

**Legislative Finance Committee
Supplemental Report**

Project Information	
Agency	Department of Environmental Quality
Project Title	RIMS
Current Date	11/15/2017
Sponsor	Jenny Chambers
Project Manager	Staci Stolp
Overall Health	LFC status report project health – Yellow IV&V project health - Yellow
Brief Description of Current Project Status	Scope, Schedule, and Budget remain Green, Risk is yellow
Major Milestones Completed	Pre-Production Releases 1 – 19, integration of core business functions, document management, sample data management
Next Milestone(s)	Pre-Production Releases 20 – 24, implementation of automated tests, UST, PTRCB and SSU data management (Claims, Actions, Institutional Controls), Form Letter Generation, Priority Reports, User Acceptance Testing.

List all issues, risks, scope changes, schedule changes, budget changes, etc.				
Title and Brief Description	Date Identified	Planned Resolution	Schedule Impact (Weeks)	Budget Impact (Amount)
Change in regulations	5/11/2015	Use internal resources, change control, prioritize requirements and program focus	Currently not affecting scope or budget	Currently not affecting scope or budget
Implemented System does not cover all functionality needed by programs	11/23/2015	<ol style="list-style-type: none"> 1) Consolidation and re-evaluation of requirements to ensure scope is clearly defined and only includes needed functionality 2) Use internal resources, change control, prioritize requirements and program focus 3) Use Project Status, User Experience, PO Demos, and Release Planning Meetings to keep team apprised of functionality and progress. 4) Ensure that shared workflows have visibility across programs during design sessions. 5) Develop a robust UAT test plan and test cases to ensure requirements and functionality is met by 	Currently affecting scope	Currently not affecting budget

List all issues, risks, scope changes, schedule changes, budget changes, etc.

<p>Resource Risk, DEQ team resources do not have the technical skills to implement the proposed system.</p>	<p>3/2016</p>	<p>system.</p> <ol style="list-style-type: none"> 1) Hired Alfresco to help ensure we could set-up our Alfresco instance correctly 2) Developed and executed the DEQ transition Plan: <ol style="list-style-type: none"> a) Provided development team with technical training: <ol style="list-style-type: none"> i) Informal training sessions with team ii) MVC iii) Angular iv) Alfresco v) Business Analysis vi) Story Estimation vii) Agile methodology viii) JIRA ix) EPASS and Windows Authentication b) Technical team reviewed status, risks, shortcomings (together and separately) of <ol style="list-style-type: none"> i) Code ii) Database iii) Data Migration iv) Data Cleanup v) Remaining development work not started c) Discussed resourcing needs, did we need additional contracted expertise d) Technical team proposed different options for a way forward e) Discussed different procurement options for augmentation staff and began preparing documentation when 	<p>Currently affecting scope and budget, risk is being watched with consideration to rebaseline.</p>	<p>Currently affecting scope and budget, risk is being watched with consideration to rebaseline.</p>
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List all issues, risks, scope changes, schedule changes, budget changes, etc.				
		we obtained closure with Windsor		
DoA Changes Timesheet	4/27/2016	Identify key decision makers, establish their authority and define the decision making process.	Currently not affecting scope or budget	Currently not affecting scope or budget
Interfacing with State and DEQ internal systems	2/3/2017	<ol style="list-style-type: none"> 1) Maintain regular correspondence with State agencies whose systems TREADS has an interface. 2) Continue to receive software update/release information from MT Interactive 	Currently not affecting scope or budget	Currently not affecting scope or budget
Staff turnover/Leadership changes	2/3/2017	<ol style="list-style-type: none"> 1) New leadership introduction to RIMS Project. 2) Set-up individual meetings to train new leadership. 3) Make meeting/session attendance a priority. 4) Close coordination with new leadership and current product owners. 5) Focus on shared workflows during staff absence. 6) Include staff replacements as early in the process as possible. 	Currently affecting scope and budget, risk is being watched with consideration to rebaseline.	Currently affecting scope and budget, risk is being watched with consideration to rebaseline.
Large Core Team Size	2/21/2017	<ol style="list-style-type: none"> 1) Identify key decision makers, establish their authority and define the decision making process. 2) Active communication between team members and update and communicate project communication plan processes. 	Currently affecting scope and budget, risk is being watched with consideration to rebaseline.	Currently affecting scope and budget, risk is being watched with consideration to rebaseline.
Resource commitment	2/21/2017	<ol style="list-style-type: none"> 1) Engage leadership on a regular basis using a variety of venues (project status, Bureau meetings, and Executive meetings). 2) Identify additional knowledge transfer or training for team members. 	Currently affecting scope and budget, risk is being watched with consideration to rebaseline., risk is being watched with consideration to rebaseline.	Currently affecting scope and budget, risk is being watched with consideration to rebaseline.

List all issues, risks, scope changes, schedule changes, budget changes, etc.

		<ul style="list-style-type: none"> 3) Look internally for resources/skill sets that can be brought in to assist 4) Staff augmentation contract 5) Keep schedule up to date and available to all team members. 6) If competing priorities occur have a global discussion regarding impacts. 7) Create calendar for project team (Product Owners, IT staff, etc.) and proactively identify competing priorities. -Added November 1, 2017 8) Establish, train, and enforce a clear reporting and communication structure for project decision making, escalation of issues and concerns, and fully embracing a Steering Committee approach 9) Revise development framework, all staff with a role in TREADS will attend required training on the established project and software development framework 		
<p>State selection of Enterprise Content Management Solution different from Alfresco</p>	<p>6/8/2017</p>	<ul style="list-style-type: none"> 1) Open design architecture 2) Well maintained requirements, design and architecture documentation to aid in transition to new system. 	<p>Currently not affecting scope or budget</p>	<p>Currently not affecting scope or budget</p>

Add additional comments

The department recently experienced a change in technology at SITSD that affected the TREADS Development and Test environments for which they were not notified of until after we started to investigate issues with our Test environment. What we discovered was that SITSD inconsistently introduced this technology to the TREADS environments (i.e., technology was added to the TREADS Test, but not the Development environment). This technology, resulted in approximately a two month delay to the project while DEQ troubleshooted the problem and then proceeded to workthrough resolving issues with SITSD's implementation of this technology.

DEQ is in the process for evaluating options for re-baselining the project with respect to staffing resources, schedule, budget and scope. In addition, the department is working on aligning the project with recommendations from a recent legislative audit report. Some of our effort is focused on readjusting our staffing/reporting structure; re-training of team members, and enforcement of expectations for team members.