

<b>Project Title</b>	<b>RISC Project</b>	<b>Nov 12, 2013</b>
<b>Quality Assurance Executive Summary</b>		
<b>Authored by:</b>	<i>Neville Wallace, Online Business Systems.</i>	
<b>Overall Rating</b>	<b>Yellow</b>	<i>The overall rating summarizes the ratings below for Schedule, Budget and Scope Stability.</i>
<b>Schedule Rating</b>	<b>Green</b>	<i>Remains Green. It should be noted that this status is underlined by a change order to move the implementation of the StrataCare functionality to post go-live (After Dec 16th, 2013) .</i>
<b>Budget Rating</b>	<b>Red</b>	<i>The increase has gone from - \$30K (6%) reported last month to \$75K (15%) to \$90K (18%) this month. This is due in part by a change in how costs are being recorded. A new project budget number needs to be agreed and approved.</i>
<b>Scope Stability Rating</b>	<b>Green</b>	<i>Remains Green. It should be noted that this status is underlined by a change order to move the implementation of the StrataCare functionality to post go-live (After Dec 16th, 2013) .</i>
<b>Overall Trend</b>	<i>Improving 3.95 (Yellow) &gt; 4.45 (Yellow)</i>	<i>Change management needs to be applied in several areas.</i>
<b>Overall Score</b>	<i>Calculated</i>	<b>4.45</b>
Risk Management	<i>Carried from worksheet</i>	4.5
Project Deliverables	<i>Carried from worksheet</i>	3.8
Project Management	<i>Carried from worksheet</i>	4.5
Product Deliverables	<i>Carried from worksheet</i>	5

<b>Reporting Summary</b>	<p><i>The project is tasked with replacing current home grown risk management systems that have limitations with regards to functionality and integration.</i></p> <p><i>The project's mission is to successfully implement the new (SaaS) software system from Marsh (CS STARS), clean and import historic data, eliminate duplicate data entry, automate workflow where practical, implement best practices and standards, and create the required data interfaces to SAP needed to allow City Risk to conduct its daily business of claims management and loss prevention effectively and efficiently.</i></p> <p><i>The project started informally with initial activities commencing in approximately 2007/2008 followed by an RFI and RFP process. An initial charter was drafted on Feb 1, 2012. In 2012, contract negotiations with the software vendor continued resulting in a signed contract in Oct, 2012.</i></p> <p><i>Version 3.0 of the Project Charter was approved on February 26, 2013 with scope defined by six major deliverables, a forecast project start of Spring 2013, a forecast project completion of Winter 2013 and a budget of \$500K plus \$85K/year for software licensing fees. Of the \$500K, \$150K was allocated for hardware. Overall the project lacked project management rigor in its earlier stages but since the appointment of the current project manager, progress has been made.</i></p> <p><i>The project has suffered from considerable fragmentation across its component parts (includes Risk area, EBS area, Vendor area and business stakeholders that include Risk, Accounting, HR and Treasury). Recent progress across almost all areas of the project and agreement on key areas such as check-writing have led to improvements in the overall sense of unity and 'team' on the overall project.</i></p> <p><i>The history of weak project management has resulted in weak risk management, quality management, delivery management and communications. Recently, there have been significant improvements in the areas of risk management, delivery management and change management. Approvals are required for schedule change (StrataCare implementations being deferred to post go-live (After Dec 16, 2013)), test planning and budget overage (approximately \$30K (6%) over the original budget of \$500K.</i></p> <p><i>The current system is at risk at failing at any point in time.</i></p> <p><i>The level of engagement by project participants is generally high. The quality of the solution components delivered by the software vendor thus far appears to meet quality standards (i.e. industry norms for bug and defect rates).</i></p>
<b>Changes since last report</b>	<p><i>Significant progress related to improvements in schedule development, risk management and change management has been accomplished.</i></p>
<b>Current Recommendations</b>	<p><i>While there are no 'net new' recommendations in this report, there have been several 'extensions' to the prior recommendations below.</i></p>

**Status of Prior Recommendations**

- 1.** Primary project responsibilities need to be reaffirmed and a common understanding needs to be developed (responsibilities of the CS STARS PM, the RISC PM and the EBS manager need to be clarified - same for QA and BA roles for end-to-end integrated business processes). A Roles, Accountability, Consult and Inform (RACI) chart should be developed. Ranked 6 by RISC Executive Steering Committee on 10/3/13. **11/12/13** - This is a work in progress.
- ✓**2.** An approvals matrix for scope/quality, schedule, cost and major project deliverables should be developed. Ranked 7 by RISC Executive Steering Committee on 10/3/13. **11/12/13** - This has been completed
- 3.** The roles defined in 1 and 2 above should be filled without delay and the project management function should be full-time through project completion. Ranked 8 by RISC Executive Steering Committee on 10/3/13. **11/12/13** - This is a work in progress.
- 4.** Steps should be taken to better define (and to reach a common understanding of) the desired business outcomes and business value for the project. Business Process Improvement requirements should be documented, measured and communicated. A common understanding of s
- 5.** The comprehensive project schedule should be updated with a clearly defined and agreed scope, a full project participant availability calendar, effort estimates and task dependencies. Ranked 1 by RISC Executive Steering Committee on 10/3/13. The interim PM has improved the project plan significantly. This plan needs to be continually updated. In particular, the plan should be updated with information related to the deferral of the StrataCare Implementation to post go-live (after Dec 16, 2013). **11/12/13** - This is a work in progress.
- 6.** A comprehensive risk management plan should be developed with strategies to address risks. Ranked 4 by RISC Executive Steering Committee on 10/3/13. The risk management approach with contingency planning has been improved by the interim PM. This actively needs to proactively monitor risks through project completion. A "Risk-register" should be compiled with all risks, contingency planning and status. Risks already closed should also be entered into the register so that if/when risks resurface, there is documentation related to how previous mitigation strategies performed. **11/12/13** - This is a work in progress.
- 7.** A comprehensive QA plan (and testing plan) than includes full end-to-end integration testing sho

	<p><b>8.</b> A change management plan (scope/quality, schedule, and cost) should be developed. Formal project change requests should be developed, agreed and approved for (i) any schedule changes associated with delaying the delivery of StrataCare functionality and (ii) schedule/cost changes resulting from the introduction of formal PM and external QA functions. Ranked 9 by RISC Executive Steering Committee on 10/3/13. The interim PM has initiated a change management plan. This plan needs to be approved. The interim PM has issued a number of change requests which should be approved. A "Project Change Log" should be compiled. Changes already approved should also be entered into the log. <b>11/12/13</b> - This is a work in progress.</p> <p><b>9.</b> A communications plan that addresses the needs of project participants should be developed and communication should align with that plan. Ranked 10 by RISC Executive Steering Committee on 10/3/13. <b>11/12/13</b> - This is a work in progress.</p> <p><b>10.</b> The updated comprehensive plan should be used to produce more accurate costs estimates. Ranked 11 by RISC Executive Steering Committee on 10/3/13. Final cost estimates should be developed.</p> <p>✓ <b>11.</b> With a fully developed project plan in hand, steps should be taken to determine if higher resources are needed.</p>
<b>Individuals Interviewed/Dates</b>	<p><b>8/23/13:</b> Sue Campbell, Ann Hawley, Satish Nath, Rick Shulte.</p> <p><b>8/23/13:</b> Dan Vickers (CS STARS Project Manager) by phone.</p> <p><b>8/23/13:</b> Penelope Luedtke (BTS Subject Matter Expert), Susan Cline-Quinones, Kate Wood (Risk Manager and Project Business Owner).</p> <p><b>8/23/13:</b> Bryant Enge (BIBS Director and RISC Project Executive Sponsor).</p> <p><b>8/23/13:</b> Christina Owen (Senior Financial Analyst).</p> <p><b>8/30/13:</b> Ben Berry (CTO and RISC Project Executive Stakeholder)</p> <p><b>8/30/13:</b> Saby Waraich (Vertical Application Manager).</p> <p><b>8/30/13:</b> Jane Kingston (City Controller), John Maloney (AP Supervisor).</p> <p><b>8/30/13:</b> Phil Glynn (RISC Project Manager).</p> <p><b>9/9/13:</b> Jennifer Cooperman (City Treasurer) by phone.</p>
<b>Documents Reviewed/Dates</b>	<ul style="list-style-type: none"> <li>- Financial Project Monitoring Report 9/6/13 (Christina Owen)</li> <li>- Risk Information Solution Connection Project Review PowerPoint (Dan Bauer)</li> <li>- v1_RISC Project Review - Meeting Minutes.pdf 3/1/13 (Dan Bauer)</li> <li>- Project Status Reports multiple dates (Phil Glynn)</li> <li>- Project Status reports multiple dates (Dan Vickers)</li> <li>- Project Charter v1 February 1, 2012.</li> <li>- Project Charter v3 February 26 2013.</li> <li>- RISC Executive Steering Committee Presentation 10/3/2013</li> <li>- Various documents from a repository of approximately 1,100 files in the project repository.</li> </ul>

<p><b>Meetings Attended/Dates</b></p>	<p><b>8/5/13:</b> <i>Emily Rice (Project Office Supervisor), Phil Glynn (RISC Project Manager)</i></p> <p><b>8/12/13:</b> <i>TOC Meeting.</i></p> <p><b>8/19/13:</b> <i>Phil Glynn (RISC Project Manager)</i></p> <p><b>8/19/13:</b> <i>Bryant Enge (BIBS Director and RISC Project Executive Sponsor), Phil Glynn (RISC Project Manager), Kate Wood (Risk Manager and Project Business Owner), Penelope Luedtke (BTS Subject Matter Expert).</i></p> <p><b>9/16/13:</b> <i>TOC Meeting.</i></p> <p><b>10/4/13:</b> <i>Bryant Enge (BIBS Director and RISC Project Executive Sponsor), Penelope Luedtke (BTS Subject Matter Expert).</i></p> <p><b>10/25/13:</b> <i>Phil Glynn (RISC Project Manager), Penelope Luedtke (BTS Subject Matter Expert).</i></p> <p><b>11/6/13:</b> <i>Bryant Enge (BIBS Director and RISC Project Executive Sponsor), Phil Glynn (RISC Project Manager), Penelope Luedtke (BTS Subject Matter Expert).</i></p>
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