

**Legislative Finance Committee: IT Project Portfolio
Supplemental Report**

LFC Meeting Date: May 2015

A. General Project Information

1. Agency: Agriculture (MDA)
2. Project Title: Agricultural Licensing System
3. Date Prepared: 5/19/15
4. Prepared By: Andy Gray

B. Project Status

1. Overall Health: Green
2. Brief description of current project status
 - *The original vendor (IronData Solutions through an alliance with Montana Interactive, LLC (MI)) left the project in 2014.*
 - *MDA discussed other vendors as possible solutions to the project. The National Agribusiness Technology Center (NATC) grants usage of a USAPlants product license for no charge to qualifying clients. Computer Aid, Inc. (CAI) is the certified vendor who installs and implements the software.*
 - *The project is being re-initiated with USAPlants as the deliverable from NATC and CAI.
 - i. *MDA, MI, NATC, CAI and the Montana Department of Administration (DOA) are currently reviewing contractual documents with a projected signing of agreements in May 2015.**
 - *MI has committed to making MDA whole on funds that were expended (\$283,295) to the initial vendor of the project.*
3. Major milestones completed so far: *The project scope has been defined and agreed upon.*
4. Next milestone(s): *Signing of contractual documents and project schedule.*

C. Scope Changes

Title and Brief Description	Date Approved	Schedule Impact (weeks)	Budget Impact (\$ amount)

D. Issues and Risks

Title and Brief Description	Date Identified	Planned Resolution	Responsible for Resolution

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E. Additional Comments

The project is a complete update of the Division's day-to-day business processes. The main components include the licensing, product and site registration, assessments, mobile inspection, enforcement and e-commerce of several programs.

The Revised Delivery Date was purposely left blank because Agreements have not been signed. Current projections include complete project delivery in June 2017 with partial go-live implementations throughout the next 2 years.

Beginning with this report, Project Health, Cost, Estimated Amounts and Estimated Expended Amounts apply to the renewed project as of December 2014. Cost and estimates associated with the IronData portion of the project are no longer included in this report. The Original Estimated Cost includes the estimated cost for personnel (\$535,147) during the timeframe of the projected completion date (December 2014 – June 2017) plus hardware and setup costs (\$35,000). The Total Amount Expended is listed at zero because MI has committed to making the department whole on the funds spent to date. The cost of the deliverables is lower than the original bid of the original project. The price for the install and implementation of USAPlants is \$566,200 with an annual maintenance fee of \$26,450.

The reference of zero as it relates to the 'Percent Complete' is an indication of project deliverables. Obviously, the department has conducted a lot of work on this project and a considerable amount of information and documentation has been retained that will be beneficial during the remainder of the project.

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LFC Meeting Date: June 2015

A. General Project Information

1. Agency: DEQ
2. Project Title: RIMS
3. Date Prepared: 5/22/2015
4. Prepared By: Dave Nagel

B. Project Status

1. Overall Health: Yellow
2. Brief description of current project status
 - Schedule is **Yellow** – The project is **14%** behind schedule due to Windsor’s delays in ramping up from two to six FTE developers. Additional delays resulted from Windsor’s lack of deliverable documentation associated with two invoices. Recently the schedule has been adjusted to a more realistic timeframe moving our evaluation from **Red** to **Yellow**
 - IV&V is **Yellow** - The project status per POD IV&V review moved from **Red** to **Yellow** as the revised schedule was approved.
3. Major milestones completed so far:
 - MTDEQ04-1; Phase 1a, Project Plan
 - MTDEQ04-2; Software licenses (nForm, nSpect, & nSite)
 - MTDEQ04-3; Phase 1b, Requirements, Validation and Workflow Analysis
 - MTDEQ04-4 Revised
 - i. Phase 1c, Design and Architecture
 - ii. Less: Design Documentation (10%)
 - iii. Less: Requirements Tractability Matrix (10%)
 - MTDEQ04-5 Revised
 - i. Phase 2a, Development, Test Release 1
 - ii. Phase 2b, Data Conversion Test Release 1
 - iii. Less: Design Documentation (10%)
 - iv. Less: Requirements Tractability Matrix (10%)
4. Next milestone(s):
 - MTDEQ04-4 Balance
 - i. Design Documentation (10%)
 - ii. Requirements Tractability Matrix (10%)
 - MTDEQ04-5 Balance
 - i. Design Documentation (10%)
 - ii. Requirements Tractability Matrix (10%)

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C. Scope Changes

Title and Brief Description	Date Approved	Schedule Impact (weeks)	Budget Impact (\$ amount)
None			

D. Issues and Risks

Title and Brief Description	Date Identified	Planned Resolution	Responsible for Resolution
Resource commitment	2/01/2012	Engage leadership on a regular basis using a variety of venues (project status, Bureau meetings, and Executive meetings).	Staci Stolp
Large core team size	2/01/2012	Identify key decision makers, establish their authority and define the decision making process.	Staci Stolp
Insufficient funding for base system	11/19/2013	Follow change control process and maintain a contingency for the project.	Staci Stolp
Change in regulations	11/19/2013	Add rule/statute change discussion to project status meetings.	Jenny Chambers
Legacy system failure before system implementation	11/19/2013	Converted to Oracle database using MS Access 2010 front-end Action: Update the Disaster Recovery Plan	Kelly Hanna
Current funding gets reduce	11/19/2013	1. Reduce scope 2. Use internal resources (slip schedule) 3. Request additional funding from Leg 4. Set-aside contingency budget for the project	Jenny Chambers
Implemented system does not cover all functionality needed by programs	11/19/2013	Consolidation and re-evaluation of requirements to ensure scope is clearly defined and only includes needed functionality Use internal resources, change	Staci Stolp

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		<p>control, prioritize requirements and program focus</p> <p>Use Project Status, User Experience, PO Demos, and Release Planning Meetings to keep team apprised of functionality and progress.</p> <p>Ensure that shared workflows have visibility across programs during design sessions.</p> <p>Develop a robust UAT test plan and test cases to ensure requirements and functionality is met by system.</p>	
Interpretation of requirements between DEQ and vendor	11/19/2013	<p>Follow contract</p> <p>Use change control process</p> <p>Use vendor/DEQ meeting collaboration meeting to develop SOW</p> <p>Regular project status meetings and Agile planning meetings to ensure State and vendor are on the same page.</p> <p>If discrepancies exist, use established escalation process.</p>	Staci Stolp
Coordination of multiple vendors	6/30/2014	<p>Follow-up regarding status at weekly status meetings and standups, identify roadblocks early, and escalate issues per project processes.</p>	Dave Nagel
State selection of Enterprise Content Management different than Alfresco	9/22/2014	<p>Open design architecture</p> <p>Well maintained requirements, design and architecture documentation to aid in transition to new system.</p>	Dan Chelini
Interfacing with State and DEQ internal systems	9/25/2014	<p>This is mostly related to interfacing with SABHRS (invoicing and time tracking)</p>	Dave Nagel
EPA CROMERR compliance	11/24/2014	<p>The UST program has concerns that they may have to be CROMMER compliant.</p>	Dave Nagel

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		<p>Only 3 forms of concern, regulated under Title 40:</p> <p>Notification (full & change of owner) Certificate of Compliance Financial Responsibility Certificate</p> <p>*These could potentially be filled out online, printed, signed and uploaded back to the department</p>	
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E. Additional Comments

Please consider including any diagrams, charts, pictures or other visuals that will help the committee better understand the project.

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LFC Meeting Date: June 2015

A. General Project Information

1. Agency: Department of Administration, State Information Technology Services Division
2. Project Title: Montana Public Safety Communications Project
3. Date Prepared: September 10, 2014
4. Prepared By: Quinn Ness, Bureau Chief, Public Safety Communications Bureau

B. Project Status

1. Overall Health: Yellow
2. Brief description of current project status
 - *The overall project health is being reported as “yellow” due to the following reasons:*
 - i. *The project has not secured funding to support the completion of the statewide system build-out and statewide radio coverage.*
3. Major milestones completed so far:
 - Infrastructure: 141 total sites planned; 101 sites complete; 72% complete
 - Microwave: 140 total planned; 90 completed; 64% complete
 - Trunking: 121 total planned; 56 complete; 46% complete
4. Next milestone(s):
 - Infrastructure:
 - In Progress: 0; 1%
 - Planned: 40; 28%
 - Total: 141
 - Microwave:
 - In Progress: 4; 3%
 - Planned: 46; 33%
 - Total: 140
 - Trunking:
 - In Progress: 0; 0%
 - Planned: 65; 54%
 - Total: 121

C. Scope Changes

Title and Brief Description	Date Approved	Schedule Impact (weeks)	Budget Impact (\$ amount)

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D. Issues and Risks

Title and Brief Description	Date Identified	Planned Resolution	Responsible for Resolution

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Project Objectives: Build a statewide P-25 VHF shared trunked public safety land mobile radio system

1. Improve Public Safety Communication infrastructure sites in accordance with the established priority list, which is part of the Statewide Communications Interoperability Plan (SCIP).
2. Expand digital microwave to key areas in compliance with Montana’s Homeland Security Plan (HSSP) and Statewide Communications Interoperability Plan (SCIP).
3. Populate key sites with trunking infrastructure building off the existing Northern Tier and Lewis and Clark County systems.
4. Establish second Master Site Controller in Eastern Montana.
5. Continue to maintain and operate existing system(s).

Since the last report, no additional infrastructure sites have been completed and none are in progress. 101 of the planned 141 infrastructure sites are complete. Currently there is not any available state funding to complete additional infrastructure sites.

Since the last report, no additional MW hops have been completed. 90 of the planned 140 MW planned MW hops are complete. State funding has been secured for the Pompey’s Pillar to Hysham to North Forsyth to Hathaway MW hops that are required to complete the statewide backbone network. These projects are projected to be completed by the end of the current calendar year.

Since the last report, trunking equipment has not been installed at any additional sites. Trunking equipment has been installed at 56 of the planned 121 communications sites. Currently there is not any available state funding to install trunking equipment at any additional sites.

Funding continues to be the critical requirement. Priorities for the current existing state funding is to maintain and operate the current system(s). Currently federal and state funding for the continued build out to new sites based on population density, additional highway coverage, and local coverage requirements is not available.

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A. General Project Information

1. Agency: DPHHS
2. Project Title: Medicaid Management Information System (MMIS)
3. Date Prepared: 5/14/15
4. Prepared By: Tim Peterson

B. Project Status

1. Overall Health: Red
2. Brief description of current project status

DPHHS rates the overall project health as "Red". Xerox continues to experience challenges executing the design sessions. Xerox is experiencing schedule management issues resulting in missed deliverables. On November 26, 2014, DPHHS issued a notice of required corrective action to Xerox that identified seven performance categories that require improvement. On February 10, 2015, DPHHS approved the Xerox Corrective Action Plan (CAP) to improve the seven categories. CAP + 30 days items: A. Documentation, F. Project Management Metrics Portal, G. Project Staffing all due March 12; CAP + 60 days items: B. Design Session Preparation, C. Design Session Execution, E. Project Schedule Management all due April 11, 2015; and CAP + 90 days item: D. Deliverable Quality due May 11, 2015.

DPHHS began evaluating the CAP + 30 measures on March 13, 2015. Xerox failed to deliver the Health Enterprise Platform documentation to DPHHS on March 13, 2015, as required by CAP Item A, due to corruption issues related to the documentation environment. The documentation was not available for DPHHS review; therefore, DPHHS issued a Notice of Material Breach to Xerox on CAP Item A on March 18, 2015. Xerox made the documentation available to DPHHS for review on March 24, 2015. DPHHS conducted a review of a 10% sample of the documentation. Based on deficiencies discovered in that review, DPHHS notified Xerox on April 8, 2015 that the March 24, 2015 documentation delivery had not cured the material breach. Xerox delivered the updated Health Enterprise Platform Documentation and Health Enterprise Platform Environment 90 on April 17, 2015. DPHHS began their second audit of Xerox platform documentation for evaluation of CAP Item A on April 20, 2015. DPHHS expects to complete this review by June 5, 2015. The results of this audit review will determine if Xerox has successfully cured the Material Breach related to CAP Item A. Preliminary review indicates that both CAP Items F and G are acceptable.

DPHHS began evaluating the CAP + 60 measures on April 13, 2015. On May 13, 2015, DPHHS completed the review of CAP items B, C, and E and determined that Xerox had failed to successfully deliver each CAP Item. On May 15, 2015, DPHHS issued an additional Notice of Material Breach to Xerox for CAP Item B, CAP Item C, and CAP item E. Starting on May 12, 2015, DPHHS is evaluating the CAP + 90 measures. As of the submission date of this report, Xerox has

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not submitted new deliverables or interim deliverables for DPHHS review. Once Xerox submits a new deliverable, DPHHS will review the deliverable quality to determine if Xerox has satisfied their corrective action plan.

The current Schedule Performance Index (SPI) is .555 and there are 3,889 project work plan tasks that have missed their baseline finish date. Since July 18, 2014, only 9% of the interim deliverables and deliverables (deliverables) have been completed, 79% of the deliverables are past due, 4% are currently under review by DPHHS, 7% have been returned to Xerox with comments, and 1% have been rejected. Of deliverables scheduled for delivery over the next 90 days, 61% are projected by Xerox to be late.

Xerox has not been paid any money related to the contract payment milestones for the MMIS DDI project. The first payment milestone scheduled for November 16, 2015 is the Benefit Plan Administration Iteration Acceptance Payment Milestone.

DPHHS expects the overall project status to remain “Red” for an extended period of time. This status is not expected to change until Xerox successfully executes the approved corrective action plan resulting in a reduction of past due deliverables and slipped tasks and a dramatic improvement in the SPI. Public Knowledge, the MMIS DDI Independent Verification and Validation (IV&V) vendor contracted by DPHHS, has reported the Xerox MMIS DDI project performance status as “Red” in the most recent monthly independent status report dated May 14, 2015. Xerox is also currently reporting the project status as “Red”. Xerox's SPI calculation signals that the May 30, 2017 full system implementation date is in jeopardy.

3. Major milestones completed so far: None
4. Next milestone(s):
 - Benefit Plan Administration Iteration Acceptance Payment Milestone scheduled for November 16, 2015

C. Scope Changes

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D. Issues and Risks

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E. Additional Comments

DPHHS internal project reporting rates the Scope as “Yellow”. At this time, DPHHS does not believe that there are any significant scope issues affecting the project. There are currently 28 out-of-scope gaps. There are 353 past due action items that could result in gaps that are determined by Xerox to be out-of-scope. DPHHS will continue to rate scope as “yellow” until the number of past due action items drops below 50.

DPHHS internal project reporting rates the Schedule as “Red”. Xerox is experiencing numerous project execution issues that are affecting their execution of the approved re-planned project work plan. The primary issue is that Xerox continues to struggle to execute effective design sessions. This has resulted in missed interim deliverables and deliverables. Since July 18, 2014, only 9% of the interim deliverables and deliverables (deliverables) have been completed, 79% of the deliverables are past due, 4% are currently under review by DPHHS, 7% have been returned to Xerox with comments, and 1% have been rejected. Of deliverables scheduled for delivery over the next 90 days, 61% (81/134) are projected to be late. The latest Xerox calculated Schedule Performance Index (SPI) is currently .555 (SPI that is less than .940 is “Red”). The current SPI is consistent with the design session challenges observed by DPHHS, the 3,889 slipped project tasks, and the 154 past due deliverables and interim deliverables. Xerox’s SPI calculation signals that the May 30, 2017 full system implementation date is in jeopardy.

DPHHS rates the Budget as “Green” based on the reporting criteria. Both the initial estimated cost and current estimated costs reflect the fully loaded costs of the project. Xerox has not been paid any money related to the payment milestones for the MMIS DDI project. The MMIS DDI contract established payment milestones requiring Xerox to deliver working software configured to Montana’s business requirements that can be demonstrated to our business users for their approval. The only expenditures to date are for DPHHS related expenses including DPHHS Business Analysts, DPHHS Subject Matter Experts, Contract Project Manager, Independent Verification and Validation contractor, rent, operational expenses, and indirect expenditures. All of these expenditures were planned and are customary for this type of project. These expenditures are required by CMS to support the execution of the project.

DPHHS internal project reporting rates Risk as “Yellow”. There are two project risks with a Risk Rank of six or less. Both of these risks have a risk mitigation plan. Xerox will need to add a contingency plan for each of these risks. The remaining project risk has a risk rank of 8 and has the required risk mitigation plan. DPHHS has reviewed these risk mitigation plans and has provided feedback to Xerox to improve the approach to managing these risks.