Major Project Risks and Mitigation Strategies

Major Project Risks	Mitigations Strategies Already Employed	Mitigations Strategies In Process
Governance and Decision Making in a Multi-Agency Environment	● Maintain a highly engaged Steering Committee ● Consider industry best practices to drive decisions ● Create an escalation path for all decisions ● Foster innovative thinking to solve problems	● Establishment of Governance Committee in addition to existing Steering Committee ● Development of Regional Smart Fare Operating Agreements ● Encourage decisions at the lowest level possible ● Document and commit to decisions once made
Poorly Defined Requirements	● Engaged IBI to deliver concept of operations ● Developed comprehensive regional fare solution, vision, and business requirements	● Technology changes in a long-term project ○ Receive equipment just in time to guard against technology changes
Proponent Selection	Extensive vetting ● Oral presentations ● Peer reviews/site visits ● Convened an extensive cross-departmental and regional Evaluation Committee and followed a comprehensive evaluation plan that resulted in strong consensus of the Preferred Proponent.	Build and maintain close relationship with vendor to ensure all sides, including the public benefit from this initiative: ● Contractually mandated relationship principles ● Measurable service level agreements and service credits

Inadequate Internal Resources
  ● **Staff Turnover**
  ● **Organizational Changes**
	● Dedicated internal project resources
	● Executive commitments from participating municipalities to provide necessary resources as requested
	● Access to additional expertise from LTK Engineering as needed
		● Will develop succession plans for key personnel
		● Will prepare cross-training plans to develop additional depth

Volume of Change Management	● Evaluation committee encompassing all affected stakeholder departments ● Invited all stakeholder departments to proponent oral interviews to see solutions first-hand	● Will involve internal and external stakeholders in design process ● Will have a dedicated communication resource in place in short order ● Early pilot testing involving key

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		stakeholders and real customers to confirm the solution meets known and unknown expectations ● Extensive training for front line employees prior to solution rollout to establish project ambassadors
Project Schedule		● Develop a detailed schedule that is believable and achievable ● Extensive project reporting to identify and mitigate schedule risks ● Actively manage percent complete, critical path, and earned value ● Manage work deliverables through Program Managers, Project Managers, Stream Leaders, and Business Owners
Project Scope		● Create Requirements Traceability Matrix ● Reduce customizations and follow industry best practices ● Formally document all changes and decisions through contract amendments, change orders, and decision registers