

**Legislative Finance Committee
Supplemental Report**

Project Information	
Agency	Department of Environmental Quality
Project Title	RIMS
Current Date	02/15/2018
Sponsor	Jenny Chambers
Project Manager	Staci Stolp
Overall Health	LFC status report project health – Green IV&V project health - Yellow
Brief Description of Current Project Status	Scope, Schedule, Budget, and Risk remain Green
Major Milestones Completed	Pre-Production Releases 1 – 21, integration of core business functions, document management, sample data management, implementation of automated tests, PTRCB (Claims), SSU (Institutional Controls, VCRA), form letter generation
Next Milestone(s)	Pre-Production Releases 22 – 24, revision of automated tests, remaining UST, PTRCB and SSU, Priority Reports, User Acceptance Testing Prep/Script development.

List all issues, risks, scope changes, schedule changes, budget changes, etc.				
Issues and Risks	Date Identified	Planned Resolution and/or Mitigation	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 schedule	Currently not affecting 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, Release Planning Meetings to keep team apprised of functionality and progress. 4) Develop a robust UAT test plan and test cases to ensure requirements and functionality is met by system. 	Currently not affecting schedule	Currently not affecting budget
Resource Risk, DEQ team resources do not have the technical skills to implement the proposed system.	3/2016	<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 	Project rebaselined based on resource capacity. Currently not affecting schedule	Project rebaselined based on resource capacity. Soft costs were affected.

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		<ul style="list-style-type: none"> vii) Agile methodology viii) JIRA ix) EPASS and Windows Authentication <p>b) Technical team reviewed status, risks, shortcomings (together and separately) of</p> <ul style="list-style-type: none"> i) Code ii) Database iii) Data Migration iv) Data Cleanup v) Remaining development work not started <p>c) Discussed resourcing needs, did we need additional contracted expertise</p> <p>d) Technical team proposed different options for a way forward</p> <p>e) Discussed different procurement options for augmentation staff and began preparing documentation when we obtained closure with Windsor</p>		
DoA Changes Timesheet	4/27/2016	Identify key decision makers, establish their authority and define the decision making process.	Currently not affecting budget	Currently not affecting 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 schedule	Currently not affecting 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) Include staff replacements as early in the process as possible. 	Currently not affecting schedule	Currently not affecting budget
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 not affecting schedule	Currently not affecting budget
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. 3) Look internally for resources/skill sets that can be brought in to assist 	Currently not affecting schedule	Currently not affecting budget

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		4) Keep schedule up to date and available to all team members. 5) If competing priorities occur, have a global discussion regarding impacts. 6) Create calendar for project team (Product Owners, IT staff, etc.) and proactively identify competing priorities. -Added November 1, 2017 7) 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 8) Revise development framework, all staff with a role in TREADS will attend required training on the established project and software development framework		
State selection of Enterprise Content Management Solution different from Alfresco	6/8/2017	1) Open design architecture 2) Well-maintained requirements, design and architecture documentation to aid in transition to new system.	Currently not affecting schedule	Currently not affecting budget
Data Cleanup and Conversion	10/9/2017	1) The database conversion plan must be comprehensive. If the plan is determined to be not detailed or comprehensive enough, high-level database expertise should be brought in. Examine the error rates that arise from testing the conversion process. 2) Ensure that DEQ Development Team can make timely fixes. 3) Bring in additional database resources if warranted. The risk retains its Red rating until DEQ is satisfied with the data conversion and cleansing process.	Currently not affecting schedule	Currently not affecting budget
Schedule	10/9/2017	1) Agreed-upon review times entered into project schedule. 2) Calendar for near-term commitments is reviewed at each status meeting. 3) Follow the revised escalation process when delays appear imminent.	Currently not affecting schedule	Currently not affecting budget
IIS App Pool blocks access to TREADS	1/9/2018	Use EPASS which was integrated into TREADS in 2017	Currently not affecting schedule	Currently not affecting budget
Continuing compliance with changing	1/11/2018	Create a detailed technical specification for TREADS. Then keep an eye on https://mine.mt.gov/it/servicedesk/interruptio	Currently not affecting schedule	Currently not affecting budget

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State server requirements		nsalerts.mcp as well as building a direct relationship with several SITSD staff to get as early a heads-up on server changes as possible.		
Loss of Project Manager	1/24/2018	<ol style="list-style-type: none"> 1) The Project Manager has been cross training and delegating work on the project to build a community of expertise and knowledge. 2) WMRD is hiring two new CSA positions that will assist on the project and long-term maintenance of the system. 	Currently not affecting schedule	Currently not affecting budget
Data Migration Tracking	2/21/2018	From 01/31/2018, any changes to the migration rules and tables associated with migration will be reflected in the data-mapping document.	Currently not affecting schedule	Currently not affecting budget

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<p>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 work through resolving issues with SITSD's implementation of this technology.</p> <p>In response to the above delay and the findings of a recent Legislative Audit, DEQ has re-baselined the project with respect to staffing resources, schedule, budget and scope. The department has aligned the project with recommendations from a recent legislative audit report. We have focused on readjusting our staffing/reporting structure, re-training of team members, and enforcement of expectations for team members.</p> <p>DEQ currently rates the project as green. This is in contrast with the last IV&V report, dated January 31, 2018, which rated the project as yellow and the schedule status as red. At the time of the report, DEQ was waiting to receive revised schedule estimates from some team members and had not been able to establish the schedule re-baseline. The schedule re-baseline has since been established and the team is working toward meeting the schedule.</p>