

December 1, 1998

**Quality Assurance Plan
MetroGIS Fair-Share Financial Model
BRW, Inc.**

The quality assurance procedures outlined here will establish structures and procedures to promote effective communications throughout the project. Communications are essential to making realistic assignments, understanding the project's complexity, developing realistic schedules, controlling costs, and resolving problems quickly. The Quality Assurance Plan will review responsibilities, documentation, communication procedures, and time and cost control, and will assign decision responsibility.

With the help of MetroGIS, the BRW Team will finalize the Quality Assurance Plan at the onset of the project. As Project Manager, Elizabeth Hobbs will assure that all team members follow the quality assurance procedures. She will personally coordinate and direct final quality control for all work produced.

Organization

Our revised scope of work includes a team organization chart. The Project Manager is responsible for the management, performance, and quality of all project tasks. She is responsible to the client and to BRW for the overall performance of the project work. This includes responsibility for communications, overall planning and organization, directing, and controlling work within the approved project scope, schedules, and budget. It also includes conducting the final quality review on all documents before submitting them to the client. Task Managers share these responsibilities within the purviews of their assigned tasks.

Formal Project Scheduling

The project is broken down into tasks and sub-tasks. Each of these is assigned project resources and delivery responsibilities according to a time schedule. The Project Manager will track, update and act upon variances to this schedule, keeping the client informed of progress, problems, and methods of problem resolution in monthly progress reports and other forms of communication.

Correspondence Procedures

All substantive correspondence will be prepared on the stationary of the originating firm. All team members will route any substantive correspondence to the Project Manager for review. Routing digital versions will expedite review. The Project Manager will sign all correspondence regarding financial progress, contract amendments, or schedule revisions and technical letters. Team members will send such correspondence via regular mail unless the particular subject warrants faster delivery.

We will use electronic mail to expedite informal correspondence. Any e-mail between team members or between other task managers and the client will be copied to the Project Manager. WORD 6.0 will be the common format for e-mail attachments and any other distributed digital files during the course of the project, as this will allow all team members

to access files. All files delivered to MetroGIS at the end of the project will be in WORD97 format, as specified in the project contract.

Most communications with the client will be channeled through the Council's Project Manager, Randall Johnson for distribution to the appropriate committee(s) or be distributed using the regular distribution list. The exception would be communications for gathering information from specific individuals. In these cases, the Project Manager will work with the Task Manager and Council's Project Manager to define specific lines of communications in the early stages of each task.

All correspondence, meeting notes, reports, and technical memos will include proper project identification for easy reference. This will include the project name: MetroGIS Fair Share Financial Model, the Contract Number: Metropolitan Council Contract No. C-98-120, and the BRW job number 41057-002.

Team members will copy all written and electronic correspondence to the Project Manager.

Distribution List

The Project Manager and the Council's Project Manager will develop distribution lists at the onset of the project. We will use these lists for regular distribution of progress reports, meeting notes, and all other routine correspondence. If there is a question about the distribution of a particular item of correspondence, it will be addressed to the Council's Project Manager. He will distribute the information as he sees appropriate and formally notify the Project Manager of the recipients.

The Project Manager and the Council's Project Manager will also develop a list of names, addresses, telephone numbers, and e-mail addresses for key personnel on the project. The list will also identify their project responsibilities. This list will include all members of the BRW Team and MetroGIS personnel who will serve as sources of information and assistance.

Internal Communications

Task Managers will communicate laterally as well as with the Project Manager. Task Managers will transmit information from one task that is necessary for the development of a subsequent task promptly to the next Task Manager.

The Task Managers for Tasks C-1 and C-2 will maintain close contact throughout the months of May and June as the financial model is developed and recommendations for the organizational structure are finalized. The most important component of this communication will be to make certain that the financial model meets the legal requirements of the State of Minnesota regarding issues pertaining to the Freedom of Information Act. The Act states that a public agency cannot charge for the cost of data development except for marginal costs (that is, the cost of providing data that exceeds costs necessary for internal use of the data). GIS data falls under the purview of this Federal legislation, but each state may have different rules on how to comply. Minnesota State law has been widely interpreted to permit GIS data sales under specified conditions. The pricing mechanism developed must be consistent with these rules of compliance. This legislation is relevant to developing a methodology for determining costs to charge non-MetroGIS participants. In addition, the development of the financial model must be

informed by what may be allowable within the organizational structures under consideration.

Client Meetings

The Project Manager, with the help of Task Managers and MetroGIS, will develop and maintain a schedule of team member attendance at meetings of the Policy Board and Steering or Coordinating Committee. These meetings will coincide with project milestones. Task Managers or MetroGIS will direct requests for changes in this schedule to the Project Manager, who will review project/schedule/budget implications of such changes.

Meeting Reports

The MetroGIS project manager will provide complete notes from Steering Committee meetings. The BRW Project Manager will prepare and distribute notes of decisions made regarding this project and project action items (including responsibility and due date) following meetings between Team members and the Steering Committee. If the Project Manager cannot be present at a meeting, the Task Manager representing the team will prepare these notes and forward them to the Project Manager for review and distribution. BRW Team members are also responsible for submitting to the Project Manager complete notes of meetings they lead that include MetroGIS staff. The Project Manager will forward these notes to the MetroGIS Project Manager.

Telephone Conversations

BRW Team members will keep records of all project-related telephone conversations. Following important telephone conversations between client representatives and the BRW Team, the BRW team member involved will provide notes to the Project Manager and the MetroGIS Project Manager.

Monthly Progress Reports

BRW will provide MetroGIS with monthly progress reports. These reports will include a summary evaluation of project status, identify any problems encountered, and describe the resolution or planned action for resolution of these problems. They will also include a description of tasks or deliverables completed during that month. BRW will issue progress reports in the first week of each month for the preceding month.

BRW will also submit two additional report components. The first will document the hours spent by task during the previous month, the cumulative hours to date, and a comparison to the budgeted hours. The second will document the complete financial picture with dollars spent during the month, total dollars spent, and a comparison to the budget.

Timekeeping/Written Logs

BRW team members will follow standard company procedures for reporting time spent on the project. All BRW time sheets will identify a job number and subnumber designating the function performed. Each staff member will keep a daily log of tasks in progress and work completed.

Project Cost Control

Cost control relies primarily on staying within the defined scope of work. Task Managers will refer requests to initiate work on a task or product outside the scope of work to the Project Manager. She will first determine whether the remaining budget will support the task. She will then communicate with the Council's Project Manager to determine the need and priority for the task. If the task is determined to be necessary, but not supportable within the available budget, she will negotiate for either a reduction in the previously defined scope or additional funds to support the new task.

BRW's Business Group uses a computerized system for processing time and expenses charged to every BRW project. We will assign each major project task a separate number and use this for tracking all time and expenses by task. The Business Group provides the Project Manager with the data necessary to monitor the accumulated time, cost, and expenses on a weekly basis.

Product Quality

For all deliverables, quality control is extremely important. Task Managers are responsible for initial quality control on their products. The Project Manager will take responsibility for final quality control.

We expect that MetroGIS will participate, actively and critically, in review and quality control of our products. We must know that the products are meeting the client's present and anticipated needs.