



Report to: General Committee

Date Report Authored: November 6, 2013

SUBJECT: Project Management Coordination and Reporting
PREPARED BY: Phoebe Fu, ext. 3010

RECOMMENDATION:

- 1) That the report entitled "Project Management Coordination and Reporting" be received;
- 2) That the project Dashboard report for Asset Management and Information Technology Services (ITS) be received in attachment A;

That Staff be authorized and directed to do all things necessary to give effect to this resolution.

PURPOSE:

The purpose of this report is to summarize the work of Project Management Team and introduce the new dashboard report for Council piloted by Asset Management and Information Technology Services departments.

BACKGROUND:

A Project Management Team consisting of staff from Asset Management, Engineering, Operations, Environmental Services, Urban Design, Purchasing and ITS was created to share project management practices and lessons learned. The current chair is the Director of Asset Management. The team agreed upon a high-level project management methodology consistent with Project Management Institute's Project Management Body of Knowledge (PMBOK). PMBOK is a set of standard terminology and guidelines for the practice of project management.

MHPM, a consulting firm was hired to provide advisory services to help establish standard project management and reporting best practices.

OPTIONS/ DISCUSSION:

Below is a summary of the Project Management practices recommended by MHPM and agreed upon by the Project Management Team:

A. Governance Practices:

- **Establish Project Management Team:** Corporate team of representatives from all departments that undertake significant amount of project management responsibilities in order to develop standardized practices and to create a learning and sharing culture within the project management area of the City.

Purpose:

- Adopt standard project management practices
- Establish continuous improvement processes
- Sharing of lessons learned/best practices

Roles for Project Management:

- Directors: Accountable for all department projects
- Commissioners and Executive Leadership Team (ELT):
 - Oversight of project completion status, through a standard reporting format
 - Establish and maintain portfolios of projects and their status
 - Establish Executive Steering Committee: For key projects by commission of significant scope and impact.
- Council: Receive semi-annual status reports on capital projects

B. Executive Steering Committee (ESC)

The project-specific Executive Steering Committee (ESC) provides an escalated level of oversight on projects where the City has significant exposure either financially or otherwise. The ESC generally consists of CAO, Commissioner(s), and project staff.

ESC may be established when the project meets the following criteria:

- Community and Fire Services and Development Services – Construction projects with budgets greater than \$10M
- Corporate Services – System and Hardware projects with budgets greater than \$1M

The ESC may also be established for challenging, risky, sensitive and multi-department projects as needed. Examples of projects that have used an Executive Steering Committee are Cornell Community Centre and Library, Infrastructure Projects, Sports Park and Southeast Community Centre and Library.

C. Project Reporting Framework

The Project Management Team established a consistent reporting framework for capital projects:

- Project Charter – standardized template
- Project Status report – standardized Eclipse report
- Dashboard report – Custom Eclipse report
- Use of Eclipse software for project monitoring and reporting.

The Project Charter defines the parameters for a project and creates clear expectations for the project Sponsor and the project team. Template of the Project Charter is shown in Attachment B. This template was created for the Infrastructure Projects by Community and Fire Services.

activities/look ahead. Template of the Project Status Report is shown in Attachment C.

Through the use of Eclipse software, a standardized custom dashboard report is recommended for use across the City for capital projects. The dashboard report provides an overview for Commissioners, ELT and Council that contains financial and schedule information. Budget and schedule indexes are introduced to indicate the “health” of the project at a glance (See Attachment D).

During the early stages of a project where a relatively small proportion of the budget committed, there is more flexibility to address issues/risks that arise. Once a construction contract is executed, and majority of the project budget is committed, it will become more difficult to make adjustments to correct the trend, hence the higher concern index as the project proceeds.

Analogous to the Budget Concern Index, the Schedule Concern Index is based on the number of days the project is expected to be late. The index varies by the percentage of project completed, with a higher concern for the same delay if a greater percentage of construction has been completed.

Asset Management and ITS Departments piloted the Dashboard Report to evaluate the implementation requirements for other departments. Refer to Attachment D for a current Dashboard Report for these two departments.

D. Dashboard Reporting Implementation

Semi-annual Dashboard reporting to Council is recommended for all the projects greater than \$350,000. The implementation plan for reporting is as follows:

- Asset Management and ITS – 2013 (complete)
- Engineering Department – Q3 2014
- Environmental Services – Q4 2014
- Urban Design Department – Q1 2015

FINANCIAL CONSIDERATIONS AND TEMPLATE: (external link)

Not applicable.

HUMAN RESOURCES CONSIDERATIONS

Not applicable.

ALIGNMENT WITH STRATEGIC PRIORITIES:


The report aligns with the City’s strategic focus of Municipal Services.

BUSINESS UNITS CONSULTED AND AFFECTED:

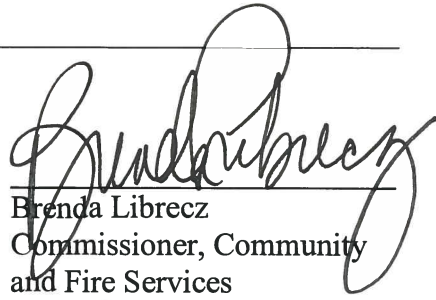
Business Units consulted are: Asset Management, Engineering, Planning and Urban Design, Operations, Purchasing, Information Technology, and Office of the CAO.

RECOMMENDED

BY:



Phoebe Fu
Director, Asset Management
ACTING DIRECTOR



Brenda Librecz
Commissioner, Community
and Fire Services

ATTACHMENTS:

Attachment A: Asset Management and ITS Dashboard Reports

Attachment B: Project Charter Template

Attachment C: Project Status Report - Sample

Attachment D: Budget and Schedule Concern Index

City of Markham - Key Construction Projects											
PROJECT NAME	COST INDEX	APPROVED BUDGET	EXPENDITURES TO DATE	REMAINING BUDGET	SCHED INDEX	BASELINE END DATE	FORECAST END DATE	% COMPLETE	STATUS	Type	PROJECT OWNER
9330 - ROW - Thornhill Storm Sewer Upgrades	On Target	\$ 4,000,000.00	\$ 818,957.09	\$ 3,181,042.91	On Target	09/02/2015	09/03/2015	23%	In Progress	Asset Management - Environmental Assets	Muir, Robert
	On Target				On Target					Asset Management - Facilities Management	Tse, Henry
	On Target	\$ 75,735,733.00	\$ 74,886,870.36	\$ 848,862.64	Needs Attention		03/04/2013	99%	Close-out	Asset Management - Facilities Management	Stanford, Max
12365 - AM- Markham Pan Am Pool & Field House	On Target	\$ 67,142,538.00	\$ 59,284,644.36	\$ 7,857,893.64		09/02/2014	09/02/2014	40%	In Progress	Asset Management - Facilities Management	Tse, Henry
11318 - AM - South East Community Centre & Library	On Target	\$ 66,550,000.00	\$ 3,870,915.60	\$ 62,679,084.40	On Target	04/04/2016	04/04/2016	40%	Tender/Awar	Asset Management - Facilities Management	Chong, Renee
12436 - AM - Stiver Mill Stabilization	On Target	\$ 1,901,800.00	\$ 1,795,549.11	\$ 106,250.89	On Target	03/31/2014	03/31/2014	44%	In Progress	Asset Management - Facilities Management	Stanford, Max
13313 - AM - Roofing Replacement Projects FS95	On Target	\$ 943,500.00	\$ 145,505.58	\$ 797,994.42	Not Set		12/13/2013	47%	Tender/Awar	Asset Management - Facilities Management	Stanford, Max
12277 - AM - Thornhill Roofing Replacement Projects	On Target	\$ 865,077.80	\$ 457,475.32	\$ 407,602.48	On Target		12/02/2013	70%	In Progress	Asset Management - Facilities Management	Stanford, Max
12465 - AM - Markham Pan Am - Site Services	Not Set	\$ 473,115.00	\$ 3,034.48	\$ 470,080.52	Not Set		09/03/2014	30%	In Progress	Asset Management - Facilities Management	Chong, Renee
12287 - AM - Daniels Fairy House Stabilization	On Target	\$ 448,000.00	\$ 8,059.39	\$ 439,940.61	On Target	08/06/2014	08/06/2014	17%	In Progress	Asset Management - Facilities Management	Sharif, Hossein
12423 - ROW - Rehab of Culverts C039 C049 C056 C063 C065 C075 C110	On Target	\$ 3,167,814.38	\$ 1,051,216.68	\$ 2,116,597.70	On Target	10/30/2013	10/30/2013	25%	In Progress	Right of Way Assets	Sharif, Hossein
13331 - ROW - Rehabilitation of Apple Creek Blvd Bridge B033	On Target	\$ 749,000.00	\$ 0	\$ 749,000.00	On Target	09/30/2013	09/30/2013	24%	In Progress	Asset Management - Right of Way Assets	Penner, Robert
7028 - ROW-Settlers Park Landfill Site Management	On Target	\$ 616,360.00	\$ 345,250.32	\$ 271,109.68	On Target	12/31/2014	12/31/2014	32%	In Progress	Asset Management - Right of Way Assets	Penner, Robert
8529 - ROW - Settlers Park Landfill	On Target	\$ 383,640.00	\$ 376,027.44	\$ 7,612.56	On Target	12/30/2013	12/30/2013	95%	In Progress	Asset Management - Right of Way Assets	Mehar, Samina
13346 - ROW - Conversion of Existing HPS with LED Luminaries	On Target	\$ 7,632,000.00	\$ 6,836,213.76	\$ 795,786.24	On Target		04/30/2014	0%	In Progress	Utilities	Mehar, Samina
13345 - ROW - SreetLight Underground Cable Replace/Repair	On Target	\$ 622,800.00	\$ 0	\$ 622,800.00	On Target	12/18/2013	07/29/2014	0%	Approved & Not Started	Asset Management - Utilities	Mehar, Samina
8659 - ITS - Portal Phase 2	On Target	\$ 3,507,058.00	\$ 2,468,031.65	\$ 1,039,026.35	On Target	12/31/2013	12/31/2013	99%	In Progress	Information Technology Services	Chau, Kent
ITS - Cornell Community Center, Library, Fire Station	On Target	\$ 841,500.00	\$ 537,208.14	\$ 304,291.86	Needs Attention	01/28/2013	10/04/2013	84%	In Progress	Information Technology Services	Fry, June
11116 - ITS - Enterprise Asset Management-Phase 2 Implementation	Not Set	\$ 442,600.00	\$ 14,496.72	\$ 428,103.28	Not Set		12/31/2012	0%	Approved & Held	Information Technology Services	Rahman, Mustafa
13828 - ITS - Printer Replacement 2013 (Ph 1 of 3)	On Target	\$ 419,371.11	\$ 6,360.72	\$ 413,010.39	On Target	09/13/2013	09/13/2013	93%	In Progress	Information Technology Services	Fry, June
13811 - ITS - Human Resources System (Phase 2 of 3)	Not Set	\$ 400,000.00	\$ 0	\$ 400,000.00	Not Set		09/12/2013	0%	Approved & Not Started	Information Technology Services	Georgiou, Victoria
11122 - ITS - Information Management/E-Agenda	On Target	\$ 321,200.00	\$ 0	\$ 321,200.00	On Target	08/21/2014	08/21/2014	65%	In Progress	Information Technology Services	Ignacio, Lyrae

Template last revised: 2012-12-03

Section 1 Baseline Data

PROJECT SPONSOR: [insert name and title]	PROJECT MANAGER: [Insert name and title]
PROJECT SCOPE (PURPOSE): •	
PROJECT DELIVERABLES (EXPECTED BENEFITS): •	
PROJECT SUCCESS IS OBSERVABLE IN THE FOLLOWING WAYS: •	

Section 2 Project Timeline / Milestones

[illegible]

Section 3 Financial Resources

COMPONENT	BUDGETED COST (\$)	COMMENTS
		[Account #, PO # if applicable]
		[Account #, PO # if applicable]
		[Account #, PO # if applicable]

Section 4 Roles and Responsibilities

Report Title: Project Management Coordination and Reporting
Attachment B: Project Charter Template

ROLE	PERSON ASSIGNED	RESPONSIBILITIES
Project Sponsor	[insert name]	<ul style="list-style-type: none"> Champions this project within the organization by connecting with key leadership staff and Council Provides strategic direction and support to Project Manager or project teams to ensure project success Addresses escalated issues
Project Manager	[insert name]	<ul style="list-style-type: none"> Manages the overall project and addresses issues, barriers, and opportunities that could influence project success Provides 2-way communication between Project Sponsor and project teams
[Project Lead, if applicable]	[insert name]	<ul style="list-style-type: none"> Works with the Project Manager and Project Consultant to coordinate project management and coordinate with Staff Team on the execution of the work plan Although each Lead has a specific area of focus, they aim to work as a seamless and collaborative team and will use a "one-stop" approach to inquiries
[Project Consultant, if applicable]	[insert name]	
Project Team		

Section 5 Project Resources

DEPARTMENT / FUNCTION	PROJECT RESOURCING	
	Purpose / Key Tasks	Estimated Effort

Section 6 Risks / Contingencies

The following risks were identified at the outset of the project. The Project Management Team will manage and document emerging issues separately.

RISK AREA	LEVEL (H/M/L)	RISK PLAN

Report Title: Project Management Coordination and Reporting
Attachment B: Project Charter Template

Section 7 Communication Plan / Activities

DATE	ACTIVITY / DESCRIPTION

Submitted by: _____ **Approved by:** _____
Project Manager *Project Sponsor*

Date Submitted: _____ **Date Approved:** _____

Project Status

13860 - AM - Thornlea Pool Roof Replacement - 2013-13860

Owner: Guido (MHPM), Carlo

Description:

Involves the replacement of the existing 18,333sqft. roof to facilitate the life-cycle timing of the roof as well as the installation of a 70KW PV system.

Status Update:

Carlo Guido - 7/25/2013 10:36:16 AM
Tenders have closed and awarded to T. Hamilton & Sons. Construction Kick Off Meeting was held on July 18, 2013.

Health Indicators:

Cost	
Risk	
Schedule	

Stats:

Start Date	7/8/2013	Planned Effort to Date (hrs)	0.00
End Date	8/30/2013	Actual Effort to Date (hrs)	0.00
Duration (days)	40	Total Budget	\$293,000.00
% Complete	55%	Budget to Date	\$293,000.00
Expected % Complete	61%	Exp to Date	\$38,846.88
Baseline Start Date	7/8/2013	Exp to Date vs Budget to Date	(87)%
Baseline End Date	8/30/2013		

Accomplishments for Last Month (Last 30 Days) Include Only Milestones:

#	Name	Start	Actual End	Baseline End
10	Tender Award	7/12/2013	7/12/2013	7/12/2013

Upcoming Tasks for Next Month (Next 30 Days) Include Only Milestones:

#	Name	Start	Planned End	Baseline End
14	Substantial Performance	8/16/2013	8/16/2013	8/16/2013

Risks

ID	Subject	Owner(s)	Date Reported	Description
1027	Completion Timing	Guido (MHPM), Carlo	7/8/2013	Project is scheduled to be completed by August 16, 2013 to permit access for PowerStream for PV system. Work is also required to be completed prior to Thornlea Secondary School start on Sept. 3, 2013.

Issues

No issues.

Notes

Modified By	Modified Date	Tags	Note
Guido (MHPM), Carlo	7/8/2013		Tender for Roofing Contractor Closed on July 4, 2013. 8 submission were provided. Low Bidder is T. Hamilton & Sons and is currently under review with Purchasing Department

Status Updates

No status updates for selected period.

Report Title: Project Management Coordination and Reporting
Attachment D: Budget and Schedule Concern Index

Budget Concern Index Rating Criteria				
Budget Variance	Concern Index			
	<5% Committed	5-15% Committed	25-75% Committed	>75% Committed
Below Budget	0	0	0	0
≤0	1	1	1	1
0.1-2% Over Budget	2	2	3	4
2-4% Over Budget	3	3	4	5
4-6% Over Budget	4	4	5	5
>6% Over Budget	5	5	5	5

Schedule Concern Index Rating Criteria				
Schedule Variance	Concern Index			
	At Tender	<25% Complete	25-89% Complete	>90% Complete
<0 days	0	0	0	0
0 days	1	1	1	1
1-30 days	2	2	3	4
31-60 days	3	3	4	5
>60 days	4	4	5	5
>90 days	5	5	5	5