



Corporate Services, Strategy, Risk and Accountability Committee Meeting

Addendum

Date: December 6, 2021
Time: 9:30 am
Location: Council Chambers - members participating remotely

Pages

4. Regular Items:

4.2. Corporate project status reports – Aug to Oct (CM-23-21)

1 - 11

Receive and file city manager's office report CM-23-21 providing status reports for designated corporate projects for the period August through October 2021 as detailed in Appendix A.

5. Confidential Items:

5.5. Confidential verbal update - enterprise resource planning (ERP) implementation partner request for proposals

Pursuant to Section 239(2)(k) of the Municipal Act, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.



SUBJECT: Corporate project status reports – Aug to Oct
TO: Corporate Services, Strategy, Risk & Accountability Cttee.
FROM: City Manager's Office

Report Number: CM-23-21

Wards Affected: All

File Numbers: 155-03-01

Date to Committee: December 6, 2021

Date to Council: December 14, 2021

Recommendation:

Receive and file city manager's office report CM-23-21 providing status reports for designated corporate projects for the period August through October 2021 as detailed in Appendix A.

PURPOSE:

Vision to Focus Alignment:

- Building more citizen engagement, community health and culture
- Deliver customer centric services with a focus on efficiency and technology transformation

Background and Discussion:

The City of Burlington has a number of projects to advance the V2F Focus Area 5: delivering customer centric services with a focus on efficiency and technology transformation. Specifically, Enterprise Resource Planning (ERP), Enterprise Asset Management Software (EAMS), Customer Relationship Management (CRM) and Business Intelligence (BI) have a corporate designation reflecting the breadth and depth of the scope of these projects and their contribution to achieving customer first approach and digital transformation.

In the previous report (CM-05-21), management reported the transition of the Business Intelligence project to an operating state; thus, concluding its project status reporting.

In response to a motion of Council during the February 24, 2020 Council meeting with respect to the Enterprise Resource Planning (ERP) program report (IT-01-20), the first status reports were provided to Council through Corporate Project Governance and Status Updates (CM-10-20). This report also provided information on the theory of status reporting and the key elements of status reports in the City of Burlington including:

- Overall project status that considers scope, budget, and schedule and where clear criteria is established to objectively assess the status within each area.
- A brief description of the project and alignment to strategic goals.
- Highlights of key achievements since the last reporting period and key tasks planned for the upcoming period.
- Highlights of critical risks and challenges that form part of the risk management plan.
- Key tasks that address communications and engagement and information related to staff resourcing.
- Links to documents or tools and other information that may be relevant based on the project status.

Strategy/process

In keeping with open communication and engagement, this report provides Committee and Council with an update on each of the three corporate initiatives including overall status, key milestones, critical risks, and other relevant information with the goal of providing assurance that project governance is working effectively.

Status reports for each of the 3 corporate projects are attached in Appendix A of this report. These reports are for progress during the period August to October 2021. While the criteria and guidance for assessing a project's health status have recently been amended within the context of overall project management practices with Information Technology Services, we are deferring its use until 2023. This deferral will provide us with an opportunity to take a refreshed look at the report template to enhance the information reported to council. In addition, we are reviewing our inventory of corporate-wide projects to appropriate status reporting is provided to Council.

Financial Matters:

Each of the corporate projects has allocated funding sources within previously approved capital or operating budgets.

Total Financial Impact

Not applicable.

Source of Funding

Not applicable.

Other Resource Impacts

City staff outside of the corporate project teams are involved in the project planning and implementation (e.g. subject matter experts) for functional and technical requirements gathering, RFP assessment and evaluation, and solution implementation (including any necessary process changes).

Climate Implications

Not applicable

Engagement Matters:

During project development and implementation, city staff and key stakeholders are consulted for their input in process design and operations.

Corporate projects engage through their respective steering committees with information flowing to Burlington Leadership Team.

Status reporting will be provided to Committee and Council on a quarterly basis and as required.

Conclusion:

This report provides status reporting for the corporate projects; i.e. Enterprise Resource Planning (ERP), Enterprise Asset Management System (EAMS), and Customer Relationship Management (CRM). Reporting on project status will be provided in February 2022 covering the period November and December 2021.

Respectfully submitted,

Sheila M. Jones
Executive Director,
Strategy, Risk &
Accountability

Chad MacDonald
Chief Information Officer

Angela Morgan
Strategic Lead – Customer
Experience

ext. 7872

ext. 7776

ext. 7374

Appendices:

- A. CM-23-21 Appendix A: Corporate Project Status reports – Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), and Enterprise Asset Management System (EAMS)

Report Approval:

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Counsel.

Corporate Project Status Reports

—

August to October

CM-23-21
Appendix A

Program Status Report – Enterprise Resource Planning (ERP) Program

Reporting Period: Aug - Oct 2021
Reported By: Ade Ogunkoya, Project Mgr.

| Project Summary and Strategic Alignment | Overall Status: R | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|---------------------|---|--|-------------------------------|-------------|---------------------|---|---------------------------------------|---------|---------|--|--|---------|---------|--|-------------------------------------|---------|---------|--|---|---------|---------|--|---|---------|---------|--|
| <ul style="list-style-type: none"> Business transformation initiative focused on people, processes, technology, data, and information required to deliver human resources, payroll, financials, and budgeting functions. Aligned to Vision to Focus (Focus Area 5) and the corporate IT Strategy | Status Change [outline any changes] | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Key achievements in reporting period <ul style="list-style-type: none"> Negotiation with Implementation Partner - Review of Statement of Work and the Master Service Agreement is ongoing. Program Planning: Risk management plan; change management plan; decision making guidelines Comprehensive Risk Analysis and a living Risk Register. Change Management activity of identifying, establishing stakeholder groups and engaging Connectors (People Leaders) from all departments. Privacy Impact Assessment in collaboration with city approved 3rd party privacy assessor. Impacted Policies/Processes review for future changes and alignment with the expected transformational improvements. Data Catalogue set-up and Vendor master data clean up completed | <ul style="list-style-type: none"> Project Timeline – Final timeline is dependent on negotiations and contract award to the successful Implementation Partner. Timeline will also be rebaselined when a final Implementation Partner is selected and approved. <p>Dependency: A council approval for additional funding is required before Contract is officially signed and awarded. A Council report and funding request is anticipated to be presented in April 2022.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Key actions planned for upcoming period (Nov/Dec 2021) <ul style="list-style-type: none"> Implementation Partner negotiations continuing Program planning: Integrated Project plan, Communications plan; ERP Program team Workday training in readiness for Implementation Business Process and Policy review and re-engineering Identification of Roles and Responsibilities for other departments within the city during implementation and getting ERP on their 2022 Workplan. | <table border="1"> <thead> <tr> <th data-bbox="948 451 1495 529">Project Timeline (Milestones)</th> <th data-bbox="1495 451 1615 529">Target date</th> <th data-bbox="1615 451 1761 529">Expected completion</th> <th data-bbox="1761 451 1899 529">Status R</th> </tr> </thead> <tbody> <tr> <td data-bbox="948 529 1495 579">Implementation services – Negotiation</td> <td data-bbox="1495 529 1615 579">05/2021</td> <td data-bbox="1615 529 1761 579">03/2022</td> <td data-bbox="1761 529 1899 579"></td> </tr> <tr> <td data-bbox="948 579 1495 629">Implementation services contract ready</td> <td data-bbox="1495 579 1615 629">12/2021</td> <td data-bbox="1615 579 1761 629">03/2022</td> <td data-bbox="1761 579 1899 629"></td> </tr> <tr> <td data-bbox="948 629 1495 679">Council Approval and Contract Award</td> <td data-bbox="1495 629 1615 679">01/2022</td> <td data-bbox="1615 629 1761 679">04/2022</td> <td data-bbox="1761 629 1899 679"></td> </tr> <tr> <td data-bbox="948 679 1495 751">Implementation – Plan, Architect, Configure, Test, Deploy</td> <td data-bbox="1495 679 1615 751">02/2022</td> <td data-bbox="1615 679 1761 751">08/2023</td> <td data-bbox="1761 679 1899 751"></td> </tr> <tr> <td data-bbox="948 751 1495 801">Transition to operations, Post-Prod Support</td> <td data-bbox="1495 751 1615 801">05/2023</td> <td data-bbox="1615 751 1761 801">09/2023</td> <td data-bbox="1761 751 1899 801"></td> </tr> </tbody> </table> | | | | Project Timeline (Milestones) | Target date | Expected completion | Status R | Implementation services – Negotiation | 05/2021 | 03/2022 | | Implementation services contract ready | 12/2021 | 03/2022 | | Council Approval and Contract Award | 01/2022 | 04/2022 | | Implementation – Plan, Architect, Configure, Test, Deploy | 02/2022 | 08/2023 | | Transition to operations, Post-Prod Support | 05/2023 | 09/2023 | |
| Project Timeline (Milestones) | Target date | Expected completion | Status R | | | | | | | | | | | | | | | | | | | | | | | | | |
| Implementation services – Negotiation | 05/2021 | 03/2022 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Implementation services contract ready | 12/2021 | 03/2022 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Council Approval and Contract Award | 01/2022 | 04/2022 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Implementation – Plan, Architect, Configure, Test, Deploy | 02/2022 | 08/2023 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Transition to operations, Post-Prod Support | 05/2023 | 09/2023 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Stakeholder Engagement & Communication <ul style="list-style-type: none"> ERP Awareness roadshow for People leaders/Connectors according to the Change Management plan. The ERP Program will be offering drop-in Demo sessions for limited parts of Security/User access, Finance and HR Self serve. Steering Committee direction was sought & received on negotiations | Budget Update - current funding envelope is not sufficient to engage an Implementation Partner and complete the project. A request for additional funds will be brought to Council at a future meeting dependent upon negotiations. Y | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <ul style="list-style-type: none"> Total Program budget: \$9,480,000 <ul style="list-style-type: none"> Total Expenditure: \$2,715,421 (Capital - including all commitments & Operating budget combined) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scope Update G | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <ul style="list-style-type: none"> No change in scope at this time. | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Resource Update | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <ul style="list-style-type: none"> Welcome new CIO/Sponsor – Chad MacDonald | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Legend: R = At Risk Y = Warning G = On Track 6

Program Status Report – Enterprise Resource Planning (ERP) Program – Reporting

Reporting Period: Aug - Oct 2021
Reported By: Ade Ogunkoya, Project Mgr.

| Critical Risks and Issues | Response Strategy |
|---|---|
| <p>RISK(S)</p> <ul style="list-style-type: none"> Dependency on output from other City projects and initiatives e.g., Job Evaluation Initiative, EAMS Project: Several projects and initiatives are underway that may impact functionality and integrations within Workday. For example, the output of the Job Evaluation (Job titles, Positions, Grades etc.) will form the background data for the HCM SKU/Module and Payroll SKU/Module during the Workday implementation. 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. 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. | <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. EAMS Project: A closer working relationship with the EAMS project team has been established with the expansion of the role of the ERP Senior Program Manager to the EAMs project as well for better oversight and collaboration. 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 Mitigate: A change management plan that is focused on better user adoption and reduction of change resistance will be developed. |
| <p>ISSUE(S)</p> <ul style="list-style-type: none"> Impact of Negotiation on Timelines, Budget and Scope: The impact of an extended Negotiation, earlier identified as a Risk, is now an active Issue. While negotiations are ongoing, the cost of running the ERP program (Staff and Software) continues and every month of extended negotiation pushes out the timeline of implementation and Go-Live. | <p>Issue Response: The City of Burlington/ERP Program negotiation team, led by the Chief Information Officer and supported by the Senior Program Manager, ERP Team, Procurement and Legal team, is working very closely with the potential Implementation Partner to work through the negotiation process and arrive at a decision as soon as possible. <i>Expected timeline can be found on Page 1 of this report.</i></p> |

| Legend | | | |
|-----------------------|---|--|---|
| | Green | Yellow | Red |
| Timeline | The project is tracking to delivery date. | The project is 3 months behind schedule | The project is 12 months behind schedule |
| Budget | The project is tracking on budget. | The project is tracking to +/- 10% of approved budget. | The project is tracking to +/- 25% of approved budget |
| Scope | On Track | Warning | At Risk |
| Resource | The project is fully resourced | The project is under resourced by 1 FTE. | The project is under resourced by 5 FTE. |
| Overall Status | On Track | The instant that a yellow state above is present, the project becomes yellow | The instant that a red state above is present, the project becomes red. |

Project Status Report – CRM

Reporting Period: Aug–Oct 2021
Reported By: Fabi Karimullah, Project Manager

| | | | | |
|--|--|--------------------|----------------------------|--|
| Project Summary and Strategic Alignment | Overall Status: Y | | | |
| <p>Implementation of a Customer Relationship Management (CRM) system and corporate Consolidated Contact Center model is a key initiative within the V2F Strategic Plan, <i>Focus Area 5 - Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation.</i></p> | Status Change [outline any changes] Remaining department implementations deferred due to re-prioritization of CRM within corporate projects. Project will be transitioned to Operations over 2022 & 2023 to allow required CRM activities to continue. | | | |
| Key achievements in last reporting period | Project Timeline (Milestones) | Target date | Expected completion | Status |
| <ul style="list-style-type: none"> CRM successfully launched to RPF Department with first-contact customer service transitioned to Service Burlington (Sep 27th) First CRM system integration to RPF Forestry work order system End user system and business process training for RPF & Service Burlington staff Stakeholder engagement & communications for RPF launch Launch of Answer Plus after-hours phone service in Service Burlington Vendor contract Change Request for CRM-Cartegraph integrations Updates to business continuity plan and support | Deployment- Service Burlington, Clerks, Transportation | 2019 | 2019 | Complete Y |
| | CRM “Lite” pilot – RPF, Transit | 10/2020 | 10/2020 | Complete |
| | CRM Full Deployment - Transit | 04/2021 | 05/2021 | Complete |
| | CRM – RPF | 09/2021 | 09/2021 | Complete |
| | CRM - Planning, Bldg & By-law | Q1/2022 | Deferred | Deferred |
| Key actions planned for upcoming period <ul style="list-style-type: none"> Budget request and resource planning for operationalization of CRM project and team resources Consultation with Building By-law section for 2022 CRM implementation Contract scope of work & costing for CRM implementation in Recreation, Community & Culture Consulting services engagement for MS Dynamics & Web Architecture review EAMS integrations | Budget Update Y | | | |
| | <ul style="list-style-type: none"> \$3.11M approved budget to date; approximately \$2M in expenditures/commitments to year end 2021 \$1M requested in 2022 capital budget to retain skilled team members and continue activities & additional deployments in Operations mode | | | |
| Stakeholder Engagement & Communication <ul style="list-style-type: none"> Regular engagement with CX Steering Committee, CX Working Group, Service Burlington and operationalized departments New department implementation planning Ongoing support for operationalized departments | Scope Update Y | | | |
| | Charter project scope reduced due to deferred implementation of Community Planning and Building & By-law depts. Continued work during transition to Operations will include: CRM-Cartegraph integrations; CRM web architecture review & upgrade; MS Dynamics V9 upgrade; additional department implementations as feasible including By-law in 2022. | | | |
| | Resource Update R | | | |
| | <ul style="list-style-type: none"> Successful transition to operations and continued rollouts requires extension of project team resources to December 2023 and approval of FTE’s in future operating budgets. | | | |

Project Status Report – CRM

Reporting Period: Aug–Oct 2021
Reported By: Fabi Karimullah, Project Manager

| Critical Risks and Issues | Response Strategy |
|--|--|
| 1. Operational priorities due to COVID-19 and/or other projects impact departments' ability to prioritize and complete CRM project implementation in required timeframe. | Mitigate: Deferred implementation of remaining in-scope departments through corporate re-prioritization. Extended timeframe for department rollouts through phased operationalization of project and resources; this response strategy will require additional budget. |
| 2. Inadequate framework and resources to continue CRM activities and Customer Experience strategy when project transitioned to operations. | Mitigate: Restructuring plan to support CX & CRM has been submitted through DEOO and capital/operating budget for 2022/23. Ability to address operationalized activities is dependent on budget approval. |
| 3. Failure to properly address resource changes in Service Burlington and impacted departments will affect staff and project deployment. | Mitigate: Engage HR to develop and guide staffing framework. This activity will be performed incrementally as departments are transitioned to CRM/Service Burlington. |
| 4. Assessment of web, Microsoft Dynamics and integrations platform required to ensure long term sustainability of CRM system. CRM web product requires upgrade/enhancement to meet web and customer service standards. | Mitigate: Engage consulting services for recommendations on platform and web architecture. |

| Project Status - Additional Notes |
|--|
| <ul style="list-style-type: none"> Project wrap-up report will be provided at next reporting cycle following the 2022 capital budget cycle. |

| Legend | | | |
|-----------------------|---|--|---|
| | Green | Yellow | Red |
| Timeline | The project is tracking to delivery date. | The project is 3 months behind schedule | The project is 12 months behind schedule. |
| Budget | The project is tracking on budget. | The project is tracking to +/- 10% of approved budget. | The project is tracking to +/- 25% of approved budget |
| Scope | On Track | Warning | At Risk |
| Resource | The project is fully resourced | The project is under resourced by 1 FTE. | The project is under resourced by 5 FTE. |
| Overall Status | On Track | The instant that a yellow state above is present, the project becomes yellow | The instant that a red state above is present, the project becomes red. |

Project Status Report – Enterprise Asset Management Solution (EAMS) Project

Reporting Period: Q3 2021
Reported By: Bojan Sifrer, Project Manager

Project Summary and Strategic Alignment

- 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 last reporting period

- Transition, new project manager
- Initiation of Phase 2 – Linear Asset Implementation Services; business process reviews initiated, two completed (Cemetery, Sign Shop)
- Identification of ‘connector’ stakeholder representatives and completion of Business Advisory Team
- Defined CRM-Cartegraph integration scope of work
- Initiation, Linear Asset Capital Planning (Assetic) implementation
- Business confirmation, asset hierarchy data model

Key actions planned for upcoming period

- Phase 2 implementation activities, continued
- Business Advisory Team kick-off, approval of ToR
- Linear Asset Capital Planning (Assetic) software implementation
- Option assessment and recommendation: SAP integration
- Review data model/GIS impacts
- Scoping: AVL, Centracs integrations

Stakeholder Engagement & Communication

- Business stakeholder outreach: one-on-one meetings, identification of “connector” representatives to participate in Business Advisory Team.
- Enterprise Software Steering Committee (ESSC): Project status report.
- EAMS Project Advisory Committee: Project status report.
- Project implementation activities: business process reviews; Assetic software kick-off, workshops, training.
- EAMS Stakeholders: Project summary, Nov FOCUS, Dec BROADCAST.

Overall Status:

Status Change [outline any changes] Y

Project timeline: Phase 2 activities reliant on integrations delayed (primarily SAP).
Root causes: technical and business issues re SAP (Finance/Payroll/HR) integration; ITS integration team staffing issues. Project re-baselining in progress.
Dependency: SAP integration requires assessment, review and approval by ESSC, expected completion: Jan 2022.

| Project Timeline (Milestones) | Target date | Expected completion | Status Y |
|--|-------------|---------------------|---|
| Phase 2-1-1 – Core Services Integrations | Jun 21 | TBD | Delayed |
| Phase 2-1-2 – Corporate Inventory Management and Transportation stockroom setup | Jul 21 | Jan 22 | On Track |
| Phase 2-1-3 – Onboard: Sign Shop | Aug 21 | Jan 22 | On Track |
| Phase 2-1-4 – Onboard: Cemeteries | Aug 21 | Jan 22 | On Track |
| Phase 2-6 – Linear Asset Capital Planning (Assetic Implementation) (moved up per change order) | Nov 21 | Apr 22 | On Track |

Budget Update G

Total Program budget: \$4,356,300.
Total Expenditure (to date): \$758,884.

Scope Update G

- Addition of CRM-Cartegraph integration to managed scope.

Resource Update G

- New Senior Program Manager added Oct 2021.
- New Project Manager joined team Oct 2021.

Project Status Report – Enterprise Asset Management Solution (EAMS) Project

Reporting Period: Q3 2021
Reported By: Bojan Sifrer, Project Manager

| Critical Risks and Issues | Response Strategy |
|---|---|
| <ul style="list-style-type: none"> SAP Integration: Complexity of SAP integrations with Cartegraph require significantly more staff, consulting and/or time resources than estimated impacting system configuration design and project schedule. Additional complexity associated with WorkDay integration (one transition, with SAP as interim). Region of Halton consultations not productive; alternate approach being assessed. | <ul style="list-style-type: none"> Mitigate: Assess technical and business factors associated with integration. Determine alternate solution path. Present to ESSC for assessment and decision. |
| <ul style="list-style-type: none"> Staff capacity: Unavailable staff resources because of competing priorities and/or impact of COVID-19. | <ul style="list-style-type: none"> Accept: The Project Team though its communications will provide advance notice of when project activities could impact stakeholders. If required, activities can potentially be re-sequenced to adjust components within the schedule. Impact to scheduled milestones will be reported. |
| <ul style="list-style-type: none"> Scope Creep: Project stakeholders request new requirements. | <ul style="list-style-type: none"> Mitigate: All potential changes to scope will be brought to ESSC following change control process, assessing impact to schedule and budget. Risk of implementing the change and risk of not implementing the change will also be reported. |
| <ul style="list-style-type: none"> Low User Adoption: Project stakeholder adopt the new solution to varying degrees compromising project benefits. | <ul style="list-style-type: none"> Mitigate: Development of a Change Management Strategy and execution of change management tactics following the City's adopted Enterprise Change Management model. |
| <ul style="list-style-type: none"> Complex and Changing Integration Environment: EAMS related integrations require additional work/rework due to coordination requirements of EAMS integrations with other existing and/or emerging solutions and related upgrades. | <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. |

| | Green | Yellow | Red |
|-----------------------|---|--|---|
| Timeline | The project is tracking to delivery date. | The project is 3 months behind schedule | The project is 12 months behind schedule. |
| Budget | The project is tracking on budget. | The project is tracking to +/- 10% of approved budget. | The project is tracking to +/- 25% of approved budget |
| Scope | On Track | Warning | At Risk |
| Resource | The project is fully resourced | The project is under resourced by 1 FTE. | The project is under resourced by 5 FTE. |
| Overall Status | On Track | The instant that a yellow state above is present, the project becomes yellow | The instant that a red state above is present, the project becomes red. |