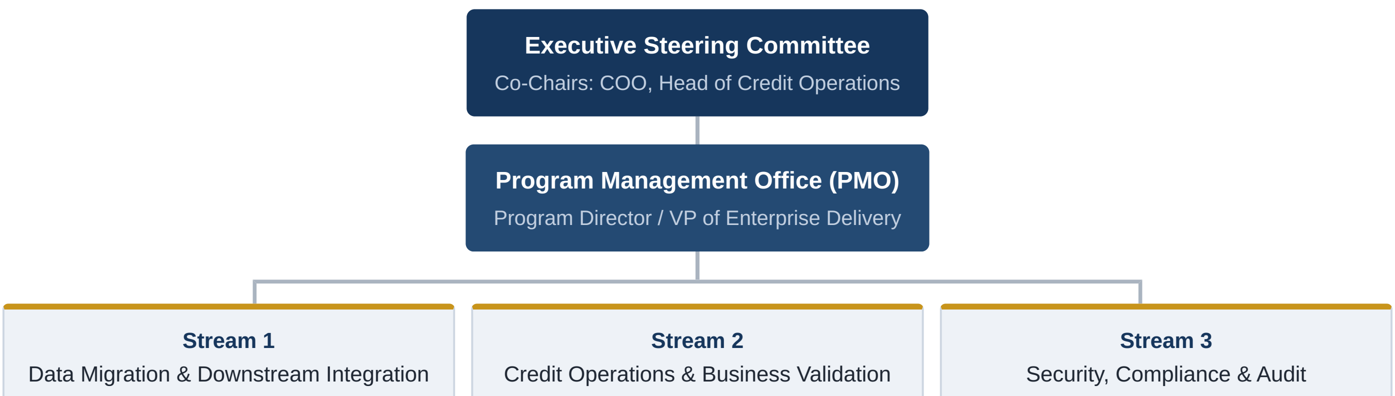
Project Helios: Delivery Governance

Governance Model, RACI Matrix, Risk Register & Cutover Protocol

> As a Director / VP of Enterprise Program Delivery, I approach a $90B+ AUM private credit platform migration with a core philosophy: **we do not manage software deployment; we manage systemic risk and operational continuity.** In a multi-currency, middle-market lending environment, an unmitigated systems failure does not just delay a project; it freezes syndication settlements, breaks CLO compliance, and ruptures thirty-plus years of institutional Sponsor trust. To drive Project Helios to a successful January 31, 2027 go-live, we establish a rigid, data-centric governance structure, an explicit RACI matrix to eliminate organizational theater, and a risk register engineered for proactive mitigation.

1 Governance Model

Given the global footprint (Chicago, NY, SF, London, Abu Dhabi) and the high-stakes integration with sovereign wealth fund mandates, the structure isolates technical execution from strategic escalation while enforcing strict reconciliation gates.



Governance Bodies and Cadence

Executive Steering Committee (ESC). Members: COO (Executive Sponsor), Head of Credit Operations, Chief Risk Officer, Chief Information Officer, Head of Capital Markets. Cadence: bi-weekly, moving to weekly 60 days out from cutover. Mandate: final arbiter of contingency utilization, scope changes, and the ultimate Go/No-Go decision on cutover weekend.

Program Management Office (PMO). Members: Program Director (VP level), Lead Solution Architect, Vendor Engagement Lead. Cadence: weekly. Mandate: cross-stream dependency management, budget tracking against the $8.5M cap, critical path tracking, and status reporting to the ESC.

Working Groups (stream-level). Stream 1, Data Migration & Integration (Data Engineers, Solutions Architects, Vendor Consultants), daily standups. Stream 2, Credit Operations & Business Validation (Credit Ops, Underwriting, Capital Markets SMEs), thrice weekly. Stream 3, Security, Compliance & Audit (CISO representative, internal/external audit), bi-weekly.

Escalation Protocol: The 24-Hour Rule

Any technical blocking issue or reconciliation variance unresolved within a Working Group for more than 24 hours escalates automatically to the PMO. If a milestone slips by more than 5 business days, or a reconciliation gate fails its target of zero unreconciled records, it escalates immediately to the ESC with an automated impact assessment on the January 31, 2027 go-live target.

2 RACI Matrix

To ensure clear ownership across 45+ FTEs (internal, vendor, and business SMEs) spanning multiple time zones, responsibilities map directly to the core phases and deliverables of the Meridian migration. Roles: **EXEC** (Executive Sponsor), **PMO** (Program Director / VP), **TECH** (Internal Technical Services Lead), **VEND** (Vendor / Integration Lead), **SME** (Business SMEs), **SEC** (Security & Compliance Officer).

PROGRAM PHASE / DELIVERABLE	EXEC	PMO	TECH	VEND	SME	SEC
Target Operating Model & Requirements Sign-off (RRL, OneLine, CLO)	A	R	C	R	R	I
Data Migration & ETL Pipeline Architecture ($220B+ historical data)	I	A	R	R	C	C
Salesforce FSC & Multi-Currency Treasury Integration	I	A	R	R	C	I
Reconciliation Gate Validation (Wave 1 to Wave N)	I	A	R	R	R	C
Parallel-Run Execution & Baseline Comparison	I	A	R	R	R	I
Cutover Runbook & Rollback Playbook Development	I	A	R	R	C	C
SOC 2 Type II Verification & NIST CSF Compliance Audit	I	I	I	R	I	A/R
Go/No-Go Decision Execution (Cutover Weekend)	A	R	C	C	C	C
Legacy Decommissioning & Data Archival (LPM 4.0 Retirement)	I	A	R	I	I	C

A Accountable **R** Responsible **C** Consulted **I** Informed

3 Enterprise Risk Register

The register identifies the highest-exposure threats to Project Helios, scored on a 1 (low) to 5 (critical) likelihood/impact matrix and sorted by exposure. It spans the data layer, product logic, delivery, change management, vendor performance, and compliance.

ID	RISK	CATEGORY	L	I	SCORE	PROACTIVE MITIGATION	CONTINGENCY / ROLLBACK
R-01	**Data Reconciliation Gate Blockage.** Failure to reach zero unreconciled records due to structural degradation of 1994-era data formats during ETL.	Technical / Data	4	4	16	Build automated schema mapping for pre-2012 historical data in an isolated staging environment. Run data-cleansing scripts 90 days before cutover.	**Contingency:** Isolate un-reconcilable closed legacy accounts into a read-only historical archive; proceed with active-portfolio cutover only.
R-02	**RRL Covenant Tracking Failure.** Meridian miscalculates ARR-to-debt or churn triggers, defaulting to EBITDA logic.	Operational / Product	3	5	15	Run a dedicated pre-migration testing sprint using volatile software-borrower profiles drawn from the historical dataset.	**Rollback:** If Meridian and the LPM 4.0 baseline disagree on any breach / no-breach determination across the historical RRL test set, halt the wave cutover.
R-03	**Time-Zone Resource Constraints.** Coordination lag between EMEA SMEs (London/Abu Dhabi) and Chicago/NY dev teams delays parallel-run sign-offs.	Delivery / Timeline	4	3	12	Establish asynchronous validation workflows with automated dashboard status tracking. Appoint regional Lead Validation Deputies in EMEA with localized sign-off authority.	**Contingency:** Draw on the program contingency reserve to secure localized external execution support and bridge the capacity gap.
R-04	**Business Readiness / Adoption Gap.** Credit Ops and Underwriting SMEs under-resourced for UAT and training, producing a post-go-live spike in manual errors and a productivity dip.	Change Mgmt / Adoption	4	3	12	Stand up a dedicated change-management and training workstream; run role-based UAT and train-the-trainer sessions during the parallel run; treat adoption readiness as a gate criterion.	**Contingency:** Extend the hypercare window and retain vendor floor-walkers post-go-live until error rates fall below the agreed threshold.
R-05	**Vendor Delivery Slippage / Scope Churn.** Vendor configuration of custom OneLine and RRL logic slips against milestones, or late SME requirements expand scope mid-build.	Vendor / Scope	3	4	12	Bind configuration milestones to SLA with defined remedies; freeze Wave 3 requirements after the design gate; route post-freeze changes through PMO change control with impact assessment.	**Contingency:** Trigger SLA remedies; reprioritize the backlog to protect critical-path OneLine/RRL items; defer non-essential configuration to a fast-follow release.
R-06	**Multi-Currency Treasury Sync Latency.** USD/EUR settlement lag causes FX exposure disparities between Meridian and the treasury platform during active syndication.	Financial / Systemic	2	5	10	Implement near-real-time integration with timestamped transaction logs. Establish hourly reconciliation sweeps during the parallel-run window.	**Contingency:** Divert multi-currency processing back to LPM 4.0 via the pre-published runbook switch; settle against the known-good baseline until latency is mitigated.

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R-07	**Sovereign Wealth Fund Compliance Breach.** Vendor SOC 2 Type II certification lapses or shows control gaps during the multi-office rollout.	Compliance / Security	1	5	5	Enforce continuous compliance monitoring. Require the vendor to submit current bridge letters and SOC 2 Type II reports to internal audit before Wave 1 testing.	**Contingency:** Halt cloud cutover; run the application in an isolated single-tenant private cloud instance until certification clears.

4 Cutover Execution Framework

To secure the January 31, 2027 fiscal year-end target, the final cutover weekend operates under strict, time-boxed gates.

T-minus 72 hours Wave N reconciliation gate shows 100% completion with zero open high/critical defects.

T-minus 24 hours Runbook walkthrough with named decision owners (PMO, TECH, VEND, SME, SEC).

Point of no return Defined explicitly in the runbook. Beyond this timestamp, back-porting data to LPM 4.0 is not possible without material data loss.

Rollback trigger If the multi-currency treasury system or CLO compliance modules cannot ingest live feeds within 4 hours of the target window, the rollback path executes immediately, reinstating LPM 4.0 as the system of record before the Asia-Pacific / Abu Dhabi market open.