Acquisition/Procurement Phase has been updated. A Contingency Plan is being prepared in case the negotiations with the Sierra Systems fail.**
PR7- Does the project have a formal Change Management Plan? Are changes to scope following these processes?	**YES**				**5**	⇔	**A Change Management Plan has been prepared by the Project Controller.**
PR8 – Are communications on the project happening in a timely manner to the right audiences?	**YES**				**5**	⇔	**YES per the Communications Plan**
PR9 – Is the Project Manager actively managing schedule and tasks? Is the project plan up to date and accurately reflect project scope?	**YES**				**5**	⇔	**YES**
PR10 – Is the Project Manager taking appropriate action in response to the occurrence issues and risks?	**YES**				**5**	⇔	**YES**

Assessment Area	Project Management - ITAP	Reporting Date: December 12, 2012
Description	*The Project Management assessment area evaluates the projects organization, roles and responsibilities and management oversight to ensure the project has engaged all stakeholders at the appropriate level and is provided clear authority, managerial support and business ownership.*	
Overall Rating	***Green***	*(Contractor subjective assessment for the reporting period)*
Overall Trend	*Improving based on project cost approval*	*(Contractor subjective assessment for the reporting period)*
Overall Score	*Calculated*	**4.9**
Reporting Summary	*Project Management has been effective during the Procurement/Acquisition Phase. Increased emphasis has been put on preparing for contract negotiations and project readiness for the Implementation Phase. the ITAP Team has updated the Business Case to explain the benefits and justify the project costs plus has prepared an ITAP draft Statement of Work. A Project Controller, Jean Gargan, PMP, has updated the project management documentation.*	
Recommendations	*1. Complete the Business Case refinements that explain the project's costs and benefits. 2. Finalize the Contract Negotiation Planning.3. Complete the project readiness tasks.*	

Metric	Green 5 points	Yellow 3 points	Red 1 points	NA 0 points	Score	Trend ⇧ ⇔ ⇩	Reporting Summary
PM1 – Does the project have an experienced project manager and executive sponsor assigned to the project?	**YES**				**5**	⇔	**YES**
PM2-Are all project roles and responsibilities clearly defined and assigned?	**YES**				**5**	⇔	**YES for the Procurement/Acquisition and Readiness Phase. Assignments will be updated based on the Master Project Plan and the Project Management Plan.**
PM3- Is the City effectively leveraging its contractual authority to resolve issues with vendors and subcontractors?	**YES**				**5**	⇔	**YES**
PM4 – Are the Project Manager, Sponsor and Steering Committee heeding project warning signs and effectively managing risk?	**YES**				**5**	⇔	**YES - A draft Issue and Risk Management Plan has been prepared and a Risk Log is updated monthly.**
PM5 – Is the project experiencing negative impacts due to unresolved issues?		**Some Issues remain**			**4**	⇧	**The Project Sponsor, BDS Director Scarlett, and Commissioner Saltzman have approved the Business Case and Sierra Systems' proposal (see the Executive Summary). The major issues identified during the Business Process mapping activity are documented and being resolved.**
PM6 – Are business units and end users involved and participating as stakeholder in the project outcomes?	**YES**				**5**	⇔	**YES per the Business Process Review Plan and the Communications and Outreach Plan.**
PM7 – Is the City properly prepared for the organizational and cultural changes that the project will affect?	**YES**	**In Progress**			**5**	⇔	**YES per the Business Process Review Plan and the Communications and Outreach Plan.**
PM8 – Has turnover occurred on key roles such as the PM, Sponsor, Steering Committee or leads? If so, are transitions being managed properly?	**No**				**5**	⇔	**The ITAP has been stable.**
PM9 – Are accepted industry best practices for project management being followed?	**YES**				**5**	⇔	**QA will ensure best practices are being followed**
PM10 – Does the project team have confidence that the project goals are obtainable given the project scope, budget and timeline?	**YES**				**5**	⇔	**YES - the Project Sponsor and Commissioner have approved the project costs and the updated Business case. The Chief Procurement Officer (CPO) recommended that the City Council Council authorize the execution of the contract with Sierra Systems. Authorization was granted 12/12/2012**