

Appendix B: CM-05-21 Corporate Project Status Report

March 3, 2021
Staff Presentation



Introduction:

Effective risk management is essential to assisting the city in achieving our strategic objectives.



All organizations face both external and internal risks. Risk is defined as the possibility that events will occur and affect the achievement of strategy and business objectives. (COSO 2017)

We define enterprise risk management as a coordinated set of activities and processes to identify, assess, mitigate, monitor and report on risks.

Enterprise Risk Management (ERM) is important to our success and needs to be imbedded throughout our organization—because risk influences and aligns strategy and performance across all departments and functions.

Risk Governance Principles:

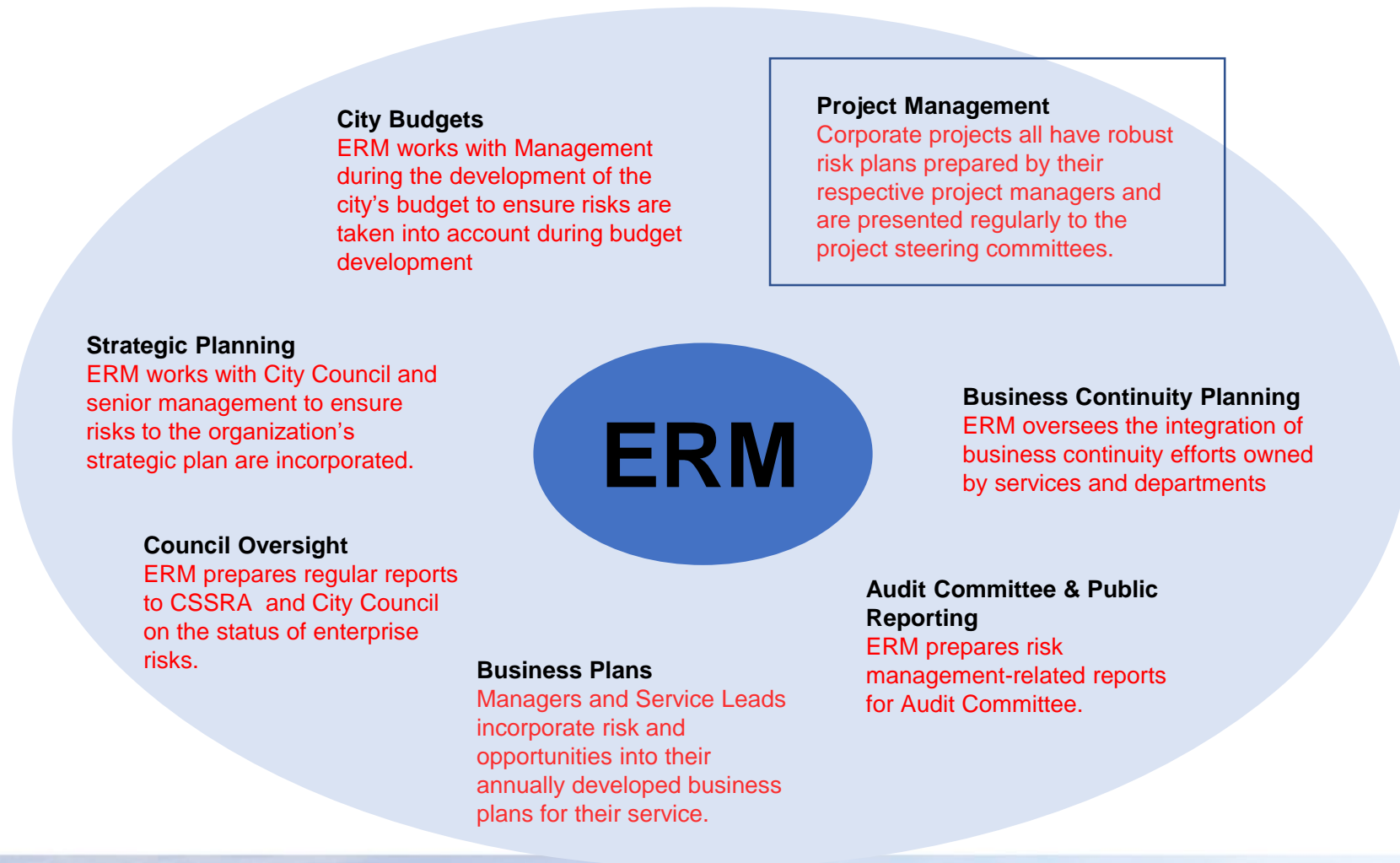


- Enable better decision making
- Take care of our community, our staff and our assets
- Active promotion of risk management by leadership
- Enable and encourage an innovative culture
- Support and foster sustainable continuous improvement
- Encourage and evolve our employee's understanding of risk management
- **Support the achievement of our strategies, business plans, projects and activities**
- Provide policies, tools and processes related to risk to guide staff across the organization
- Use COSO's *"Enterprise Risk Management – Integrating with Strategy and Performance"* (2017) as our framework foundation



ERM's Involvement in City of Burlington's Corporate Governance

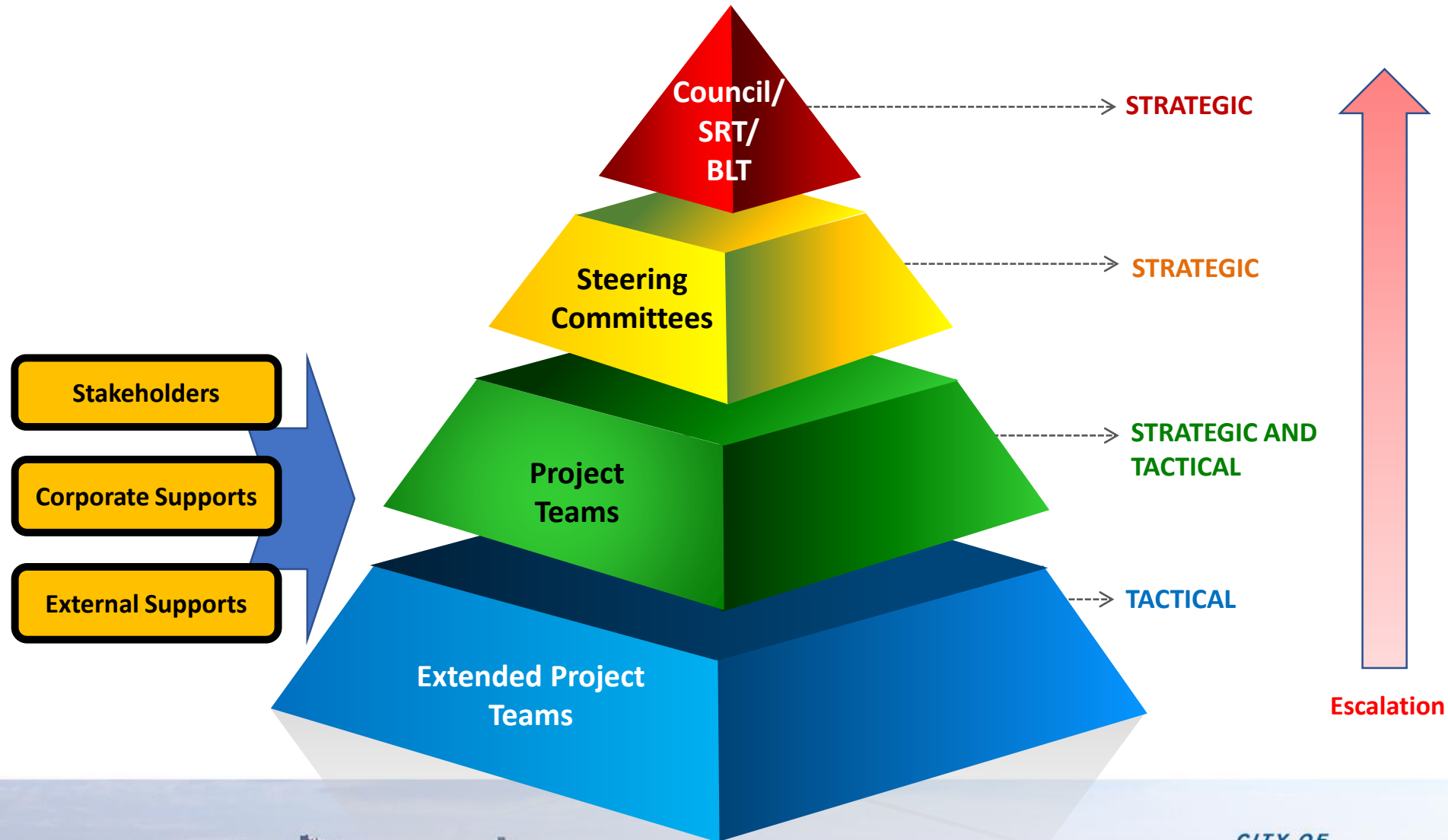
ERM plays a vital part in The City's corporate governance processes to ensure proper consideration of risk management.



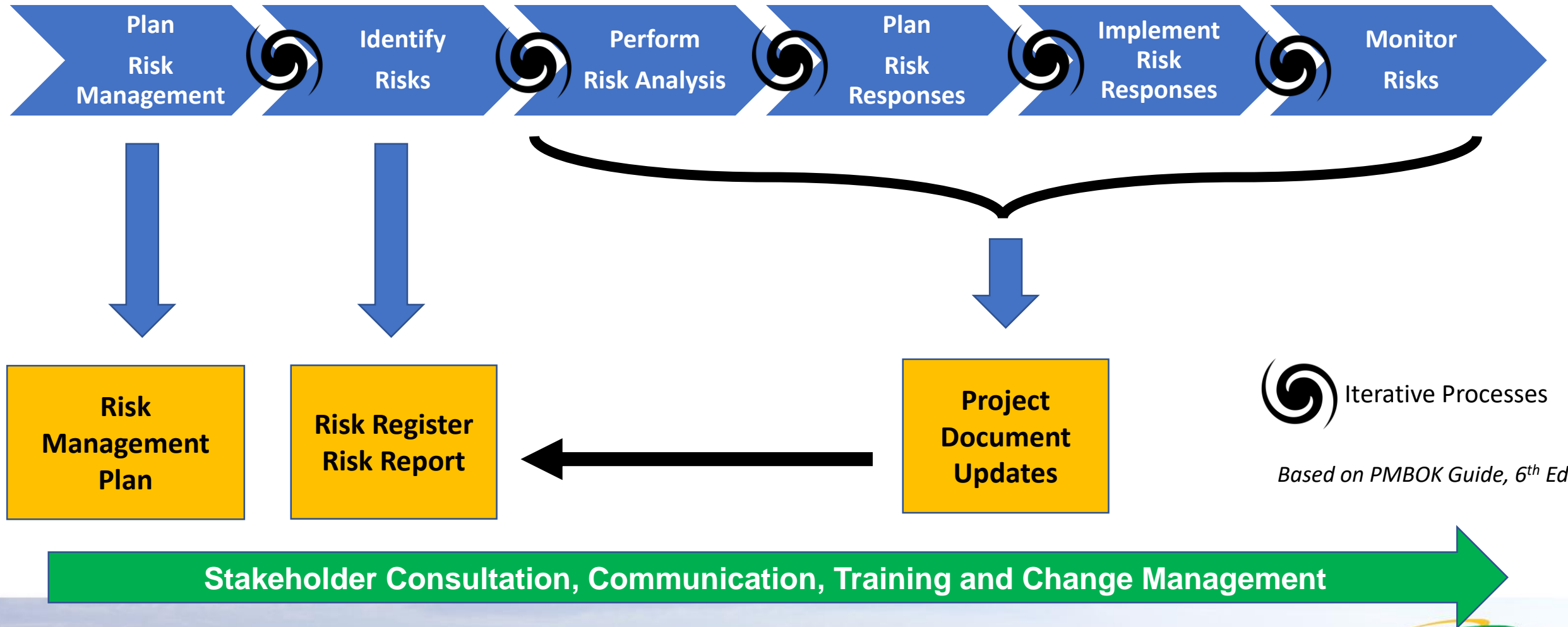
These areas of risk are not fully inclusive, nor do they cover the complete breadth of the role of ERM at the City.



Project Governance Framework



Project Risk Management Processes and Key Outputs



Project Risk Management Plan

- Risk Management Process
- Risk Identification
- Risk Analysis
- Risk Categories
- Risk Response Planning
- Roles and Responsibilities
- Risk Tools (link to Risk Register)
- Risk Management Plan Approval by Steering Committee

EXAMPLE

EAMS PROJECT

RISK MANAGEMENT PLAN

Version <1.1>

October 14, 2020

1. INTRODUCTION

1.1 PURPOSE OF THE RISK MANAGEMENT PLAN

RISK

The probability of an unfavorable outcome occurring, combined with the consequences of the outcome.

A risk is an event or condition that, if it occurs, could have a positive or negative effect on a project's objectives. Risk management is the identification, assessment, and prioritization of risks (positive or negative) and the strategy to minimize, monitor, and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities. This Risk Management Plan defines how risks associated with the EAMS project will be identified, analyzed, and managed. It outlines how risk management activities will be performed, recorded, and monitored throughout the lifecycle of the project and provides templates and practices for recording and prioritizing risks.

The Risk Management Plan is created by the project manager in the Planning Phase of the project and is monitored and updated throughout the project. The intended audience of this document is the Enterprise Software Steering Committee (ESSC) project team, project sponsor and management.

2. RISK MANAGEMENT PROCESS

2.1 PROCESS

To effectively manage these risks, a proactive, project-wide risk management program is required that identifies the inherent project risks and appropriate management actions to mitigate or eliminate the risk.

The project manager working with the project team and project sponsors will ensure that risks are actively identified, analyzed, and managed throughout the life of the project. Risks will be identified as early as possible in the project so as to minimize their impact. The steps for accomplishing this are outlined in the following sections. The EAMS Project Manager will serve as the Risk Manager for this project.

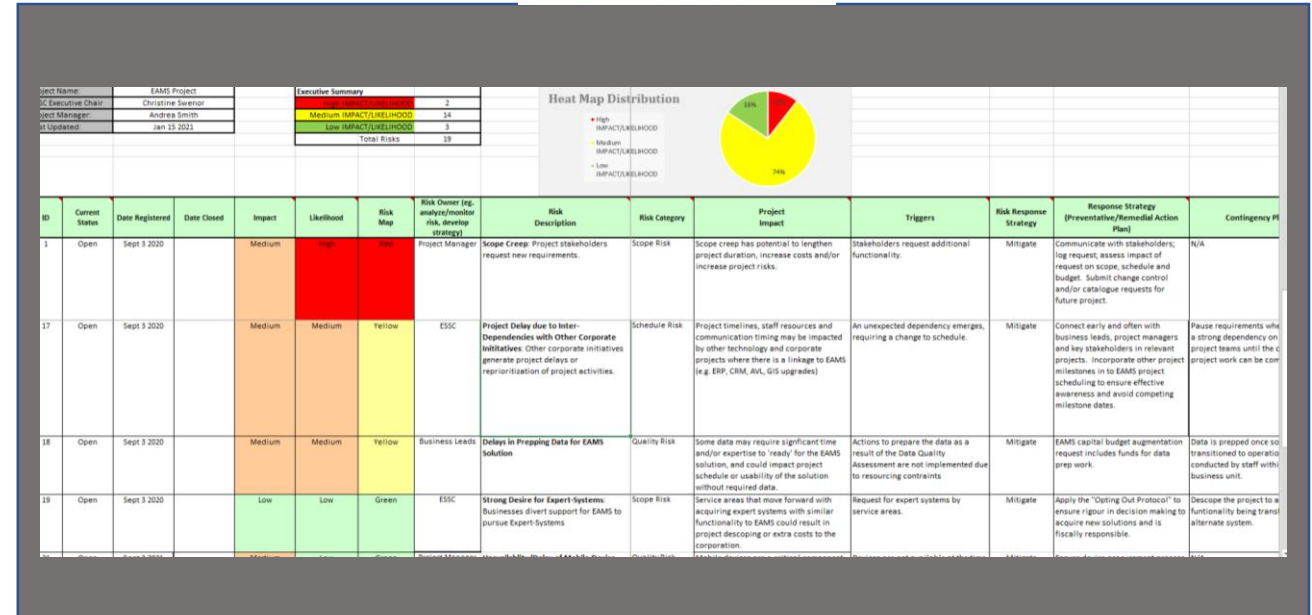
2.2 RISK IDENTIFICATION

Risk identification will involve the project team, management stakeholders, and will include

Project Risk Register

- ID #
- Status- open/closed
- Impact – High, Medium, Low
- Likelihood of occurring
- Risk Owner
- Risk Description
- Risk Category (Budget, Quality, Resource, Schedule, Scope, Other/Multiple, Technical, External, Organizational, Project Management)

EXAMPLE



Project Status Report

- Project Summary & Strategic Alignment
- Status
- Key Achievements
- Key Upcoming Actions
- Critical Risks and Issues
- Stakeholder Engagement
- Key Milestones
- Budget Updates
- Scope Update
- Resource Update

Quarterly Reports to City Council

EXAMPLE

Project Summary and Strategic Alignment <ul style="list-style-type: none">Implementation of a new enterprise-wide software solution, based on future-ready businesses processes related to Burlington's linear, fleet and equipment, and facility assets, to power the City's delivery of asset maintenance and capital planning.Aligned to: Burlington Strategic Plan (4.1); Vision to Focus (Focus Area 5); Corporate IT Strategy (5); Corporate Policy Strategic Asset Management		Overall Status: Y	
Key achievements in last reporting period <ul style="list-style-type: none">Advanced EAMS negotiations with ProponentOn-boarded second EAMS Business Specialist and application analystAdvanced timesheets/payroll feed project to EmpCentreCompleted EAMS Risk Plan and development of Risk Register		Status change: Timelines extended to accommodate additional work required to conclude negotiations and finalize agreements.	
Key actions planned for upcoming period <ul style="list-style-type: none">Award contract to ProponentRecruit 1 EAMS Team member positions (Change Management Lead)Develop detailed project planComplete timesheet/payroll feed project			
Critical Risks and Issues <ul style="list-style-type: none">Staff capacity: unavailable staff resources as a result of competing priorities and/or impact of COVID-19Potential issues arising out of current EAMS negotiation process			
Stakeholder Engagement & Communication <ul style="list-style-type: none">Enterprise Software Steering Committee: informed of project and negotiation status; approval of Project Charter; approval of Risk Plan.EAMS Advisory Committee: contract negotiation update; draft project schedule; solution implementation scope of work; solution configuration phases; project implementation team structureKey Stakeholders: Engagement in timesheets/payroll feed			
Legend: R = At Risk Y = Warning G = On Track		201	

Project Timeline (Milestones)	Target date	Expected completion	Status
Software and implementation services contract awarded	05/20	01/21	Y
Timesheets/Payroll Feed Complete	11/20	04/21	Y
Project Plan	09/20	04/21	Y

Budget Update


- Total Capital Budget Expenditures: \$2,721,300. Funds remaining: \$2,556,036. G

Scope Update

- No change in scope G

Resource Update Y

- Project funding augmentation request has been submitted as part of the 2021-2031 Capital Budget





Questions

