



## How to Rescue a \$300 Million Project in One Month or Less

### CASE STUDY - CMMP1

#### Service:

IT Forensic Evaluation: Independent Verification and Validation (IVV)

#### Client:

National Police Authority

#### Requirement:

Technology Diligence on large outsourced IT technology development/integration project.

#### Situation:

This National Police Authority is engaged in a \$300+ million multi-year technology initiative to connect hundreds of disparate systems, legacy data and databases with literally millions of perturbations to a unified real-time Web front end. The system is to be used for tracking arrests, arresting officers, booking procedure, place of lock-up, magistrate appearance, trial and determination tracking, etc. A \$30 million tranche of the project was awarded to an international systems integration firm. It was apparent after a full year of work that the project was not advancing as planned and threatened to both be a technological failure and political embarrassment.

The client had several critical questions: Is the contract being fulfilled? In what condition is the current state of the technology? Is there any value for what has been expended?

#### Scope:

Staffing: Thirty person weeks.

Deliverable: An extensively documented report and presentation of the project condition.

#### Discovery:

Semaphore Technology Diligence (S4TD) practice reviewed business requirements, functional specifications, design and code construction and audited program management and project specific management activities. S4TD found the processes and technology employed by the system integrator to be substantially flawed. No appropriate process was being employed. Oversight by on-site program managers of both the vendor and client was inappropriate resulting in significant deficits. The deliverable and time line for the entire \$300 million project were at risk.

#### Outcome:

1. A complete Forensic Evaluation was done detailing the current state of the project and the assets it possessed. Specific recommendations were presented to put the project 'back on track.'
2. On the basis of the S4TD report, the client changed its own internal review and oversight process.
3. Reparation by the Systems Integrator totaling millions of dollars was made. The work continues, but litigation remains a possibility.
4. Client has hired Semaphore to provide ongoing IVV on the project and has ordered another international Systems Integrator to engage Semaphore to assure the proper provision of



architectural and program management services on a new tranche of the project.

5. The Systems Integrator that was subject to the Technology Diligence was engaged by Semaphore to, as senior management stated, "make certain this never happens again to us or our clients."