

IT Project Portfolio Report

LFC Meeting Date: September 2015

General Project Information										Project Amounts								Project Health							
Agency	Title	Overall Health	Current Phase	Sponsor	HB10 Funding Year(s)	Schedule Dates				Total Estimated Cost		Appropriated Budget Amounts					Expended		Supplemental	Post-imp	Scope	Schedule	Budget	Risk	IV&V
						Actual Start Date	Original Delivery Date	Revised Delivery Date	% of Work Completed	Original Estimate	Current Estimate	General Fund	State Special Revenue	Federal	Other: note source in comment area	Total	Total	%							
AGR	Agricultural Licensing System		PRE	Greg Ames		4/29/2012	11/1/2013	11/1/2017	10	\$1,136,347	\$1,136,347	\$0	\$580,000	\$0	\$0	\$580,000	\$0	0	✓						
See Supplemental Report for details of project																									
DEQ	Remediation Information Management System (RIMS)		DEV	Jenny Chambers	2013	1/23/2012	6/30/2016		40	\$1,800,000	\$4,270,000	\$700,000	\$1,880,000	\$40,000	\$1,650,000	\$4,270,000	\$1,600,000	37	✓						
09/2015 – DEQ and its contractor have made good progress since our last quarterly report. The project schedule and IV&V status have moved from Yellow to Green.																									
DLI	Workers Compensation Application Network (WCAN)		RTC	Diana Ferriter		10/3/2011	3/2/2015	3/31/2015	100	\$3,000,000	\$3,172,365	\$0	\$3,027,955	\$0	\$0	\$3,027,955	\$3,172,365	100	✓						
39-71-225 (MCA) Workers' compensation database system. (1) The department shall develop a workers' compensation database system to generate management % complete has remained the same from last period due to an increase in the number of issues encountered by testers. % complete is based on the total number of issues and those completed.																									
DLI	STAARS Phase 2		DEV	Brenda Nordlund	2011, 2013	2/25/2014	2/28/2017		60	\$3,535,083	\$3,535,083	\$0	\$3,535,083	\$0	\$0	\$3,535,083	\$2,132,944	60							
09/02/2015 - The final warranty payment was made in May 2015 in the amount of \$1,335,000 and an additional \$50,000 in for costs related to enhancements during the warranty period. Additional costs related to the original project scope includes a planned system module upgrade to occur in the 2019 biennium. This upgrade will be covered by existing HB10 appropriations. The total project budget is estimated to be \$12,000,000; well below the \$19,735,000 appropriated in HB10.																									
DOA	Data Protection Initiative		IMP	Ron Baldwin	2014-2015	10/15/2013	6/30/2015	8/31/2015	75	\$2,000,000	\$2,244,540	\$2,000,000	\$0	\$0	\$244,540	\$2,244,540	\$939,702	42							
The Data Protection Initiative has three parts: Access Control and Verification, Multi-factor Authentication, and Enterprise Risk Assessment. This is an update to the status of each of these areas of this initiative. Access Control and Verification The State Information Technology Services Division (SITSD) will be moving the new Access Control and Verification tool into production as a pilot for its staff in Multi-factor Authentication The system has been implemented for SITSD and Department of Revenue. The Department of Administration will implement the multi-factor authentication Enterprise Risk Assessment The Enterprise Risk Assessment has been completed. The reports were delivered to the state on October 15, 2014. They were then presented to each participating department on November 5, 2014. An overview of the results were presented to various groups including the Information Technology Board in December. Mitigation plans are underway from both an enterprise and agency perspective with the implementation of the Enterprise Security Program and establishment of the Information Security Advisory Council. Participating agencies were Department of Administration, Department of Health and Human Services, Department of Revenue, Department of Labor, and Department of Justice.																									
DOA	Data Protection Initiative Phase 2		INT	Pizzini, Lynne	2015	7/1/2015	6/30/2015			\$800,000		\$800,000				\$62,145	4								
DOA	eProcurement		IMP	Sheila Hogan		9/22/2014	12/31/2019		40	\$1,280,000	\$2,544,166	\$62,248	\$100,000	\$0	\$2,381,918	\$2,544,166	\$322,320	13							
Expended cost includes the payments to the vendor as well as internal resources costs.																									
DOA	Claims and Lawsuit		PRE			11/1/2013	6/30/2017		64	\$947,900	\$947,900	\$0	\$0	\$0	\$947,900	\$947,900	\$634,682	67							
DOA	SABHRS Financials Upgrade		DEV	Cheryl Grey		1/1/2015	9/30/2016		5	\$960,379	\$960,379	\$0	\$0	\$0	\$960,379	\$960,379	\$48,147	5							
DOA	SITSD/DLI Joint ECM Pilot		RTC	Ron Baldwin	2013	12/1/2014	4/30/2015	4/30/2015	100	\$385,000	\$388,348	\$388,348	\$0	\$0	\$0	\$388,348	\$388,347	100							

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DOA	MPERActiv		DEV	Dore Schwinden		7/9/2012	1/15/2016	5/3/2016	80	\$13,230,608	\$14,528,445	\$0	\$0	\$0	\$13,230,608	\$13,230,608	\$8,603,278	59	✓						
<p>Overall health of this project has improved from red to yellow. The project has undergone replanning and contract negotiations, both of which gained approval by</p> <p>Explanation of color indicators:</p> <p>Scope - As replanning contains all identified changes, scope is green.</p> <p>Schedule - Data conversion is behind but within contingency; therefore, it is yellow.</p> <p>Budget - MPERA Board has approved the new budget and actual/planned expenditures are within 1%</p> <p>Risk - While actions have been taken to mitigate risk, risks are related to areas that previously caused the replanning, keeping the risks yellow.</p> <p>Overall - Based on 2 or more yellow indicators</p> <p>While this project has encountered difficulties, the agency is looking forward to using the new application. In reaching out to other state retirement agencies that are currently using the same vendor's system application platform, they have all stated that they like their new application.</p>																									
DOA	SITSD: Public Safety Communications System		RTC		2007; 2009; 2013	8/1/2004	7/1/2016	7/1/2016	70	\$150,000,000	\$121,000,000	\$12,500,000	\$0	\$51,400,000	\$5,500,000	\$69,400,000	\$69,400,000	57	✓						
<p>Since the last report there are no state funding available/remaining for expansion of the system(s). All state funding related to the 2013 State appropriation for As this project and the subsequent 2007 appropriations have been ongoing for many years and as a system was not originally setup to record internal costs from the project's initiation, it is not possible to estimate the internal costs that have been incurred.</p>																									
DOA	SABHRS: MBARS Upgrade		DEV	Cheryl Grey		7/1/2011	12/31/2015		90	\$1,174,300	\$1,820,973	\$0	\$0	\$0	\$1,820,973	\$1,820,973	\$1,755,565	96							
<p>Funding provided through SABHRS Finance and Budget Bureau proprietary/internal service fund. MBARS data has been converted to IBARS, the General Budgeting module went live on September 8th. Budget implementation has been completed. Working on testing the EPP and CP modules.</p>																									
DOA	Computerized Maintenance Management System - CMMS		IMP	Baiamonte, Steve	2014	6/24/2015	1/5/2015	42185	80	\$350,000	\$123,000				\$350,000	\$350,000	\$57,365	47							
<p>The pilot of the Facilities work order system was installed into production on 4/28/2015. Maintenance is the only cost going forward. It was determined that the final purchase of software could be made through a term contract. Purchase was made. Additional functionality will be implemented dependant on available budget.</p>																									
DOC	VisitMT.com Personalized Marketing Integration		PLN	Doug Mitchell		7/1/2015	6/30/2016		5	\$600,000	\$600,000	\$0	\$600,000	\$0	\$0	\$600,000	\$4,100	1							
<p>9/1/15 All servers configured. Final Camera installs in process. Future expenditures will be for maintenance only.</p>																									
DOJ	MHP In-Car Video System		RTC	Tom Butler		6/27/2012	7/1/2016	8/31/2015	100	\$1,900,000	\$2,106,610	\$0	\$2,472,298	\$0	\$0	\$2,472,298	\$2,106,610	100							
<p>MERLIN (Montana Enhanced Registration and Licensing Information Network) Vehicle is in production (Accounting, Motor Vehicle, and Dealer Services). The third</p> <ul style="list-style-type: none"> Part 1 unified customer business process design and requirements are complete and testing will begins September 2015; accounting design and requirements Part 2 design and requirements are complete; development is beginning. Testing should begin January 2016. Part 4 project planning is underway. This project plan will incorporate the remaining stages of Parts 1 and 2, and is being developed with 3M Company Part 3 project initiation will begin as resources become available from the Parts 1, 2, and 4 efforts. <p>NOTE: During the current Business Design phase, DOJ contracted for business analysts with specialized skills and experience in our complex business to facilitate, validate, and document design sessions. The follow-on Development and Implementation phases, post-delivery, will rely primarily on state staff, significantly reducing the contracted resources cost. The resulting project plan front-loads the high cost activities resulting in the disparity noted between appropriated amount and project estimate.</p>																									
DOJ	Montana Enhanced Registration & Licensing Info. Network (MERLIN) Driver Modernization		PLN	Sarah Garcia		3/31/2012	6/30/2016	12/31/2019	25	\$14,186,963	\$14,186,963	\$1,079,104	\$1,946,096	\$0	\$5,657,890	\$8,683,090	\$4,852,909	34							
<p>MERLIN (Montana Enhanced Registration and Licensing Information Network) Vehicle is in production (Accounting, Motor Vehicle, and Dealer Services). The third</p> <ul style="list-style-type: none"> Part 1 unified customer business process design and requirements are complete and testing will begins September 2015; accounting design and requirements Part 2 design and requirements are complete; development is beginning. Testing should begin January 2016. Part 4 project planning is underway. This project plan will incorporate the remaining stages of Parts 1 and 2, and is being developed with 3M Company Part 3 project initiation will begin as resources become available from the Parts 1, 2, and 4 efforts. <p>NOTE: During the current Business Design phase, DOJ contracted for business analysts with specialized skills and experience in our complex business to facilitate, validate, and document design sessions. The follow-on Development and Implementation phases, post-delivery, will rely primarily on state staff, significantly reducing the contracted resources cost. The resulting project plan front-loads the high cost activities resulting in the disparity noted between appropriated amount and project estimate.</p>																									
DPHHS	Medicaid Eligibility & Enhancement and CHIMES MA/HMK EA Integration		DEV	Robert Runkel	2013	6/20/2013	12/31/2015		75	\$26,882,679	\$26,882,680	\$2,760,075	\$0	\$24,122,605	\$0	\$26,882,680	\$19,123,086	60							
<p>This project includes development and implementation of the agency Service First Initiative (Phase 1), including online application, phone cloud, and full integration of CHIMES MA/HMK into the enterprise architecture. The % of Work Complete is based on the level of effort associated with the project tasks vs. number of tasks completed.</p>																									

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DPHHS	Healthcare Facility Licensing Database		DEV	Roy Kemp		6/1/2012	12/31/2013	12/31/2015	60	\$612,286	\$612,286	\$487,502	\$5,204	\$119,579	\$0	\$612,285	\$567,027	93							
<p>HFLS Versa Online was successfully implemented in August 2015. The % of Work Complete is based on the remaining tasks to be completed for the project compared to the total number of tasks for the project. The Revised delivery date is an estimate, based on the understanding that there are several unknowns regarding the CAPS - HFLS Interface. The large variance between % Expended and Work Completed is due to the large effort, time, and cost associated with the largest and most complex item in this project being the Versa Regulation system implementation being "weighted" the same for % complete as the other components of this project, even though the costs of these components are not equal.</p>																									
DPHHS	ACA E&E Phase II		DEV	Robert Runkel		3/2/2015	6/30/2016		0	\$8,319,511	\$8,319,511	\$854,174	\$0	\$7,465,337	\$0	\$8,319,511	\$0								
<p>This project includes development and implementation of additional functionality of the agency Service First Initiative, additional Self-Service Portal functionality, real-time interfaces to the Health Enterprise System and additional CHIMES EA Automation. The % of Work Complete is based on the level of effort associated with the project tasks vs. number of tasks completed. Work began on a portion of this project as part of the overall Medicaid Eligibility and Enhancement and CHIMES MA/HMK EA Integration Project. We later determined that we should combine this work with other related proposed work and stand it up as a new project.</p>																									
DPHHS	EA Enhancement Phase I		DEV	Stuart Fuller		2/8/2015	12/31/2015		15	\$2,355,750	\$2,355,750	\$241,868	\$0	\$2,113,882	\$0	\$2,355,750	\$0								
<p>This project includes development and implementation of MT Bear Phase 3, which includes additional reporting, and Security Initiatives for data encryption at rest, continuous monitoring and reporting, and multi-factor authentication. The % of Work Complete is based on the level of effort associated with the project tasks vs. number of tasks completed. The security initiatives in this project were started in February 2015 under existing M&O security efforts. As the requirements were developed and additional needs identified to meet current and new federal requirements the planned tasks went beyond an M&O effort and were combined with other related work as a new project.</p>																									
DPHHS	Medicaid Management Information System (MMIS)		DEV	Jeff Buska	2009	4/2/2012	3/2/2015	5/30/2017	32	\$65,500,000	\$84,179,603	\$10,801,824	\$0	\$73,377,779	\$0	\$84,179,603	\$15,593,987	19							
<p>DPHHS rates the overall project health as "Red". Xerox continues to experience challenges executing the July 18, 2014 approved project schedule resulting in slipped tasks and past due 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.</p> <p>The current Schedule Performance Index (SPI) is .528 and there are 4,297 project work plan tasks that have missed a baseline date. Since July 18, 2014, only 7% (23/331) of the interim deliverables and deliverables (deliverables) have been completed, 83% (276/331) of the deliverables are past due, 4% (12/331) are currently under review by DPHHS, 5% (18/331) have been returned to Xerox with comments, and 1% have been rejected. Of deliverables scheduled to be delivered over the next 90 days, 60% (57/95) are projected by Xerox to be late.</p> <p>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 which DPHHS has determined is at risk of not being delivered per the approved work plan. 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 August 27, 2015. Xerox is also currently reporting the project status as "Red". In June 2015, the DPHHS Project Manager determined that Xerox would not meet the May 30, 2017 full system implementation date based on the following factors: high number of past due deliverables, high number of slipped tasks, lack of design and development progress, and the Xerox failure to successfully meet required dates for Corrective Action Plan items A, B, C, and E.</p>																									
DPHHS	Vocational Rehabilitation and Blind (VRB) Case Management System		DEV	Robert Runkel		1/1/2013	12/31/2013	12/31/2015	88	\$1,796,951	\$1,796,951	\$405,081	\$6,350	\$1,385,520	\$0	\$1,796,951	\$1,170,585	65							
<p>System was successfully implemented in July 2015. Current revised target date of 12/31/2015 for project completion is based on the balance of post go live functionality included in project scope and necessary stabilization hot fixes. The % of Work Completed is based on the remaining tasks compared to the total number of tasks and time necessary to complete them.</p>																									

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DPHHS	Statewide Automated Child Welfare Information System (SACWIS) Safety Assessments and Centralized Intake - SAMS		RTC	Sarah Corbally	2007	8/1/2012	2/28/2014	6/30/2015	100	\$1,495,000	\$2,080,866	\$1,184,764	\$0	\$896,102	\$0	\$2,080,866	\$1,900,901	91							
With the completion of the CFSD Safety Committee changes and the Phase 2.5 enhancements, the DDI scope for this project has been completed. All development and billing activities for the scope of this project have been completed.																									
FWP	WIS/PR		DEV	Quentin Kujala		7/1/2015			15	\$650,000	\$650,000	\$0	\$0	\$650,000	\$0	\$650,000	\$58,695	9							
JUD	Montana Courts Electronic Filing System		DEV	Beth McLaughlin		3/7/2013	6/30/2017		40	\$1,717,367	\$2,315,932	\$1,828,669	\$0	\$487,263	\$0	\$2,315,932	\$1,248,832	54							
JUD	FullCourt Enterprise Statewide Case Management Upgrade		PLN	Beth McLaughlin		4/14/2015	9/30/2016		28	\$2,845,131	\$2,845,131	\$1,072,496	\$0	\$1,772,635	\$0	\$2,845,131	\$429,277	15							
LEG	Legislative Session Systems Replacement		PLN	Susan Fox	2013	5/15/2013	12/31/2017		15	\$6,146,000	\$6,146,000	\$6,146,000	\$0	\$0	\$0	\$6,146,000	\$1,408,500	23							
8/27/2015. Overall project scope and timelines have been defined and presented to the project steering committee. Project is now split into pre-2017 and post-2017 legislative session activities.																									
MDT	electronic Permitting, Audit, Registration, and Tax System		IMP	Larry Flynn		4/29/2013	6/30/2016	6/7/2016	76	\$3,500,000	\$3,310,000	\$0	\$3,110,000	\$200,000	\$0	\$3,310,000	\$1,327,369	42							
August 25, 2015: We are still in implementation phase. We have made three of nine milestone payments on the project as well as additional costs related to additional functionality requested by MDT.																									
MDT	Maintenance Management System (MMS)		DEV	Jonathon Swartz	FY2014 - FY2015	3/4/2013	7/1/2015	9/2/2016	40	\$2,000,000	\$2,448,893	\$0	\$2,448,893	\$0	\$0	\$2,448,893	\$1,034,215	42							
As of 09/02/2015: Cost and schedule estimates have been updated to reflect the terms in the contract executed 06/17/2015 based on RFP # 15-3013T and Project estimate (\$2,448,893) represents \$2,158,893 vendor costs, \$250,000 agency costs and \$40,000 in estimate agency hardware and software costs. Agency expended to date - \$112,215, vendor expended to date - \$922,000. Vendor amounts expended to date are licensing fees. In accordance with the contract, these fees are fully refundable if the vendor's solution is not implemented in production.																									
MDT	Bridge Information Management System (BIMS)		IMP	Dwane Kailey		7/1/2015	3/31/2016		22	\$644,040	\$644,040	\$0	\$90,165	\$553,875	\$0	\$644,040	\$0								
MDT	RSS (Aerial Photography)		IMP	Dwane Kailey		7/1/2015	6/30/2016		17	\$868,469	\$868,469	\$0	\$868,469	\$0	\$0	\$868,469	\$0								
OPI	K-20 Data Project		DEV	Susan Mohr		7/1/2012	6/30/2015	6/30/2016	85	\$4,000,000	\$4,138,860	\$161,000	\$0	\$3,977,860	\$0	\$4,138,860	\$2,935,821	71							
We continue to move forward with Parchment and are currently on track for successful implementation in a phased project.																									
OPI	DCA Enhancements		IMP	Christine Emerson		1/20/2014	12/31/2015		50	\$983,912	\$983,912	\$13,000	\$0	\$970,912	\$0	\$983,912	\$374,635	38							
OPI	School Staffing		RTC	Madalyn Quinlan		7/1/2010	1/1/2013	3/31/2015	100	\$400,000	\$660,000	\$660,000	\$0	\$0	\$0	\$660,000	\$659,320	100							
No changes - working on the post-implementation report. DM 9/2/2015																									
SOS	Information System Management (SIMS) - Phase 2 & 3		DEV	Linda McCulloch	2013	7/1/2013	12/31/2016		30	\$4,078,385	\$4,078,385	\$4,078,385	\$0	\$0	\$0	\$4,078,385	\$1,172,991	29							
Development starts September 1, 2015.																									
SOS	Information System Management (SIMS) - Phase 1		IMP	Linda McCulloch		7/2/2009	2/27/2012	12/31/2016	95	\$1,529,181	\$1,529,181	\$1,529,181	\$0	\$0	\$0	\$1,529,181	\$1,446,169	95							
Phase 1 went live on 7/1/2013. Final acceptance on 11/13/2013. 12-month warranty period expires 11/12/2014. Final payment is withheld until end of warranty period. Warranty period extended until completion of entire project on 12/31/2016, so final payment will be made at that time.																									
TRS	M-Trust Technical Upgrade		DEV	Shawn Graham		10/10/2013	4/22/2016	6/30/2016	61	\$2,550,000	\$2,718,099	\$0	\$0	\$0	\$2,718,099	\$2,718,099	\$1,420,366	52							
The M-Trust Technical Upgrade is being conducted module by module where percent complete is based on accepted invoice deliverables. The increase in total estimated cost is due to adding internal staffing cost. Overall project schedule has been extended in order to implement project process changes recommended by IV&V.																									