

Portfolio Management



Beth Dunford
Manager, Portfolio, Governance & Analytics

Wednesday, May 8, 2024



PSPMF 2024 ●●●●●
Public Sector Project Management Forum



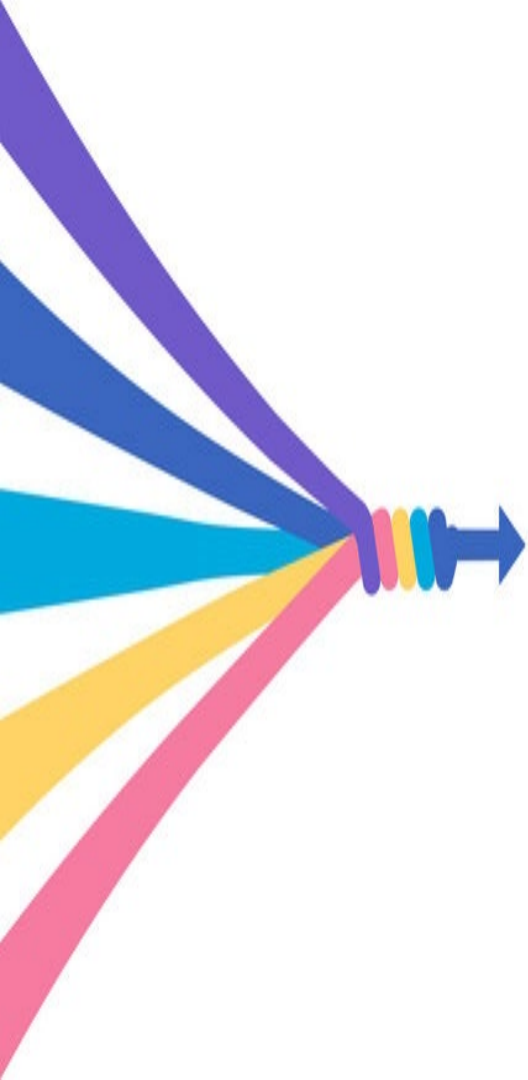
Beth Dunford

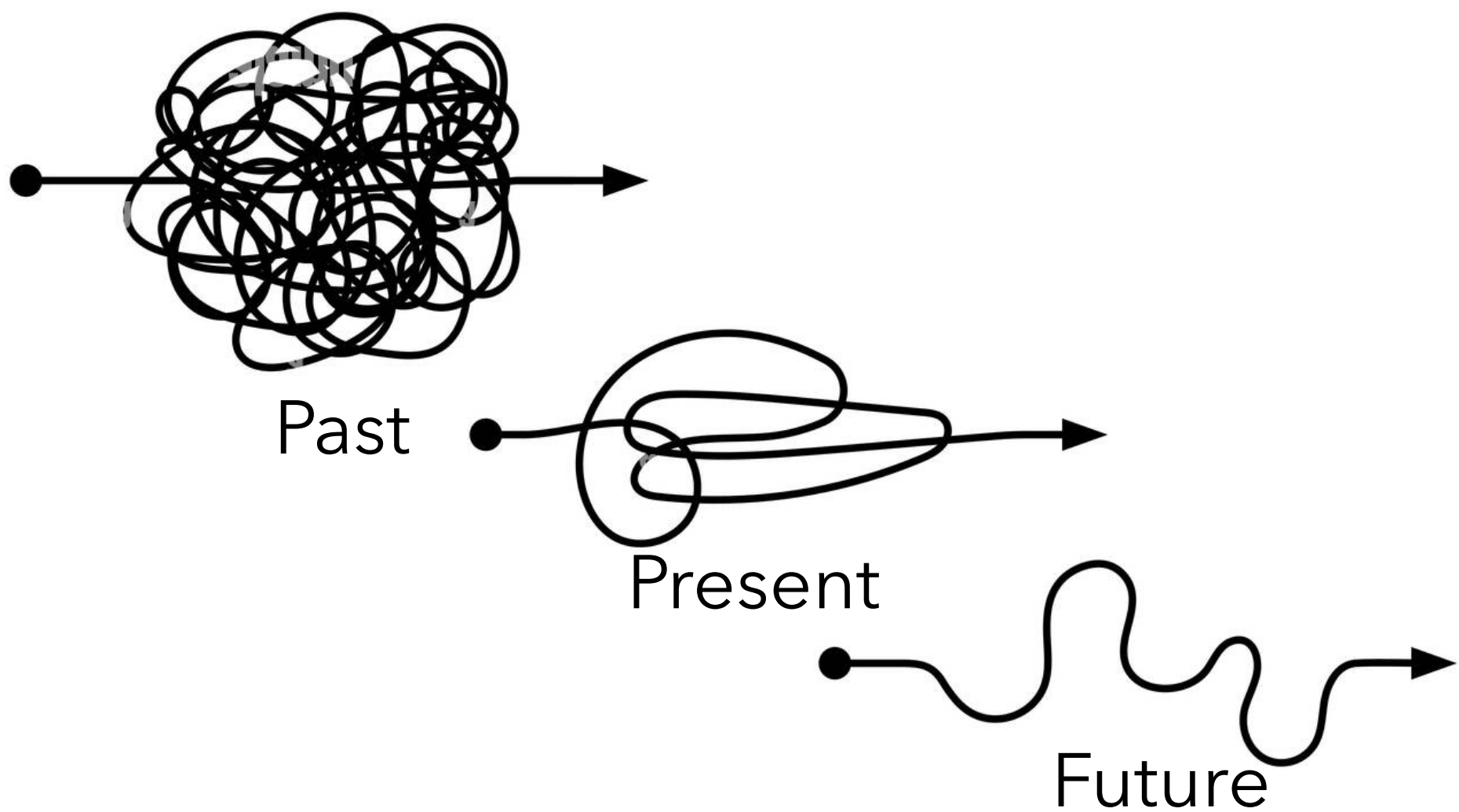
Manager, Portfolio,
Governance & Analytics Team

Technology Services Division
City of Toronto

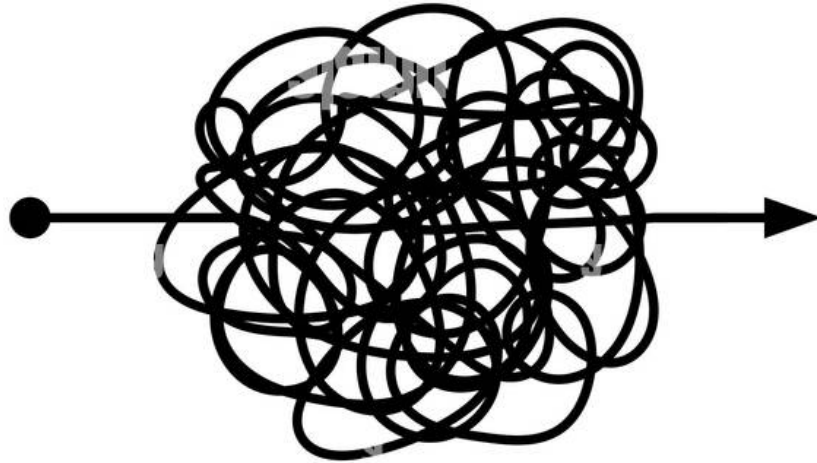
2022-Present

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Past







Toronto

2nd victim dies days after Eaton Centre shooting

CBC News · Posted: Jun 11, 2012 9:02 PM EDT | Last Updated: June 12, 2012

TORONTO



Man shot in Little Italy was well-known in area



Toronto Star

<https://www.thestar.com> › News › GTA



Scarborough shootings: What really happened on Danzig?



Microsoft® Office Project Portfolio Server 2007

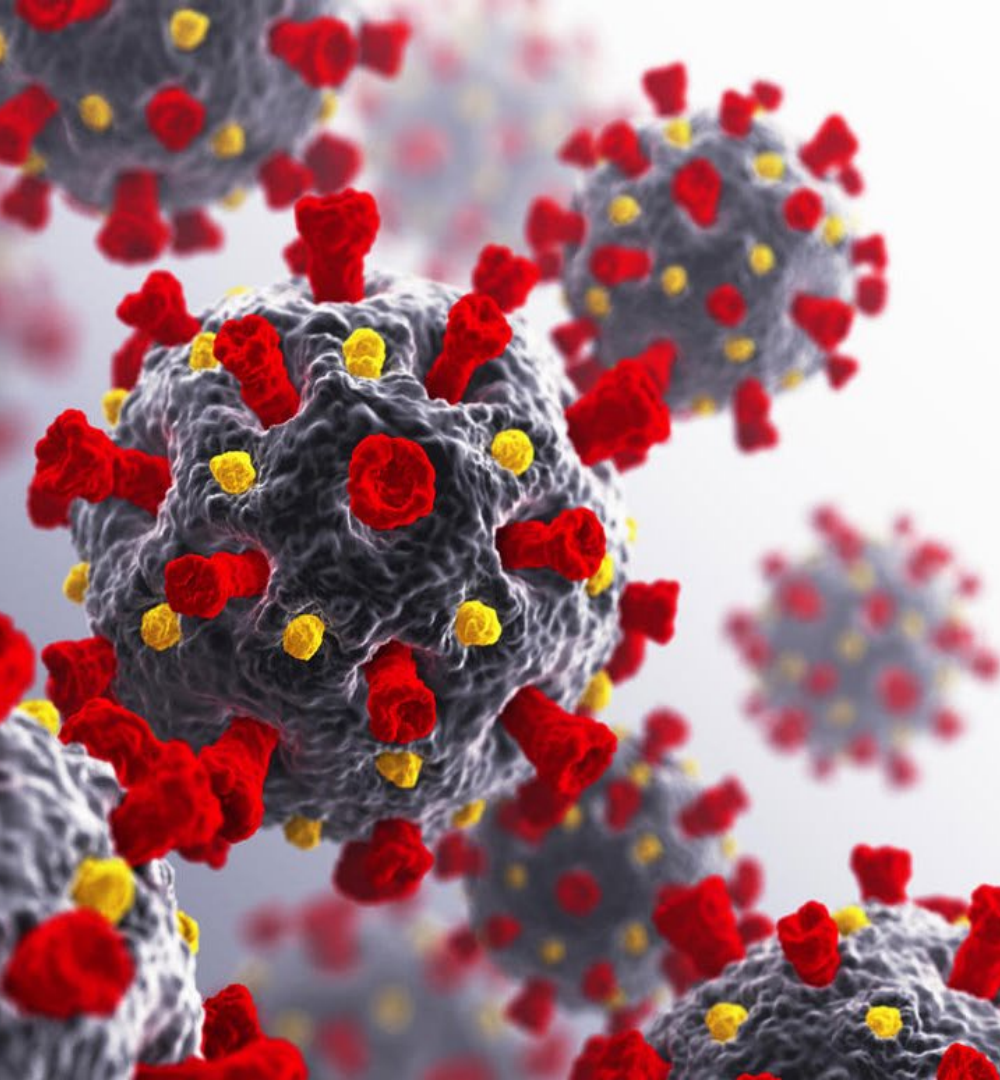




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2020

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DECOMMISSION

88 (\$559.7M)	62 (\$519.2M)	1 (\$0.8)	4 (\$9.6M)	13 (\$14.0M)	8 (\$16.1M)
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Reporting Rate for Reported Active Capital Projects

Reporting Rate: 83.6%
Target: 92%

Previous Month: 89.0%
September 2022: 83.6%

Spent Rate for Reported Active Capital Projects

Spent Rate: 48%
Target: 70%

Previous Month: 52.0%
September 2022: 48.0%

Delivery Rate for Reported Active Capital Projects

Delivery Rate: 0%
Target: 0%

Previous Month: 0.0%
August 2022: 0.0%

Benefits Realized for Reported Active Capital Projects

Benefits Realized: 0%
Target: 0%

Previous Month: 0.0%
August 2022: 0.0%

Top 5 Issues Identified by Reported Active Capital Projects

- Resource constraints: 18
- Project schedule issues: 14
- Change in scope/completing activities: 10
- Procurement/contract issues: 5
- Quality assurance/acceptance: 4

In September, the project status reporting rate was 83.6%, the highest it has been since the onset of COVID-19.

Comments: Note: The project names and financial data (e.g., the 2022 Budget (With Carry-Over), YTD in SAP, and YTD Spend Rate) were provided by Finance & Contract Management (FCM) on 28-09-2022 at 4:41 PM and aligns with the data in Semiregular. Source: Sep 2022 MC - Monthly Variances Report (02/29/22). The financial data is based on the Revised 2022 Budget After In Year Transactions and is specific to TSD funded projects only.

Code	Cont	Resources	Benefits	2022 Budget (With Carry-Over)	Technology Services Division YTD in SAP	YTD Spend Rate
				\$12,331	\$7,088	11%
				\$454,518	\$0	0%
				\$113,000	\$123,169	93%
				\$0	\$0	0%
				\$1,027,266	\$52,324	5%
				\$864,939	\$509,858	59%
				\$663,873	\$226,151	34%
				\$602,284	\$116,655	19%
				\$552,517	\$15,099	3%
				\$516,000	\$230,670	45%
				\$464,020	\$0	0%
				\$363,176	\$64,076	18%
				\$300,000	\$361,774	121%
				\$273,975	\$25,217	9%
				\$258,000	\$162,246	63%
				\$150,000	\$0	0%
				\$138,461	\$0	0%
				\$69,000	\$12,619	17%
				\$0	\$58,209	0%
				\$0	\$0	0%
				\$2,334,000	\$488,213	21%
				\$757,728	\$38,818	5%
				\$270,000	\$0	0%
				\$220,000	\$26,611	12%
				\$195,508	\$0	0%
				\$0	\$0	0%
				\$69,000	\$12,619	17%
				\$0	\$58,209	0%
				\$0	\$0	0%

Legend: GP - Standard Projects, LP - Light Projects, UP - Unclassified Projects, @ SHM Active Required

At a Glance: Reported Projects

Projects	2022 Budget (With Carry-Over)	YTD in SAP	YTD Spend Rate
7M	\$7,999,580	\$6,901,607	90%
11	\$4,384,992	\$1,268,668	40%
	\$3,190,448	\$3,754,627	105%
	\$1,818,000	\$28,000	2%
	\$1,273,884	\$1,004,903	80%
	\$1,233,370	\$12,763	1%
	\$1,056,412	\$14,930	1%
	\$1,032,218	\$48,171	5%
	\$900,000	\$387,925	40%
	\$803,955	\$33,387	4%
	\$767,506	\$20,562	3%
	\$646,190	\$75,765	12%
	\$606,138	\$53,720	9%
	\$582,240	\$73,119	12%
	\$291,000	\$49,549	17%
	\$284,244	\$167,903	59%
	\$103,666	\$27,748	28%
	\$541,000	\$2,188,568	39%
	\$1,137,264	\$314,350	28%
	\$1,095,000	\$185,397	15%
	\$970,000	\$0	0%
	\$148,055	\$388,547	41%
	\$140,000	\$57,815	61%
	\$622,000	\$346,164	56%
	\$569,000	\$11,645	2%

Legend: N/A - Not Applicable, @ SHM Active Required

At a Glance: Monthly Reporting Stats

11 (\$22.6M)	11 (\$22.6M)
Hot Reported Active Capital Projects	Hot Reported Active Capital Projects

Comments: The project should be on hold. Awaiting paperwork.

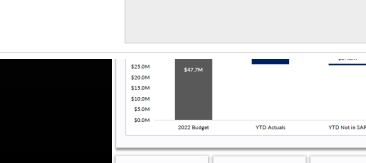
At a Glance: Financials

Year to Date	Year to Date Variance
\$24.7M	\$25.9M
Total Spend Year to Date	Year to Date Variance

The top five active capital projects by 2022 budget with carry-over that were still reported in September 2022 represented \$0.12M (0.2%) of the 2022 budget with carry-over (\$70).

Project Name	2022 Budget	YTD Actual	YTD Not in SAP	Remaining to Spend
1	\$10.7M		\$23.9M	
2	\$5.7M		\$23.9M	
3	\$5.0M		\$23.9M	
4	\$4.0M		\$23.9M	
5	\$4.0M		\$23.9M	

Percentages of Year Remaining: 16%, 46%, \$22.3M, 67%



Fifty-one capital projects were reported in September 2022.

Note: The Wallington Terrace v3 project was closed financially in December 2020. The project is almost finished, but has not been accepted. Its money is being spent as the work was paid for in previous years at the beginning of the project. The Network Segmentation & Segregation project has pending transactions totaling \$97,000, which had not been processed yet and therefore, had not posted in SAP.

11 The SAP With-Carry-over: CTR561-01-01, CTR581-01-02	12 The SAP With-Carry-over: CTR561-01-06, CTR581-01-07
12 The SAP With-Carry-over: CTR561-01-08, CTR581-01-09	13 The SAP With-Carry-over: CTR561-01-10, CTR581-01-11
13 The SAP With-Carry-over: CTR561-01-12, CTR581-01-13	14 The SAP With-Carry-over: CTR561-01-14, CTR581-01-15

Code	Cont	Resources	Benefits	2022 Budget (With Carry-Over)	Technology Services Division YTD in SAP	YTD Spend Rate
CFR127-46-07				\$5,413,000	\$2,188,568	39%
CFR052-02-01	311	UCCE (Telephony) Upgrade		\$1,137,264	\$314,350	28%
CFR045-46-01		Document Direct View Direct DEVOP		\$1,095,000	\$185,397	15%
CFR001-30		TFM Electronic Medical Records - Phase 3		\$970,000	\$0	0%
CFR052-01-01	311	Verint Upgrade		\$148,055	\$388,547	41%
CC094-01		Growing Child Care for Toronto		\$140,000	\$57,815	61%
CFR045-03-01		Plant Services Driver, Accident and Fire Management Solution ¹⁾		\$622,000	\$346,164	56%
CFR045-45-01		Class Replacement Project - Ent Implementation & Decom		\$569,000	\$11,645	2%

1) This program includes both Standard and Light program. These projects are to be discussed at an upcoming PM Meeting. No action is required.
 2) This program is related to the Network Core V3 SAP Upgrade Program. The program is a part of the SAP Upgrade Program. The program is a part of the SAP Upgrade Program. The program is a part of the SAP Upgrade Program.
 3) This program is related to the Document Direct View Direct DEVOP. This program is a part of the Document Direct View Direct DEVOP. This program is a part of the Document Direct View Direct DEVOP.
 4) This program is related to the TFM Electronic Medical Records - Phase 3. This program is a part of the TFM Electronic Medical Records - Phase 3. This program is a part of the TFM Electronic Medical Records - Phase 3.
 5) This program is related to the Verint Upgrade. This program is a part of the Verint Upgrade. This program is a part of the Verint Upgrade.
 6) This program is related to the Growing Child Care for Toronto. This program is a part of the Growing Child Care for Toronto. This program is a part of the Growing Child Care for Toronto.
 7) This program is related to the Plant Services Driver, Accident and Fire Management Solution. This program is a part of the Plant Services Driver, Accident and Fire Management Solution. This program is a part of the Plant Services Driver, Accident and Fire Management Solution.
 8) This program is related to the Class Replacement Project - Ent Implementation & Decom. This program is a part of the Class Replacement Project - Ent Implementation & Decom. This program is a part of the Class Replacement Project - Ent Implementation & Decom.

These capital programs do not follow the Technology Services Division (TSD) governance structure or project gating and are not required to report to TSD Portfolio. Their sole purpose is to maintain Citywide software and hardware for City employees (e.g., upgrade software, etc.). As such, these programs were not included in the count of Hot Reported Projects for September 2022.

One project, COVID-19 (Pavilion Election Management Information System - 2022 Election), also does not follow the TSD governance structure, follow their own. As such, they were not required to report to TSD Portfolio. This project was not included in the count of Hot Reported Projects for September 2022.

The count of Hot Reported Projects for September 2022 was 3 (11 active capital projects) - 7 LCM capital programs - 1 non-TSD-governed, active their own project.

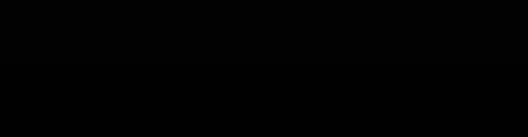
1) There is no Link-Check Management (LCM) program as funded by Technology Services Division. The former is required to report, however, there is no requirement for the latter to report to TSD Portfolio.

With Carry-Over and In SAP	Spend Rate
TEMS Replacement	\$11,153,076
TSD Contract with SAP	\$4,263,026

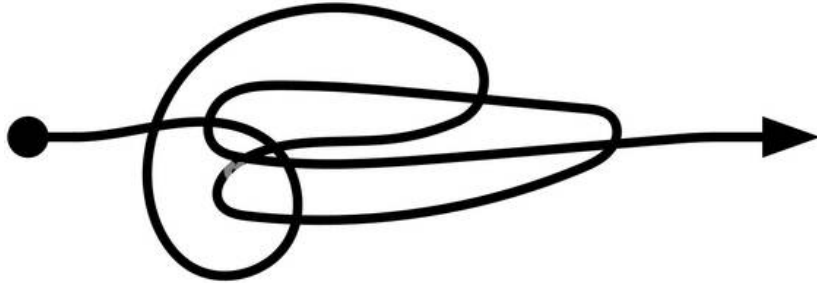
The top five active capital projects by 2022 budget with carry-over that were still reported in September 2022 represented \$0.12M (0.2%) of the 2022 budget with carry-over (\$70).

1. CTR561-01-01 (PC/Connect W-F Program) Contracted PA/PDS Awaiting response.
2. CTR561-01-01 (PC/Connect W-F Program) Contracted PA/PDS Awaiting response.

Projects by TSD Spend Rate

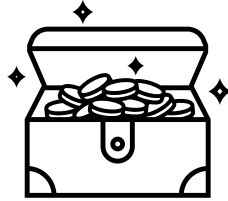
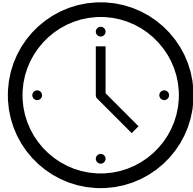


Present

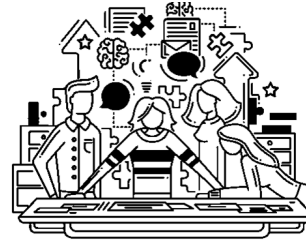




Idea



Business
Case



Project

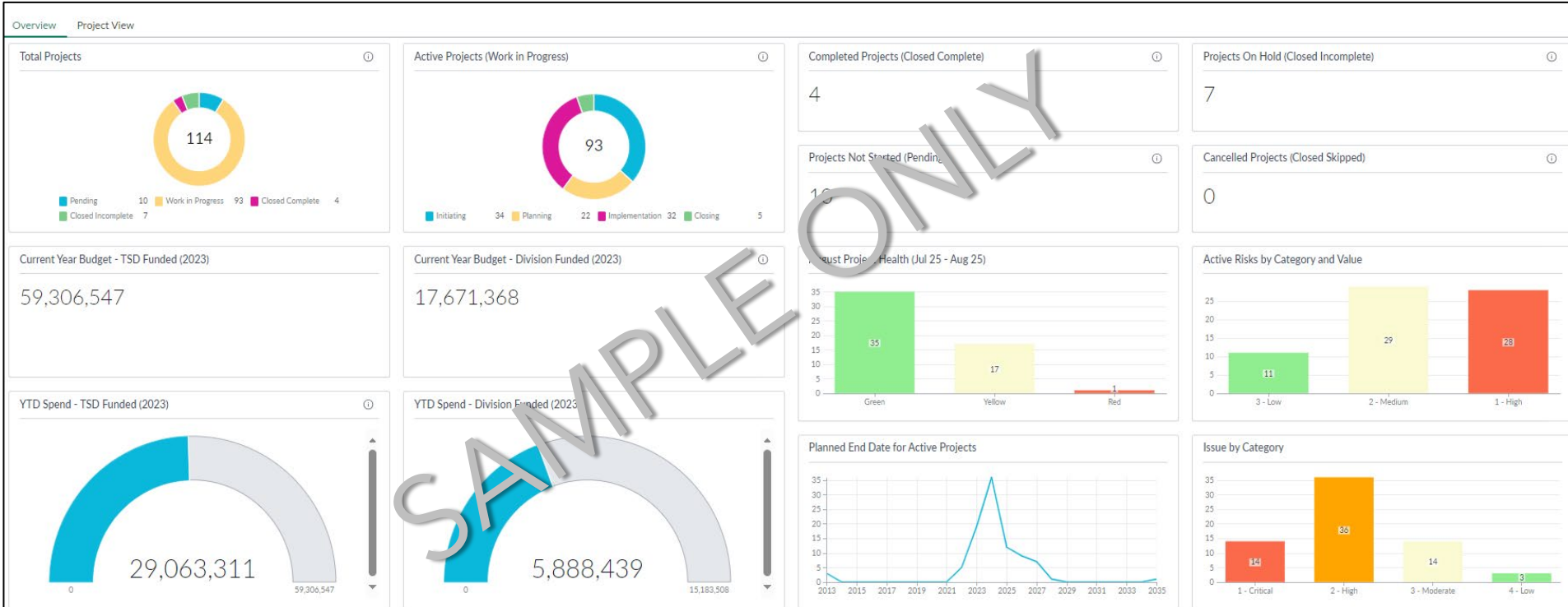


Realized
Outcome

servicenowTM

Monthly Status Reporting Dashboard

Sample data for demonstration purposes only





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