

AS OF AUGUST 6, 2010

**SECTION I — PROJECT SUMMARY (TRW)**

Table I – Project Summary			
Agency/Department Information		TRW Information	
<b>Executive Sponsor:</b>	Cynthia Lorenzo	<b>Received Date:</b>	
<b>Project Director:</b>	Tom McCullion	<b>Status Meeting Date:</b>	
<b>Project Managers:</b>	Dianna Suggs	<b>TRW Analyst:</b>	
<b>Answer the following questions based on the last submitted Operational Work Plan.</b>		<b>YES</b>	<b>NO</b>
Is the project currently on schedule?		YES	
Do you expect the project to complete on schedule?		YES	
Are there any scope changes?			NO
Are there any risks or issues that the agency is not successfully managing?			NO
Is the project currently within budget?		YES	
Do you expect the project to remain within budget?		YES	

1) If the project is not on schedule, briefly explain why and what the agency is doing to bring the project back on schedule.

N/A

2) If the project is not on budget, briefly explain why you do not expect the project to remain within budget and what the agency can do, if anything, to bring the project back within budget.

N/A

3) Briefly summarize the impact of any necessary scope changes identified in Section II-D of this report.

None

**SECTION II — PROJECT PROGRESS**

**A. Project Milestones & Deliverables Accepted or in Progress this Reporting Period**

*From the last submitted Operational Work Plan (OWP), list in the following table the major milestones and deliverables that are in progress, accepted, or scheduled for acceptance during this reporting period and the next. Also list major milestones and deliverables that occurred but were not scheduled in the OWP during the reporting period. Identify the status of each line item and explain any actual or anticipated variance greater than 5% in planned vs. actual dates.*

**Table II-A — Project Milestones & Deliverables this Reporting Period**

Major Deliverable/Milestone & Description	Planned Start Date	Planned Acceptance Date	Actual Acceptance Date	Status/Variance Explanation/Comment
Project Administration (Ramp-up for Phase 3)	7/1/10	2/28/11		
PMO Establishment	6/11/10	11/1/10		
Invitation to Negotiate Process	5/14/10	7/20/10	7/20/10	Nine responses received.
ITN Response Evaluation	5/17/10	8/10/10		
Demonstrations and Preliminary Negotiations	7/6/10	10/8/10		

**B. Major Project Tasks & Activities Accepted or in Progress this Reporting Period**

*From the last submitted OWP, list in the following table the tasks and activities from the project's work breakdown structure that are in progress, accepted or scheduled for acceptance during this reporting period. Explain any actual or anticipated variance greater than 5% in planned vs. actual dates.*

**Table II-B — Major Project Tasks & Activities this Reporting Period**

Task/Activity Item & Description	Planned Start Date	Planned Acceptance Date	Actual Acceptance Date	Status/Variance Explanation/Comment
SME On-Boarding	7/1/10	2/28/10		
Northwood Mall Move	7/1/10	9/22/10		Will be delayed until October due to facility rehabilitation. No impact.
PMO Procurement/Selection	6/11/10	7/21/10	8/2/10	KPMG selected as the PMO vendor.
PMO Project Management Planning	8/2/10	11/1/10		
ITN Responses Due	7/20/10	7/20/10	7/20/10	Nine responses received.
ITN Evaluations Complete and Posting of Vendors	7/21/10	8/10/10		
Comparative Analysis	8/5/10	8/27/10		
Vendor Demonstrations	8/30/10	9/24/10		

**C. Reports & System Interfaces Accepted or in Progress this Reporting Period**

*From the last submitted OWP, list in the following table the reports and system interfaces that are in progress, accepted or scheduled for acceptance within this reporting period. Indicate whether each item meets federal, state, or local reporting requirements. Explain any actual or anticipated variance greater than 5% in planned vs. actual dates.*

**Table II-C — Reports & System Interfaces this Reporting Period**

Report/System Interface & Description	Planned Start Date	Planned Acceptance Date	Actual Acceptance Date	Status/Variance Explanation/Comment
None				

**D. Scope Changes Identified this Reporting Period**

List in the following table any changes from the original project objectives and deliverables that impact the project schedule or budget. Items listed should be all scope changes identified during this reporting period, including those that may impact the project in later reporting periods.

**Table II-D — Scope Changes this Reporting Period**

Scope Change Description	Cost Impact		Schedule Impact		Explanation of Need and Cost/Schedule Change Impact
	Yes/No	Cost	Yes/No	Schedule Change	
None					

**SECTION III — PROJECT ISSUES**

An issue is an immediate problem that requires resolution or an important, unanswered question related to the project. Issues can roll in/out as they arise and are dealt with by the project team. Issues can be operational, functional, or technical in nature (e.g. user satisfaction/buy-in, process change requirements, training attendance, reporting, deployment, and staff acquisition), and may impact the project’s timeline, resources, and/or quality of deliverables. Unlike a risk, the project team can usually resolve an issue.

**Project Issues this Reporting Period**

List in the following table any problems requiring immediate resolution. Items listed should include all open issues and those resolved within this reporting period, as well as issues identified during this reporting period, including those that may impact the project in later reporting periods.

**Table III — Project Issues**

Issue Description	Status (Open/Closed)	Project Impact	Resolution Approach	Resolution Date	Owner
None					

**SECTION IV — PROJECT RISKS**

Risks are factors that may cause a failure to meet the project’s objectives. Risks usually relate to future events which may not be under the control of the project team and usually cannot be eliminated. Major risks must be mitigated throughout the project lifecycle. Examples of risks include statutory changes, stakeholder resistance, budget reduction, project size/complexity, project duration, project cost, process change requirements, and contractor reliance.

**Project Risks this Reporting Period**

List in the following table any factors that may cause a failure to meet the project’s objectives. Items listed should include all risks recurring within this reporting period, as well as all risks identified during this reporting period.

Table IV — Project Risks					
Risk Description	Probability of Occurrence	Risk Tolerance Level	Mitigation Strategy	Mitigation Status	Owner
2) Necessary changes in law, rule or policy have not been identified or documented; unexpected changes could increase project budget and timeline  Impact: Could impede project timelines reacting to legislative changes.	Low	Medium	<ul style="list-style-type: none"> <li>Accept: Addressed with the Project’s Change Management System. Will identify impacts of any legislative changes and recommend appropriate actions for the Project, Program and/or Executive Steering Committee.</li> </ul>	Open	Project Director;  Project Management Team
18) Scheduling conflicts may arise with the daily activities of the AWI subject matter experts causing a delay in required tasks.  Impact: Inability to complete project tasks in accordance with the schedule will cause delays and impact the procurement timeline.	Medium	Medium	<ul style="list-style-type: none"> <li>Accept: Tom Clendenning (UC Program Director) has prioritized this project within his organization. The UC Re-engineering team has been directed to focus their efforts on this project as required.</li> <li>Mitigate: SMEs will be assigned to the project fulltime starting September 1, 2010.</li> </ul>	Open	Project Director
19) The conceptual To Be system may encompass functionality and/or capabilities not currently supported (or contrary to) existing statute, rule, and/or policy.  Impact: Failure to align statute, rule, and policy language may restrict To Be system functionality.	Low	Medium	<ul style="list-style-type: none"> <li>Mitigate: Complete a careful review of system functionality and compare/contrast existing language in statute, rule and policy during Requirements Validation in Phase 3. Once the assessment is complete, pursue legislative language changes in concert with AWI legal counsel.</li> </ul>	Open	Project Director  SI Project Director  UC Program Director
20) Due to many unknown factors outside of the project’s control (number of responders, negotiations, gubernatorial changes, availability of resources, etc.) the schedule to complete the procurement process may be unrealistic given the current project constraints, risks, and status.  Impact: Unattainable or unrealistic project milestones may encourage staff to take inappropriate shortcuts in order to meet the goal.	Low	Low	<ul style="list-style-type: none"> <li>Accept: Ensure project planning and scheduling are in full alignment with project realities, the work to be performed, and the expected outcomes of those activities. Continuously monitor scheduled deliverables and milestones in weekly status meetings. Develop a plan to address issues impacting the project schedule. Escalate to Executive Steering Committee if needed.</li> </ul>	Open	Project Director

Table IV — Project Risks					
Risk Description	Probability of Occurrence	Risk Tolerance Level	Mitigation Strategy	Mitigation Status	Owner
21) (IV&V) The governance structure does not contain a decision framework in sufficient detail to properly govern the project. As a result, it is not clear how risks, issues and changes are escalated through the governance tiers, as well as who is responsible for making decisions.	Low	Low	<ul style="list-style-type: none"> <li>Mitigate: This will be addressed as part of the PMO PMP planning for Phase 3.</li> </ul>	Open	PMO Project Manager
22) (IV&V) Program processes, controls, and disciplines are not in place and not properly institutionalized within the UC2 project. This has resulted in incomplete project planning, inadequate integrated master schedules, lack of appropriate performance management, resource management, and overall poor program visibility.	Low	Low	<ul style="list-style-type: none"> <li>Mitigate: This will be addressed as part of the PMO PMP planning for Phase 3.</li> </ul>	Open	PMO Project Manager
23) (IV&V) There is no system architect assigned to the project thereby significantly increasing the risk that non-functional requirements are inaccurate and do not reflect true system requirements.	High	Medium	<ul style="list-style-type: none"> <li>Avoid: A systems architect has been brought on in a contractor capacity until which time a qualified full-time architect has been hired.</li> </ul>	Closed	Project Director

**SECTION V — PROJECT SPENDING PLAN**

*The project spending plan portion of the status report consists of this section and an Excel worksheet. After first updating the Excel project spending plan, complete this section based on the worksheet. Also provide the same information planned for the next reporting period.*

- A. Discuss the major project costs incurred by the project for this reporting period.

- Evaluation/Negotiation Materials
- Evaluation Support
- Project Support (Systems Architect)
- IV&V Services

- B. Identify the major project costs planned for the next reporting period.

- Evaluation/Negotiation Materials
- Evaluation Support
- Negotiation and Contract Support
- Project Support (Systems Architect)
- IV&V Services

- C. Specify planned project costs vs. actual project costs based on the last submitted OWP. For the major categories, provide the following information:

1. **Staffing**

i. State FTE positions:	(7) Re-engineering Staff (not included in project cost)	Planned: \$50,000	Actual: \$43,750
ii. OPS positions:	None		
iii. Contractor positions:			
This Period:	(1.5) North Highland – Evaluation Materials	Planned: \$43,200	Actual: \$34,050
	(1.5) North Highland – Evaluation Support	Planned: \$43,200	Actual: \$34,050
	(1.5) Ernst & Young – IV&V	Planned: \$41,456	Actual: \$41,456
Next Period:	(1.5) North Highland – Evaluation Support	Planned: \$37,575	
	(1.5) North Highland – Negotiation Support	Planned: \$37,575	
	(1.5) Ernst & Young – IV&V	Planned: \$41,456	

2. **Deliverables**

- i. This period: None.
- ii. Next Period: None.

3. **Major Project Tasks**  
*N/A from a funding perspective.*
4. **Hardware**  
N/A
5. **COTS Software**  
N/A
6. **Miscellaneous Equipment**  
N/A
7. **Other major project costs**  
N/A
8. **Progress payments**  
N/A

**SECTION V — PROJECT SPENDING PLAN**

D. Indicate the budget vs. actual costs and variance up to and including the reporting period. Discuss any variance from the submitted spending plan in the OWP.

Budget: \$371,602

Actual: \$138,958

Variance: \$232,645

No significant variance to plan.

E. Indicate the specific appropriation amount and discuss any variance between the submitted spending plan and the appropriation.

\$26.3M appropriated for this phase.

No variance to plan.



## SECTION VI — PROJECT OVERVIEW

*This section should provide concise background information (one page or less) regarding the project to a reader of this report who may not be familiar with the project. This information should be similar to what the agency provided in the project charter section of the last submitted OWP, unless scope changes have modified the project's objectives and deliverables since the last submitted OWP. If the project charter has changed since the last submitted OWP, identify the changes and provide the latest project charter.*

### A. Scope Statement

The scope of this project will include a significant business process analysis and requirements development effort as well as the design, development, testing, user training and state-wide implementation of a new business system that supports the following UC functions:

- Claims and Adjudications
- Customer Support
- Benefit Operations, including:
  - Wage Determinations
  - Special Payments
  - Employer Charges
  - Special Programs
- Benefit Payment Control
- UC Reengineering
- UC Appeals
- Quality Improvement and Federal Reporting

The project scope will include development of the following customized interfaces:

- Online claimant portal
- Online employer portal
- Workforce services interface

#### **Also Included in the Project Scope**

- Establishment of a Project Management Office
- Organizational Change Management
- Independent Verification and Validation (IV&V)
- Data conversion and migration
- Data warehouse design and development
- Statewide system implementation
- Content development for training materials and system help screens
- End-user training
- Operations and maintenance planning
- Reporting functions

## SECTION VI — PROJECT OVERVIEW

### B. Business Objectives

#### Business Objective #1

Create flexible, integrated UC applications, information, and business processes for UC Benefits and Appeals in order to create operational efficiencies.

#### Business Objective #2

Provide a consolidated system with user-friendly search criteria to provide internal and external stakeholders, partners, and the general public with easily accessible, secured and “on demand” access to claims data.

#### Business Objective #3

Provide a system that is fully compliant with Federal and State laws and statutes as well as Agency procedures and rules.

#### Business Objective #4

Provide a state-of-the-art technology system architecture that will effectively support the dynamic application processes and modifications required because of legislative changes and Agency needs.

### C. Critical Success Factors

#### a. Benefits to the State:

- Comply with all requirements established in federal and state law for unemployment compensation.
- Integrate with the Department of Revenue’s statewide unified tax system that collects unemployment compensation taxes.
- Cost savings from reduced call volume, fewer non-monetary determinations and a reduced number of appeals if the new system creates efficiency gains similar to what other states have experienced (15%).
- Reduced benefit overpayments if the new system facilitates the rate of improvement in overpayment reduction of 15% following the introduction of the new benefits system.
- Additional interest revenue due to reduced UC Trust Fund disbursements if the new system creates the projected efficiencies and improvements observed elsewhere.

#### b. Benefits to the Agency:

- Wherever cost-effective and operationally feasible, eliminate or automate existing paper processes and enhance any existing automated workflows in order to expedite customer transactions and eliminate redundancy.
- Integrate benefit payment control with the adjudication program and collection system in order to improve the detection of fraud.
- Reduced UC Trust Fund disbursements by reallocating resources away from low value, high volume processing tasks to high value administrative tasks such as eligibility reviews that can contribute to shortened claim length.
- Reduced UC Trust Fund disbursements through the automation of low value, high volume processing tasks to high value tasks.

#### c. Benefits to the Public:

- Enable on-line, self-service access to claimant and employer information and federal and state reporting.
- Reduced claim durations through greater integration with the Workforce Program and an emphasis on re-employment activities such as claimant profiling.

## SECTION VI — PROJECT OVERVIEW

### D. Key Dates

August 2, 2010	PMO Start (KPMG) – Complete
July 20, 2010	ITN Responses due Agency – Complete
August 4, 2010	Evaluations Complete
August 10, 2010	Posting of Short-list Vendors
September 24, 2010	Demonstrations Complete
October 8, 2010	Notice of Intent to Negotiate
December 17, 2010	Posting of Intent to Award
February 28, 2011	Phase 3 Kick-off