



KPMG Quality Assurance Project Close Out Report - HoMES

Item 7C

September 8, 2022

Building Investment, Finance and Audit Committee

Report: BIFAC:2022-129

To: Building Investment, Finance and Audit Committee
("BIFAC")

From: Vice President, Information Technology Services ("ITS")

Date: August 23, 2022

PURPOSE:

The purpose of this report is to provide to the Building Investment, Finance and Audit Committee ("BIFAC") with a quality assurance project close out report delivered by the project's Quality Assurance Advisors, KPMG.

RECOMMENDATION:

It is recommended that the BIFAC receive this report for information.

QUALITY ASSURANCE:

In 2019, TCHC contracted with KPMG to provide independent Quality Assurance oversight for the HoMES Program. Over the course of the three-year project, KPMG issued a total of 32 monthly reports to the Executive Sponsor, met regularly with the HoMES project management office ("PMO") and issued more than 180 recommendations for improvements that were actioned by the project.

All project deliverables were reviewed by KPMG to ensure that the standards outlined in the Quality Assurance Plan were adhered to.

KPMG has outlined their final observations of the HoMES project in Attachment 1.

SIGNATURE:

“Luisa Andrews”

Luisa Andrews
Vice President, Information Technology Services

ATTACHMENT 1: HoMES BIFAC Presentation

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HoMES BIFAC Presentation

Omar Tucci
Sandy McBride

September 8, 2022

Our role on the HoMES project was to independently review project risks and evaluate delivery quality throughout the lifecycle of the project so that management and the project team could incorporate our findings and maintain homes on budget, quality, and specification which included:

- The application of methods, and industry leading practices for Business Transformations enabled by a technology solution such as Yardi
- Building “quality in” so that the Yardi system and the related processes are implemented to deliver the maximum value to the end users – including appropriate review and signoff of deliverables by the appropriate business and IT stakeholders
- The application of effective issue identification and resolution processes to maintain the project on track and avoid costly surprises
- Providing independent review of multiple deliverables throughout the lifecycle of the project to evaluate their level of quality
- Acting as an independent advisor to Management and the project Team when requested to participate in the evaluation of mission critical project issues and providing industry insights as options for management to select

Our project close out observations

- The final of 3 roll outs pertaining to Track 2 went live on the scheduled May 16, 2022 go live date without major incidents or business disruptions coming to our attention;
- The intended functionality, workflow processes, and reporting were implemented in accordance with the approved scope;
- The data conversion was performed without any unclosed severity 1 issues ;
- All planned training activities were performed as part of the readiness approach, including lessons learned and enhanced in each release;
- The post go live period has evolved according to the integrated plan, including ongoing post go live stabilization activities and support functions;
- No significant additional external risks have come to our attention as a result of the project execution and post go live activities from those previously reported;
- Management is now focused on pursuing the required post go live stabilization and implementing the required business sustainment operating model to measure and realize the business benefits from the system implementation



Thank you



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