

CA-02-20 - Appendix A: Outstanding High-, Medium, and Low-Risk Audit Issues - as of December 31, 2019

Ref #	Department	Function	Audit Report	Audit Report Date	Details of Audit Issue						Number		Owner	
					Audit Finding Number	Risk Rating	Summary	Summary of Management Response	Expected Resolution Date	Revised Resolution Date	Status	Days Past Due		Times End Date Revised
A	Fire	Communications	Fire Emergency Communications	1-Mar-19	4	High	<p>Quality Assurance of Call Taking and Dispatch: Technically, Fire 911 Communications is compliant with Section 7.7 of NFPA 1221 (Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems) because a standard operating guideline (SOG) exists and QA is performed on requested calls. The intent of the standard is not met because the SOG is dated with a last revision date of May 15, 2013, contains guidance or actions no longer relevant or that have changed, and is silent on parameters for the QA process (e.g. the percentage of calls to review, the frequency of the review, etc.).</p> <p>The SOG requires the supervisor to maintain a list of QA work performed including the category of incident reviewed, the telecommunicator's name and a grading of: Met Standards or Did Not Meet Standards - Coaching Provided. This list is not being maintained and it can not be determined if the Supervisor has performed QA on calls handled by each Telecommunicator.</p> <p>Fourteen calls were sampled for call taking and call dispatch to assess compliance with quality assurance standards.</p> <p>Recommendations: Update the quality assurance process with activities and parameters (e.g. frequency, number of calls to review, expected completion timelines, reporting requirements, etc.) required.</p> <p>If adopting the APCO/NENA ANS 1.107.1.2015 Standard for the Establishment of a Quality Assurance and Quality Improvement Program for Public Safety Answering Points, then determine the capacity needed to complete the QA as designed and work with the Supervisor to ensure this time is built into schedules.</p>	<p>Comments: Somewhat agree, non-emergency lines are answered "fire department", while emergency lines are answer "fire emergency". In November 2018, there was change made to how PSTs answer the fire emergency lines to ask for what city, due to the requirements of the new CAD system. The CAD system populates with the ANI/ALI information the majority of the time; however, the city/location is verified when the call in answered. As with any change in procedure, there is a time of adjustment for personnel. The Centre will continue to answer the non-emergency line with "fire department", the Centre does not recommend that a non-emergency line be answered as an emergency line.</p> <p>Action Plan: As previously mentioned, QA work has already started and was put on hold due to other time sensitive priorities and workload capacity in 2018. QA is done on an ongoing basis for major emergency calls and fire telecommunicator performance call handling times. The fire department was involved with phase one of the Business Intelligence (BI) dashboard build project, and telecommunicator performance measures dashboard was built as part of this initiative, which allows for individual or group performance times review on an ongoing basis. The QA/QI model being created supports best practice recommendations provided from APCO 1.107.1.2015 Standard (as outlined above). Performance times are also reviewed as part of a telecommunicators annual performance evaluation. NFPA 1221 is used to measure the Centre's performance and is built into the dashboard as the establish performance target, screen capture of dashboard provided below for reference. In 2019, the focus of the work will be to align Burlington fire dispatch centre quality assurance to APCO best practice recommendations and to formalize the processes to ensure QA supports continuous improvement within the Centre.</p>	29-Nov-19		<p>December 31, 2019: New supervisor has completed APCO supervisor program.</p> <p><i>Auditor's Comment:</i> Follow up will continue until evidence new QA process reflecting APCO standards is in place.</p> <p>October 9, 2019: New communications supervisor to be enrolled in APCO supervisor program</p> <p><i>Auditor's Comment:</i> Follow up will continue until evidence new QA process reflecting APCO standards is in place.</p> <p>August 2, 2019: 1100-049 – Quality Assurance Fire Communications Centre Issued (July 18, 2019)</p> <p>Next follow up: August 30, 2019</p> <p>April 2019: report recently issued. Regular follow-up scheduled for end of June.</p>	32		Deputy Fire Chief

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B	Fire	Communications	Fire Emergency Communications	1-Mar-19	2	High	<p>Business Continuity:</p> <p>In 2017, Fire 911 Communications identified the lack of a permanent secondary location for public safety communications as a risk. Throughout 2018, work was underway to create an alternate site to support service continuity in the event the primary site is deemed inoperable. The pace of development has slowed considerably during 2018 given other priorities including focus on new CAD implementation and providing fire dispatch service delivery to another municipality within the Region of Halton.</p> <p>An evacuation box is prepared and maintained with the necessary materials needed for manual dispatching of calls from another location. The current arrangement with another public safety agency for use of space and systems/equipment is no longer feasible as systems/equipment are significantly different.</p> <p>Evacuation of the center is a critical risk.</p> <p>Recommendations:</p> <p>Burlington Fire Department re-prioritize projects to put completion of the alternate site as the primary focus including updating the business continuity plan and establishing regular testing of the processes and systems (i.e. on-going operations).</p> <p>Strong coordination with IT to ensure resources are available to support the technology work necessary to complete the alternate site and maintain the technology through its life cycle.</p>	<p>Establish a permanent alternate location to provide fire dispatch service delivery with the least amount of disruption time. The alternate location will be established to support both long term and short-term disruptions in service. This is the highest priority project for the fire department and has the support of IT services. The IT Workplan Roadmap also lists this as a priority project. Fire has two (2) IT personnel that will provide key support of this project through completion. Capital Works is also involved with the project to build out additional space and fit ups of room, excluding IT technology requirements. Funding has been approved for this project.</p>	31-Dec-19		<p>December 31, 2019:</p> <p>Phase 1 which consisted of the CAD only testing was a success. Phase 2 will consists of adding station alerting and NICE recordings to this center over the next few months</p> <p><i>Auditor's Comment:</i> Follow up will continue until scale, scope and frequency of testing of the alternate dispatch equipment, location and personnel staffing are documented and implemented.</p> <p>October 9, 2019</p> <ul style="list-style-type: none">• The alternate dispatch location is completed and is going through active CAD testing.• The development of an ITS workplan will identify technology and software updates and or replacement. This includes NEXT GEN 911. <p><i>Auditor's Comment:</i> Follow up will continue until scale, scope and frequency of testing of the alternate dispatch equipment, location and personnel staffing are documented and implemented.</p> <p>Status information truncated for space purposes. Details available upon request.</p>	0		Deputy Fire Chief

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C	Clerk's	CRM	CRM Implementation & On-Going Operations	11-Oct-19	2	High	<p>The CRM project charter identifies critical success factors; specifically, "Staff buy-in achieved through a robust change management strategy resulting in system acceptance, comprehensive training and end user understanding."</p> <p>From responses to the risk management practices survey, the most problematic area is that of People risks – resource, adaptation and change. Across the steering committee, working group and project team, the level of confidence is very low regarding how this risk is being managed.</p> <p>The people side of change for the CRM implementation was not sufficiently developed to realize the benefits that this system was expected to deliver. As such, more time and resources have been and will likely continue to be required to re-work the solution and re-train the staff all within an environment that will be implementing more large-scale and complex changes.</p> <p>Recommendations CRM Project: The current pause in the CRM project implementation provides the opportunity for the steering committee and project team to re-group and consider how it can effectively deliver:</p> <p>1. Active and visible executive sponsorship, 2. Dedicated change management resources and funding, 3. Structured change management approach (including processes, tools and templates), 4. Employee engagement and participation, 5. Frequent and open communication about the change and the need for change, 6. Engagement and integration with project management, and 7. Engagement with and support from middle management.</p> <p>Corporate Project Management: Apply the recommendations from the CRM Project to other corporate projects (in progress) to enhance and support effective people change management</p>	<p>CRM Project: The current project review and consulting engagement will include a staffing impact assessment and further define the delivery model to determine the change impact. Project team resourcing and planning for change management activities will be addressed through a full-time change management lead position. This position will coordinate with the project manager the revision of the project change management plan to address employee engagement, open communication, and active and visible executive sponsorship</p> <p>Corporate Project Management: The Corporate Project Office is committed to applying the recommendations from the CRM Project to other corporate projects (in progress) to enhance and support effective people change management.</p>	31-Jan-20		December 31, 2019: Report recently issued. Next followup as of February 29, 2020	0		CRM Project: Project Manager Corporate Project Management: Manager Strategic Initiatives and Corporate Projects

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D	Transportation	Parking Mgmt Service	Parking By-Law Enforcement	19-Apr-18	2A	Significant improvement required (Medium)	<p>While in the Parking Management – Service Business Plan the service description notes “A public service to manage parking in Burlington”, a parking management strategy has not been documented or consistently articulated. It was also noted that a strategic direction for the desire/target outcomes for parking by-law enforcement has not been formally developed. Without desired outcomes being defined, Parking Management may not have clearly articulated what it is seeking to achieve with respect to parking by-law enforcement, nor the goals and expectations of the service delivery and how to demonstrate progress towards those objectives.</p> <p>Recommendation: Parking Management can determine whether parking by-law enforcement is meant to be a revenue generating or cost recovery service for the City. Once determined, a formalized parking by-law enforcement strategy, refreshed on a regular basis (e.g., annually) in response to parking trends and external factors, can enable Parking Management to take a focused approach to re-evaluate and prioritize its parking by-law enforcement programs and initiatives towards fulfillment of its mandate.</p> <p>Once the parking by-law enforcement strategy has been developed, Parking Management can work to define the key compliance risks as well as the performance goals and standards that can be used to measure and monitor progress against the strategy. The risks can be documented in a risk register (refer to recommendation 1C). The risks that are going to be the focus in a particular year should be referenced in the Parking Management Service Business Plan.</p> <p>The parking by-law enforcement strategy can help increase transparency and strengthen accountability around progress towards strategic priorities of Parking Management. The strategy should be communicated to City stakeholders such as staff within Parking Management and in other service areas, and the contracted Commissionaires.</p> <p>As a result of the strategy development, Parking Management may consider the opportunity to revisit the organizational structure of the service area, including out-sourcing versus in-sourcing and whether the merger of the City’s enforcement officers would provide more value to the City.</p>	<p>The City agrees with this recommendation. The City will conduct a session(s) to identify and document the service strategy to clarify the goals and expectations of parking enforcement and its alignment to Transportation Services. This information will assist in updating the service business plan.</p>	31-Dec-18	31-Dec-19	<p>December 31, 2019: There has been considerable progress to meet management’s commitments as follows: – Review and revise job functions/descriptions is complete and work is on-going to further describe required tasks and level of accountability. This item is considered complete for the audit.</p> <p>– Modification of operational policies, procedures, tasks is well underway. Over half of the processes have been reviewed and identified issues have action plans in place to address including timelines for necessary reports to Committee/Council in Q1. This item will remain open until committee/council reports are confirmed.</p> <p>– Development/Implementation quality control procedures and metrics is in progress. High level metrics are being developed with expected completion by end of Q1. This item will remain open until high level metrics are confirmed.</p> <p>October 11, 2019: CRM ‘Go Live’ for Transportation Services was September 10th. Due to the major changes of business service we have no update at this point in time.</p> <p>There has also been staff changes resulting in a new Manager of Transportation Planning & Parking that needs to be ‘brought up to speed’ in regards to the Audit.</p> <p><i>Auditor’s Comments:</i> as per management’s comments in CA-14-19, there is a vision for parking enforcement and a renewed commitment to making the changes and amendments in operations to achieve the vision.</p> <p>April 30, 2019: Customer Relationship Management (CRM) is rolling out through Parking Services in July, 2019. As a result of forthcoming changes to service delivery, we will be waiting until post-CRM before initiating the review of Enforcement Services.</p> <p>Next follow up: August 31, 2019</p> <p>Status information truncated for space purposes. Details available upon request.</p>	360	2	Director Transportation & Manager of Transportation Planning and Parking

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E	Clerk's	CRM	CRM Implementation & On-Going Operations	11-Oct-19	1	Medium	<p>Governance: The governance section in the CRM project charter is not specific regarding the roles, responsibilities and authority of the steering committee members; it does not describe who can make what types of decisions and how such decisions are to be made. Also, the responsibilities and authority of the project sponsor are not defined.</p> <p>The governance section does not describe the authority for decisions.</p> <p>The members of the project steering committee were previously members of the CSSC whose TOR offered a much broader scope of responsibility for a range of initiatives (the "program") linked to the Customer Service Strategy; not just CRM. The CRM Charter reflects just the CRM implementation. At some point in time, the CSSC TOR was replaced by the CRM Charter; the CRM charter was approved by the steering committee. This change left a gap in the Customer Service Strategy program implementation.</p> <p>Agendas and project updates were provided. Minutes, while recorded, were not distributed or reviewed from meeting to meeting. Follow up of action items is not apparent from the agendas and minutes. Decisions of the committee are not clearly documented in minutes.</p> <p>The CRM project steering committee met 7 times in 2018 and 6 times in 2019. In these meetings, member participation was as low as 50% in 3 meetings and as high as 80% in 3 meetings.</p> <p>Recommendations: CRM Project: The current pause in the CRM project implementation provides the opportunity for the steering committee to re-group and consider its mandate and effectiveness including: - Definition of broader plans to coordinate and implement initiatives to deliver the Service Brilliance Strategy. - Clearly define the roles, responsibilities and authority of the steering committee, project sponsor, and project team members in an updated project charter (or program charter). - Conduct a self-assessment of the Steering Committee's effectiveness considering quality of information for discussions, meeting attendance and meeting frequency. - Establish a decisions document to track key decisions made. This log will also support on-boarding of new steering committee members, project team members and on-going operations.</p> <p>Corporate Project Mgmt: - Update the City Corporate Project Charter Template to include sections defining:</p>	<p>CRM Project: Recommendations from the project review and consulting engagement will be considered in order to accomplish the following: - Review and refine the existing governance structure to support strategic and project customer service objectives. - Develop guidelines for governance team members' responsibilities and decision making. - Revise the project/program charter. - Decision documents to track key decisions</p> <p>Corporate Project Management: The Corporate Project Office is committed to the following actions: - Update the City Corporate Project Charter Template as outlined in the recommendation - Creating a list of questions to support and encourage steering committee effectiveness discussions. - Creating a standard template for project managers to track key decisions made by all parties in the project (i.e. project manager, project sponsor, and steering committee).</p>	31-Jan-20		December 31, 2019: Report recently issued. Next followup as of April 30, 2020	0		CRM Project: Executive Lead Customer Experience Corporate Project Management: Manager Strategic Initiatives and Corporate Projects

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							+ the roles and responsibility for the steering committee members and the project sponsor, + the authority of the steering committee, project manager, and project sponsor in decision-making, + frequency of meetings, and + steering committee members by position. - Create a list of questions to support and encourage steering committee effectiveness discussions. - Create a standard template for project managers to track key decisions made by all parties in the project. - Apply the recommendations to other corporate projects to enhance and support effective project governance.							

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F	Clerk's	CRM	CRM Implementation & On-Going Operations	11-Oct-19	3	Medium	<p>There is a risk management plan established by the vendor and not updated since September 2018. There is a risk register (established through a workshop); however, the risks are often described as the controls that are missing or may not be working properly; not the event that could occur to disrupt or challenge the implementation.</p> <p>The working group responses to the risk management practices survey indicated these members are not as familiar with where to find information about the risks as the project team or steering committee. This situation may be problematic as the working group is responsible for analyzing problems and making recommendations.</p> <p>Through discussions with and survey of steering committee and working group members, regular reference and referral to the risk register to review and update risks is not evident.</p> <p>While specific project issues are taken to the steering committee through status updates, the agendas or minutes contained no indication of the Steering Committee's review, discussion, and/or approval of the risk management plans and risk registers.</p> <p>Authority to accept, avoid, mitigate or transfer risks is not defined.</p> <p>Recommendations CRM Project: - Establish an effective risk management plan including but not limited to: responsibility for risk identification and assessment, how changes through the phased project will be considered in the context of risk, frequency of review of risks, authority to determine risk response and reporting of risks to steering committee. - Review and update the risk register. - Establish a central repository for risk information ensuring all stakeholders have the necessary access.</p> <p>Corporate Project Management: Establish an effective risk management plan template including but not limited to: responsibility for risk identification and assessment, how changes through the phased project will be considered in the context of risk, frequency of review of risks, authority to determine risk response and reporting of risks to steering committee.</p>	<p>CRM Project: Project Manager will consider the project governance model and the enterprise risk model to ensure - Development of a risk management plan - Regular updates to the risk register and to stakeholders ensuring appropriate access to risk documents - Establishing a central repository for risk information for all stakeholders</p> <p>Corporate Project Management: The Corporate Project Office is committed to establishing an effective risk management plan template as outlined in the recommendation.</p>	31-Mar-20		December 31, 2019: Report recently issued. Next followup as of April 30, 2020	0		CRM Project: Project Manager Corporate Project Management: Manager Strategic Initiatives and Corporate Projects

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G	Clerk's	CRM	CRM Implementation & On-Going Operations	11-Oct-19	4	Low	<p>Data is encrypted during transmission from the City to Rock Solid Technology.</p> <p>As per Rock Solid Technology, Microsoft Dynamics 365 uses standard Microsoft SQL Server cell level encryption for a set of default entity attributes that contain sensitive information stored in a SQL database, such as user names and email passwords. As per MS Dynamic 365 website, the client has to specify what data needs to be encrypted as this will impact response time. There is no reference about City of Burlington customer data being encrypted in storage.</p> <p>The city engaged external expertise to conduct a privacy impact assessment (PIA). Through discussion, it was disclosed that at the completion of the privacy impact assessment, the business determined there is no sensitive data requiring encryption in storage. This business decision is not documented nor are challenges outlined in the PIA included in the risk register for monitoring.</p> <p>Recommendations: CRM Project: - Review the privacy impact assessment in view of the current phase of the project to confirm the business decision to not encrypt information in storage remains valid.</p> <p>- Fully document the business decision in the appropriate decisions log</p>	Project Manager will escalate the ratification of the decision to not encrypt information in storage to the Steering Committee and document the decision accordingly.	31-Dec-19		December 31, 2019: Report recently issued. Next followup as of June 30, 2020	0		Project Manager

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H	Fire	Communications	Fire Emergency Communications	1-Mar-19	1	Low	<p>Physical and Logical Access</p> <p>The current access permissions allow 24/7 access to two persons not included in the SOG; yet determined to require authorized access.</p> <p>There is no guidance in place to describe how access to systems is to be granted; i.e. who has authority to grant/deny access requests and what permissions should be granted.</p> <p>System permissions and access are not deactivated and/or changed when positions/responsibilities change.</p> <p>Recommendation:</p> <p>Restrict access to the communications center to those positions identified in the SOG AND/OR amend the SOG to allow these two positions access AND/OR amend the SOG to provide an authorized person(s) with the ability to grant physical access to the communications center and such access is documented in writing by the authorized person(s).</p> <p>Establish business guidelines within Burlington Fire Department to approve/deny access to and permissions within systems including how the approval/denial is to be documented and coordinate with Information Technology to ensure these guidelines are followed when granting access to systems.</p> <p>Coordinate with IT to establish a process to deactivate or change system access and/or permissions when staff in positions and/or responsibilities change. Implement the process with a review of current FDM/RMS users.</p>	<p>Working with ITS, look at improving the current process to change system access and/or permissions when staff positions or responsibilities change. The Change an Employee's Account and Conclusion of Employment IT forms will be reviewed and may be altered pending IT approval, supporting this audit recommendation.</p> <p>Update the existing Security Access (1100-065) operating guideline as follows;</p> <ol style="list-style-type: none">1. include HR representative and Fire Department Chaplain.2. Outline who has the authority to grant system and physical access to the communications centre.	30-Jun-19		<p>December 31, 2019:</p> <p>Complete. OG updated for staff. By default, Deputy Chief authorized to permit/deny access.</p> <p><i>Auditor's Note:</i> issue will not be closed until evidence is provided the SOG's have been signed off by the Fire Chief and posted to the internal website for staff's reference.</p> <p>October 9, 2019:</p> <ul style="list-style-type: none">• Kulbir maintains a list of those staff that have authorized access to Communications. Personnel who attempt to gain access to this secure area will be directed to my office.• Staff will adhere to the Corporate IT service desk for the conclusion of employment process.• Requests for changes in authority will be directed to ITS directly. <p>August 2, 2019:</p> <p>Kulbir and ITS Wendy Hough have been actively working on the list that will identify the level of access for CAD, RMS and Jeff-net for authorized users. This document will be provided to you no later than the end of September 2019.</p> <p>Updates regarding a change to an employee account and conclusion of employment will be added the Security Access OG (1100-065) which is in the process of being re-written to include the process for changes to an employee's account (deactivation) and conclusion of employment processes. This will be provided to you by the end of August 2019.</p> <p>Next follow up: December 31, 2019</p> <p>April 2019: report recently issued</p>	180		Deputy Fire Chief
I	Fire	Communications	Fire Emergency Communications	1-Mar-19	2	Low	<p>Standard Operating Guidelines:</p> <p>Standard operating guidelines (SOG) exist to support fire emergency communications; yet some are dated and contain information that is no longer relevant or does not reflect current situation/practice.</p> <p>Recommendations:</p> <p>Establish a review schedule for SOGs based on priority of information to support regular review of SOGs for accuracy and relevancy of information.</p>	<p>This work had already started prior to the audit being conducted. SOGs have already been updated or created in 2018, and this work continues into 2019. Some SOG reviews/updates were decidedly put on hold pending the recent changes in systems and personnel and service provided. Many SOG's take time to update and review due to multi-agency input and coordination to standardize a process. Of the 20 SOGs currently in distribution for fire communications, two (2) are pending review of other fire departments, eight (8) required review/update, and 10 are current to the existing procedure within the Centre.</p>	31-Dec-19		<p>December 31, 2019:</p> <p>Complete. New OG for SOG development and review created.</p> <p><i>Auditor's Note:</i> issue will not be closed until evidence is provided the SOG's have been signed off by the Fire Chief and posted to the internal website for staff's reference.</p> <p>October 9, 2019:</p> <p>The process of reviewing OG for Communications had been established prior to Peggy's departure from the City of Burlington</p> <ul style="list-style-type: none">• Shannon Doornik commences her new role on Monday, October 14th as which time we will schedule weekly meetings to discuss progress, issues and or concerns.• Communications OG reviews will be scheduled to take place on a monthly basis. <p>Information truncated for reporting purposes. available upon request.</p>	0		Deputy Fire Chief

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J	Clerk's	CRM	CRM Implementation & On-Going Operations	11-Oct-19	5	Low	<p>As part of the preliminary assessment and contractual arrangements with the vendor, a third-party audit report was reviewed for security control issues that may affect the vendor's environment. The report was not reviewed for operational issues. This review was the only review performed; a formal process to have the external third-party audit report requested and reviewed on a regular basis has not been implemented.</p> <p>The CRM project is using a phased implementation meaning on-going operations and implementation are concurrent activities. With on-going operations in place since March 2019, the vendor has not been requested to provide a service level agreement report indicating their operational activities are following contractual obligations. There is no process to request and review the report on a regular basis.</p> <p>Recommendations: CRM Project: Establish processes to request, on a regular basis when available, the third-party audit report and service level agreement from the vendor. In defining the processes, identify the roles and responsibilities of technical and operational City staff to review the report and the escalation processes required for issue resolution.</p>	Implement procedures to ensure the third-party audit and SLA report is requested and reviewed on a regular basis. Procedures will identify roles and responsibilities and escalation processes for issue resolution.	31-Mar-20		December 31, 2019: Report recently issued. Next followup as of June 30, 2020	0		Project Manager and Manager of Customer Experience
K	Clerk's	CRM	CRM Implementation & On-Going Operations	11-Oct-19	6	Low	<p>As the project works through implementation, employee access to the system (including role security) is determined in consultation with the department director. In areas where implementation is complete (i.e. areas considered as on-going operations), there is no guidance in place to describe how access to systems is to be granted; i.e. who has authority to grant/deny access requests and what permissions should be granted. Also, consideration has not been given to periodic review of userids and access privileges to determine if access levels are still appropriate based on business need.</p> <p>At the present time, the creation of the employee id within the CRM application is completed by the vendor on behalf of the City until such time as the City's system administrator is trained on the process.</p> <p>Recommendation: CRM Project: Establish a process to approve/deny access to and permissions within the CRM application including who (what position) has such authority, and how the approval/denial is to be documented.</p>	Establish procedures for granting license and access to the CRM application, including position of authority and documentation of approval/denial.	31-Mar-20		December 31, 2019: Report recently issued. Next followup as of June 30, 2020	0		Project Manager and Manager of Customer Experience

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L	Clerk's	CRM	CRM Implementation & On-Going Operations	11-Oct-19	7	Medium	<p>The call centre setup is a physical location in City Hall. The current plan for continuity of operations is to revert to pen and paper to record transactions and contacts and then enter the information into the system upon its recovery. This approach may work in the event of a very short window of service interruption; yet will not likely work in the event of a prolonged service interruption.</p> <p>As part of the implementation, the City has requested the vendor to make customizations of its product to suit the City's needs. The vendor has agreed to provide this information to the City when requested; the City has not requested this information from the vendor.</p> <p>Recommendation: CRM Project: The current pause in the CRM project implementation provides the opportunity for the project team to define a business continuity plan (BCP) to address the on-going operations including considering how the BCP will accommodate future implementations and how customizations made to the product are documented and obtained by the City.</p>	Develop a Business Continuity Plan for the CRM application, including vendor support of customized code.	31-Mar-20		December 31, 2019: Report recently issued. Next followup as of April 30, 2020	0		Project Manager and Manager of Customer Experience