

Project Title	RISC Project	Dec 13, 2013
<b>Quality Assurance Executive Summary</b>		
Authored by:	Neville Wallace, Online Business Systems.	
Overall Rating	<b>Yellow</b>	The overall rating summarizes the ratings below for Schedule, Budget and Scope Stability.
Schedule Rating	<b>Yellow</b>	It was anticipated that a change order for the functionality being deferred (includes StrataCare medical bill review and Indemnity benefits) to post go-live (post 12/16/13) would be approved (by COP and CS Stars) last month. This has not occurred so the color rating has changed from green to yellow.
Budget Rating	<b>Red</b>	Remains red. Required total project budget (over original budget of \$500K) has been rising over the last three months as follows: 6% 2 months ago, 18% 1 month ago and 21% current. It should be noted that 16% of the overage is associated with a new accounting procedure as opposed to additional project costs. Costs associated with implementing the functionality being deferred (includes StrataCare medical bill review and Indemnity benefits) to post go-live (post 12/16/13) are not included in these overages and will need to be added to the above overage.
Scope Stability Rating	<b>Green</b>	Remains green. The entire scope of the project deliverables remains stable. However, it should be noted that functionality (includes StrataCare medical bill review and Indemnity benefits) is being deferred to post go-live (post 12/16/13).
Overall Trend	Deteriorating 4.45 (Yellow) > 3.1 (Yellow)	Planning/costing for implementation of deferred scope needs to occur.
Overall Score	Calculated	<b>3.1</b>

Risk Management	<i>Carried from worksheet</i>	3
Project Deliverables	<i>Carried from worksheet</i>	2.2
Project Management	<i>Carried from worksheet</i>	3.4
Product Deliverables	<i>Carried from worksheet</i>	3.8
<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; 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 is for software licensing fees.</i></p> <p><i>Overall, the project lacked project management rigor in its earlier stages but since the appointment of the current project manager, the project has made significant progress.</i></p> <p><i>Initially, 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). Progress since approximately June, 2013 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 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> <p><i>The project is on track to deliver 90-95% of the original scope on 12/16/13. Testing and training for this functionality is complete.</i></p> <p><i>It was anticipated that a change order for the functionality being deferred (includes StrataCare medical bill review and Indemnity benefits) to post go-live (post 12/16/13) would be approved (by COP and CS Stars) last month. This has not occurred. There is uncertainty whether CS Stars can deliver this functionality, when it might be delivered and what the effect on overall project costs will be (including additional PM time, testing, etc.). COP and CS Stars are engaged in discussions related to the development of (i) a change order and (ii) an additional Statement of Work for this functionality.</i></p>	
<b>Changes since last report</b>	<p><i>Work has progressed on: the identification and approval of change orders; identification of issues and risks; refinement of cutover processes; refinement of implementation "go/no-go" approval processes; testing; training.</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. In particular, further detail for recommendation 5 has been provided. See 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. **12/13/13**: The following steps need to occur as soon as possible.
- A determination needs to be made as to whether the functionality being deferred (includes StrataCare medical bill review and Indemnity benefits) to post go-live (post 12/16/13) will be (i) addressed by a later phase of this project or (ii) addressed by a new and separate project. If the deferred functionality will be addressed by a later phase of this project: A change order needs to be finalized and approved by COP and CS Stars. This change order should outline, CS Stars' commitments related to schedule. The assumption is that the scope and costs are included in If the deferred functionality will be addressed by a new and separate project: A change order needs

- 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 should be completed. Ranked 3 by RISC Executive Steering Committee on 10/3/13. A thorough testing plan has been developed and needs to be approved by project participants (including software vendor). A project Management QA plan should be developed. **11/12/13** - This is a work in progress. **12/13/13:** testing has been successfully completed (for the functionality to be deployed on 12/16/13).
- 8.** 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 to be compiled. Changes already approved should also be entered into the log. **11/12/13** - This is a work in progress. **12/13/13:** See recommendation number 5.
- 9.** 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. **11/12/13** - This is a work in progress.
- 10.** 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.
- ✓ **11.** With a fully developed project plan in hand, steps should be taken to determine if higher reso

**Individuals Interviewed/Dates**

- 8/23/13:** Sue Campbell, Ann Hawley, Satish Nath, Rick Shulte.
- 8/23/13:** Dan Vickers (CS STARS Project Manager) by phone.
- 8/23/13:** Penelope Luedtke (BTS Subject Matter Expert), Susan Cline-Quinones, Kate Wood (Risk Manager and Project Business Owner).
- 8/23/13:** Bryant Enge (BIBS Director and RISC Project Executive Sponsor).
- 8/23/13:** Christina Owen (Senior Financial Analyst).
- 8/30/13:** Ben Berry (CTO and RISC Project Executive Stakeholder)
- 8/30/13:** Saby Waraich (Vertical Application Manager).
- 8/30/13:** Jane Kingston (City Controller), John Maloney (AP Supervisor).
- 8/30/13:** Phil Glynn (RISC Project Manager).
- 9/9/13:** Jennifer Cooperman (City Treasurer) by phone.

<b>Documents Reviewed/Dates</b>	<ul style="list-style-type: none"> <li>- <i>Financial Project Monitoring Report 9/6/13 (Christina Owen)</i></li> <li>- <i>Risk Information Solution Connection Project Review PowerPoint (Dan Bauer)</i></li> <li>- <i>v1_RISC Project Review - Meeting Minutes.pdf 3/1/13 (Dan Bauer)</i></li> <li>- <i>Project Status Reports multiple dates (Phil Glynn)</i></li> <li>- <i>Project Status reports multiple dates (Dan Vickers)</i></li> <li>- <i>Project Charter v1 February 1, 2012.</i></li> <li>- <i>Project Charter v3 February 26 2013.</i></li> <li>- <i>RISC Executive Steering Committee Presentation 10/3/2013</i></li> <li>- <i>Various documents from a repository of approximately 1,100 files in the project repository.</i></li> <li>- <i>Ongoing Status Reports</i></li> </ul>
<b>Meetings Attended/Dates</b>	<p><b>8/5/13:</b> Emily Rice(Project Office Supervisor), Phil Glynn (RISC Project Manager)</p> <p><b>8/12/13: TOC Meeting (no official hardcopy report).</b></p> <p><b>8/19/13:</b> Phil Glynn (RISC Project Manager)</p> <p><b>8/19/13:</b> 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).</p> <p><b>9/16/13: TOC Meeting - Monthly Report No. 1.</b></p> <p><b>10/4/13:</b> Bryant Enge (BIBS Director and RISC Project Executive Sponsor), Penelope Luedtke (BTS Subject Matter Expert).</p> <p><del><b>10/21/13 TOC Meeting—Monthly Report No. 2 (Cancelled)</b></del></p> <p><b>10/25/13:</b> Phil Glynn (RISC Project Manager), Penelope Luedtke (BTS Subject Matter Expert).</p> <p><b>11/6/13:</b> Phil Glynn (RISC Project Manager),.</p> <p><b>11/6/13:</b> Bryant Enge (BIBS Director and RISC Project Executive Sponsor), Phil Glynn (RISC Project Manager), Penelope Luedtke (BTS Subject Matter Expert).</p> <p><b>11/18/13: TOC Meeting - Monthly Report No. 3.</b></p> <p><b>12/2/13:</b> Phil Glynn (RISC Project Manager)</p> <p><b>12/4/13:</b> Satish Nash (EBS).</p> <p><b>12/4/13:</b> Phil Glynn (RISC Project Manager)</p> <p><b>12/11/13:</b> Bryant Enge (BIBS Director and RISC Project Executive Sponsor), Phil Glynn (RISC Project</p>