

CM-15-22 Appendix A

Corporate Project Status Reports – January to March 2022

Project Status Indicators

	Green	Yellow	Red
Budget	The project is expected to complete within the approved budget with a possible deviation of less than 5%.	The project is at risk (likelihood > 50%) of going over budget by more than 5% but less than 20%.	The project is at risk (likelihood > 50%) of going over budget by more than 20%.
Schedule	The project is on track for completion as per the approved delivery date with a possible deviation of less than 5%.	The project is at risk (likelihood > 50%) of missing the delivery date by more than 5% but less than 20%.	The project is at risk (likelihood > 50%) of missing the delivery date by more than 20%.
Scope	The project is on track to achieve the approved scope.	The project may be at risk of failing to achieve the approved scope.	The project is at high risk of failing to achieve the approved scope.
Overall Health	The project is currently on track.	The instant that a yellow state above is present, the overall project health becomes yellow.	The instant that a red state above is present, the overall project health becomes red.

Program/Project Status Report – Enterprise Resource Planning (ERP) Program

Reported By: Ade Ogunkoya, Project Mgr. and Robert Delorme, Snr. Program Mgr.

Reporting Period: January – March 2022

Overall Health

Y

Project Summary

- Business transformation initiative focused on people, processes, technology, data, and information required to deliver human resources, payroll, financials, and budgeting functions.
 - Workday solution implementation for Human capital management, Financials, Payroll, Budget & Planning and Reporting & Analytics
- Aligned to Vision to Focus (Focus Area 5) and the corporate IT Strategy

Status Update and Plan to Green (if applicable)

- Project Timeline – The impact of the approval of the selected Implementation Partner has changed the overall health status of this project from Red to Yellow.
 - Project Health will get back on track (**Green**) when Timeline is re-baselined at the Plan stage of Implementation.

Key Achievements in Reporting Period

- Negotiation with Implementation Partner ([Kainos](#)) – Completed and Approved.
- Contract between [Kainos](#) and the City of Burlington is officially signed.
- Completed the Baseline Assessment on impacted processes to enable the Organization to measure accurately the value and Return on Investment post implementation.
- Business Process Management continues in all identified workstreams (HCM, Finance, Payroll, Technical)
- Data identification and cleansing for all workstreams continuing.
- Risk identification and analysis reviewed periodically and/or as required.
- RAID (Risk, Action, Issues and Decisions) Log activated and maintained

Project Milestones

Project Milestones	Target Date	Expected Completion
Implementation services – Negotiation	05/2021	03/2022
Implementation services contract ready	03/2022	03/2022
Council Approval and Contract Award	03/2022	03/2022
Implementation – Plan, Architect, Configure, Test, Deploy	04/2022	06/2023
Transition to operations, Post-Prod Support	05/2023	07/2023

Key Actions Planned for Upcoming Period

- Kainos (Implementation partner) Onboarding
- Kick Start the Plan stage with some activities such as:
 - Review Project Scope, Vision, Personas
 - Develop Integrated Project Plan (Schedule and Resources)
 - Project Kick-off
 - Prepare for Design Workshop sessions

Budget

Approved Amount	\$13,980,700
Expenditure (Spent to date)	\$3,263,330
Commitments (up to 2023)	\$6,635,488
Trend / Health	G

Legend: **R** = At Risk

Y = Warning

G = On Track

Critical Risks	Likelihood	Impact	Response Strategy
<ul style="list-style-type: none"> • Dependency on output from other City projects and initiatives - special focus on the Non-Union Job Evaluation Initiative. The ERP Workday implementation project (majorly the Human Capital Management workstream and subsequently the Financial/Payroll workstream) has a strong dependency on the output of the Non-Union Job Evaluation project. The HCM foundation of Workday solution is built on our Job Architecture. <ul style="list-style-type: none"> • There is the possibility that the timelines of the ERP program may not align with the JE timelines. If this happens, there will be delays and/or missed opportunity for updated Job Evaluation to be part of the transformation. <ul style="list-style-type: none"> • This risk has changed from medium to high as the ERP program is now ready to proceed with implementation. 	<p>Medium High</p>	<p>Medium High</p>	<ul style="list-style-type: none"> • Mitigate: Stay connected with other Project Managers and Sponsors to clearly identify dependencies, expected outcomes and align timelines. <ul style="list-style-type: none"> • Job Evaluation: The ERP Program team has continued to work with the Job Evaluation team to ensure we are aligning timelines and expectation. • Other Data Set-Up options: The ERP team is beginning to look at other possible options should this risk crystalise to an issue. A full analysis of the pros and cons of every option will be determined in preparation.
<ul style="list-style-type: none"> • Timely Decisions and Approvals: The ERP program will trigger change/reviews in some processes, business rules and policies that will require decisions. The collaborative nature of the City's approach to decision-making could extend program timelines and subsequently budget. 	<p>Medium</p>	<p>Medium</p>	<ul style="list-style-type: none"> • Mitigate: Decision making guidelines, linked to the ESSC decision makers, as defined in the ESSC Terms of Reference, will guide the decision-making process throughout the lifecycle of the ERP program. The guidelines identify all decision maker(s) and will expedite decision timelines
<ul style="list-style-type: none"> • Change Resistance: The amount of expected change associated with the ERP program and other initiatives within the organization on the Stakeholders could cause change resistance or change fatigue. 	<p>Medium</p>	<p>Low</p>	<ul style="list-style-type: none"> • Mitigate: A change management plan that is focused on better user adoption and reduction of change resistance will be developed.
Critical Issues	Impact	Response Strategy	
<ul style="list-style-type: none"> • Not applicable 			

Project Status Report – Enterprise Asset Management Solution (EAMS)

Reported By: Bojan Sifrer, Project Mgr. and Robert Delorme, Snr. Program Mgr.

Reporting Period: January – March 2022

Overall Health

R

Project Summary

- 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.

Key Achievements in Reporting Period

- ERP integration issue assessed
- Integrations continuing (StoneOrchard, Enterprise GIS, CRM)
- Roads, Drainage, Sidewalks, Transit stops initiated
- Linear Asset Capital Planning reviewed and reset
- Support program development initiated
- Data model and configuration items continuing
- Communications/stakeholder mgmt program continuing
- Privacy Impact Assessment (PIA) initiated

Key Actions Planned for Upcoming Period

- Confirm ERP integration issue solution
- Re-baseline project, incl. alignment with ERP project
- Continue with: Core Services; integration; business process review and design; Linear Asset Capital Planning; Support Program; data model/system configuration elements
- Continue communications/stakeholder mgmt program. Develop and issue communications to update stakeholders on new plan

Status Update and Plan to Green (if applicable)

- Project schedule continues to be impacted by issues with financial integrations.
- Plan: Issue options assessed. Recommendation being documented as of this report, to be presented at Apr 19 ESSC meeting for review. On confirmation, plan will be developed to complete integration/configuration tasks. Overall project plan will be re-baselined with ERP project considerations. Budget impacts will be assessed following and brought forward in future reporting.
- To mitigate broader project impact, activities without immediate dependency on financials continue to move forward or are in planning.

Project Milestones [to next 12 months cited.]	Target Date	Expected Completion
Phase 1-1 Core System	Jun 2021	Jul 2021
Phase 2-1 Business Services and Core Components	TBD	To be re-baselined
Phase 2-2 Transportation Services	TBD	To be re-baselined
Phase 2-3 Roads, Drainage, Sidewalks	TBD	To be re-baselined
Phase 2-4 RPF, Parks, Horticulture, Turf, Parks & Rec	TBD	To be re-baselined
Phase 2-5 Forestry Services	TBD	To be re-baselined

Budget

Approved Amount	\$4,356,300
Spent to Date	\$1,433,035
Trend / Health	R

Legend: R = At Risk

Y = Warning

G = On Track

Project Status Report – Enterprise Asset Management Solution (EAMS)

Reported By: Bojan Sifrer, Project Mgr. and Robert Delorme, Snr. Program Mgr.

Reporting Period: January – March 2022

Critical Risks	Likelihood	Impact	Response Strategy
<ul style="list-style-type: none"> Complex and Changing Integration Environment: EAMS related integrations require additional work/rework due to coordination requirements with other existing and/or emerging solutions and related upgrades. 	High	Medium	<ul style="list-style-type: none"> Mitigate: Participation in standing integration meetings led by ITS with attendance of other project managers to discuss sequencing, timing and dependencies of various integrations.
<ul style="list-style-type: none"> Timely Decisions and Approvals: The combined EAMS-ERP program will require change/reviews in many processes, business rules and policies that will require decisions. The collaborative nature of the City's approach to decision-making could extend program timelines and subsequently budget. 	Medium	High	<ul style="list-style-type: none"> Mitigate: Adapt/adopt decision-making guidelines originally developed for the ERP project for per EAMS project application, and potentially for broader enterprise application, as cited in the ESSC Terms of Reference. Use to guide the decision-making process for both projects. The guidelines will identify all decision maker(s) and will expedite decision timelines. Apply escalation as risk warrant.
<ul style="list-style-type: none"> Scope Adjustment: Privacy Impact Assessment; Enterprise GIS integration 	High	Medium	<ul style="list-style-type: none"> Accept: Requirements updated to reflect new business process information and workflow complexity identified during discovery.

Critical Issues	Impact	Response Strategy
SAP Finance Integration: The originally planned integration proved to be overly complex and costly in terms of time and effort.	Project delay Project budget risk	<ul style="list-style-type: none"> Assess technical and business factors associated with integration. Determine alternate solution path and associated recommendations better aligned to ERP project. Present to ESSC for assessment and decision. Develop plan to implement. Re-baseline project to reflect plan.

Project Status Report – Automated Vehicle Locator

Reported By: Avneet Kainth, Manager of Fleet Services, RPF

Reporting Period: January – March 2022

Overall Health

Y

Project Summary

- Deploy modernized, intuitive and easy to use enterprise AVL software that enables enhanced customer service and streamlined business processes.
- Aligned to Burlington Strategic Plan 3.2b 'The city's operations are net carbon-neutral' and 4.1.b 'City information is more accessible with an increase in the number of residents who engage with the city. The city practices open government and uses new technology to engage residents and collaborate in decision-making'. Aligned to Vision to Focus (Focus Area 3 'Supporting Sustainable Infrastructure and a Resilient Environment' & Focus Area 5 'Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation').

Key Achievements in Reporting Period

- Change Management Plan – Project Benefits updated
- Finalized In-Cab device procurement
- Training completed for Power Users and Winter Operations Leaders
- Implementation of AVL Hardware 100% complete
- News release and roll out of the new Burlington Plow Tracker
- Testing of tablets completed

Key Actions Planned for Upcoming Period

- Training for Driver vehicle inspection reports (DVIR) and Hours of Service (HOS)
- Prepare data for integrations (Webfocus, BI, EAMS scoping document)
- Establish Project Governance and Procedures
- In cab mount installations

Status Update and Plan to Green (if applicable)

- Recruitment of a new Project Manager/Corporate Fleet Business Improvement Specialist to manage and support the system
- Training for Hours of Service (HOS) and Driver Vehicle Inspection Report (DVIR) will resume after staff resource is in place
- Working through technical issues with vendor for HOS/DVIR

Project Milestones

	Target Date	Expected Completion
Privacy Impact Assessment	02/22	4/30
AVL Winter Hardware Installation and Turn by Turn Configuration	02/22	09/22
System Integrations (GIS, SSO, BI)	02/22	12/22
Completion of Training (over 280 users)	09/22	09/22
Project Governance structure and responsibilities	09/22	09/22
Project close	9/22	Re-baseline

Budget

Approved Amount	\$1,858,186.00
Spent to Date	\$261,913.59
Trend / Health	G

Legend: R = At Risk

Y = Warning

G = On Track

Project Status Report – Automated Vehicle Locator

Reported By: Avneet Kainth, Manager of Fleet Services, RPF

Reporting Period: January – March 2022

Critical Risks	Likelihood	Impact	Response Strategy
<ul style="list-style-type: none"> Project resourcing – There is no dedicated project staff. If a core team member leaves or takes on another role within the city, this will cause a delay 	High	High	<ul style="list-style-type: none"> If/when team members leave, Project Sponsor, Project Manager and Fleet Manager to determine who will take on the role in temporary capacity to cover tasks.
<ul style="list-style-type: none"> No dedicated resource post implementation to manage the AVL system 	High	High	<ul style="list-style-type: none"> The Corporate Fleet Business Improvement Specialist will be managing the AVL system but the position is currently temporary and not full time. A full time resource is required for contract management, hardware and software requirements, continuous improvement, governance and administration of the system.
<ul style="list-style-type: none"> Vendor did not previously disclose usage of a third party application – The vendor advised the City in January that part of the Focus suite is managed by a third party vendor. The software suite in question manages the DVIR and HOS application for operators, and the vendor is located outside Canada and in the United states. 	High	High	<ul style="list-style-type: none"> The City has established an internal working group to review recommendations and what changes, if any, are required.
Critical Issues	Impact	Response Strategy	
<ul style="list-style-type: none"> Project Manager and Administrator Resourcing: Corporate Fleet Business Improvement Specialist resigned 3/11/2022 moving the critical Risk to a Project Issue. This will delay the project until a replacement Specialist is hired. 	1-2 month	<ul style="list-style-type: none"> Fleet Manager to take over Project Manager role Request for replacement has been submitted and on track 	
<ul style="list-style-type: none"> Privacy Impact Assessment (PIA) has moved from a critical risk to a Project Issue. The PIA report has identified several recommendations for the City. 	1-2 month	<ul style="list-style-type: none"> The City has established an internal working group to review recommendations and what changes, if any, are required. 	

Program/Project Status Report – Non-Union Job Evaluation

Reported By: Laura Boyd, Executive Director, Human Resources and Marylisa Forsyth, HR Representative

Reporting Period: January - March 2022

Overall Health

Y

Project Summary

- The Job Evaluation Project is a foundational component of attraction and retention and enables the City to update our non-union compensation design and structure to be reflective of current and future workplace requirements. It is also supporting the City in its ability to be externally competitive and internally consistent among job positions and titles.
- Deliverables include (1) new job evaluation plan uniformly and fairly applied to all non-union jobs, (2) new structure and compensation philosophy (3) repository of fully evaluated non-union job descriptions with consistent application of titles and (4) pay equity review of the results

Key Achievements in Reporting Period

- Created and finalized the Job Evaluation rating system for all non-union part time and full time positions
- Trained rating committee on the new rating system
- Rating committee conducted the review and evaluation of 25 benchmark positions using the new tool.
- Initial review by the Consultant and internal team of 5 compensation related policies (Vacation, Salary Treatment, Flexible working hours, acting Pay and Temporary Acting Duties, and non-Union Rating Committee)

Key Actions Planned for Upcoming Period

- Finalize recommendations regarding policy updates and present to BLT
- Consultant to finish the remainder of the non-union position ratings based on the new tool and submit to Rating Committee
- Outstanding JIQ's to be submitted and rated.
- Draft new compensation grade structure that is reflective of the organizations size and compensation philosophy.
- Start the development of naming principles for job titles
- Complete market analysis with newly rated benchmark positions

Status Update and Plan to Green (if applicable)

- Project Timelines – Final timelines are dependent on the completion and quality of JIQs by internal city staff, the work of the Consultant and the availability of the Non-Union Job Evaluation Rating Committee
- Overall health will get back to track (**Green**) when Job Information Questionnaires are rated, results approved, salary structure and title nomenclature and finalized and funding in place to implement.

Project Milestones	Target Date	Expected Completion
Develop modernized Job Evaluation Plan	Q1 2021	completed
Design, train & complete Job Information Questionnaires (JIQ)	Q2 2021	95% completed
JIQs approved by two levels of supervisor	Q4 2021	95% completed
Ratings Assigned	Q2 2022	On track
Jobs placed in new salary structure and recommend new titles	Q2 2022	On track
Update Compensation Policies	Q1 2023	On track
Communicate Results	Q3 2023	On track
Up-to date repository of JIQ's	Q1 2023	On track

Budget

Approved Amount	\$182,000 for consultant services
Spent to Date	\$106,694
Trend / Health	Y

Program/Project Status Report – Non-Union Job Evaluation

Reporting Period: January - March 2022

Reported By: Laura Boyd, Executive Director, Human Resources and Marylisa Forsyth, HR Representative

Critical Risks	Likelihood	Impact	Response Strategy
<ul style="list-style-type: none"> Project timeline may be impacted based on: <ul style="list-style-type: none"> the cost and approvals to implement the findings of both the Job Evaluation results and the market assessment Cost to implement the recommendations for the compensation related policy updates and required approvals Staffing available to complete tasks. 	High	High	<ul style="list-style-type: none"> Mitigate: Stay connected with Steering group and Sponsors to clearly identify outcomes as soon as they are known and design a phased implementation plan in accordance with the approved budget
<ul style="list-style-type: none"> Acceptance by City Employees of the new job evaluation project outcomes: This project touches compensation both current and future for all non-union employees and they need to understand the outcomes and process to get to the outcome. 	Medium	Medium	<ul style="list-style-type: none"> Mitigate: Change management plan including a clear communicate plan
<ul style="list-style-type: none"> Change Resistance: The amount of change associated with the JE project, the length of time to implement from start to finish along with other initiatives within the organization on the Stakeholders could cause change resistance or change fatigue. 	Medium	Medium	<ul style="list-style-type: none"> Mitigate: A change management plan that is focused on reduction of change resistance will be developed
<ul style="list-style-type: none"> Incomplete and poor quality JIQs submitted or approved by departments 	High	Medium	<ul style="list-style-type: none"> Mitigate: Continue to work with Directors and Executive Directors to encourage completion. If not completed, current job descriptions will have to be used going forward.
<ul style="list-style-type: none"> Timing with ERP – if this project can't meet the ERP timelines, then this project will have to wait until ERP is complete to continue. This will result in additional costs and resources required to reconfigure and update the Workday system and will cause a delay in roll out of new compensation grades/structure. 	High	High	<ul style="list-style-type: none"> Mitigate: Continue to work with Consultant to expediate findings to ensure we are aligning timelines and expectations. Make a decision to pause this project or provide more resources to focus and complete.
<ul style="list-style-type: none"> Staffing of Project: Project is being completed off the side of a Human Resources employee's desk. Employee is on contract until the end of 2022. 	High	High	<ul style="list-style-type: none"> Mitigate: May need to consider a short term contract for 2023 to finish off the key components of the project. Transfer responsibility to Manager of Compensation and Benefits once hired.
Critical Issues	Impact	Response Strategy	

Legend: ● R = At Risk

● Y = Warning

● G = On Track

Project Status Report – Web Modernization

Reported By: Kyle Conway, Mgr., Creative & Digital Services; Kwab Ako-Adjei, Dir. Corp. Communications & Engagement

Reporting Period: January – March 2022

Overall Health

G

Project Summary

- Core purpose for this project is to provide a fulsome review and refresh to burlington.ca, calendar.burlington.ca and burlingtontransit.ca websites with an emphasis on online services and improved user experience.
- Aligned to: Focus Area 5 – Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation
 - Enhancing City services and delivery of citizen self-service options through technology
 - Enhancing and emphasizing a customer first approach in all city service areas

Status Update and Plan to Green (if applicable)

- Project is on time and on budget. The critical risks and issues identified may impact the overall status, but these continue to be managed.

Key Achievements in Reporting Period

- Content Audit completed
- Navigation Review and Recommendations
- Content Writing
- Homepage Design and Website Interior page and site elements Approval
- Microsite Design Approval
- eScribe Specifications
- Community and Council Calendar
- Decommissioning of end-of-life mobile app
- Facilities manager module design review and approval
- Setup of Subdomains and Domain Name System entries to support new site and cloud hosted apps

Project Milestones

Project Milestones	Target Date	Expected Completion
Draft website (Corporation Setup)	March 2022	March 2022
Document Import	July 2022	July 2022
Complete Development of Website	June 2022	June 2022
New site launch	July 2022	July 2022
Project Close Out	July 2022	July 2022

Budget

Approved Amount	\$211,000
Spent to Date	\$128,887
Trend / Health	G

Key Actions Planned for Upcoming Period

- Technical Needs Assessment
- Content and Document Import
- Configuration of updated news feed module
- Configuration of updated document module tool
- Development of updated Parser pages (for applying site design to standalone apps)
- Configuration and implementation of Google GA4 analytics and Cludo site search tool

Legend: R = At Risk

Y = Warning

G = On Track

Project Status Report – Web Modernization

Reported By: Kyle Conway, Mgr., Creative & Digital Services; Kwab Ako-Adjei, Dir. Corp. Communications & Engagement

Reporting Period: January – March 2022

Critical Risks	Likelihood	Impact	Response Strategy
Lack of Timely Approvals and Work Completion from Content and Document Owners has the potential to delay launch of the site.	Medium	High	Regular follow up discussion with owners with clear timelines. Content that is approved by Project Manager (and Communications team members) will be uploaded to new site.
Scope Creep: Project stakeholders request new requirements has the potential to delay launch of the site and increased cost.	Low	High	All potential changes to scope will be brought to Customer Experience Advisory Team and/or BLT following assessing impact to schedule and budget. Risk of implementing the change and risk of not implementing the change will also be assessed.
Critical Issues	Impact	Response Strategy	
Migration of existing documents to new site requires resourcing without which there may be a delayed launch of the site.	High	Second Corporate Communications & Engagement (CCE) staff or part time support staff to refocus priorities to support document migration to the web to ensure that all content required is ready for go live.	
Hosted Service Agreement not being complete in time for site launch may incur unexpected costs operating without a contract.	High	Work has been underway, however, workload in different departments have contributed to delay. CCE will continue to work with key departments to get agreement in place.	

Project Status Report – Property Tax Software Program

Reported By: Maxine Rukundo, Project Manager; and Ann Marie Coulson, Project Champion

Reporting Period: January – March 2022

Overall Health

G

Project Summary

- Implementation of the CentralSquare property tax software solution (CS).
 - The property tax software is used to bill and collect property taxes, process tax adjustments and track, inquire, and report on property tax records. The tax software is used to bill and collect property taxes on behalf of the City, Region and local school boards.
- Aligned to Vision to Focus – Focus Area 5- Delivering Customer Centric Services with a focus on efficiency and technology transformation.

Status Update and Plan to Green (if applicable)

- Project has commenced and working towards the completion of our first milestone of project plan.
- Burlington continues to be apart of CS Early Adopters User Group Program which includes other Ontario municipalities in the process of replacing their property tax billing and collection software system.

Key Achievements in Reporting Period

- Single sourced contract awarded to CS in December 2021.
- Project Kick off meeting February 2022
- Development of Project Plan and related timelines
- Orientation and Initial Training of user interface and workflows for subject matter experts
- Set up completed for the Test Environment and user access
- Data conversion tasks have commenced

Project Milestones

	Target Date	Expected Completion
Project Initiation and Plan	01/2022	03/2022
Privacy and Risk Assessment	04/2022	06/2022
Data Conversions	04/2022	09/2022
Configuration & Integration	05/2022	09/2022
Testing and Training	09/2022	02/2023
Deployment and Project Close	02/2023	03/2023

Budget

Approved Amount	\$1,500,000
Spent to Date (including commitments)	\$396,681
Trend / Health	G

Key Actions Planned for Upcoming Period

- Policy and Procedure review
- Business Process Review
- Workflow orientation for end users
- Privacy Impact Assessment (PIA)

Legend: R = At Risk

Y = Warning

G = On Track

Project Status Report – Property Tax Software

Reported By: Maxine Rukundo, Project Manager; and Ann Marie Coulson, Project Champion

Reporting Period: January – March 2022

Critical Risks	Likelihood	Impact	Response Strategy
<ul style="list-style-type: none"> With competing priority projects throughout the organization availability of required resources may become constrained. 	Low	Low	<ul style="list-style-type: none"> Risk Mitigation: The Property Tax project team will maintain a resource plan that is aligned with the project plan and timelines; with input from the Property Tax Project Steering Committee.
<ul style="list-style-type: none"> CS has limited experience integrating their solution to Amanda software. For the tax software, integration is required for a subset of people and property records. 	Medium	Medium	<ul style="list-style-type: none"> Risk Mitigation: For this software the City only requires a subset of people records and property records to be synced between the two systems. Burlington and Oakville are planning demonstrations to CS to orient them to the Amanda workflows and use cases. The vendor is implementing the tax software solution with many municipalities utilizing the Amanda property data base. (Oakville, Windsor and Hamilton). Municipalities will work in tandem with the vendor on the integration.
Critical Issues	Impact		Response Strategy
<ul style="list-style-type: none"> N/A 			