



Q4 2021 HoMES Project Update

Item 8

January 27, 2022

Building Investment, Finance and Audit Committee

Report: BIFAC:2022-17

To: Building Investment, Finance and Audit Committee
("BIFAC")

From: Vice President, Information Technology Services

Date: January 20, 2022

PURPOSE:

The purpose of this report is to provide the BIFAC with an update on the status of the HoMES Project.

RECOMMENDATION:

It is recommended that the BIFAC receive this report for information.

REASONS FOR RECOMMENDATIONS:

TCHC has committed to continuing to provide the following level of reporting to the BIFAC and the Board of Directors:

- Quarterly project updates to BIFAC; and
- Yearly, and as required, project updates to the Board.

This report covers the period of October 1 to December 31, 2021.

The HoMES Project Management Office ("PMO") completed a review with key stakeholders on the feasibility of commencing in-person training scheduled for late January 2022 in light of the most recent developments of the COVID-19 pandemic. There is great concern that increased illness

absences compounded by training absences will mean that TCHC services to tenants will be significantly impacted over the coming months. Therefore, training scheduled to commence in January 2022 for the final phase has been postponed. A new training plan, incorporating a hybrid approach, reduced class size from original plan, and enhanced COVID protocols, is in development. A new plan will be provided to the HoMES Steering Committee and the Emergency Operations Centre for COVID-19 for approval in January 2022.

The HoMES project budget remains within the board approved amount at the end of Q4.

Omicron Variant, Training and Final Launch:

As a result of the fourth wave of the COVID-19 pandemic, TCHC has experienced higher than normal absenteeism amongst its front line and management staff in the Operations division. To continue to deliver critical front line services to our tenants and communities and to keep buildings open, the HoMES Steering Committee, in consultation with TCHC's Emergency Operations Centre Steering Committee determined that it was necessary to defer HoMES training for those same front line staff to mid-March. TCHC has also deferred some management initiatives to allow management staff to preserve the appropriate bandwidth and reallocate their time and focus to supporting front line services.

New users to HoMES for Track 2B-2 will require the majority of their training to be delivered in-person to ensure that the new processes and solution are well adopted.

The following aspects are being incorporated into a new training plan, with the final Go Live date for Track 2B-2 to be determined in the next few weeks.

- Enhanced COVID-19 protocols to include rapid testing;
- Schedule to take into consideration increased staff absenteeism so as to minimize service disruption to tenants;
- Continue HoMES project momentum by introducing four weeks of virtual instructor-led introductory training courses. Three role based training courses to take no more than 60 minutes with multiple sessions available to staff to schedule as time permits;
- Plan to start in-person session in March 2022 allowing additional time to assess variant impact;

- Reduce in-person and virtual training class size by 30% to reduce the number of front-line staff in training. The intention is to minimize contacts and impact to tenant services;
- Prepare all materials, schedules and training locations in February with a Go/No Go decision to proceed with in-person training to be made 2-weeks prior to the proposed training start date;
- If in-person training cannot proceed, the project team will pivot to virtual training; and
- Additional refresher training and make-up training will be required post-go live in anticipation of staff absences and the less effective virtual training will be less effective.

While no date has been determined for the final launch of the HoMES project, a proposed date of May 9, 2022 is under consideration. The final phase of the HoMES project should be implemented prior to the transition of the Seniors Housing Corporation scheduled for June 1, 2022 to minimize the additional complexity of a project launch involving two independent corporations and to avoid system updates to legacy applications should Track 2B-2 not go live before the transition.

COVID-19 Costs

The HoMES project has estimated that the total cost to be allocated to COVID-19 expenses as a result of the training delay. It is estimated that the total costs will be between \$1.2M – \$1.5M. Detailed information will be provided in the next HoMES project update and COVID-19 update to BIFAC.

Progress Update:

Track 2b (Demand Maintenance and Call Centre):

The HoMES project continues to move forward towards completion of the final phase despite the training delay.

- Activities completed in Q4 include:
 - Development and testing of Track 2B-2 reports;
 - Continued development of Training materials;
 - Completion of additional testing on data converted from legacy systems;
 - The Change Management Working Group continued to work with Subject Matter Experts to build a plan for user adoption for building staff impacted by Track 2B;

- Continued working with the HoMES team and Yardi on solution refinement for Move Outs, Unit Turnover, Inspections, and Inventory; and
- Developed Track 2B-2 support plan incorporating project team and business in the model.

Stage of Completion:

The HoMES project had been in progress for thirty-two months. Due to the postponement of training for the final phase, the number of remaining months of the HoMES project is to be determined. The percentage of project activities completed for each Track are shown in Table 1.

Table 1: Percentage of Project Activities Completed

Track	% of Project Activities Completed
Track 1A	100
Track 1B	100
Track 2A	100
Track 2B	85
Overall Project	94

Budget Status Update:

The overall HoMES project remains within the board approved amount. The total project spend as of December 31, 2021 is detailed in Table 2.

Table 2: Total Project Budget Spend Summary as of December 31, 2021

Project Spending Category	Total Spend as of December 31, 2021 (Amounts in \$000s)
External Contracts	\$ 30,366
Internal Resources/Expenses	\$ 14,417
Total HoMES spend as of December 31, 2021	\$ 44,783

Detailed budget information, including contract awards and change orders, is provided in Confidential Attachment 1. The HoMES estimated spend at completion remains within the reduced approved budget amount of \$54.4M and is provided in Attachment 2. Costs due to the COVID-19 impact will be included in the COVID expenses requests that are submitted to the City of Toronto. The HoMES project will continue to report on all change orders and

new contracts initiated in the detailed budget information and they will be identified separately as COVID-19 expenses.

IMPLICATIONS AND RISKS:

The HoMES project continues to monitor and mitigate the risks due to the COVID-19 pandemic.

The HoMES project management office and QA advisor KPMG continue to monitor the project closely in this final phase. The final phase on boards the greatest number of employees onto the HoMES solution and ensuring that employees can adapt to the change is paramount to the success of this phase.

SIGNATURE:

“Luisa Andrews”

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ATTACHMENTS:

Attachment 1: HoMES Summary Budget Information

Confidential Attachment 2: HoMES Detailed Budget Information

Reason for Confidential Attachment: Matters that are not required to be disclosed under the *Municipal Freedom of Information and Protection of Privacy Act*, including financial information belonging to TCHC that has monetary or potential monetary value.

Attachment 1. HoMES Summary Budget Information

(Amounts in \$000s)	Total Spend Dec-21	Forecast 2021	Budget 2022	Est. Spend at Completion	Approved Budget	Variance to Budget	Remaining \$	% Spent of Budget
Yardi Software Subscription	5,530	2,648	-	5,530	7,700	2,170	2,170	72%
Yardi Implementation Services	14,656	4,912	4,648	19,304	18,695	(609)	4,039	78%
External Consultants/ Vendors	10,180	2,564	540	10,721	12,460	1,739	2,280	82%
Internal Resources & Other Expenses	14,417	6,289	2,171	16,587	13,545	(3,042)	(872)	106%
Total Homes	44,783	16,412	7,359	52,142	52,400	258	7,617	NA
Implementation Contingency			1,598		2,008		2,008	
Total	44,783	16,412	8,957	52,142	54,408	258	9,625	82%

**Overall budget decreased due to Track 3 descope