State of Vermont Million Dollar Technology Project Report

JANUARY 20, 2016

Vermont Enterprise Project Management Office
DEPARTMENT OF INFORMATION AND INNOVATION

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About This Report

This report was produced by the Enterprise Project Management Office (EPMO) which is part of the Agency of Administration's Department of Information and Innovation. The report was designed to meet the statutory requirements for reporting on Information Technology (IT) projects with lifecycle costs of $1,000,000 or more. It was compiled in collaboration with the State entities who have a project represented in this report.

The report utilizes the information that was made available to the EPMO in time for this publication. It includes estimates for what is expected to occur in the future. Changes, particularly in future costs and schedules are not only possible but very probable. Subsequent annual Million Dollar Technology Project Reports will keep you updated on changes in predictions and cost estimates, as well as provide actuals as they become available.

The EPMO identified thirty-six **(36)** technology projects that meet the dollar threshold for reporting. These projects are organized within this report by State Agency/Entity and are in one of two formats:

1. **Detailed Million Dollar Project Reports:** Ten **(10)** projects were selected to be highlighted with detailed reports. The selection was made in collaboration with Stephen Klein and Catherine Benham of the Joint Fiscal Office and Richard Boes, the State's Chief Information Officer. The primary factors for selection were cost, project complexity, and resulting project impact. Below is a list of the selected projects:

Agency	Department	Project Name
Human Resources	Department of Mental Health	Electronic Health Records for the Vermont Psychiatric Hospital
Natural Resources	Department of Environmental Conservation	Enterprise Content Management System
Administration	Department of Finance and Management	ERP Expansion
Human Services	Department of VHA	Integrated Eligibility
Administration	Department of Taxes	Integrated Tax System
Human Services	Department of VHA	MMIS Care Management
Human Services	Department of VHA	MMIS Core Management
Human Services	Department of VHA	MMIS Pharmacy Benefits
Education		Vermont Automated Data Reporting
Administration	Department of Information and Innovation	Voice Over Internet Protocol (VOIP)

2. **Abbreviated Million Dollar Reports:** One page summary reports were created for the remaining twenty-six **(26)** projects that met the criteria of having estimated lifecycle costs of $1,000,000 or more. See page 6 for a "Key" that provides explanations for the data provided in these abbreviated reports.

Million Dollar Project Summary Metrics

The following provides some metrics on the projects included in this report.

How are the Projects represented in this report currently performing?

Project performance is measured based on adherence to scope, schedule and budget. Color indicators are used to show performance trends:

Green = The project is on-target for scope, schedule and budget.

Yellow = The project has a significant issue or issues with scope, schedule and/or budget, but has an actionable plan to resolve them.

Red = There are significant issues with scope, schedule and/or budget and there is no actionable plan to resolve them or there is an established plan but it has not been successful to date.

Blue = Projects that haven't started or have been in progress for less than a month and therefore don't have a current performance indicator.

The pie chart below shows the breakout of the 36 projects by current performance indicator*.

# of Million Dollar Projects By Current Performance Indicator

58% = Green
25% = Yellow
 6% = Red
11% = Too early in Project

Legend: ■ Green ■ Red ■ Yellow ■ Not Started
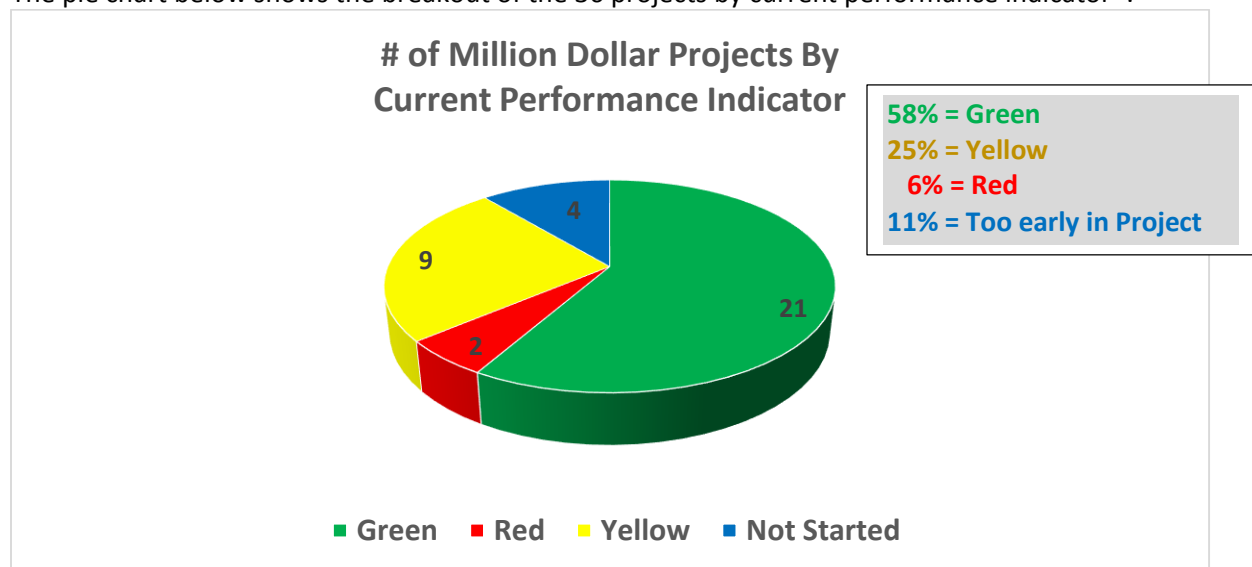
Note this pie chart provides point in time information. The Current performance indicator was assessed as of the date each detailed or abbreviated report was created. That date is listed on the individual reports. These performance indicators are subject to change and may even be different for some projects as of the date this report is published.

How have these projects performed over their lifecycle to date?

- **17 Project**s have been in green a 100% of the time to date.
- **6 Projects** have been in red at some point over the duration of the project to date.
- **13 Project** have been in yellow at some point over the duration of the project to date. The positive side of a project in yellow is that the problem or problems have been identified, communicated, and there is a plan to resolve them.

How long have the projects included in this report been in progress?

# of Months Since The Project Began

Category	Value
0-6 Months	6
7-12 Months	11
13-24 Months	9
25-48 Months	6
49-60 Months	2
Over 60 Months	2
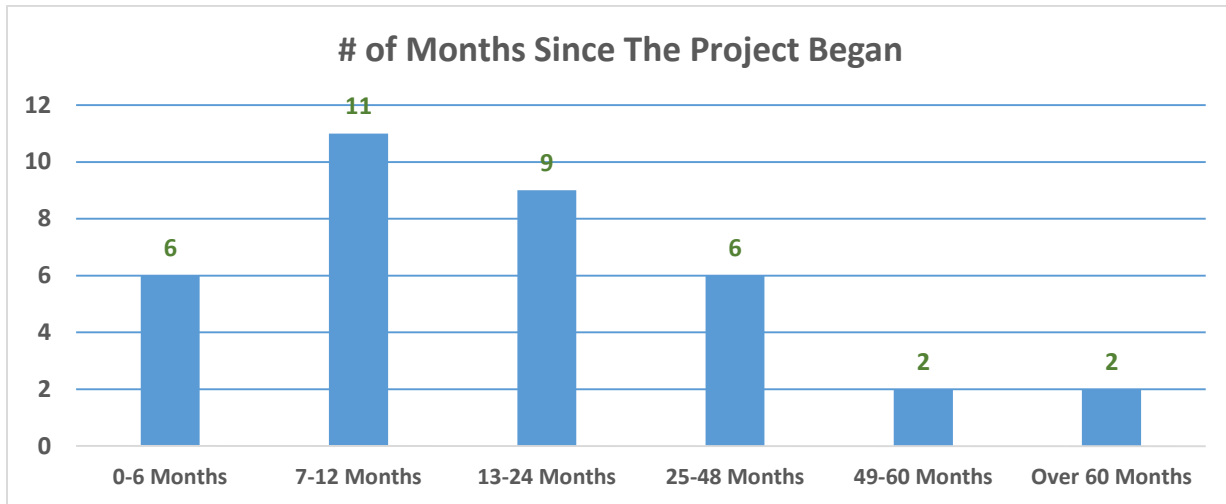
What Business Value will the projects included in this report achieve for the State?

The EPMO defined four (4) categories of Business Value that a technology project would be undertaken to achieve. Below are those categories and descriptions:

- **Cost Savings:** The project is being undertaken to save money and/or increase revenue. The expected outcome is that the lifecycle costs of the new solution will be less than the current one.
- **Customer Service Improvement:** Implementation of the new solution is expected to result in a new or improved customer service or services.
- **Risk Reduction:** Implementation of the new solution is expected to reduce risk to the State. Examples: security improvements (to secure the storage and access of State data) and the replacement of outdated technology that is difficult to support.
- **Compliance:** The new solution will meet a previously unmet State, local or Federal compliance requirement.

We surveyed the State entities and asked them to identify the relevant categories of Business Values for their Million Dollar projects. The results are graphed below. All but 2 projects indicated that more than one of these Business Values were applicable. 100% of these projects are being undertaken to improve customer service; 89% are being undertaken to reduce risk to the State; 64% are being undertaken to meet State, local or Federal requirements; and 39% are expected to result in cost savings for the State over the new solution's lifecycle (which could be as much as 20 years).

# of Projects by Type of Business Value

Category	Value
Cost Savings	14
Customer Service Improvement(s)	36
Risk Reduction	32
Compliance	23
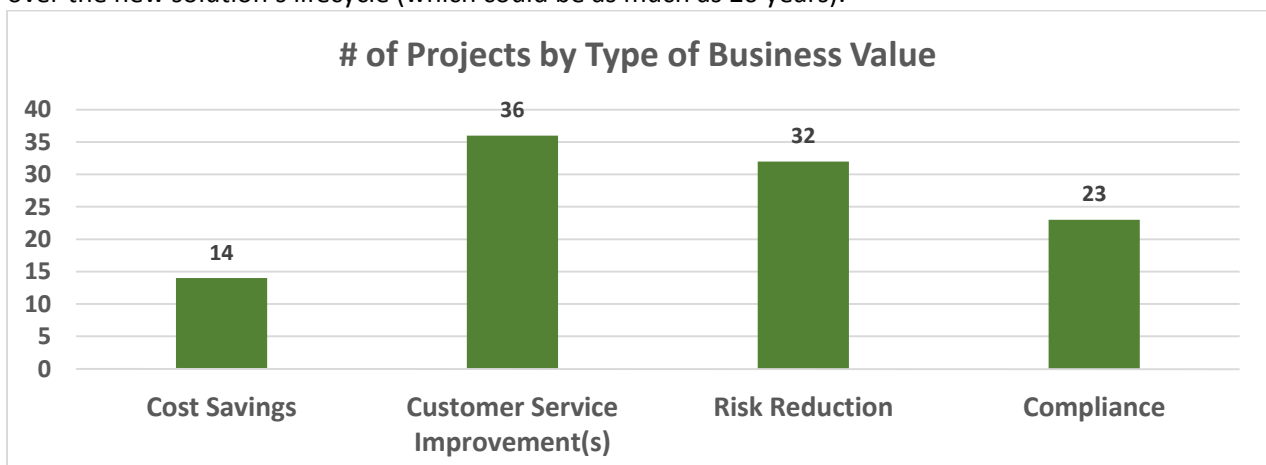
Abbreviated Million Dollar Project Report Key

Below is the template used for the abbreviated million dollar reports. Explanations for all the data fields are provided in *green font.*

THE PROJECT					
Project Name	*The name of the project which starts with the abbreviation for the sponsoring State entity. Example: DII Voice Over Internet Protocol. DII stands for the Department of Information and Innovation.*				
Agency	*Sponsoring Agency*	**Department**	*Sponsoring Department*	**Report Date**	*Date the report was created.*
Description	*The project description provided by the sponsoring State entity, however this was sometimes modified by the EPMO to clarify for a general audience, provide additional information, or to make a lengthy description more concise.*				
Project Phase	*The current phase the project is in. See below.*		**# of Months Project has been in Progress**	*The number of months that State resources have been working on the project and/or State dollars were first spent on the project.*	

Exploration: A project to be undertaken in the future (i.e., it hasn't officially started yet).
Initiating: During this phase, the work is defined and approval is provided to proceed.
Planning: The project work is planned during this phase, including procurement of the vendor and the solution.
Execution: The work identified in the planning phase is performed during Execution.
Closing: The project is wrapped up and is transitioned to regular operations.

BUSINESS VALUE TO BE ACHIEVED
The EPMO has categorized the types of Business Value that a project would be undertaken to achieve into the 4 categories listed below. The State entity sponsoring the project has indicated which of these Business Values their project is expected to achieve and those boxes have been checked on their project's report.

☐ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.
☐ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.
☐ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.)
☐ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION			
Solution Lifecycle in Yrs.	*The # of years the new Solution is expected to be in use before going back out for competitive bids.*	**Lifecycle Costs (total of all costs over lifecycle)**	*The amount the Solution is expected to cost over its lifecycle (includes project and annual operating costs).*

ESTIMATED 5 YEAR COSTS (FY16-20)

The table below provides estimated 5 year costs (project and annual operating) for the new solution for the fiscal years 2016 through 2020, as well as the percentage of those costs to be funded by the State. In most cases "Non-State" funds indicate federal funding. Note there may have been Project costs incurred prior to FY16 that would not be included in this table. Project Costs are one-time costs related to the implementation of the project. Operating Costs are those costs that are incurred on-going after the solution is implemented.

Fiscal Year	Project Costs	Funding Source for Project Costs		Operating Costs	Funding Source for Operating Costs	
FY16	$0.00	State %: 0.00	Non-State %: 0.00	$0.00	State %: 0.00	Non-State %: 0.00
FY17	$0.00	State %: 0.00	Non-State %: 0.00	$0.00	State %: 0.00	Non-State %: 0.00
FY18	$0.00	State %:	Non-State %: 0.00	$0.00	State %: 0.00	Non-State %: 0.00
FY19	$0.00	State %: 0.00	Non-State %: 0.00	$0.00	State %: 0.00	Non-State %: 0.00
FY20	$0.00	State %: 0.00	Non-State %: 0.00	$0.00	State %: 0.00	Non-State %: 0.00

PROJECT PERFORMANCE TREND

A color system is used to designate how well a project is doing in terms of scope, schedule and budget. On this template we indicate the percentage of time the project has been in green, yellow and red as well as the current performance indicator as of the date this report was compiled.

- *Green indicates the project is on schedule, in scope, and on budget.*
- *Yellow indicates there is a significant issue with scope, schedule and/or budget but there is a plan to address it.*
- *Red indicates there is a significant issue with scope, schedule and/or budget but a plan to address the issues has not been established and/or the established plan has not solved the issue(s).*

Percentage of Time the Project has been Green	*% of time the project has been green*
Percentage of Time the Project has been Yellow	*% of time the project has been yellow*
Percentage of Time the Project has been Red	*% of time the project has been red*

INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?

This field indicates if there is an Independent Review (IR) Report for this project available on the EPMO website. IR reports from 2013 to the present are on the EPMO website at http://epmo.vermont.gov/services/portfolio_management/reporting_metrics, with the exception of those projects that are still in active procurement. The EPMO withholds posting those reports until there is a signed contract. Details in the IR report are considered confidential while contract negotiations are still in progress. Other reasons for a "'No" in this field would be if an Independent Review has not yet been conducted or was done prior to 2013.

Agency of Administration Reports

THE PROJECT					
Project Name	AOA Worker's Comp & Liability System				
Agency	Administration	**Department**	Buildings & General Services	**Report Date**	1/06/2016
Description	The solution is used by the Office of Risk Management (ORM) for workers' compensation, general liability and auto liability claim adjudication. The ORM executed a contract in April 2015 with Ventiv for an upgrade to version 4.4.3.28 and integration of several new modules, namely Mitchell medical bill payment system, Insurance Services Office (ISO) search interface, Work Loss Data Institutes Official Disability Guidelines (ODG) Reserve Analysis, and several new interfaces, namely Accounts Payable 1 with vision payments, Accounts Payable 2 with VTHR payroll payments and Vendor interface. ORM is determing whether to continue with an upgrade to version 4.5 in January 2016.				
Project Phase	Execution	**Number of Months Project has been in Progress**			7

BUSINESS VALUE TO BE ACHIEVED

- ☒ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.
- ☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.
- ☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.
- ☒ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	5	**Lifecycle Costs (total of all costs over lifecycle)**	$1,772,524.00

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs		Operating Costs	Funding Source for Operating Costs	
FY16	$198,370.00	State %: 100.00		$122,290.00	State %: 100.00	
		Non-State %: 0.00			Non-State %: 0.00	
FY17	$0.00	State %: 0.00		$290,790.00	State %: 100.00	
		Non-State %: 0.00			Non-State %: 0.00	
FY18	$0.00	State %:		$290,790.00	State %: 100.00	
		Non-State %: 0.00			Non-State %: 0.00	
FY19	$0.00	State %: 0.00		$295,240.00	State %: 100.00	
		Non-State %: 0.00			Non-State %: 0.00	
FY20	$0.00	State %: 0.00		$299,830.00	State %: 100.00	
		Non-State %: 0.00			Non-State %: 0.00	

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	100%
Percentage of Time the Project has been Yellow	0%
Percentage of Time the Project has been Red	0%
Project Performance Indicator as of this report date	Green
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	Yes

Project Name:	DFM ERP Expansion Project		
Report Creation Date:	11/30/15	Agency/Department:	AOA/DFM
Dollar Amount of Funding Request Coming to the Legislature this Year:			$ 0

I. PROJECT INFORMATION

Description:

The purpose of this project is to upgrade the current statewide PeopleSoft financial application system to version 9.2. This system was last upgraded in 2007 to the current version of 8.8. Additionally, we will be expanding the footprint of the financial system to include Project Costing, Project Management and E-Procurment functionality. The existing financial system is a PeopleSoft application and will remain as such with the upgrade. The applications for the additional functionality being added will be determined durning the solution procurment process.

Solution Procurement Status:

Pre-RFP → RFP → Vendor Selection → Contract Negotation → Contract Signed

Solution Implementation Status:

Not Started → Planning → In Progress → In Progress - Partially Implemented → Fully Implemented
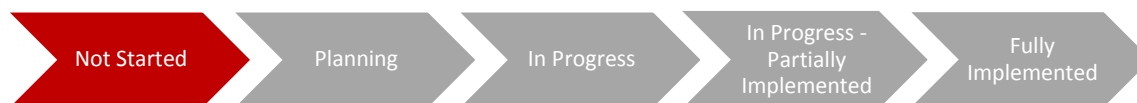
II. BUSINESS VALUE

Goal 1 - Current accounting system was implemented in 2001 and was upgraded to its current version in 2007. The purpose of this part of the project is to upgrade the system to the most current supported version. Functions performed by all departments across state government in this system include:
- ✓ Appropriation control and tracking
- ✓ Grant award tracking
- ✓ Accounts Payables
- ✓ Billing and Receivables
- ✓ Asset Management
- ✓ Financial Reporting

Goal 2 – The State of Vermont currently has no standard process or universal system in place to manage Capital and Information Technology Projects. The objective of this effort is to bring transparency, standardization and industry best practices to the way the State manages and reports on these projects. Primary departments benefiting from this effort will be the Agency of Transportation, the Department of Buildings and General Services, the Department of Information and Innovation, the Agency of Human Services and the Agency of Natural Resources. A statewide Project Costing and Management system will provide:
- ✓ Modernization of capital funding requests and development of Governor's recommended capital bill.
- ✓ More accurate financial estimating and scheduling.
- ✓ Ability to better analyze financial status and project risk earlier in the project life cycle allowing for a timelier contingency response plan.
- ✓ Automated tracking and monitoring of project scope, project budget and project schedule.

- ✓ Single point of entry for all data, eliminating duplicate entry and variances between disconnected systems.
- ✓ Automation of federal reporting process with Federal Highway Administration (FHWA) to draw down federal funds.
- ✓ Real time audit of actual costs vs. budgeted costs.
- ✓ Real time status reports.
- ✓ Remote web access to project information, which is critical to project manager's staff in the field.

Goal 3 – Implement an E-Procurement System that will integrate with State's financial accounting system and Project Costing/Management System.
E-Procurement means to conduct some or part of the procurement function over the internet; it implies point and click, buy and ship internet technology is replacing paper based purchasing. The State's current purchasing process is largely manual, paper based with limited transparency and spending analysis capability. The move to a new system will:
- ✓ Provide increased visibility into the procurement process, contract awards, proposals and pricing for all personal services and commodity contracts.
- ✓ Promote open, fair and equal access to business opportunities by providing greater visibility into the State's procurement needs.
- ✓ Establish an electronic repository for all procurement related data including financial data and vendor performance data.
- ✓ Provide greatly enhanced in-house tracking and approval process for all contracts to achieve consistent policy compliance.
- ✓ Improve vendor relations with options for self-certification of bib opportunities; provide vendor portals, catalog hosting and shopping capabilities for state departments, electronic bidding, bid evaluations and significant report and analytical functionality.

III.   PROJECT MANAGEMENT APPROACH

In addition to the project oversight that DII will be providing through their Project Management Office, we also intend to hire a full time dedicated, certified project manager to manage this project for the State. This resource will be hired either via personal services contract or through the Department of Human Resources as a limited services position. Additionally, we will require the vendor chosen to work with us on this project to provide a full time, dedicated, certified project manager as well. Supporting the State's Project Manager will be State Project Sponsors and a State Project Team.
Current Status: We are actively researching our options for having our ERP hardware and applications hosted and managed by a third party. If this is the direction we ultimately choose to go in, we want to make sure the transition occurs at the least disruptive and most cost effective time within this project. Once this key decision is made, it will drive our next steps. If we have our ERP and applications hosted, we will work with that same vendor to upgrade our PeopleSoft financial application for us. If we choose not to move to a hosted enviroment, we will issue an RFP for services to have our PeopleSoft financial application updated on our hardware as we have in the past and then proceed with the other phases of the project.

IV. SCHEDULE OF MAJOR MILESTONES

Milestone	Target Date	Current Status
Project Start	FY15	
Requirements Gathering Project - Start	February 10, 2015	Completed
Project Plan		Completed
Infrastructure Assessment		Completed
Data Integrity Assessment		Completed
Requirements Traceability Matrix		Completed
Readiness Assessment		Completed
Recommendation and Next Steps		Completed
Comparison of Needs of State Entities		Completed
Requirements Gathering Project - Finish	October 2015	Completed
PeopleSoft Upgrade	November 2017	Future
Project Costing Solution	November 2017	Future
Project Management Solution	November 2017	Future
E-Procurement Solution	January 2018	Future
Project Complete	December FY2019	Future

V.   ESTIMATED PROJECT COSTS
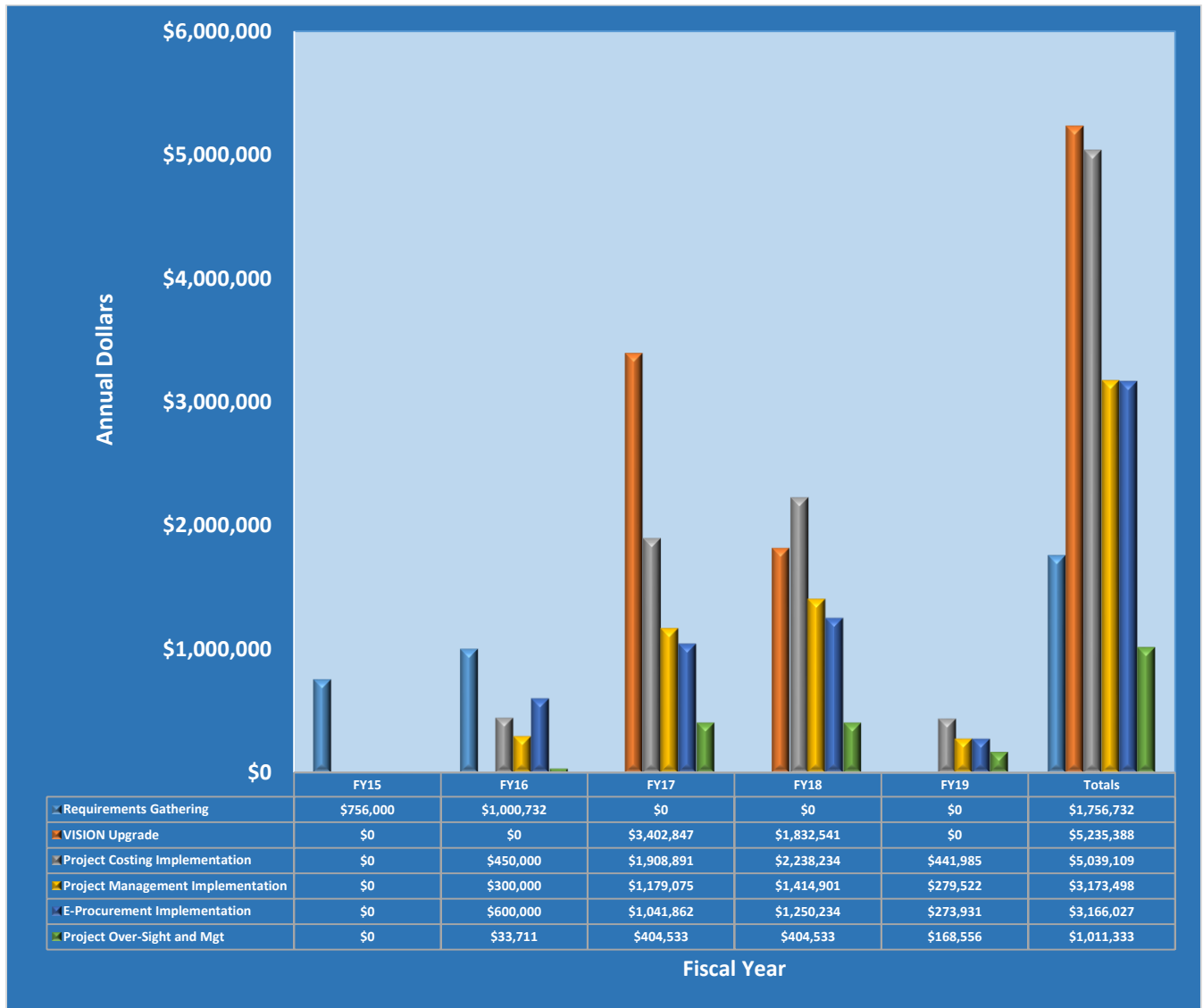
Estimated Project Costs	FY15	FY16	FY2017	FY2018	FY2019	Totals
Requirements Gathering	$756,000	$1,000,732	$0	$0	$0	$1,756,732
VISION Upgrade	$0	$0	$3,402,847	$1,832,541	$0	$5,235,388
Project Costing Implementation	$0	$450,000	$1,908,891	$2,238,234	$441,985	$5,039,110
Project Management Implementation	$0	$300,000	$1,179,075	$1,414,901	$279,522	$3,173,498
E-Procurement Implementation	$0	$600,000	$1,041,862	$1,250,234	$273,931	$3,166,027
Project Oversight and Management	$0	$33,711	$404,533	$404,533	$168,556	$1,011,333
Total	$756,000	$2,384,443	$7,937,208	$7,140,443	$1,163,994	$19,382,088

VI.   ESTIMATED ANNUAL OPERATING COSTS
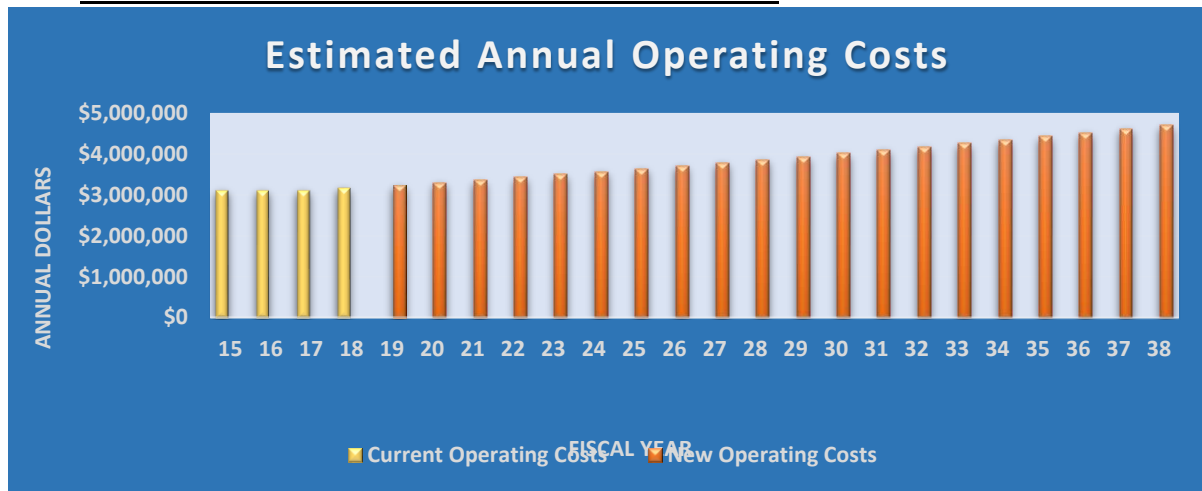
Current Operating Costs include:

- Current operating costs include approximately $2.1 million a year for the VISION Financial Application and approximately $1.0 million a year for the current STARS Project Costing system.

New Solution Operating Costs include:

- We expect the future ongoing operating cost of the upgraded PeopleSoft Financial Application, the Project Costing and Project Management modules and an E-Procurement system to cost approximately the same as we spend today on our financial application and the STARS system. We expect moving to a Managed Services agreement will reduce our current $2.1 million annual operating cost for the PeopleSoft financials application and the current operating costs associated with the STARS Project Costing system will be eliminated. We believe these two areas of savings will be sufficient to cover the new annual costs associated with the new Project Costing and Project Management modules as well as the E-Procurement system.

Estimated Annual Operating Costs		
Fiscal Year	Current Operating Costs	New Operating Costs
2015	$3,100,000	$0
2016	$3,100,000	$0
2017	$3,100,000	$0
2018	$3,100,000	$0
2019	$0	$3,225,240
2020	$0	$3,289,744
2021	$0	$3,355,539
2022	$0	$3,422,650
2023	$0	$3,491,103
2024	$0	$3,560,925
2025	$0	$3,632,143
2026	$0	$3,704,786
2027	$0	$3,778,882
2028	$0	$3,854,459
2029	$0	$3,931,549
2030	$0	$4,010,179
2031	$0	$4,090,383
2032	$0	$4,172,191
2033	$0	$4,255,635
2034	$0	$4,340,747
2035	$0	$4,427,562
2036	$0	$4,516,113
2037	$0	$4,606,436
2038	$0	$4,698,564

VII. TOTAL COSTS BY FISCAL YEAR (PROJECT + OPERATING COSTS)
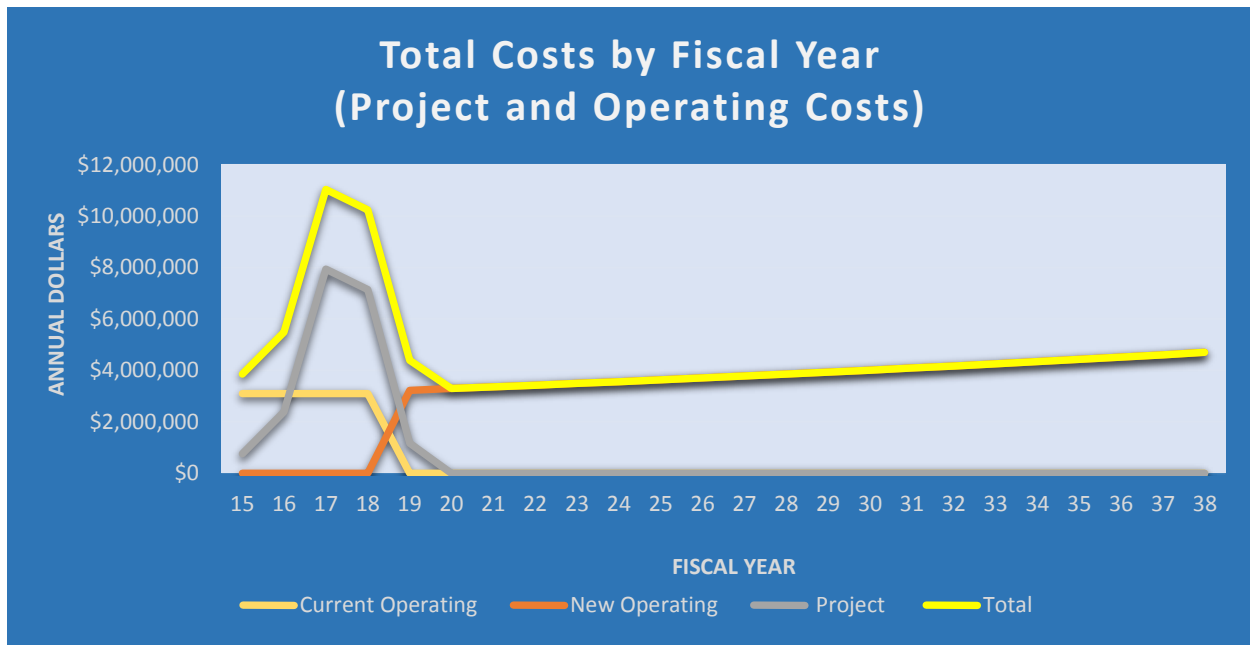
Total Costs by Fiscal Year (Project and Operating Costs)			
Fiscal Year	Current Operating	New Operating	Project	Total
15	$3,100,000	$0	$756,000	$3,856,000
16	$3,100,000	$0	$2,384,443	$5,484,443
17	$3,100,000	$0	$7,937,208	$11,037,208
18	$3,100,000	$0	$7,140,443	$10,240,443
19	$0	$3,225,240	$1,163,994	$4,389,234
20	$0	$3,289,744	$0	$3,289,744
21	$0	$3,355,539	$0	$3,355,539
22	$0	$3,422,650	$0	$3,422,650
23	$0	$3,491,103	$0	$3,491,103
24	$0	$3,560,925	$0	$3,560,925
25	$0	$3,632,143	$0	$3,632,143
26	$0	$3,704,786	$0	$3,704,786
27	$0	$3,778,882	$0	$3,778,882
28	$0	$3,854,459	$0	$3,854,459
29	$0	$3,931,549	$0	$3,931,549
30	$0	$4,010,179	$0	$4,010,179
31	$0	$4,090,383	$0	$4,090,383
32	$0	$4,172,191	$0	$4,172,191
33	$0	$4,255,635	$0	$4,255,635
34	$0	$4,340,747	$0	$4,340,747
35	$0	$4,427,562	$0	$4,427,562
36	$0	$4,516,113	$0	$4,516,113
37	$0	$4,606,436	$0	$4,606,436
38	$0	$4,698,564	$0	$4,698,564

VIII. FUNDING RECEIVED & FUTURE REQUESTS

Project Funding:

The table below outlines the funding received for this project and the anticipated sources of future funding over the project's duration.

FY	Project Funding Source	Description	Amount Received to Date	Future Request Amount
15	Act 40 of 2011	Capital Construction and State Bonding	$2,584,618	
16	Act 26 of 2016	Capital Construction and State Bonding	$5,000,000	
17	Act 26 of 2016	Capital Construction and State Bonding	$9,267,470	
18	Capital Bill	Capital Construction and State Bonding		$2,530,000
	TOTAL		$16,852,088	$2,530,000

Funding for New Solution's Operating Cost:

The table below outlines the funding that has been received and the anticipated sources of future funding for the new solution's operating costs over its expected lifecycle.

FY	Operating Funding Source	Description	Amount Received To Date	Future Request Amount
19 - 38	Internal Service Fund	Cost of new system will continue to be back charged to all departments based on a federally approved cost allocation methodology.	$0	$78,364,830

Funding for Current Solution's Operating Cost:

The table below outlines the funding that has been received and the anticipated sources of future funding for the remaining life of the current solution.

FY	Operating Funding Source	Description	Amount Received To Date	Future Request Amount
15	Internal Service Fund	Funding is through an annual charge back to departments based on a federally approved cost allocation methodology.	2,100,000	$0
15	Transportation Fund	The Transportation Fund coves the cost to maintain the STARS system	$1,000,000	$0
16	Internal Service Fund	Funding is through an annual charge back to departments based on a federally approved cost allocation methodology.	$2,100,000	$0
16	Transportation Fund	The Transportation Fund covers the cost to maintain the STARS system	$1,000,000	$0
17	Internal Service Fund	Funding is through an annual charge back to departments based on a federally approved cost allocation methodology.	$2,100,000	$0
17	Transportation Fund	The Transportation Fund covers the cost to maintain the STARS system	$1,000,000	$0
18	Internal Service Fund	Funding is through an annual charge back to departments based on a federally approved cost allocation methodology.	$2,100,000	$0
18	Transportation Fund	The Transportation Fund covers the cost to maintain the STARS system	$1,000,000	$0
	TOTAL		$12,400,000	$0

IX.   PROJECT RISKS

The most significant risks to date are as follows:

Risk	Mitigation Plan
Assigning the correct subject matter experts to project.	Project funding received to date includes funding for departments directly involved in the project to add temporary or limited service positions or allow overtime to cover assignments of those employees dedicated to project.
Selecting the appropriate software solution for Project Costing, Project Management and E-Procurement.	We have completed an extensive requirements gathering effort that clearly identifies and prioritizes the requirements needed in a new software solution.
Communicating goals and objectives of project to our employees and preparing them for the changes that will occur in how our business will be conducted in the future.	A key part of our project management team is our Change Management Director. This position is responsible for our project communications and training plans.

X.   PROJECT PERFORMANCE TREND

Project performance is measured by adherence to Scope, Schedule and Budget. Color indicators are used to show performance trends:

Green = On-target; Yellow = Significant issues with plan to resolve; Red = Significant Issues.

Monthly Performance Indicators:

	Feb'15	Mar'15	Apr'15	May'15	Jun'15	Jul'15	Aug'15	Sep'15	Oct'15	Nov'15	Dec'15
Scope											
Schedule											
Budget											

Project Name:	DII Voice Over Internet Protocol (VOIP)		
Report Creation Date:	12/23/15	Agency/Department:	AOA/DII
Dollar Amount of Funding Request Coming to the Legislature this Year:			$0

I. PROJECT INFORMATION

Description:

Transition the State telephone system from traditional land-line phones to modern high speed digital communication phones and upgrade the supporting telecommunications infrastructure. The new phone system will enable the State to reduce overall telephone service and equipment costs, as well as allow flexibility for State employees to use these services remotely (for disaster recovery and telecommuting).

Solution Procurement Status:

Pre-RFP → RFP → Vendor Selection → Contract Negotation → **Contract Signed**

Solution Implementation Status:

Not Started → Planning → In Progress → **In Progress - Partially Implemented** → Fully Implemented
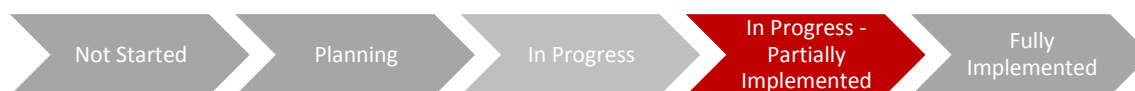
II. BUSINESS VALUE

Objective 1: Reduce the cost of telecommunications services inclusive of both land-lines and cellular devices for State Government.

a) Reduce net operational costs by at ~ 25% annually upon completion of this project.
b) Eliminate unnecessary redundancy of services.

Objective 2: Have the infrastructure and service capabilities to deliver cost effective telecommunications services to the new Waterbury State complex.

Objective 3: Keep pace with current telecommunication standards by replacing legacy technologies.

b) Be no less secure than the current system.
c) Deliver a user experience comparable to the current telephone system in term of voice quality, speed of connection (called latency), ease of use, etc.
d) Technical staff will be trained in security awareness prior to implementation at each site.
e) Satisfy/support business and regulatory requirements pertaining to VoIP security.

Objective 4: Position the State of Vermont for future technology services.

a) Implement system that allows for combining additional telecom functionality into one solution/digital infrastructure (called Unified Communications).
b) Offer a flexible dial plan option.
c) Increase capability to measure call activity.
d) Eliminate the need for desk phones for some users.
e) Increase mobility for users.

III.   PROJECT MANAGEMENT APPROACH

The project is being be co-managed by a Project Manager employed by the vendor along with a certified Project Management Professional from DII.

There will be approximately 120 different site installations. Each installation will be executed in these stages: Site Analysis, Site Design & Configuration, Site Installation, Site Testing/Verification.

The Independent Review offering additional information can be accessed via this link.

IV.   SCHEDULE OF MAJOR MILESTONES

Milestone	Target Date	Current Status
Project Start	November 2014	Done
Project Charter	February 2015	Done
RFP Posted	December 2014	Done
Sign Vendor Contract	7/31/2015	Done
Technical Solution Design	September 2015	Done
Deployment Plan	September 2015	Done
Pilot Site Install (DII)	October 2015	Done
Waterbury Installations	Dec. 2015-April 2016	Future
Year 1 Implementations completed	July 2016	Future
Year 2 Implementations completed	July 2017	Future
Year 3 Implementations completed	July 2018	Future
Project Complete	July 2018	Future

V.   PROJECT COSTS

Project Funding = Communications & Information Technology Fund (22%) and Demand Billing Fees (78%).

	FY16	FY17	FY18
☐ DII Project Management	$100,300	$88,500	$11,800
■ Installation & Configuration	$78,758	$20,425	$10,650
■ Telephones and Equipment	$711,874	$726,006	$247,394
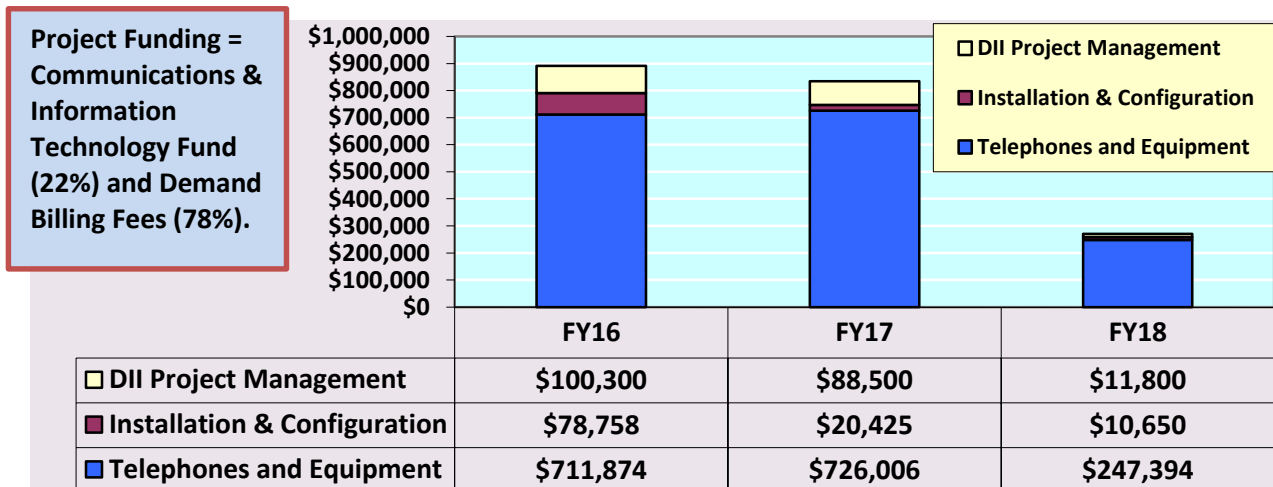
- Implementation costs will be incurred FY16-FY18.
  - **FY16 Total = $890,932**
  - **FY17 Total = $834,931**
  - **FY18 Total = $269,844**
  - **Grand Total for Project Costs = $1,995,707**

VI. ANNUAL OPERATING COSTS

Operating Funding =
100% Demand Billing Fees

	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Current Solution	$3,507,512	$3,232,159	$1,890,805	$1,213,618	$386,668	$292,063	$294,241	$296,474
VOIP Solution	$0	$178,111	$852,060	$1,239,631	$1,748,654	$1,784,668	$1,821,612	$1,859,511
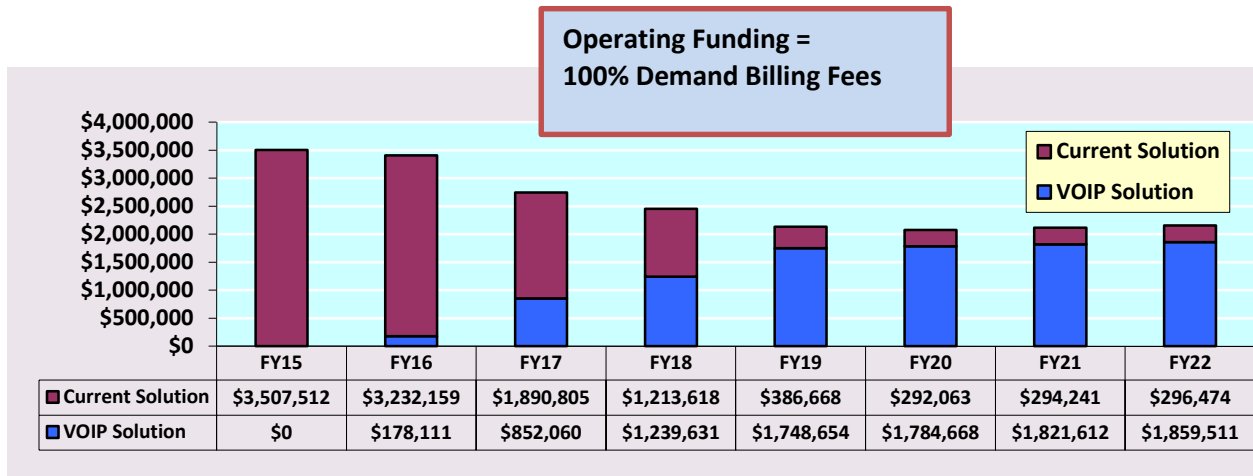
Current Operating Costs include:

- Land-line telephone services, support and equipment from FairPoint, Inc.
- DII Telecom staff (4.5 FTEs)

New Solution Operating Costs include:

- VOIP phone service, support and equipment from NWN (new VOIP vendor).
- DII Telecom Staff (reduced from 4.5 FTEs to 2.5 FTEs by the end of FY18). The support to be provided by NWN as part of the annual maintenance agreement will enable the State to reduce our support staff.
- Amortized Costs to refresh the network equipment as related to VOIP and the VOIP phones.
- Land-line telephone services and equipment from FairPoint, Inc. to support elevator and alarm (smoke and security) phones. The FCC requires these emergency phones to be land-lines (These costs remain in Current Solution in table above).
- Land-line telephone services for State office locations that only have 1 to 2 phones. In these cases, it would not be cost effective to install the VOIP infrastructure at these locations. (These costs remain in Current Solution in table above).
- Updates to be in compliance with 911 emergency responder codes. As a result of this upgrade, when someone at the State dials 911, the emergency responder will know their specific location at their address (e.g., floor number and room number). Currently only the address is provided. This enhancement could literally be a life saver!

VII. TOTAL COSTS BY FISCAL YEAR (PROJECT + OPERATING COSTS)

FY	Current Operating	VOIP Operating	VOIP Project Costs	Total
15	$3,507,512	$0	$0	$3,507,512
16	$3,232,159	$178,111	$890,932	$4,301,202
17	$1,890,805	$852,060	$834,931	$3,577,796
18	$1,213,618	$1,239,631	$269,844	$2,723,093
19	$386,668	$1,748,654	$0	$2,135,322
20	$292,063	$1,784,668	$0	$2,076,731
21	$294,241	$1,821,612	$0	$2,115,853
22	$296,474	$1,859,511	$0	$2,155,985

VIII. FUNDING RECEIVED & REQUESTED

Project Funding: The table below outlines the funding received for this project and the anticipated sources of future funding over the project's duration.

FY	Project Funding Source	Description	Amount Received to Date	Future Request Amount
16	Demand Billing Fee	State entities are billed by DII for their telecommunication services.	$222,966	$222,966
16	Communications & Information Technology Fund	DII began saving a percentage of the demand service fees (charged to other state entities for telecommunication services) in this fund to be used for future telecomm modernization initiatives.	$222,500	$222,500
17	Demand Billing Fee	See above	$0	$834,931
18	Demand Billing Fee	See above	$0	$269,844

Funding for New Solution's Operating Cost: The table below outlines the funding that has been received and the anticipated sources of future funding for the new solution's operating costs over its expected lifecycle.

FY	Operating Funding Source	Description	Amount Received To Date	Future Request Amount
16	Demand Billing Fee	State entities are billed by DII for their telecommunication services.	$178,111	$0
17	Demand Billing Fee	See above		$852,060
18	Demand Billing Fee	See above		$1,239,631
19	Demand Billing Fee	See above		$1,748,654
20	Demand Billing Fee	See above		$1,784,668
21	Demand Billing Fee	See above		$1,821,612
22	Demand Billing Fee	See above		$1,859,511

The table below outlines the funding that has been received and the anticipated sources of future funding of the current solution's operating costs until it is no longer in use.

FY	Operating Funding Source	Description	Amount Received To Date	Future Request Amount
15	Demand Billing Fee	State entities are billed by DII for their telecommunication services.	$1,753,756	$1,753,756
16	Demand Billing Fee	See above		$3,232,159
17	Demand Billing Fee	See above		$1,890,805
18	Demand Billing Fee	See above		$1,213,618
19	Demand Billing Fee	See above		$386,668
20	Demand Billing Fee	See above		$292,063
21	Demand Billing Fee	See above		$294,241
22	Demand Billing Fee	See above		$296,474

IX. PROJECT RISKS

The most significant risks to date are as follows:

Inadequate Project Resources: With several large statewide projects in progress, there was a concern about maintaining adequate DII staffing for this project. This has been mitigated by identifying specific tasks for each DII division and publishing them on an agreed-upon basis and instituting regular check-in meetings between the DII Project Managers.

Deadline for Waterbury Complex installations: The biggest risk that faced this project was the ability to provide VoIP service in time to support the move to the new Waterbury State Office Complex. The likelihood of this risk occurring has significantly decreased over the last several weeks. Deadlines for project tasks related to the Waterbury installation are completed or on schedule.

X. PROJECT PERFORMANCE TREND

Project performance is measured by adherence to Scope, Schedule and Budget. Color indicators are used to show performance trends:
Green = On-target; **Yellow** = Significant issues with plan to resolve; **Red** = Significant Issues.

Monthly Performance Indicators: November 2014 (Start of the Project) to November 2015

	Dec'14	Jan'15	Feb'15	Mar'15	Apr'15	May'15	Jun'15	Jul'15	Aug'15	Sep'15	Oct'15	Nov'15
Scope												
Schedule												
Budget												

April '15 to July'15: The project schedule turned yellow as a result of contact signing taking longer than planned.
July '15 to Oct '15: The schedule continued to be yellow due to a delay in an equipment delivery and a pending decision on a third party service provider.

Scope turned yellow due to on-going discussions on the design and approach to services.

THE PROJECT					
Project Name	**LIB Vermont Automated Library System**				
Agency	Administration	**Department**	Libraries	**Report Date**	1/13/2016
Description	Implement new system to replace the aging Vermont Automated Library System (VALS) for statewide resource sharing among libraries and for the statewide union library catalog. Current vendor SIRSI no longer supports VALS.				
Project Phase	Initiating	**Number of Months Project has been in Progress**			Not Started

BUSINESS VALUE TO BE ACHIEVED

☒ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☐ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	5	Lifecycle Costs (total of all costs over lifecycle)	$2,381040.00

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	$552,414	State %:81.00 Non-State %: 19.00	$344,430	State %: 90.00 Non-State %: 10.00
FY17		State %: 0.00 Non-State %: 0.00	$354,763	State %: 90.00 Non-State %: 10.00
FY18		State %: 0.00 Non-State %: 0.00	$365,406	State %: 90.00 Non-State %: 10.00
FY19		State %: 0.00 Non-State %: 0.00	$376,368	State %: 90.00 Non-State %: 10.00
FY20		State %: 0.00 Non-State %: 0.00	$387,659	State %: 90.00 Non-State %: 10.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	N/A
Percentage of Time the Project has been Yellow	N/A
Percentage of Time the Project has been Red	N/A
Project Performance Indicator as of this report date	N/A
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	No

Project Name:	Tax Integrated Tax System		
Report Creation Date:	12/4/15	Agency/Department:	AOA/Tax
Dollar Amount of Funding Request Coming to the Legislature this Year:			$ 0

I.   PROJECT INFORMATION

Description: This project will deliver an Integrated Tax System (ITS) that is a commercial-off-the-shelf (COTS) system to the Vermont Department of Taxes (VDT).

The Vermont Department of Taxes has been using three different platforms, including a 1980s mainframe, as well as a separate data warehouse, to administer over two dozen tax types. The Department must maintain numerous interfaces, some relying on manual interventions. Taxpayer service and compliance efforts suffer.

All Vermont taxes, functions and funds will be consolidated into this new Tax sytem. The COTS software, software integration services, hardware to operate the software, hosting services, warranty, and on-going operations and maintenance activities are all within the scope of this procurement.

Solution Procurement Status:

Pre-RFP > RFP > Vendor Selection > Contract Negotation > **Contract Signed**

Solution Implementation Status:

Not Started > Planning > In Progress > **In Progress - Partially Implemented** > Fully Implemented
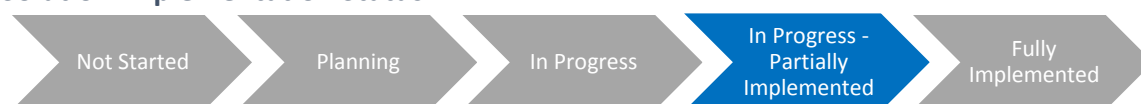
II.   BUSINESS VALUE

The driving decision to pursue a new tax system are to:
1. Consolidate all taxes and associated functions into a single system.
2. Provide a single view of a taxpayer.
3. Consolidate all major tax types into a single solution with an integrated accounting system.
4. Provide a robust web interface for taxpayers to file returns, make payments,and obtain Information about their accounts.
5. Provide a collections and billings function.
6. Have long-term capabilities to easily expand to include future tax types.
7. Serve as a catalyst for the review and elimination of manual workflows and operations.
8. Expand and improve reporting capability.
9. Increase revenue to the VDT through discovery of unpaid or underpaid financial obligations.
10. Expand capcity for concurrent use/access to the system for both internal users and external customers.

III.   PROJECT MANAGEMENT APPROACH

Project Management: The primary Project Manager is employed by the vendor (Fast Enterprise). He is a certified Project Management Professional and has experience implementing the same software in multiple states. VDT created a new Project Director position within VDT to work with the FAST PM. The individual that was hired for the Proejct Director role assumed a different role within VDT in June 2015. The current Project Director responsibilities are split among three VDT employees, with the Deputy Commissioner of VDT being primarily accountable.

Project Approach:
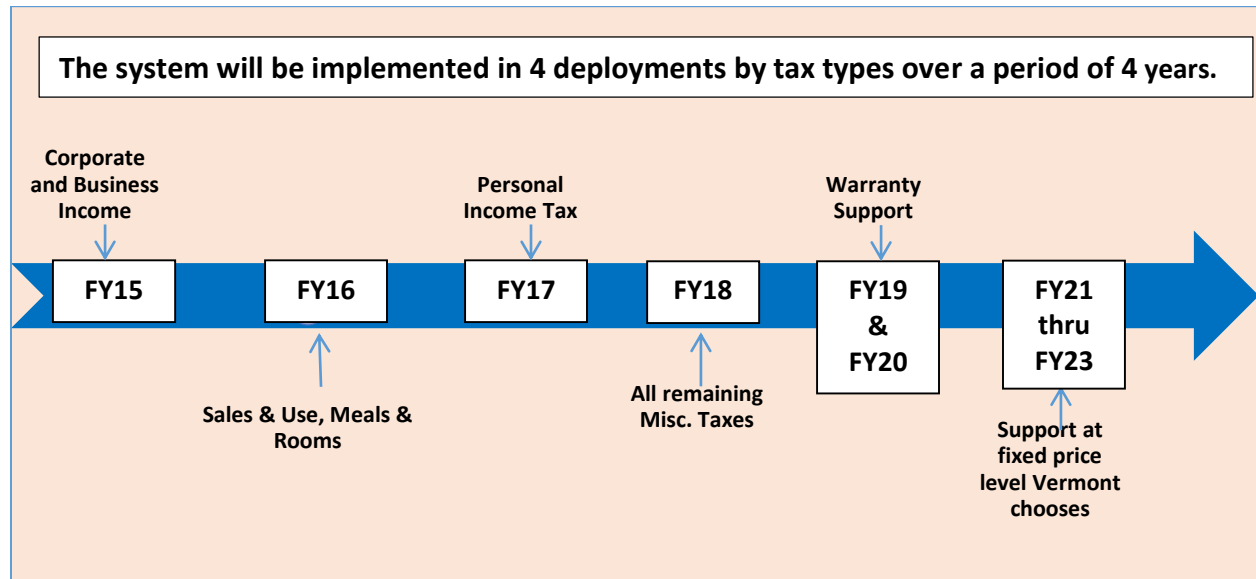
Corporate and Business Income Tax (Deployment 1) was completed December 2014 (less than one year after the contract signing). Corporate and business income taxes were migrated from the Oracle ETM system to the new system. This allowed VDT to offer online filing of corporate and business income tax for the first time. For the 2015 tax year, VDT is mandating the online filing of Corporate Income, Business Income, and Fiduciary Income taxes when prepared by a tax preparer.

Meals & Rooms, Sales & Use, Payroll Withholding, Fuel Gross Receipts, Premium Insurance, Captive Insurance, Fiduciary, Bank Franchise and Health Care Claims Taxes (Deployment 2) went live November 12, 2015. This deployment involved conversion of a total of nine taxes from our Advantage Revenue and manual processing systems into VTax. With this install, VTBizFile has been replaced. Users will get a prompt with a secure code that will take them to register in myVTax. Non-VTBizFile users will receive the registration instructions in the mail.

Personal Income Tax (Deployment 3) begins in January 2016 and involves the conversion of individual income tax. Go live is scheduled for November 2016. By January 2017, the bulk of our processing will be in VTax and most taxpayers will have access to myVTax. At that point, VDT will be able to turn off its Advantage Revenue legacy system.

All remaining miscellaneous Taxes and the remaining billing and collection functions (Deployment 4) will be converted in November 2017. At that point, the goal of a truly integrated tax system will have been achieved.

The Independent Review offering additional information can be accessed via this link on the Enterprise Project Management Office website.

IV. SCHEDULE OF MAJOR MILESTONES

Milestone	Target Date	Milestone Status
Project Start	June 2012	Complete
RFI Posted	7/20/2012	Complete
Business Case	1/18/2013	Complete
RFP Posted	5/6/2013	Complete
Independent Review	1/16/2014	Complete
Sign Vendor Contract	1/10/2014	Complete
Vendor (FAST) on site	1/19/2014	Complete
Project Charter	2/14/2014	Complete
Project Kick-Off Meeting	2/14/2014	Complete
Enterprise System Design	2/14/2014	Complete
Project Planning	1/21/2014 - 2/18/2014	Complete
Deployment 1 ("Corporate Taxes")	12/8/2014	Complete
Deployment 2 ("Trust Taxes")	11/12/2015	Complete
Deployment 3 ("Personal Income")	11/7/2016	Future
Deployment 4 ("Miscellaneous Taxes")	11/6/2017	Future
Project Complete	November 2017	Future
Warranty Period Ends	11/6/2019	Future

V. ESTIMATED PROJECT COSTS

	FY14	FY15	FY16	FY17	FY18	FY19	FY20
☐ Discounts for Early Payment	($395,000)	($315,000)	($610,000)				
☐ Tax System License Fee	$4,200,000	$0	$0	$0	$0	$0	$0
☐ System Configuration	$348,750	$4,504,685	$6,200,001	$3,061,251	$1,385,313	N/A	$0
☐ Holdback Payables to Vendor	$0	$0	$0	$0	$0	$2,000,000	$2,000,000
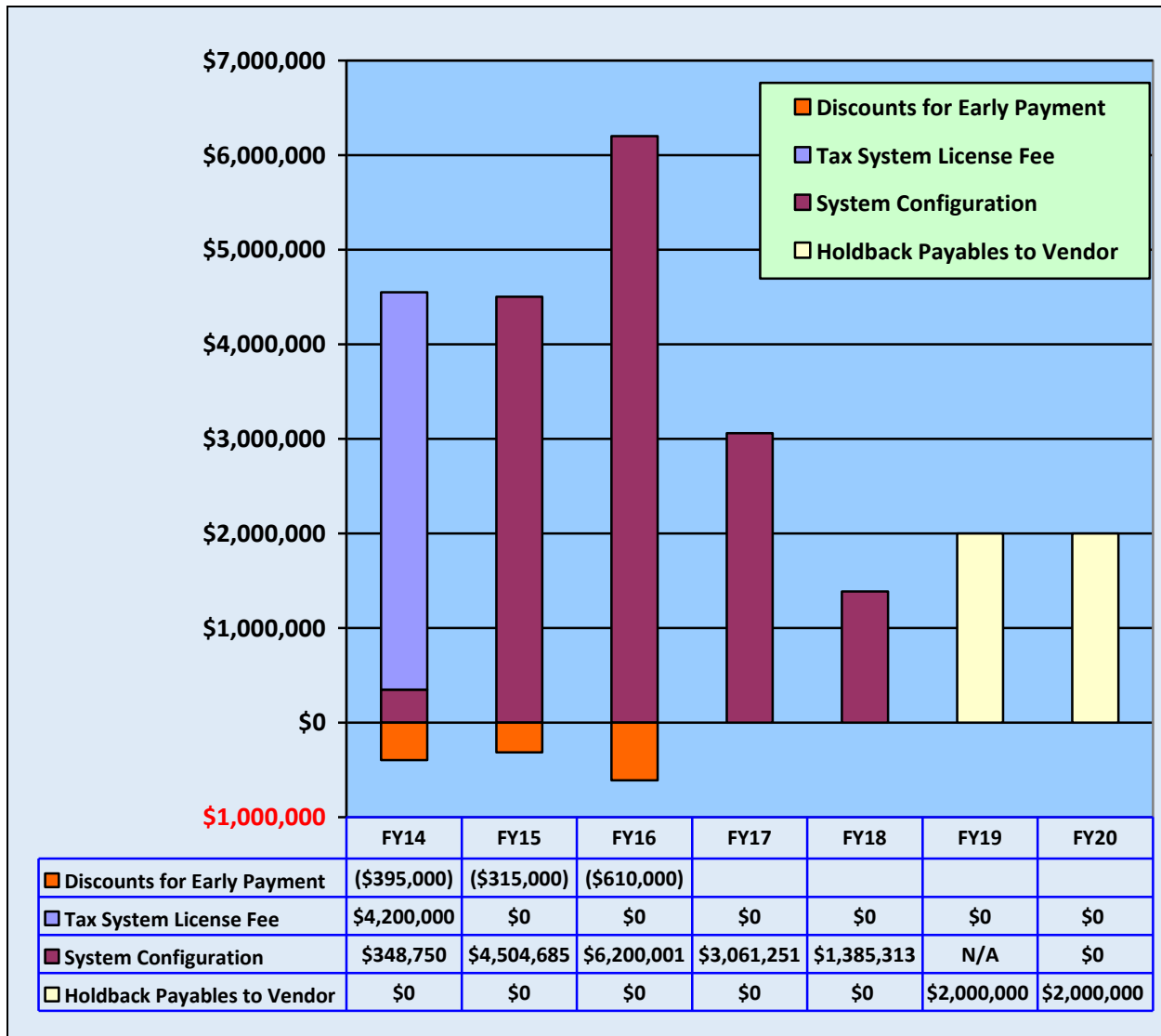
- Payments to the vendor are deliverables based.

- The total maximum Fast contract cost is $28.6 million ($23.7 million for Project Costs + $4.9 million for Maintenance and Support for FY14 - FY19). VDT negotiated a discount for early payments and have already benefited from this in FY14, 15 and 16. The above table reflects a discount of $395,000 on the cost of the Tax System and discounts of $315,000 and $610,000 on the cost of vendor's services. These discounts were obtained by VDT making early payments to the vendor.

- VDT negotiated holding back (see Holdback Payables to Vendor in the chart above) 4 million dollars in vendor costs until the new system is fully implemented and functional. Half of this amount (2 million dollars) will be due FY19 and the other half in FY20 as shown in the graph above.

VI.   ESTIMATED ANNUAL OPERATING COSTS

	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
New System	$357,720	$856,707	$1,028,079	$1,238,079	$1,438,079	$1,438,079	$1,588,079	$1,588,079	$1,588,079	$1,588,079
Old System	$2,224,304	$2,032,717	$1,611,416	$1,262,668	$51,260	$101,260	$151,260	$151,260	$151,260	$151,260
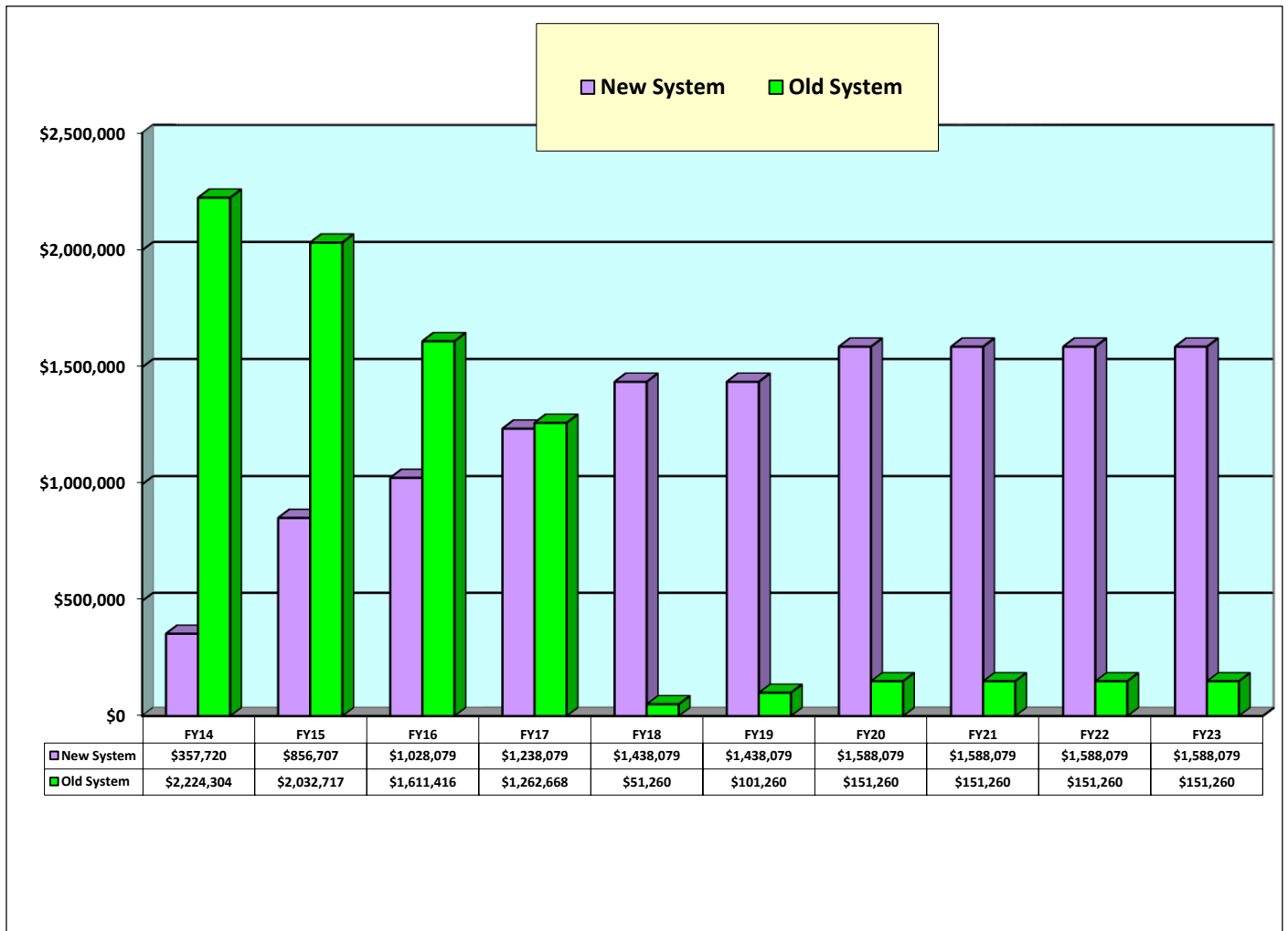
- New System costs include vendor Maintenance and Support and Hardware. See the breakout of these costs on the next page. Note the above chart does not include the optional enhanced Maintenance & Support that VDT may obtain in FY18 – FY23 at an additional cost of $500,000 per year (shown in yellow on the graph on the next page). The contract has locked in the pricing for this enhanced support. VDT won't make a final decision on which level until FY18.

- Old System costs include:
    - Software and support costs for Oracle Enterprise Tax Management (ETM), Advantage and the RSI Data Warehouse. All three will be replaced by the new Tax system.
    - E-service costs for VTBizFile (being replaced), VTPAY (ACH debit functionality is being replaced but credit card processing will continue through the VIC) and IVR phone Line (some functionality will be replaced, but not all).

- The staff costs to support both systems are estimated to be the same and are therefore not reflected in the above chart.

Breakout of New System Operating Costs:
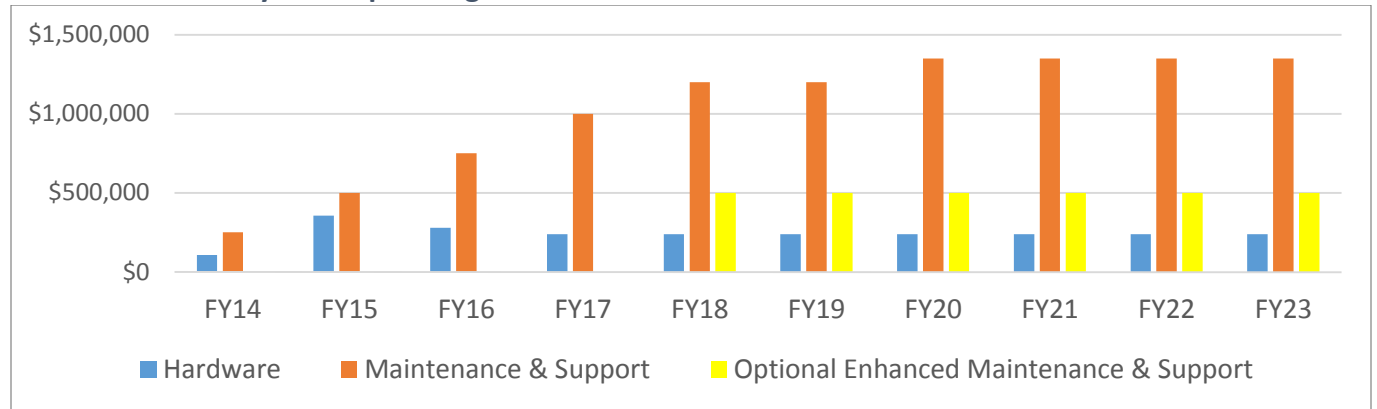
FY	Hardware	Maintenance & Support	Optional Enhanced Maintenance & Support
14	$107,720	$250,000	
15	$356,707	$500,000	
16	$278,079	$750,000	
17	$238,079	$1,000,000	
18	$238,079	$1,200,000	$500,000
19	$238,079	$1,200,000	$500,000
20	$238,079	$1,350,000	$500,000
21	$238,079	$1,350,000	$500,000
22	$238,079	$1,350,000	$500,000
23	$238,079	$1,350,000	$500,000

VII.   TOTAL COSTS BY FISCAL YEAR (PROJECT + OPERATING COSTS)

FY	Current Operating	New Operating	Project	Discount for Early Payment	Total
14	$2,224,304	$357,720	$4,153,750	($395,000)	$6,735,774
15	$2,032,717	$856,707	$4,189,685	($315,000)	$7,079,109
16	$1,611,416	$1,028,079	$6,200,001	($610,000)	$8,229,496
17	$1,262,668	$1,238,079	$3,061,251		$5,561,998
18	$51,260	$1,438,079	$1,385,313		$2,874,652
19	$101,260	$1,438,079	$2,000,000		$3,539,339
20	$151,260	$1,588,079	$2,000,000		$3,739,339
21	$151,260	$1,588,079			$1,739,339
22	$151,260	$1,588,079			$1,739,339
23	$151,260	$1,588,079			$1,739,339

VIII. FUNDING RECEIVED & FUTURE REQUESTS

Project Funding:
The table below outlines the funding received for this project and the anticipated sources of future funding over the project's duration.

FY	Project Funding Source	Description	Amount Paid to Date	Future Amount to be Paid
14 - 16	**Modernization Fund**	See Description in text below table	$9,930,000	
15	**Tax Benefits**	Revenue from increased tax collection due to partial implementation of the new system was used to pay Fast. See additional info in text below this table.	$258,804	
16	**Tax Benefits**	Same as above	$984,449	
16	**Modernization Fund, Tax Benefits & Discounts**	Future costs will be covered by a combination of these 3 sources with the specific amounts being TBD.		$2,760,183
17	**Modernization Fund, Tax Benefits & Discounts**	Same as above		$3,061,251
18	**Modernization Fund, Tax Benefits & Discounts**	Same as above		$1,385,313
19	**Modernization Fund, Tax Benefits & Discounts**	Same as above		$2,000,000
20	**Modernization Fund, Tax Benefits & Discounts**	Same as above		$2,000,000
		Totals	**$11,173,253**	**$11,206,747**

The Tax Computer System Modernization Fund (the "Modernization Fund") was created in 2007 to use part of the enhanced revenue gained through modernization of processes at the Department of Taxes (the "Department") to reinvest in further modernization, including an integrated tax system. In Act 58 of 2015 there was an additional appropriation of $15.5M to carry through FY 2024.
The Modernization Fund is the vehicle by which tax modernization projects pay for themselves – vendors are paid only after the Department uses the new tools to collect from taxpayers who otherwise would escape their tax liabilities.

The basic structure has remained where enhanced revenue from projects have been split 80/20 between the Modernization Fund and the General Fund. Prior to the VTax project, two modernization projects contributed to the Fund, a small data warehouse designed by the Department and a comprehensive data warehouse designed and installed by an experienced tax vendor, Revenue Solutions Inc. ("RSI"). RSI is paid from the Modernization Fund pursuant to its contract that runs through 2016. The main investment objective for the Modernization Fund is VTax, which itself will generate additional revenue necessary to pay the vendor under its contract.
An independent review of the FAST bid (i.e., the selected vendor), utilizing a cost-benefit analysis with very conservative assumptions, concluded that over the ten year life of the VTax project, Vermont will

realize $36M in increased revenue over and above vendor payment. After FY 2024, the General Fund will reap the entire benefit of the Department's vastly improved capabilities to collect tax that is owed.

The increased tax revenue will be due to the generation of undiscovered and delinquent tax revenue and cost efficiencies derived from using the new Tax system. The new system has a proven track recorded in delivering these benefits in multiple states such as CA, MN and NM. Baselines for revenues were established by VDT prior to the start of the project. On a quarterly basis, VDT will assess actual revenue as compared to the baseline and use 80% of the additional revenue to make payments toward their obligation to the Vendor for the software and vendor services.

Funding for New Solution's Operating Cost:
The table below outlines the funding that has been received and the anticipated sources of future funding for the new solution's operating costs over its expected lifecycle.

FY	Operating Funding Source	Description	Amount Paid To Date	Future Amount to Be paid
14-15	Modernization Fund	To pay for FAST Maintenance & Support	$750,000	
16-19	Modernization Fund	Same as above		$4,150,000
20-23	General Fund	VDT Operational Budget to pay for Fast Maintenance & Support		$5,400,000
Sub-Total		**Sub-total of amounts payable to FAST**	**$750,000**	**$9,550,000**
14-16	Modernization Fund	For Hardware Costs	$464,427	$278,079
17-19	Modernization Fund	For Hardware Costs		$ 714,237
20-23	General Fund	VDT Operational Budget for Hardware		$952,316
Sub-Total		**Sub-total of Hardware Costs**	**$464,427**	**$1,9446,632**
		Totals	**$1,214,427**	**$11,494,632**

Breakdown of Amount Owed to FAST:

> $28,600,000 Cost of System plus Maintenance & Support through FY19
> $ 5,400,000 Cost of Maintenance & Support through FY23
> - $10,680,000 Amount Paid from the Modernization Fund
> - $ 1,243,253 Amount Paid from Increased Tax Revenue
> - $ 1,320,000 Discounts Received for Early Payment
> $20,756,747 Due to FAST

> $7,206,747 for System Configuration
> $4,000,000 Holdback Payables
> $4,150,000 for Maintenance & Support FY16-19
> $5,400,000 for Maintenance & Support FY20-23
> $20,756,747

Funding for Current Solution's Operating Cost:

The table below outlines the funding that has been received and the anticipated sources of future funding for the remaining life of the current solution.

FY	Operating Funding Source	Description	Amount Received To Date	Future Request Amount
14-23	General Fund	VDT Operational Budget	$5,062,729	$2,825,936

IX.   RISKS

The biggest risk for this project is VDT staffing. VDT needs enough qualified staff to participate in this project and to maintain daily operations. VDT key staff are playing active roles in both. This risk is burnout from these constant demands over a four-year period (the project's duration) that could lead to staff turnover. In addition, VDT staffing decreased by ~8% in FY15 due to retirements and eliminated positions, which has further strained resources.

In deciding to pursue this project, VDT came to the conclusion that not moving forward posed greater risks:

- Tax payers were growing dissatisfied with the levels of service that VDT was able to provide including the lack of on-line services. VDT staff often had to keep customers on the phone while they checked two to three different systems in order to answer a question.
- It was becoming increasingly difficult to maintain systems that used outdated technology. Specifically, it is difficult to find and retain IT staff that are experienced with outdated computer languages.
- The State is missing out on revenue opportunities that improved technology can help them identify and collect.

X.   PROJECT PERFORMANCE TREND

Project performance is measured by adherence to Scope, Schedule and Budget. Color indicators are used to show performance trends:

Green = On-target; Yellow = Significant issues with plan to resolve; Red = Significant Issues.

Monthly Performance Indicators by year since the start of the project:

	2012	2013	2014	2015
Scope				
Schedule				
Budget				

This project has been on-target for scope, schedule and budget for the entire duration of the project to date!

Sources of Information: VDT, Project Status Reports, the Project Charter, the Independent Review Report and the Annual Report on the Tax Computer System Modernization Fund (dated 11/13/15).

Agency of Education Reports

Project Name:	AOE VADR (Longitudinal Data System (SLDS)		
Report Creation Date:	**1/4/16**	Agency/Department:	**Education**
Dollar Amount of Funding Request Coming to the Legislature this Year:			**$0**

I.   PROJECT INFORMATION

This project is to procure and implement a Software as a Solution (SaaS) Longitudinal Data System (LDS) for the State. The LDS is needed to facilitate the collection of data in order to satisfy federal and state education data reporting requirements, as well as to provide education service providers the ability to track student progress over time, to identify and replicate educator practices that contribute to student success, and to generally use data to improve the education the state is providing each learner.

Currently, AOE meets state and federal reporting and operational requirements by data which is collected via distributed desktop Microsoft Access applications and Oracle web-based forms. These applications were developed by the IT Team at AOE and require substantial manual intervention and maintenance.

The VT AOE was awarded a 3-year $4.95 Million grant from the US DOE in June, 2012. Due to extended procurement delays, VT AOE has been granted a no-cost extension through June, 2016 and it is expected that an additional extension will be requested and granted at the end of this year. The implementation of this cooperative agreement grant is overseen by the US DOE. The six deliverables to be achieved through this grant, via the associated Vermont Automated Data Reporting (VADR) project, are Deliverable 1: All K-12 Schools Participating in Automated Vertical Data Collection Process by June, 2016; Deliverable 2: Develop State-level Operational Data Store; Deliverable 3: All VT DOE Data Analysis Tool Data Loads Automated by June, 2016; Deliverable 4: Establish Enhanced Training Delivery System; Deliverable 5: All EdFacts Submission Files Capable of Being Automatically Generated by June, 2016; and Deliverable 6: Develop Growth Model Reporting Tool.

Solution Procurement Status:

Pre-RFP ▸ RFP ▸ Vendor Selection ▸ Contract Negotation ▸ **Contract Signed**

Solution Implementation Status:

Not Started ▸ Planning ▸ **In Progress** ▸ In Progress - Partially Implemented ▸ Fully Implemented
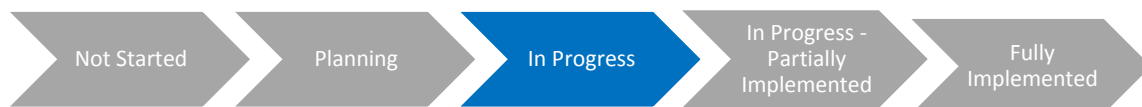
II. BUSINESS VALUE

1. **Eliminate manual compilation of data by schools:** One of the goals of the VADR project is the automation of the school based data collections for data that originates in the school district Student Information Systems. Because this project involves integration with local school district student information systems, this work will eliminate the current manual effort by the schools to compile the data for state reporting.

2. **Improve the availability of data to more effectively monitor student performance and education program efficacy:** The integration will utilize a web services-based messaging protocol that has been developed specifically for schools, which is called the School Interoperability Framework (SIF) that will allow data to be updated more frequently at the State level. This information on student enrollment, participation in education programs, and performance outcomes could then not only be used to meet reporting requirements – but could also be used to measure the efficacy of Vermont's education system and inform local practice.

3. **Automate ~65% of AOE's current data collections workload:** Not all the data that VT AOE collects originates in the local student information systems, but an estimated 65% of the current workload directly supports the data collections that this part of the project would help to automate. The reduction in effort will allow the AOE to shift from compliance based operations to provide more value-added analysis that will help education stakeholders evaluate the efficacy of education programs across the state.

4. **Enable AOE to load and integrate data collected from third party sources**: These third party data sources would include education-related information that is not captured in student information systems – but is submitted to AOE through other data collections. Because other peripheral systems are generally not compatible with the School Interoperability Framework, the direct integration of these systems is not within the scope of the VADR project. That being said, the data, collected via other established protocols – will be loaded into the Operational Data Store and associated data mart tables. It is the goal of AOE to work on integrations with these other peripheral systems in the future wherever possible.

5. **Reduce risk by replacing the Education Data Warehouse (EDW) which is no longer supported by its vendor:** The current EDW must be replaced because the company that purchased the original vendor has decided to discontinue this product. The SaaS LDS system being implemented via this project offers many reporting capabilities that are able to replace what was provided via the EDW. Additionally, AOE has identified a product that was developed by the Dell Foundation (Ed-Fi) that is offered to states at no charge. This Ed-Fi application can operate off the data mart tables within the ODS – providing AOE with a low cost option to replace a valued resource for VT educators. The Ed-Fi application server would still need to be installed and mapped to the Ed-Fi data mart tables - -but the cost of doing so will involve only the cost of a server and set up of the software. The VADR project will set in place and populate the underlying data tables that serve up Ed-Fi dashboards. This will allow the AOE and project governance stakeholders the ability to prioritize which dashboards should be implemented first.

6. **Automate the compilation and generation of files required to meet US DOE federal reporting requirements:** Submission of these required EdFacts files occurs throughout the year. This effort requires program staff to manually compile the data and an analyst in IT compiles the data in the required format required by US DOE. Much of AOE's effort will be streamlined by this project.

III. PROJECT MANAGEMENT APPROACH

The AOE Project Management/Technical Leadership role is contracted to Agilis Technology and Lisa Gauvin. AOE was fortunate to find Agilis Technology and Lisa Gauvin who brought with her knowledge of Vermont's educational environment and experience of what SLDS projects take to be successful. Per the Independent Review conducted as part of this project's initial approval process, "Project Management skill sets to be applied to this project appears strong given prior experience with projects of similar size and scope."

The selected Contractor providing the Software as a Service solution (SaaS) is Houghton Mifflin Harcourt (HMH). They are providing project management for their implementation teams who work closely with Agilis. The Independent Review offering additional information can be accessed via this link.

The project will be implemented in phases, with work on some deliverables occurring concurrently. This phased approach has allowed an agile approach to project deliverables. The work to migrate the EDW, initially scheduled to occur later in the project was prioritized to occur first as it became clear that the current tool was to be retired in FY15. At the same time, the business analysis and specification design of the vertical reporting aspects of the project have been running concurrently to ensure that the mapping of EDW data elements remains in sync with those elements to be collected via the vertical reporting solution. Prioritizing these deliverables first will allow the migration of the EDW data into its replacement environment, will allow local districts and their vendors time to review and implement necessary changes to their systems to align to the refined reporting specification, and will allow AOE and vendor project teams to move on to other project deliverables such as integrating third-party data sources, mapping and production of EdFacts reports, analysis related to the population of Ed-Fi data tables, and design and implementation of the growth model reporting tool. Timing of these other phases have been determined based on vendor resource availability and any other related project dependencies. Testing and acceptance of deliverables occurs as each phase is complete. Final User Acceptance Testing (UAT) will be conducted on all phases to ensure later phases implemented do not impact phases that are already operational. The next section on Schedule of Major Milestones reflects this phased approach.

IV. SCHEDULE OF MAJOR MILESTONES

Milestone	Target Date	Current Status
Project Start	5/6/2013	Done
Business Case Approved (IT ABC)	7/23/2013	Done
Project Charter	6/13/2014	Done
RFP Posted	7/26/2013	Done
Sign Vendor Contract	9/15/2014	Done
Project Planning and Initiation	11/7/14	Done
Software Delivery	2/25/15	Done
Current State Documentation	7/15/2015	Done
Detailed Implementation Plan	2/22/2016	In Progress
Services Infrastructure	6/13/2016	In Progress
EDW Migration	2/3/2016	In Progress
Vertical Reporting (VR) Specifications and Build	6/13/2016	In Progress
Additional Indicators Data Mart Build	2/16/2016	In Progress
EdFacts Build	3/18/2016	In Progress
ED-FI Build	4/6/2016	In Progress
Reportal Build	5/11/2016	In Progress
Growth Model Build	4/27/2016	In Progress
Final UAT	6/30/2016	Future
Prep for Pilot	6/30/2016	In Progress
Pilot	8/12/2016	Future
General Rollout	11/30/2016	Future
Project Complete	12/31/2016	Future

V.   ESTIMATED PROJECT COSTS

	FY15	FY16	FY17
■ Contract - HMH and Agilis	$131,813	$1,778,400	$523,300
■ Training and District Support	$0	$0	$1,316,003
■ Perpetual License and Hardware	$933,000	$0	$0
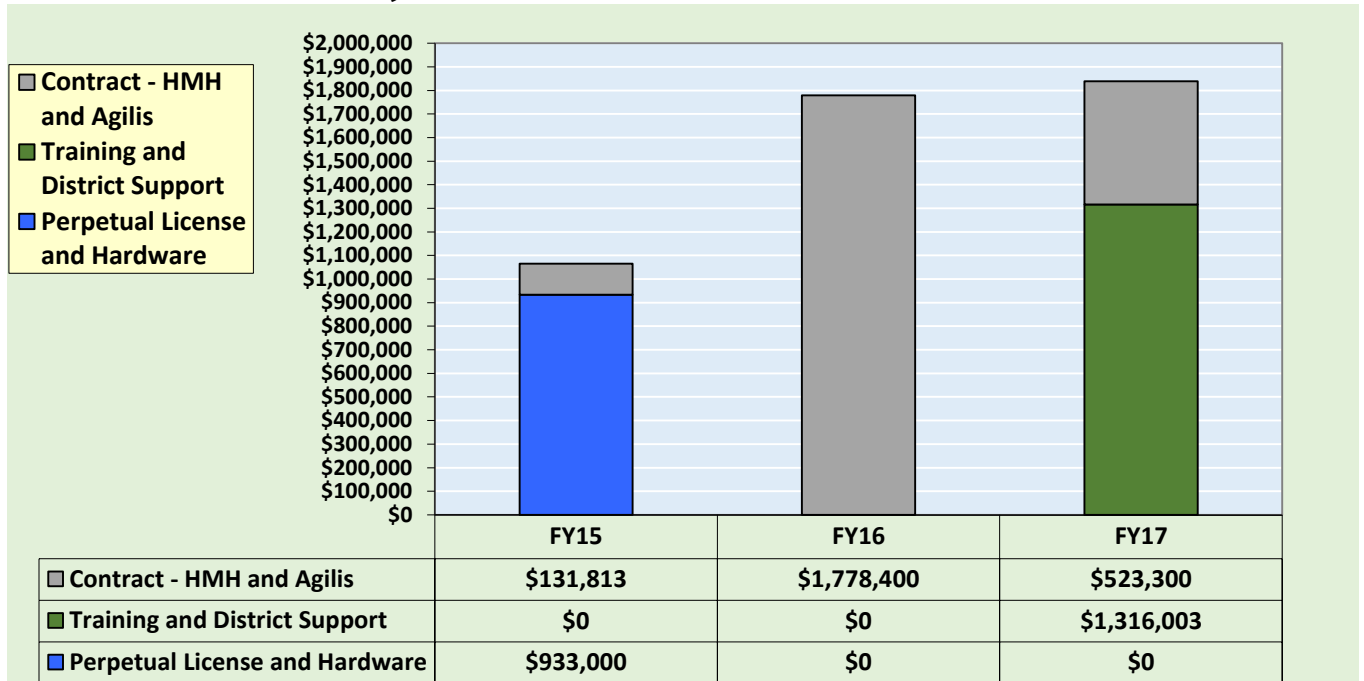
- Implementation costs will be incurred FY15-FY17.
  - **FY15 Total = $1,064,813**
  - **FY16 Total = $1,778,400**
  - **FY17 Total = $1,839,303**
  - **Grand Total for Project Costs = $4,682,516**
- FY15 costs are actuals and for this report include
  - the one time purchase of perpetual license for edFusion software and hardware setup for $933,000.
  - Contractor costs are reflected in above chart.
    - HMH (Solution vendor) = $99,000
    - Agilis (Project Management/Technical Leadership vendor) = $32,813
  - Other actual costs not in above chart include:
    - AOE effort = $229,714
    - State Auditor = $72
    - PMO Oversight = $1,173
    - Travel = $7160
- FY16 costs are project implementation estimates.
  - Contractor estimated costs are reflected in above chart.
    - HMH = $1,310,400
    - Agilis = $468,000
  - Other estimated costs not in above chart include:
    - AOE effort = $229,714
    - PMO Oversight = $3,000
- FY17 costs are project implementation estimates.
  - Contractor estimated costs are reflected in above chart.
    - HMH = $377,800 (includes return of retainage of $268,000)
    - Agilis = $145,500 (includes return of retainage of $60,000)
  - Training and District Support are also funded by the grant. Estimates include:
    - A yet to be contracted training services for $600,000
    - $716,003 for costs associated with helping districts implement their components for the Automated Vertical Data Collection Process
  - Other estimated costs not in above chart include:
    - AOE effort = $114,857

PMO Oversight = $1,000

VI. ESTIMATED ANNUAL OPERATING COSTS

	FY15	FY16	FY17	FY18	FY19	FY20
Current Solution	$901,522	$648,701	$324,350	$0	$0	$0
New Solution	$0	$0	$481,637	$605,365	$614,639	$630,036
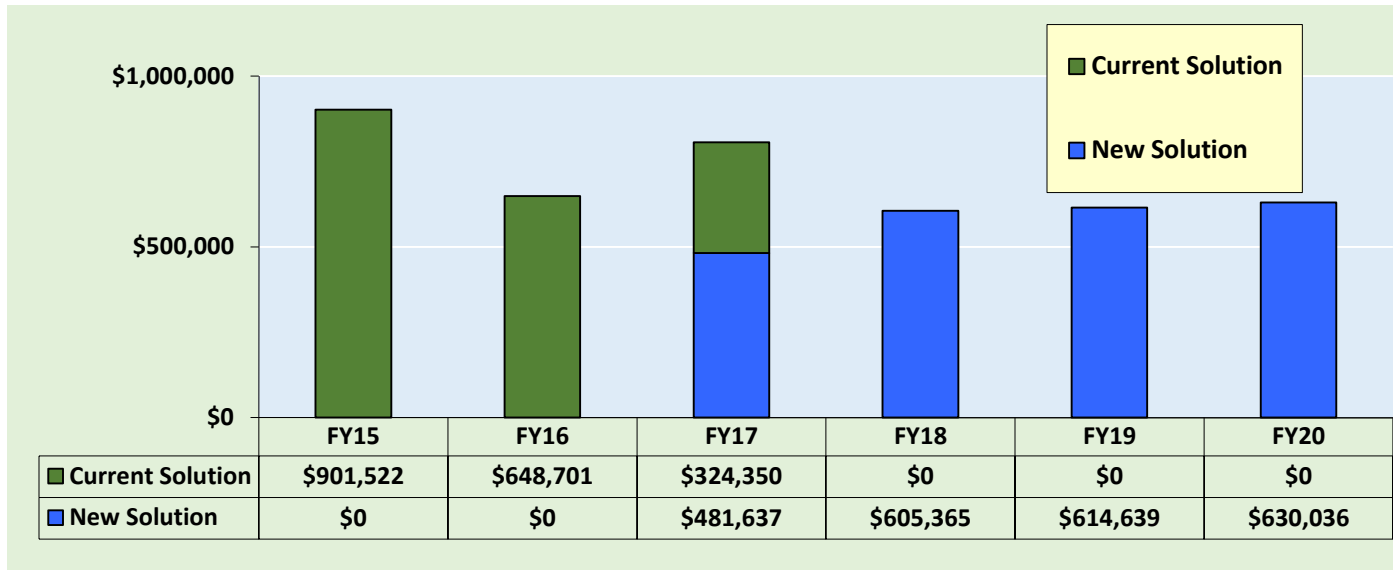
Current Operating Costs include:
- FY15 Operating Costs
  - AOE Salary Before as noted in Independent Review = $648,701
  - EDW hosting and license costs = $252,821

- FY16 Operating Costs
  - AOE Salary Before as noted in Independent Review = $648,701

- FY17 Operating Costs
  - AOE Salary Before as noted in Independent Review = $648,701/2 for half year operation

New Solution Operating Costs include:
- FY17 Operating Costs
  - HMH hosting/maintenance/support costs of $366,780 per contract for the full year as some components are estimated to be operational July 1, 2016.
  - AOE operating estimate of $114,857 for half year operation

- FY18 Operating Costs
  - HMH hosting/maintenance/support costs of $375,651 per contract
  - AOE operating estimate of $229,714

- FY19 Operating Costs
  - HMH hosting/maintenance/support costs of $384,925 per contract
  - AOE operating estimate of $229,714

- FY20 Operating Costs
  - HMH hosting/maintenance/support costs of $400,322 estimate based on 4% increase from FY19 price per contract's renewal pricing clause using the historical CPI-U Average Percent Change numbers for the Northeast Region provided by the Bureau of Labor Statistics.
  - AOE operating estimate of $229,714

VII. TOTAL COSTS BY FISCAL YEAR (PROJECT + OPERATING COSTS)

FY	Current Operating	New Operating	Project	Total
15	$901,522	0	$1,064,813	$1,966,335
16	$648,701	0	$1,778,400	$2,427,101
17	$324,350	$481,637	$1,839,303	$2,645,290
18	0	$605,365	0	$605,365
19	0	$614,639	0	$614,639
20	0	$630,036	0	$630,036

VIII. FUNDING RECEIVED & FUTURE REQUESTS

Project Funding: The table below outlines the funding received for this project and the anticipated sources of future funding over the project's duration.

FY	Project Funding Source	Description	Amount Received to Date	Future Request Amount
15	Federal	SLDS Grant	$1,064,813	$0
16	Federal	SLDS Grant	$1,778,400	$0
17	Federal	SLDS Grant	$1,839,303	$0
Totals			$4,682,516	$0

Funding for New Solution's Operating Cost: The table below outlines the funding that has been received and the anticipated sources of future funding for the new solution's operating costs over its expected lifecycle.

FY	Operating Funding Source	Description	Amount Received To Date	Future Request Amount
17	State	AOE Effort State Funds *	$0	$57,428
17	Federal	AOE Effort Federal Indirect	$57,429	$0
17	Federal	Federal Indirect - Hosting/Support/Maintenance	$366,780	$0
18	State	AOE Effort State Funds *	$0	$114,857
18	Federal	AOE Effort Federal Indirect	$114,857	$0
18	Federal	Federal Indirect - Hosting/Support/Maintenance	$375,651	$0
19	State	AOE Effort State Funds *	$0	$114,857
19	Federal	AOE Effort Federal Indirect	$114,857	$0
19	Federal	Federal Indirect - Hosting/Support/Maintenance	$384,925	$0
20	State	AOE Effort State Funds *	$0	$114,857
20	Federal	AOE Effort Federal Indirect	$114,857	$0
20	Federal	Federal Indirect - Hosting/Support/Maintenance	$400,322	$0
Totals			$1,929,678	$401,999

* This reflects no increase in anticipated personnel costs that would result in an additional funding request. Improved efficiencies gained by this project will allow AOE to provide additional critical services including increasing efficiencies in other AOE operations and additional reporting and analysis to improve program performance and student outcomes.

Funding for Current Solution's Operating Cost: The table below outlines the funding that has been received and the anticipated sources of future funding for the remaining life of the current solution.

FY	Operating Funding Source	Description	Amount Received To Date	Future Request Amount
15	State	AOE Salaries	$324,350	$0
15	Federal	AOE Salaries – Federal Indirect	$324,351	$0
15	Federal	EDW Licensing and Hosting	$252,821	$0
16	State	AOE Salaries	$324,350	$0
16	Federal	AOE Salaries – Federal Indirect	$324,351	$0
17	State	AOE Salaries *	$0	$162,175
17	Federal	AOE Salaries – Federal Indirect	$162,175	$0
Totals			**$1,712,398**	**$162,175**

* This reflects no increase in anticipated personnel costs that would result in an additional funding request. Improved efficiencies gained by this project will allow AOE to provide additional critical services including increasing efficiencies in other AOE operations and additional reporting and analysis to improve program performance and student outcomes.

IX. PROJECT RISKS

The most significant risks to date are as follows:

- Procurement delays resulted in a schedule slippage. AOE requested, and received, a one- year extension of the federal grant. It is highly likely that another one-year extension will be granted, if needed.

- Vendor staffing issues resulted in additional schedule slippage. The Project Steering Committee, comprised of AOE and Vendor leadership, meets regularly to monitor the situation to ensure no additional delays will occur due to vendor staffing issues.

X. PROJECT PERFORMANCE TREND

Project performance is measured by adherence to Scope, Schedule and Budget. Color indicators are used to show performance trends: Green = On-target; Yellow = Significant issues with plan to resolve; Red = Significant Issues.

	May 2013 thru Dec 2014	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15
Scope	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Schedule	Green	Green	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Budget	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green

Mar '15 to Apr'15:
The project schedule turned yellow due to HMH's lack of identification of resources required to handle all areas included in contracted scope of work.

Apr '15 to Dec'15:
The project schedule remained yellow due to schedule delays in EDW migration, detailed services infrastructure plans and Vertical Reporting work and specifications.

THE PROJECT

Project Name	**AOE Vermont Child Nutrition System Modernization Project**

Agency	Education	**Department**	Education	**Report Date**	1/06/2016

Description	The Vermont Agency of Education has had a contract for the development and implementation of the Child Nutrition Programs on line application and claiming system with the Colyar Consulting Group (CCG) since 2001. Due to a mandate from the former State CIO, the application was developed in Oracle versus CCG's standard SQL product line. The business problem is two fold: 1) the separate Oracle system is difficult to maintain (by both the vendor and the state), requiring contract amendments and extra resources every time a regulatory change is enacted and 2) the cost to maintain a state owned system is becoming more and more expensive, putting long term sustainability of the existing system up in the air. The State and vendor have agreed on terms to migrate the VT site to SQL/.Net and to a more sustainable Software as a Service delivery model. This migration will ensure that USDA regulation changes are applied to VT's SaaS site on a more timely basis and that the system will be hosted and maintained by the vendor, thus reducing State costs and ensuring long term sustainability.

Project Phase	Execution	**Number of Months Project has been in Progress**	6

BUSINESS VALUE TO BE ACHIEVED

☐ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☒ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	20	**Lifecycle Costs (total of all costs over lifecycle)**	$3,710,350.00

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	$329,350.00	State %: 8.00 Non-State %: 92.00	$69,000.00	State %: 1.00 Non-State %: 99.00
FY17	$0.00	State %: 0.00 Non-State %: 0.00	$165,600.00	State %: 1.00 Non-State %: 99.00
FY18	$0.00	State %: Non-State %: 0.00	$165,600.00	State %: 1.00 Non-State %: 99.00
FY19	$0.00	State %: 0.00 Non-State %: 0.00	$165,600.00	State %: 1.00 Non-State %: 99.00
FY20	$0.00	State %: 0.00 Non-State %: 0.00	$165,600.00	State %: 1.00 Non-State %: 99.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	100%
Percentage of Time the Project has been Yellow	0%
Percentage of Time the Project has been Red	0%
Project Performance Indicator as of this report date	Green
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	Yes

Agency of Human Services Reports

THE PROJECT

Project Name	**AHS HIE - Blueprint Clinical Registry**

Agency	Human Services	**Department**	Health Access	**Report Date**	1/06/2016

| **Description** | The Vermont Blueprint for Health is a state-wide initiative to transform health care delivery, improve health outcomes, and enable Vermonters to receive well-coordinated, seamless care. Primary care providers work together with community health teams in a multidisciplinary approach to assess patients' needs and coordinate support services within a patient's community.

Physicians participating in the Blueprint for Health record a patient's health data in the Blueprint central clinical registry. Physicians with an electronic health record (EHR) system, enter the data in their HER, then transmit that data to the Blueprint registry through the Vermont Health Information Exchange (VHIE). Physicians without an EHR system enter their patients' data directly into the Blueprint registry via a web portal.

This initiative allows providers to better track the progress of all of their patients, especially those with chronic conditions. Practitioners are able to design better interventions and more effectively manage the health of their patient populations through collaboration with the other care providers in their community via this comprehensive information system.

The Vermont Blueprint Clinical Database Registry was provided by Covisint, and called DocSite. The contract with Covisint ended 11/2015. The current 3 yr plan is to migrate DocSite to VITL for hosting using prime contractor Capital Health Assoc (CHA) as prime contractor and with MDM as subcontractor for any development needs. |
|---|---|

Project Phase	Planning	**Number of Months Project has been in Progress**	7

BUSINESS VALUE TO BE ACHIEVED

☐ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☒ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	3	**Lifecycle Costs (total of all costs over lifecycle)**	$4,095,658.00

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	**$2,572,328.00**	State %: 15.00 / Non-State %: 85.00	**$454,417.00**	State %: 44.00 / Non-State %: 56.00
FY17	**$0.00**	State %: 0.00 / Non-State %: 0.00	**$534,456.00**	State %: 44.00 / Non-State %: 56.00
FY18	**$0.00**	State %: / Non-State %: 0.00	**$534,456.00**	State %: 44.00 / Non-State %: 56.00
FY19	**$0.00**	State %: 0.00 / Non-State %: 0.00	**Not Provided**	State %: 0.00 / Non-State %: 0.00
FY20	**$0.00**	State %: 0.00 / Non-State %: 0.00	**Not Provided**	State %: 0.00 / Non-State %: 0.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	40%
Percentage of Time the Project has been Yellow	60%
Percentage of Time the Project has been Red	0%
Project Performance Indicator as of this report date	Yellow
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	No

THE PROJECT

Project Name	**AHS HIE - VITL Development**			
Agency	Human Services	**Department**	Health Access	**Report Date**	1/06/2016

Description	This is a yearly developement contract containing a suite of projects done with Vermont Information Technology Leaders (VITL). The contract includes projects that improve the quality of data being sent to VITL, initiatives that expand the number and type of data connections from healthcare provider organizations to VITL, and projects that expand the accessibility of VITL services and data by healthcare organizations and others.

Project Phase	Execution	**Number of Months Project has been in Progress**	24

BUSINESS VALUE TO BE ACHIEVED

☐ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☒ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	6	**Lifecycle Costs (total of all costs over lifecycle)**	$6,183,539.00

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	$1,187,562.00	**State %: 21.00** **Non-State %: 79.00**	$0.00	**State %: 0.00** **Non-State %: 0.00**
FY17	$1,068,806.00	**State %: 21.00** **Non-State %: 79.00**	$0.00	**State %: 0.00** **Non-State %: 0.00**
FY18	$961,925.00	**State %: 21.00** **Non-State %: 79.00**	$0.00	**State %: 0.00** **Non-State %: 0.00**
FY19	$865,732.00	**State %: 21.00** **Non-State %: 79.00**	$0.00	**State %: 0.00** **Non-State %: 0.00**
FY20	$780,000.00	**State %: 21.00** **Non-State %: 79.00**	$0.00	**State %: 0.00** **Non-State %: 0.00**

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	100%
Percentage of Time the Project has been Yellow	0%
Percentage of Time the Project has been Red	0%
Project Performance Indicator as of this report date	Green
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	No

Project Name:	AHS Integrated Eligibility		
Report Creation Date:	1/19/2016	Agency/Department:	Children & Family Services
Dollar Amount of Funding Request Coming to the Legislature this Year:			$0.00

I.   PROJECT INFORMATION

Description: Integrated Eligibility (IE) is the automation and standardization of benefit case management for the Health and Human Services (HHS) delivery system that includes screening, application, eligibility determination, and enrollment services. It is one of many projects identified within the Health Services Enterprise (HSE), to facilitate Vermont's transition from a stand-alone, program-centric approach to a person-centric philosophy supporting improved HHS delivery and outcomes. IE is a central component of HSE alongside Vermont Health Connect (VHC), Medicaid Management Information System (MMIS) and others, and it includes building and/or leveraging the sharable functionality that can be used across the HSE and other HHS assistance programs.

Current IE operations are performed on a legacy mainframe application called ACCESS. Objectives of the IE Project include the procurement of a new commercial off the shelf (COTS) solution and Vendor support to complete the implementation and transfer of the 43 currently managed programs (both healthcare and non-healthcare) from ACCESS onto the new system. Objectives also include maximizing the federal funding opportunities available from the Center for Medicare and Medicaid Services (CMS) to support the transition of healthcare programs and potential funding from eight other federal partners to support the non-healthcare programs.

To help ensure an implementation that meets both state and federal standards, the support of an Independent Validation and Verification (IV&V) Vendor will also be procured, where the IV&V vendor will validate the quality of the Solution Vendor deliverables and documentation.

Both IE Solution and IV&V Procurement Status:

Pre-RFP > RFP > Vendor Selection > **Contract Negotation** > Contract Signed

Both IE Solution Implementation and IV&V Status:

Not Started > **Planning** > In Progress > In Progress - Partially Implemented > Fully Implemented
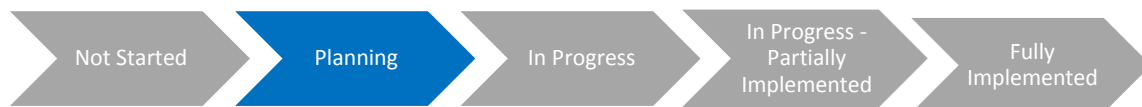
II.   BUSINESS VALUE

Increased efficiency:
- Improved timeliness for programs by automating current manual processes, such as notices sent during the application lifecycle.
- Improved business processes (i.e. significant reduction of redundant activities and eliminating State staff manual entry of applications).
- Web based solution with a rules engine that makes changes and additions of new programs easier and quicker; eliminating the time consuming workarounds currently performed.
- Real-time analytics and enhanced reporting will save staff time as much of this data extraction is currently done manually.
- Lower the Food and Nutrition Service (FNS) Case and Procedural Error Rate by reducing errors related to timeliness, notices, and application processing.
- Ability to model proposed policy changes to determine impact and costs.

Customer Service:
- A web based system enables customer self-service; to apply, make changes, renew, etc. on-line.
- Accurate analytics will also allow us to address root cause issues, tie treatments to outcomes, and assess the success rates of treatments or action taken, supporting performance based accountability.

Risk Reduction:
- Eliminating the programming workarounds removes the associated human and technical errors resulting from these manual efforts.
- Obsolete software in the current ACCESS System makes changes difficult and time consuming to complete. The new system eliminates the risk of sanctions due to non-compliance with regulations.

Compliance:
- The ability to mine data accurately and quickly in response to audits or requests from our federal partners will reduce non-compliance findings.
- The new environment is designed consistent with the Centers for Medicare and Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA) and Seven Standards & Conditions to meet the goals of increasing electronic commerce and transitioning to a digital enterprise.

Technology:
- Deployed to leverage the Oracle Service-Oriented Architecture (SOA) technology currently within the HSE Platform. This will enable more flexibility in sharing services across multiple systems.

Cost Savings:
- The modern efficiencies of the new system will allow the State to capitalize by not refilling positions vacated by retiring personnel. This analysis assumes the State will not refill 17 percent of these vacated positions.
- The ACCESS Maintenance & Operations (M&O) costs attributable to the current system will no longer exist.
- Integrated noticing functionality will reduce Printing and Mailing costs, and the State will no longer need the ACCESS noticing servers.

III.   PROJECT MANAGEMENT APPROACH

The Agency of Human Services (AHS) has established an HSE Portfolio Management Office (PMO) consistent with best practice for a portfolio of programs/projects of this size and scope and is led by a Director who reports directly to the AHS Secretary. The PMO consists of resources that perform within the following types of functional categories while ensuring compliance with statewide project management and architectural standards established by AHS and the Department of Information and Innovation (DII): program/project governance, direction and management; business and organizational strategy and execution; and common services (e.g. finance, interactions with federal partners and education/outreach).

The IE Project Team includes members of the HSE PMO, such as Certified Project Management Professional (PMP) Project Managers to identify and manage scope, schedule, and budget; Business Analyst professionals that elicit and document functional and technical requirements inclusive of federal business and information architecture frameworks; and professionals who specialize in vendor and contract management. Related methodologies and approaches toward similar projects have led these professions and their Team members in the development and use of industry standard project deliverables (many listed Section IV below), and deployed throughout the IE Project phases.

The approach to the project includes a rollout plan with smaller more manageable iterations due to the size and complexity of the project. Manageable iterations accounts for factors such as availability of the type and quantity of personnel resources, amount of funding, business needs, IT dependencies, etc.

IE Project Phases include:

Initiation:
- **Review and approval of business case and initial cost analysis**
- **Agreement on scope and high level estimation of requirements, resources, timeline, initially identified risks and assumptions.**

Planning:
- **Publish a Request for Proposal (RFP), selection, review with Governance for approval.**
- **Independent Review, and signed contracts with chosen Vendors (contracts not yet completed).**
- **Vendor project plans and schedule for iterative deployment approach to be completed.**

Executing:
- **Iterative rollout and completion of shared services and 43 programs over several years (order yet to be determined).**

Closing:
- **Obtain final acceptance on all deliverables.**
- **Complete close out meeting/report, document lessons learned, archive project documents.**
- **Transition to Operations, initiate Service Level Agreements.**

IV.   SCHEDULE OF MAJOR MILESTONES

Milestone	Target Date	Current Status
Project Start	10/14/2013	Done
Business Case Approved (IT ABC)	8/17/2015	Done
Project Charter	10/22/2014	Done
RFP Posted	3/20/2014	Done
IE Independent Review Begins	*10/27/2015*	On Schedule
IV&V Contract to CMS	*10/29/2015*	Done
DDI Vendor On-Site Demo	*11/5/2015*	Done
IE Independent Review (IR) Completes	*1/28/2016*	On Schedule
DDI Contract Signed	TBD	Future
DDI Contractor Planning Phase	TBD	Future
Project Execution *(specific phases of Execution are TBD)*	TBD	Future
Project Complete	TBD	Future

Additional Milestones and dates will be determined once a vendor is selected.

V.   ESTIMATED PROJECT COSTS

Estimated Project Costs are TBD. Procurement of the DDI vendor is currently in progress.

VI.   ESTIMATED ANNUAL OPERATING COSTS

Estimated Annual Operating Costs are still TBD. Procurement is currently in progress.

VII.   TOTAL COSTS BY FISCAL YEAR (PROJECT + OPERATING COSTS)

A full listing of estimated costs by fiscal year are not available at this time since procurement is currently in progress. See Section VIII for the amount of funds received and spent to date.

VIII. FUNDING RECEIVED & FUTURE REQUESTS

Project Funding Received and Spent to Date:

FY	Project Funding Source	Description	Amount Received	Amount Spent to Date
2013-2015	Federal	CMS	37,032,356	37,032,356
2013-2015	State	Capital Bill and Current Appropriations	3,697,984	3,697,984
2016	Federal	CMS	48,274,866	2,133,499*
2016	State	Capital Bill and Current Appropriations	7,015,610	213,350*
2017	Federal	CMS	45,814,213	0
2017	State	Capital Bill and Current Appropriations	5,463,211	0
		Total	**$147,298,240**	**$43,077,189**

As of 9/30/15

Breakdown of Federal vs. State Spend (as of 9/30/15):

Time Period	Federal Funds Spent	State Funds Spent	Total
Project to Date	**$ 39,165,855**	**$ 3,911,334**	**$43,077,189**

Time Period	Federal Funds Spent	State Funds Spent	Total
YTD thru 9/30/2015	$ 2,133,499	$213,350	$2,346,849
2013 to 2015	$ 37,032,356	$3,697,984	$40,730,340

Funding for New Solution's Operating Cost:

The table below outlines the anticipated funding sources of future funding for the new solution's operating costs over its expected lifecycle. Specific dollar amounts are TBD.

FY	Operating Funding Source	Description
2019 - 2035	Federal	CMS, ACF, USDA

IX.   PROJECT RISKS

The most significant risks to date are as follows:

Financial:

The State has <u>$7.0 million</u> across three one-time appropriations as of September 30, 2015. AHS received a commitment of <u>$5.5M</u> through the Capital appropriation for FY17. AHS believes that it has sufficient one time funds available through these sources to fund the Medicaid programs and Food and Nutrition programs for FY16 and FY17 assuming federal participation in the building costs. Costs for FY18 and beyond will need to be managed by flexibility built into the contract to have decision points that allow the State to purchase the additional programs as funds become identified. The State cannot commit to a completion date in 2018 as represented on this form. Actual completion date and cost will need to be further refined through the contract negotiating process.

Complex Roles and Responsibilities Structure:

AHS and DII need to clearly allocate and determine accountability for tasks between business analysts, technical leads, project management, enterprise architecture, network engineering, desktop support, developers, testers, SMEs, program managers, technical leads, vendor managers, and contract manager. Strategy: Organizational Change Group tasked with clarifying roles and responsibilities via RASCI matrix based on MMIS work.

Technical Architecture:

The State will assume a huge financial risk if it enters into a contract without the multi-vendor sharing platform and the multiple applications in place. There are assumed and unclear assumptions around reusability by vendors and unclear responsibility for shared services within the project. At this point, we have not assessed the HSE hosting vendor's capability to implement other vendors' applications and it is difficult to ask them how exactly they would implement (and what the costs would be for) another vendor's IE solution. Strategy: The MMIS IV&V Vendor CSG, has been contracted with to develop an assessment of the technical platform, service orientation, and platform strategy. Their technical assessment report is currently under review.

X.   PROJECT PERFORMANCE TREND

Project performance is measured by adherence to Scope, Schedule and Budget. Color indicators are used to show performance trends:

Green = On-target; **Yellow** = Significant issues with plan to resolve; **Red** = Significant Issues.

Monthly Performance Indicators: *November 2013* to *November 2015*

	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15
Scope	1																										
Schedule	2																3		4								
Budget	2																										

1. The Project's scope is in yellow due to its size and complexity.
2. The Project's budget and schedule is in yellow due to lack of approved funding.
3. The project escalated a risk that the hosting environment needed for IE Development may not be available in time for the Systems Integration Vendor to begin work.
4. April 7 HSE PMO announced a plan for ownership of common shared services, reducing the risk of them being unavailable for the SI Vendor work.

THE PROJECT

Project Name	**AHS Vermont Health Connect (VHC)**

Agency	Human Services	**Department**	Health Access	**Report Date**	1/06/2016

Description	The ACA requires all states to establish a Health Insurance Exchange (Exchange), an organized marketplace to help individuals, families, and employees obtain health insurance by facilitating a comparison of available options. Exchanges will offer quality health plans to individuals and employees.

Project Phase	Execution	**Number of Months Project has been in Progress**	19

BUSINESS VALUE TO BE ACHIEVED

☐ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☒ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	5	**Lifecycle Costs (total of all costs over lifecycle)**	Dollar Estimate Pending

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs		Operating Costs	Funding Source for Operating Costs	
FY16	Dollar Estimate Pending	**State %:**		Dollar Estimate Pending	**State %:**	
		Non-State %:			**Non-State %:**	
FY17	Dollar Estimate Pending	**State %:**		Dollar Estimate Pending	**State %:**	
		Non-State %:			**Non-State %:**	
FY18	Dollar Estimate Pending	**State %:**		Dollar Estimate Pending	**State %:**	
		Non-State %: 0.00			**Non-State %:**	
FY19	Dollar Estimate Pending	**State %: 0.00**		Dollar Estimate Pending	**State %: 0.00**	
		Non-State %: 0.00			**Non-State %: 0.00**	
FY20	Dollar Estimate Pending	**State %: 0.00**		Dollar Estimate Pending	**State %: 0.00**	
		Non-State %: 0.00			**Non-State %: 0.00**	

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	1%
Percentage of Time the Project has been Yellow	1%
Percentage of Time the Project has been Red	98%
Project Performance Indicator as of this report date	Red
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	Yes

THE PROJECT

Project Name	**DAIL DVR/ DBVI Case Management System**

Agency	Human Services	**Department**	Aging & Independent Living	**Report Date**	1/06/2016

Description	Development and implementation of a comprehensive and integrated case management system (CMS) that replaces multiple systems that are on limited functionality platforms and have no inter-connectivity capabilities. This new CMS will satisfy the needs of both managers and front-line staff and assure the Division of Vocational Rehabilitation (DVR) and the Division for Blind and Visually Impaired (DBVI) meet all Federal requirements for a modern platform case management system and reporting mandates. System will have expansion capabilities to incorporate data and reporting needs for future programs.

Project Phase	Planning	**Number of Months Project has been in Progress**	17

BUSINESS VALUE TO BE ACHIEVED

☒ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☒ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	10	**Lifecycle Costs (total of all costs over lifecycle)**	$15,677,889.41

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	$736,873.50	State %: 21.00 Non-State %: 79.00	$0.00	State %: 0.00 Non-State %: 0.00
FY17	$736,873.50	State %: 21.00 Non-State %: 79.00	$93,178.50	State %: 21.00 Non-State %: 79.00
FY18	$0.00	State %: Non-State %: 0.00	$186,357.00	State %: 21.00 Non-State %: 79.00
FY19	$0.00	State %: 0.00 Non-State %: 0.00	$186,357.00	State %: 21.00 Non-State %: 79.00
FY20	$0.00	State %: 0.00 Non-State %: 0.00	$186,357.00	State %: 21.00 Non-State %: 79.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	100%
Percentage of Time the Project has been Yellow	0%
Percentage of Time the Project has been Red	0%
Project Performance Indicator as of this report date	Green
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	No*

To be posted, currently in active procurement.

THE PROJECT

Project Name	**DCF Fuel Payment Re-Structuring**

Agency	Human Services	Department	Children & Family Services	Report Date	1/06/2016

Description	The new system will require providers to enter the details of fuel disbursements at the current time and allow the state to pay the bills at the time of data entry. This is a State mandated project. It will provide cost benefits in a variety of ways: it will reduce the amount of staff time required to try and recoup the funds that the fuel providers have not claimed. It will also give the state the opportunity to receive interest on the Low Income Heating Assistance Program block grant, which has traditionally been something that the fuel providers have had the ability to do.

Project Phase	Planning	**Number of Months Project has been in Progress**	14

BUSINESS VALUE TO BE ACHIEVED

☒ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☐ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	20	**Lifecycle Costs (total of all costs over lifecycle)**	$8,345,975.00

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	$13,880.00	State %: 80.00 Non-State %: 20.00	$0	State %: 0.00 Non-State %: 100.00
FY17	$597,217.00	State %: 7.00 Non-State %: 93.00	$177,828.00	State %: 0.00 Non-State %: 100.00
FY18	$0.00	State %: Non-State %: 0.00	$177,828.00	State %: 0.00 Non-State %: 100.00
FY19	$0.00	State %: 0.00 Non-State %: 0.00	$146,304.00	State %: 0.00 Non-State %: 100.00
FY20	$0.00	State %: 0.00 Non-State %: 0.00	$146,304.00	State %: 0.00 Non-State %: 100.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	100%
Percentage of Time the Project has been Yellow	0%
Percentage of Time the Project has been Red	0%
Project Performance Indicator as of this report date	Green
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	Yes

Project Name:	DMH Electronic Health Record Project		
Report Creation Date:	1/7/16	Agency/Department:	AHS-DMH
Dollar Amount of Funding Request Coming to the Legislature this Year:			$1,061,520*

Source of funding is remunerated by the equipment revolving fund, currently allocated, and requires no additional legislative requests or adjustments.

I.   PROJECT INFORMATION

Description: The Vermont Mental health Department has contracted with Computer Programs & Systems, Inc. to provide a web-based contractor supported electronic healthcare records (EHR) system, called Thrive EHR, to serve the Vermont Pyschiatirc Care Hospital. The system will enable the hospital to have one integrated record for each patient containing all their physical, behavioral, pharmacy, labratory and dietary information. The Solution must be interoperable with Vermont Health Information Exchange (VHIE) through Vermont Information Technology Leader (VITL), 18 V.S.A. § 9352, and be certified for meaningful use.   Interoperability describes the extent to which systems and devices can exchange data, and interpret that shared data.

Solution Procurement Status:

Pre-RFP ▸ RFP ▸ Vendor Selection ▸ Contract Negotation ▸ **Contract Signed**

The Vermont Department of Mental Health (DMH) signed a contract on **12/30/15** Computer Programs and Systems, Inc.

Solution Implementation Status:

Not Started ▸ Planning ▸ In Progress ▸ In Progress - Partially Implemented ▸ Fully Implemented
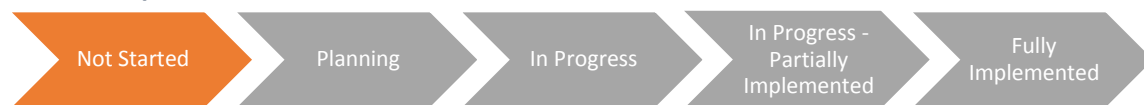
II.   BUSINESS VALUE

Implementation of an EHR solution is expected to achieve the following objectives:
1.   Integrate physical, behavioral, pharmacy, dietary and lab functionality into a single unified EHR solution.
2.   Streamline and standardize workflow to increase patient care and decrease errors.
3.   Implement quality improvement and operational efficiency programs made possible via data gathered through the system.
4.   Improve the coordination of care by enhancing interoperability among the Vermont Psychiatric Care Hospital and external partners in care.
5.   Maximize the integration of behavioral health care.
6.   Meet Federal Health and Human Services requirements for Meaningful Use certification as required for all healthcare technology.
7.   Interoperability (i.e., share and exchange data) with VHIE through VITL.
8.   Automate report generation.
9.   24x7x365 support and service.

III. PROJECT MANAGEMENT APPROACH

The project is being managed by a certified Project Management Professional from the Agency of Human Services. The selected vendor has a named Project Manager (PM) who will be responsible for collaborating with the State PM and for managing the vendor's work and resources.

The project is estimated to take 10 months to complete. The work will be divided into 3 main phases:
Phase 1: Following the kick-off meeting, the vendor will perform site evaluations to inform the set-up and configuration of the system. Concurrently, the work to set-up the overall technical infrastructure to support the system will be completed. This includes integration planning and implementation. Next, the focus will be on migrating the data on the current system to the new EHR. Integration and conversion will then be thoroughly tested.
Phase 2:   The general system configuration takes place in this phase, as well as testing and training.
Phase 3: Go-Live occurs during this phase along with planning for the transition to operations and final user acceptance of the system.

The Independent Review report issued on 4/21/15 provides additional details and analysis on the project and selected vendor. It can be accessed on the Department of Information and Innovation's Enterprise Project Management Office's (EPMO) website at this page.

IV. SCHEDULE OF MAJOR MILESTONES

Milestone	Target Date	Current Status
Project Start	January 2014	Done
Project Charter	March 2015	Done
RFP Posted	April 2014	Done
Independent Review	May 2015	Done
Sign Vendor Contract	December 30, 2015	Done
Project Kick-Off Meeting	January 2016	Future
Site Evaluation	January & February 2016	Future
Implementation Phase 1 – Technical Infrastructure	March 2016	Future
Data Conversion/Migration	March 2016	Future
Integration Testing	April 2016	Future
Implementation Phase 2 – General Installation	April 2016	Future
General System Testing	April 2016	Future
Training	April & May 2016	Future
Implementation Phase 3 - Go Live	July 2016	Future
Final User Acceptance	October 2016	Future
Project Complete	October 2016	Future

V. PROJECT COSTS
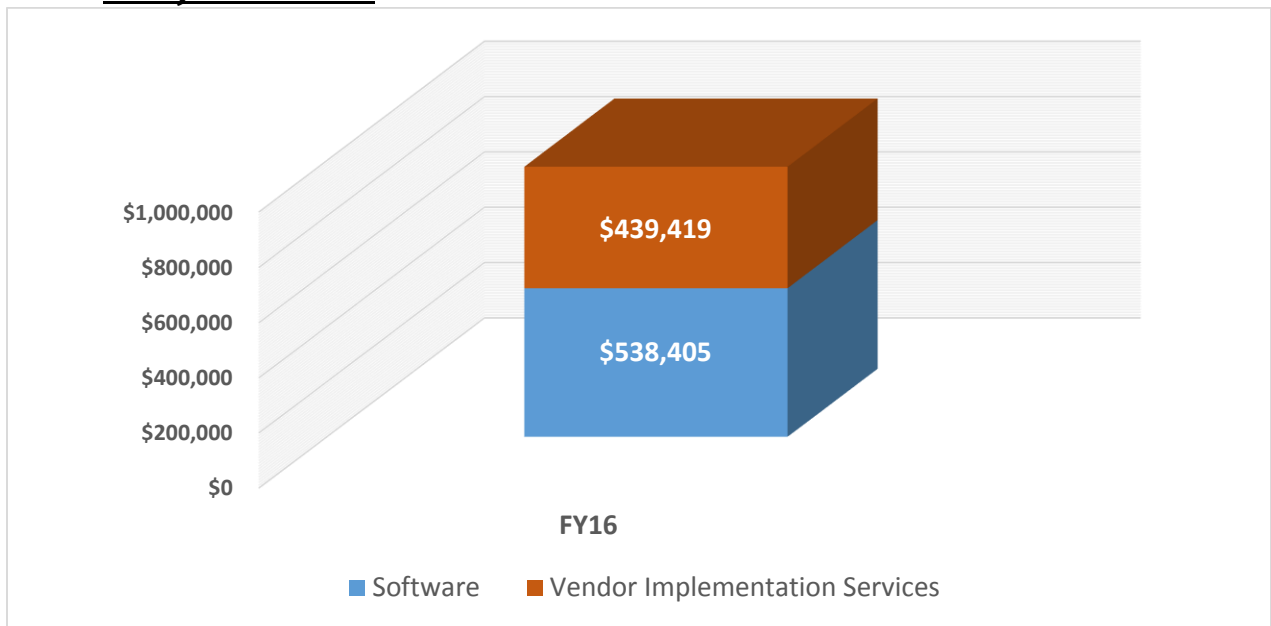
- Implementation costs will all be incurred in FY16.
- Total Project costs = $977,824.

VI. ANNUAL OPERATING COSTS
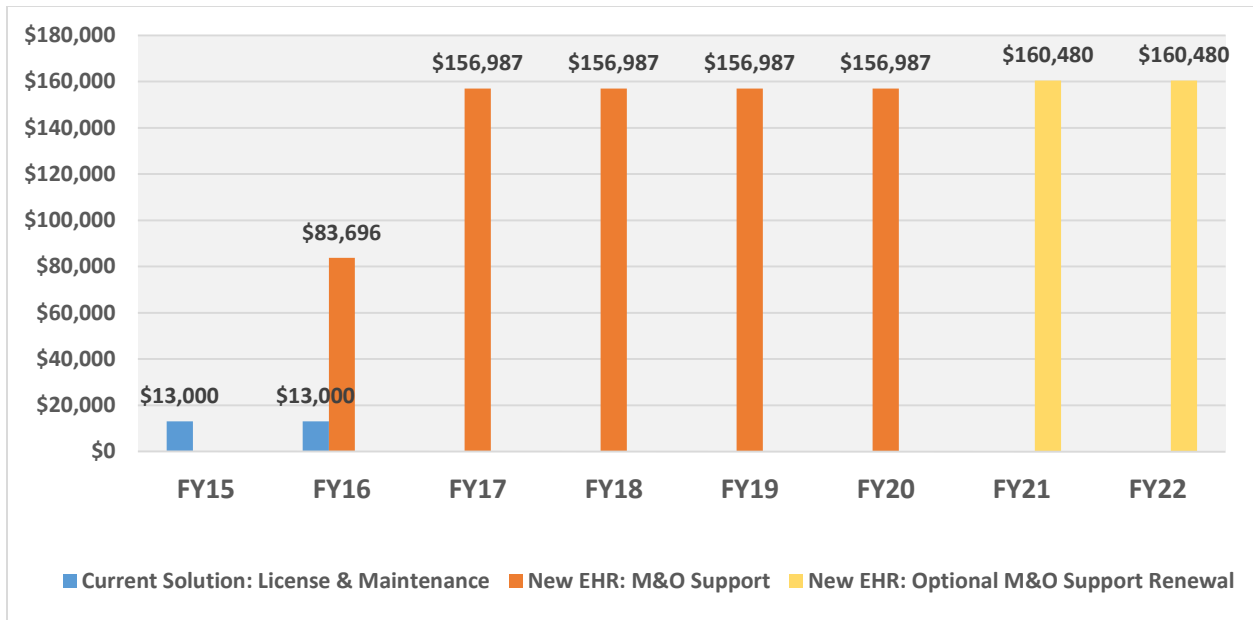
- The contract for the new solution includes the option to renew Maintenance and Operations (M&O) support for FY21 & FY22.

VII.   TOTAL COSTS BY FISCAL YEAR (PROJECT + OPERATING COSTS)

FY	Current Operating	New Operating	Project	Total
15	$13,000	$0	$0	$13,000
16	$13,000	$83,696	$977,824	$1,074,520
17	$0	$156,987	$0	$156,987
18	$0	$156,987	$0	$156,987
19	$0	$156,987	$0	$156,987
20	$0	$156,987	$0	$156,987
21	$0	$160,480	$0	$160,480
22	$0	$160,480	$0	$160,480

VIII.   FUNDING RECEIVED & FUTURE REQUESTS

Project Funding:

The table below outlines the funding received for this project and the anticipated sources of future funding over the project's duration.

FY	Project Funding Source	Amount Received to Date	Future Request Amount
16	Global Commitment*	$ 0	$977,824*

*Source of funding is remunerated by the equipment revolving fund, currently allocated, and requires no additional legislative requests or adjustments.

Funding for New Solution's Operating Cost:

The table below outlines the funding that has been received and the anticipated sources of future funding for the new solution's operating costs over its expected lifecycle.

FY	Operating Funding Source	Amount Received To Date	Future Request Amount
16	Global Commitment	$0	$83,696
17	Global Commitment	$0	$156,987
18	Global Commitment	$0	$156,987
19	Global Commitment	$0	$156,987
20	Global Commitment	$0	$156,987
21	Global Commitment	$0	$160,480
22	Global Commitment	$0	$160,480
Totals		$0	$1,032,604

Funding for Current Solution's Operating Cost:

The table below outlines the funding that has been received and the anticipated sources of future funding for the remaining life of the current solution.

FY	Operating Funding Source	Amount Received To Date	Future Request Amount
15	Global Commitment	$13,000	$0
16	Global Commitment	$13,000	$0
Totals		$26,000	$0

IX.   PROJECT RISKS

The most significant risks for this project (based on impact and likelihood) are the following:

- **Organizational Change:** Implementation of this new system will require extensive organizational change that if not well planned for and managed, could impact the success of the project. To mitigate this risk, DMH has designated a subject matter expert (SME) for each individual module of the system. This person will be the lead from everything from configuration decisions, to training needs and communication.
- **Staffing:** Finding and retaining qualified personnel to meet minimum staffing requirements for the State hospital has been an on-going challenge. This project will cause even greater resource demands because it will take Subject Matter Experts (SMEs) and other key staff away from day to day hospital work to participate on the project.

Worth mentioning are some risks that this project will avoid:

- The complexity of developing a customized system for Vermont: By selecting a COTS (commercial off the shelf) solution with a proven track record, the DMH is greatly reducing the risk of project failure. As part of the configuration, the State will determine the appropriate settings for each data table, but no state-specific programming/customizations will be required. Risk to the State is reduced by using the contractor's hosted, out-of-the-box functionality which will also be supported by the vendor on-going.

- Issues trying to map and convert old system data: Another common risk with projects that require conversions is invalidated data. This is data that might have existed in the old system for years and is exposed during conversion testing. Clean-up, sometimes requiring extensive resources, is required before it can be converted. In this case, the State hospital data has all been reviewed and has been verified to be clean/conversion ready.

X.   PROJECT PERFORMANCE TREND

Project performance is measured by adherence to Scope, Schedule and Budget. Color indicators are used to show performance trends:
Green = On-target; **Yellow** = Significant issues with plan to resolve; **Red** = Significant Issues.

Monthly Performance Indicators from the start of the project to the present:

	Jan'14	Feb'14	Mar'14	Apr'14	May'14	Jun'14	Jul'14	Aug'14	Sep'14	Oct'14	Nov'14	Dec'14	Jan'15	Feb'15	Mar'15	Apr'15	May'15	Jun'15	Jul'15	Aug'15	Sep'15	Oct'15	NOV'15	Dec'15
Scope																								
Schedule																								
Budget																								

THE PROJECT					
Project Name	**DOC Inmate Healthcare Services Project**				
Agency	Human Services	**Department**	Corrections	**Report Date**	1/06/2016
Description	Current health services contract is ending 1/31/2015 and DOC will need to contract with another vendor to provide health services to inmates in the State of Vermont. The new vendor will be required to possess or purchase/contract an electronic health record system for our use.				
Project Phase	Planning	**Number of Months Project has been in Progress**			12

BUSINESS VALUE TO BE ACHIEVED

- ☐ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.
- ☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.
- ☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.
- ☒ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	5	**Lifecycle Costs (total of all costs over lifecycle)**	$1,250,530.00

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs		Operating Costs	Funding Source for Operating Costs	
FY16	$71,8696.00	State %: 100.00	Non-State %: 0.00	$74,808.00	State %: 100.00	Non-State %: 0.00
FY17	$0.00	State %: 0.00	Non-State %: 0.00	$78,558.00	State %: 100.00	Non-State %: 0.00
FY18	$0.00	State %:	Non-State %: 0.00	$82,476.00	State %: 100.00	Non-State %: 0.00
FY19	$0.00	State %: 0.00	Non-State %: 0.00	$86,600.00	State %: 100.00	Non-State %: 0.00
FY20	$0.00	State %: 0.00	Non-State %: 0.00	$90,930.00	State %: 100.00	Non-State %: 0.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	71%
Percentage of Time the Project has been Yellow	29%
Percentage of Time the Project has been Red	0%
Project Performance Indicator as of this report date	Green
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	Yes

Project Name:	MMIS Care Management		
Report Creation Date:	01/19/2016	Agency/Department:	AHS- DVHA

Dollar Amount of Funding Request Coming to the Legislature this Year: $0.00

There is no request to the Legislature in FY16 or FY17 for new funding. DVHA will manage within existing federal and state appropriations.

I. PROJECT INFORMATION

Description:

The Care Management project is one of the key projects within the Medicaid Management Information System (MMIS) Program. The MMIS program is an integral part of Vermont's Health and Human Services Enterprise (HSE).

This project will procure and implement a commercial off the shelf (COTS) technology solution that can be configured to support AHS programs in providing care management to Medicaid recipients. Care management activities include identifying and coordinating a variety of health and social services, such as managing chronic health conditions, mental health and substance abuse services, supports for pregnant women, children, and families, and long term services and supports for aging Vermonters and those with disabilities. Because people often require services from several AHS programs, a comprehensive system is needed to manage information from multiple sources and ensure integrated, consumer-focused care is provided to individuals and families.

The objectives of the MMIS Care Management (CM) Solution project are to acquire, design and implement a Care Management Solution for the entire Agency of Human Services enterprise to support individual and population based approaches to health management, beginning with the care management activities of the Vermont Chronic Care Initiative (VCCI). VCCI is a statewide program that provides intensive case management and care coordination services to eligible Medicaid members with one or more chronic conditions, focusing on improving health outcomes and reducing unnecessary health care system utilization.

To help ensure an implementation that meets both state and federal standards, the support of an Independent Validation and Verification (IV&V) Vendor will also be procured, where the IV&V vendor will validate the quality of the Solution Vendor deliverables and documentation.

Both Care Management Solution and IV&V Procurement Status:

Pre-RFP	RFP	Vendor Selection	Contract Negotiation	**Contract Signed**
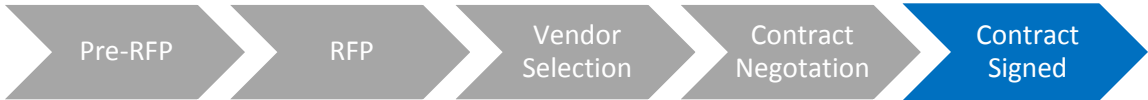
eQHealth Solutions was the vendor selected through a competitive bid process to provide a cloud based software solution. The vendor is a non-profit health management and healthcare IT solutions company. The contract was signed on June 1, 2015.

Both Care Management Implementation and IV&V Status:

Not Started	Planning	In Progress	**In Progress - Partially Implemented**	Fully Implemented
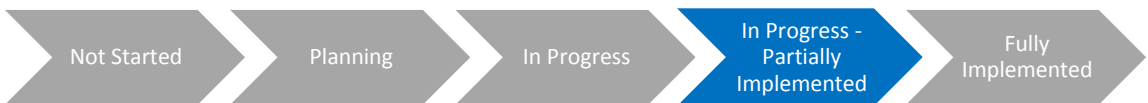
II. BUSINESS VALUE

Financial:

- Allow for evaluating the quality of care and cost-effectiveness of health services rendered across programs and the Agency.

Increased efficiency:

- It will support key care management processes, including case identification, predictive modeling and risk stratification, care management interventions (wellness, health risk management, case management, care coordination and disease management), and advanced analytics and reporting.
- Collecting, organizing and analyzing information in a safe and secure manner, optimizing workflows, and facilitating and strengthening the State's decision-making ability on health services.
- Enabling case managers, providers, and other involved partners to coordinate care and collaborate with each other and with members for improved health, safety and self-sufficiency.
- The system will capture and track care managers' activities as they work with consumers, such as conducting assessments, developing and implementing care plans, coordinating appointments with various care providers, and tracking consumers' progress toward achieving their goals.

Customer Service:

- The system will perform population analyses to help identify consumers who are eligible for and most likely to benefit from specific services.
- Help evaluate the effectiveness of various activities and interventions.
- Increase access to integrated information so that staff can work with members to identify appropriate services and connect them with those resources.
- Leverage population approaches to identify, conduct outreach, and serve populations and individual members who will benefit most from some form of care management intervention(s).
- Provide for enhanced oversight of direct services as well as specific programs.

Compliance:

- The Solution will comply with Centers for Medicare and Medicaid (CMS) Seven Conditions and Standards and CMS' Medicaid Information Technology Architecture (MITA) 3.0.
- It will support the Agency of Human Services' vision of an 'Agency of One' through sharing appropriate care management information across programs, divisions, and departments, and will help to change the paradigm from a program-centered service delivery system to a person-centered service delivery system.

The Independent Review offering additional information can be accessed **from the Enterprise Project Management Office** via this link.

III. PROJECT MANAGEMENT APPROACH

The Agency of Human Services (AHS) has established an HSE Portfolio Management Office (PMO) consistent with best practice for a portfolio of programs/projects of this size and scope and is led by a Director who reports directly to the AHS Secretary. The PMO consists of resources that perform within the following types of functional categories while ensuring compliance with statewide project management and architectural standards established by AHS and the Department of Information and Innovation (DII): program/project governance, direction and management; business and organizational strategy and execution; and common services (e.g. finance, interactions with federal partners and education/outreach).

The MMIS Care Management Project Team includes members of the HSE PMO, such as Certified Project Management Professional (PMP) Project Managers to identify and manage scope, schedule, and budget; Business Analyst professionals that elicit and document functional and technical requirements inclusive of federal business and information architecture frameworks; and professionals who specialize in vendor and contract management. Related methodologies and approaches toward similar projects have led these professions and their Team members in the development and use of industry standard project deliverables (many listed Section IV below), and deployed throughout the Project phases. With several projects within the MMIS Program, the position of Program Manager was also created, to interact with and oversee Project Management activities on all MMIS projects.

Due to an expiring contract, the system will be implemented first with the Vermont Chronic Care Initiative (VCCI), which provides case management and care coordination for Medicaid members at greatest risk for health complications and associated high health care costs. The care management system then will be extended in a phased approach to other AHS programs that provide care management for the Medicaid population. The timeline, project costs and on-going operating costs for the new solution are specific to the implementation with VCCI.

MMIS Care Management Project Phases include:

Initiation:
- Review and approval of business case and initial cost analysis

- Agreement on scope and high level estimation of requirements, resources, timeline, initially identified risks and assumptions.

Planning:
- Publish a Request for Proposal (RFP), selection, review with Governance for approval.

- Independent Review, and signed contracts with chosen Vendors.

- Vendor project plans and schedule for iterative deployment approach initiated.

Executing:
- Phase 1a – Implementation of VCCI Release 1, going live with mandatory requirements 12/29/15, two days prior to end of incumbent vendor contract.
- Phase 1b and 1c - Implement further iterative releases of VCCI and system features and functionality
- Phase 2 - Implement release of Children's Integrated Services.
- Phase 3 - To be determined.

Closing:
- Obtain final acceptance on all deliverables.

- Complete close out meeting/report, document lessons learned, archive project documents.
- Transition to Operations, initiate Service Level Agreements.

IV. SCHEDULE OF MAJOR MILESTONES

| Milestone	Target Date	Current Status
Project Start	8/27/2013	Done
MMIS Charter Approved	8/27/2013	Done
RFP Posted	2/24/2014	Done
Proposals Received	8/22/2014	Done
RFP Re-Posted	7/14/2014	Done
Second group of Proposals Received	9/23/2014	Done
Complete Proposal Review	10/31/2014	Done
Complete BAFO (Best and Final Offer with 2 Vendor Finalists	12/19/2014	Done
Conduct Orals and Demos	11/18/2014	Done
Complete Independent Review and Contract Negotiation Process and Sent Final Contract to CMS for Approval	3/23/2015	Done
Contract Signed	6/2015	Done
Kick-Off	6/17/2015	Done
VCCI- Release 1.01 UAT	12/24/2015	Done
VCCI- Release 1.01 Implementation	12/28/2015	Done
VCCI-Release 1.02 UAT	1/15/2016	Future
VCCI-Release 1.02 Implementation	2/15/2016	Future
VCCI-Release 1.03 UAT	2/15/2016	Future
VCCI-Release 1.03 Implementation	3/15/2016	Future
CIS (Children's Integrated Services) - Release 2.00 Implementation	TBD – 07/2016	Future
TBD - Release 3.00 Implementation	TBD – 01/2017?	Future
Project Complete		Future

V. ESTIMATED PROJECT COSTS
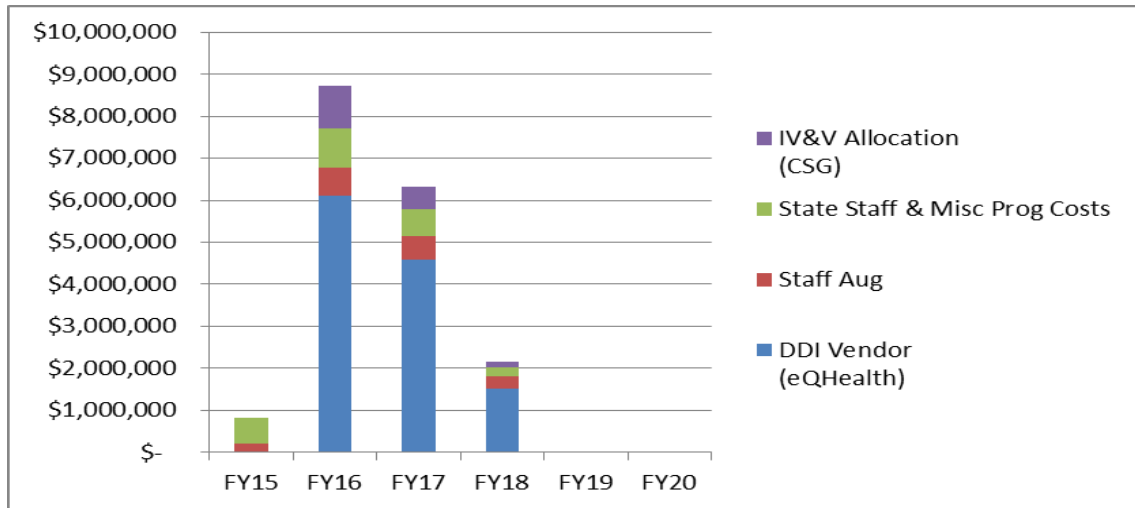
Fiscal Year	DDI Vendor (eQHealth)	Staff Aug	State Staff & Misc Prog Costs	IV&V Allocation (CSG)	FY Totals
FY15		$ 196,837	$ 629,350	$ -	$ 826,187
FY16	$ 6,097,862	$ 686,400	$ 928,500	$ 997,523	$ 8,710,285
FY17	$ 4,573,396	$ 582,400	$ 638,950	$ 512,469	$ 6,307,215
FY18	$ 1,524,466	$ 291,200	$ 214,093	$ 137,769	$ 2,167,528
FY19					$ -
FY20					$ -
Sub-total	$ 12,195,724	$ 1,756,837	$ 2,410,893	$ 1,647,761	$ 18,011,215
Grand Total	$			18,011,215	

- Actuals were used in costs where applicable.
- The Design, Development, Implementation (DDI) Vendor (eQHealth) contract will expire in June 2018, which is why DDI costs are lower in FY18 and are not estimated for FY19 or 20.
- A federal funding requirement is to engage an Independent Verification & Validation (IV&V) vendor. One contract with this same vendor (CSG) is being used to provide IV&V services for multiple healthcare projects so the total amount was prorated in order to provide a cost specific to this project.
- Miscellaneous Program Costs include but are not limited to Independent Review, Specialized Programs Project (SPP), MMIS Program Leadership allocation, etc.
- Staff Augmentation (Aug) is the cost of utilizing a contractor PM for this project.
- FY19 and FY20 - future rollout/implementations of Care Management TBD

VI. ESTIMATED ANNUAL OPERATING COSTS
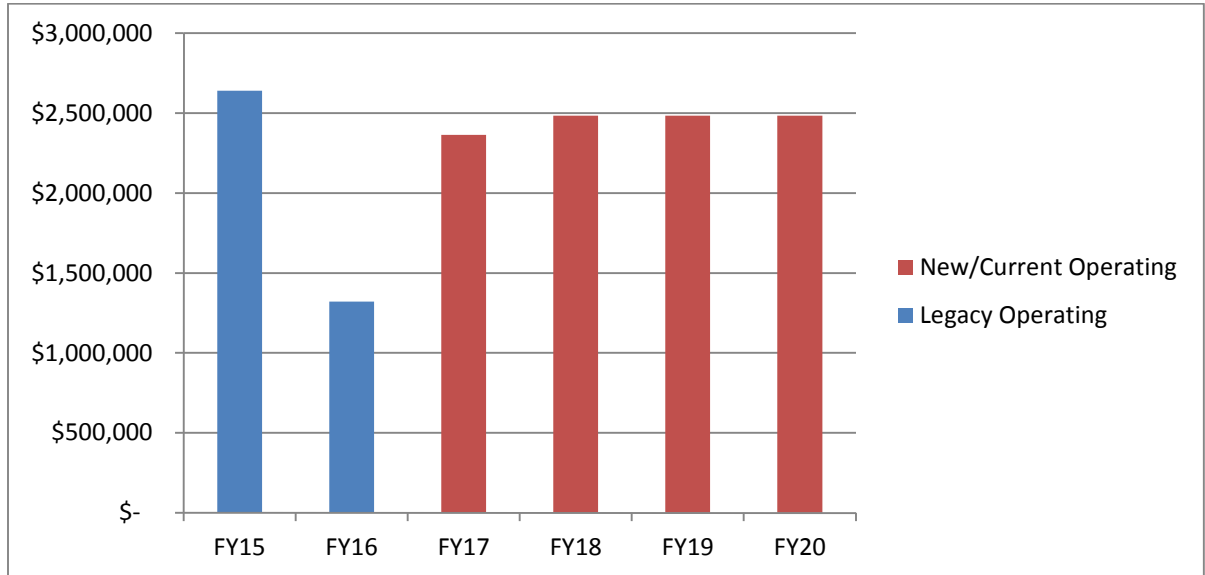
FY	Legacy Operating	New/Current Operating	Total
Care Operational Costs			
15	$ 2,640,648	$ -	$ 2,640,648
16	$ 1,320,324	$ -	$ 1,320,324
17		$ 2,364,442	$ 2,364,442
18		$ 2,484,000	$ 2,484,000
19		$ 2,484,000	$ 2,484,000
20		$ 2,484,000	$ 2,484,000
		Grand Total $	13,777,414

* eQHealth went live for Phase 1 (R1.01) of VCCI in 12/2015. Phased release and no operational costs for FY16 anticipated.

VII. TOTAL COSTS BY FISCAL YEAR (PROJECT + OPERATING COSTS)
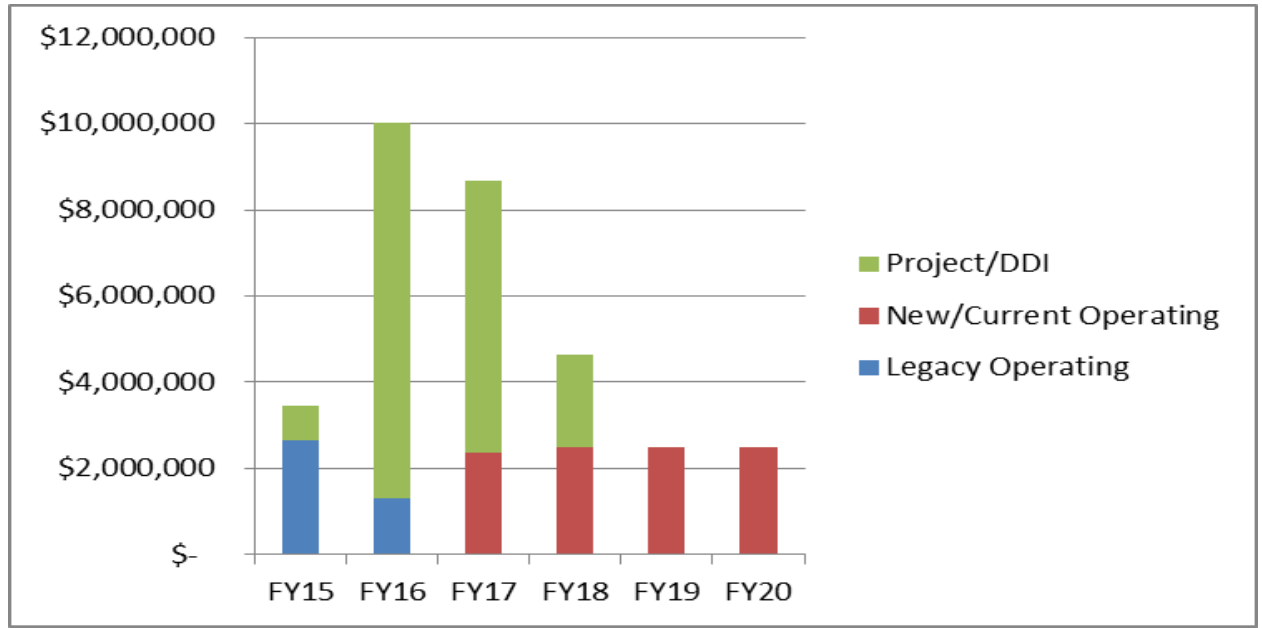
	Care Total Costs			
FY	Legacy Operating	New/Current Operating	Project/DDI	Total
FY15	$ 2,640,648	$ -	$ 826,187	$ 3,466,835
FY16	$ 1,320,324	$ -	$ 8,710,285	$ 10,030,609
FY17	$ -	$ 2,364,442	$ 6,307,215	$ 8,671,657
FY18	$ -	$ 2,484,000	$ 2,167,528	$ 4,651,528
FY19	$ -	$ 2,484,000	$ -	$ 2,484,000
FY20	$ -	$ 2,484,000	$ -	$ 2,484,000
Grand Total				$ 31,788,629

VIII. FUNDING RECEIVED & FUTURE REQUESTS

Project Funding:

The table below outlines the funding received for this project and the anticipated sources of future funding over the project's duration.

FY	Project Funding Source	Description	Amount Received to Date	Future Request Amount
FY15	Centers for Medicare and Medicaid Services (CMS)	Federal financial participation (FFP) 90% match Part of the MMIS Program Implementation Advanced Planning Document (IAPD)	$826,187	
FY16	CMS	FFP 90% match	$7,839,257	
FY16	Departmental General Fund	State funding 10% match Part of the MMIS Program IAPD	$871,029	$0
FY17	CMS	FFP 90% match	$5,676,494	
FY17	Departmental General Fund	State funding 10% match	$630,722	$0
FY18	CMS	FFP 90% match	$1,950,775	
FY18	Departmental General Fund	State funding 10% match		$216,751
		Total	**$17,794,464**	**$216,751**

Funding for New Solution's Operating Cost:

The table below outlines the funding that has been received and the anticipated sources of future funding for the new solution's operating costs over its expected lifecycle.

(NOTE: GC waiver funding presented here as gross calculations and no FFP calculations.)

FY	Operating Funding Source	Description	Amount Received To Date	Future Request Amount
17	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver		$2,364,442
18	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver		$2,484,000
19	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver		$2,484,000
20	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver		$2,484,000
		Total		**$9,816,442**

Funding for Current Solution's Operating Cost:

The table below outlines the funding that has been received and the anticipated sources of future funding for the remaining life of the current solution.

FY	Operating Funding Source	Description	Amount Received To Date	Future Request Amount
15	Global Commitment (GC)		$2,640,648	
16	Global Commitment (GC)	Current solution contract ended 12/31/2015	$1,320,324	
		Total	$3,960,972	

IX. PROJECT RISKS

The most significant risks to date are as follows:

Schedule:
The Care Management contract requires full functionality that meets the objectives of the contract and the system design by go-live dates. Looking at several key indicators, project estimations indicate that the DDI Vendor's ability to implement Phase 1 VCCI functionality of the system by 12/2015 is at significant risk. The ability to go-live with a Minimum Viable Product (MVP) is only an option if all critical functionality is installed and successfully tested prior to go-live. The impact of not having the critical functionality available with either a fully functional system or a MVP will result in the system not being able to go-live until the critical functionality is available. The current system contract ends 12/31/2015 and cannot be extended.

Working within the confines of a Corrective Action Plan (CAP) between the State and DDI Vendor, the Team successfully mitigated this risk by re-scoping Phase 1 of the project into multiple releases, with only the critical functionality in Release 1. This strategy has since proven to be successful with R.1.a go-live 12/29/2015.

Schedule:
The DDI Vendor has not been able to meet all initially outlined deliverables. The Project Team, with support from the IV&V Vendor will continue working with the Vendor to provide feedback on the corrective actions needed. Although the critical functionality has been deployed in Release 1.a, a significant risk remains that further iterations and phases will continue to be delayed and need re-scoping/re-scheduling.

While the DDI Vendor has made many efforts to address and/or correct these issues highlighted in both the CAP and other feedback, the issues to date have led the Team and its Leadership to negotiate a revised payment schedule more aligned with actual delivery dates, and continues to ensure the State is not paying for services before they meet both State and Federal standards.

Resources:
The Business Systems Analyst position was vacated 7/2015. There is a significant need for this position for the development of Technical strategies, including testing and verification of technical non-functional requirements. The available Team resources fill the void created while recruitment attempts continue. There is a risk that the resources may not have all the skills required, while putting an overall burden them to also maintain their other duties.

X.   PROJECT PERFORMANCE TREND

Project performance is measured by adherence to Scope, Schedule and Budget. Color indicators are used to show performance trends:

Green = On-target; Yellow = Significant issues with plan to resolve; Red = Significant Issues.

Monthly Performance Indicators: *April 2014* to *December 2015*

	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15
Scope																					
Schedule	1	2						3								4	5				
Budget																					

Monthly Performance Indicators: *April 2014* to *December 2015 – Note, prior to April 2014 status was reported through a combined MMIS status report.*

1. APS Contract (the current vendor) expiration will occur prior to the implementation of the application. Addressed via a contract extension.
2. SoV Staffing shortage. Business Analyst position open. Addressed via a Staff Augmentation Contract.
3. Care Independent Review Delayed due to Lack of viable vendor bids, this put the implementation timeline at risk. Clarification of the CMS approval and review timeframe required. IR was rebid and clarification of CMS approval process and timeframe obtained.
4. Vendor Deliverables overdue and poor quality. CAP (corrective action plan) under development.
5. CAP Execution. Project will remain RED until CAP action items completed by Vendor.

Project Name:	MMIS - Core Operations		
Report Creation Date:	1/19/2016	Agency/Department:	AHS- DVHA

Dollar Amount of Funding Request Coming to the Legislature this Year: $0.00

There is no request to the Legislature in FY16 or FY17 for new funding. DVHA will manage within existing federal and state appropriations.

I. PROJECT INFORMATION

Description:

The Core Solutions project is one of the key projects within the Medicaid Management Information System (MMIS) Program. The MMIS program is an integral part of Vermont's Health and Human Services Enterprise (HSE). This project will procure and implement a commercial off the shelf (COTS) technology solution(s) that can replace the current legacy MMIS system and provider contact center. The MMIS system is used to process claims and make payments to providers ($1B annually). Through a state managed RFP process, this Project Team will award one or more contracts to a new Core Operations vendor to support Medicaid operational functions compliant to and aligned with Vermont's HSE. Currently, five work/service streams are in scope as follows:
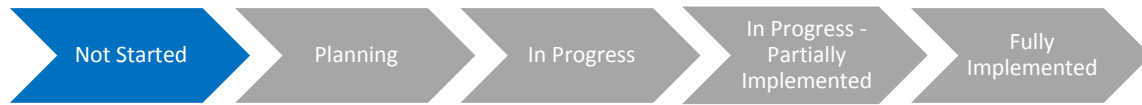
1. **Provider Management** – The Provider Management functionality provides the ability to capture, manage, and maintain information for either the State's prospective or enrolled Providers and support the enrollment business processes. This area also supports the business processes involved in communications between the State and either the prospective or enrolled Providers. Communication management functions include, but are not limited to: Provider correspondence and notifications, outreach and education, and Provider appeal management and tracking.

2. **Member Management** – The Member Management functionality supports the ability to capture, manage, and maintain information for either the State's prospective or enrolled Members and support the enrollment business processes. Functionality also supports the business processes involved in communications between the State and either the prospective or enrolled Members. Communication management functions include, but are not limited to: Member correspondence and notifications, outreach and education, and Member appeal tracking.

3. **Operations Management** – The Operations Management functionality supports the activities required to establish benefits, authorize medical activities, process claims for payment and adjust claims after the fact– The Operations Management functionality supports the activities required to establish benefits, authorize medical activities, process claims for payment and adjust claims after the fact.

4. **Performance Management** (Data Analytics and Program Integrity) – The Data Analytics work stream includes consideration of reporting and analytics across all processes, data and aspects of the MMIS across all work streams. Data Analytics also includes all of the highly specialized analytics and case tracking needs for Program Integrity and Provider Compliance.

5. **Financial Management** - Financial Management functionality supports the ability to manage the financial services across State organizations and to manage multiple funds. The system will be the financial management system for all Medicaid-funded programs in Vermont, and ultimately for other Human Services programs too. The System will also need to be extensible to manage additional funds and programs as needed. There are currently a number of programs that are State-funded, federally funded, or a blend of funding but processed through the current MMIS. In the future, and especially with the move to Single Payer, the range of programs supported and funding sources managed will increase.

To help ensure an implementation that meets both state and federal standards, the support of an Independent Validation and Verification (IV&V) Vendor will also be procured, where the IV&V vendor will validate the quality of the Solution Vendor deliverables and documentation.

Both Core Solution Implementation and IV&V Procurement Status:

| Pre-RFP | RFP | **Vendor Selection** | Contract Negotaion | Contract Signed |

Both Core Solution Implementation and IV&V Status:

| **Not Started** | Planning | In Progress | In Progress - Partially Implemented | Fully Implemented |

II. BUSINESS VALUE

Financial:
- Enable more effective cost avoidance and cost recovery by maximizing the detection capabilities of fraud, waste and abuse.
- Limit further cost to maintain or update the current 30+ year old system.

Increased efficiency:
- Creates the ability to support multiple, evolving payment models.
- Enable an enterprise that supports integrated services, leading to improved customer experience.

Customer Service:
- The modernized system will provide faster and easier access to a broader range of information, improving analytics and the ability make adjustments in processing that will ultimately benefit both claimants and providers.
- It will support the Agency of Human Services' vision of an 'Agency of One' through sharing appropriate care management information across programs, divisions, and departments, and will help to change the paradigm from a program-centered service delivery system to a person-centered service delivery system.

Compliance:
- Enable compliance with all regulatory reporting and service delivery requirements**.**
- The Solution will comply with Centers for Medicare and Medicaid (CMS) Seven Conditions and Standards and CMS' Medicaid Information Technology Architecture (MITA) 3.0.
- The system will support support Act 48 (Vermont's healthcare reform law).

Technology:
- Will be deployed to leverage the Oracle Service-Oriented Architecture (SOA) technology currently within the HSE Platform. This will enable more flexibility in sharing services across multiple systems.

III. PROJECT MANAGEMENT APPROACH

The Agency of Human Services (AHS) has established an HSE Portfolio Management Office (PMO) consistent with best practice for a portfolio of programs/projects of this size and scope and is led by a Director who reports directly to the AHS Secretary. The PMO consists of resources that perform within the following types of functional categories while ensuring compliance with statewide project management and architectural standards established by AHS and the Department of Information and Innovation (DII): program/project governance, direction and management; business and organizational strategy and execution; and common services (e.g. finance, interactions with federal partners and education/outreach).

The MMIS Core Solutions Project Team includes members of the HSE PMO, such as Certified Project Management Professional (PMP) Project Managers to identify and manage scope, schedule, and budget; Business Analyst professionals that elicit and document functional and technical requirements inclusive of federal business and information architecture frameworks; and professionals who specialize in vendor and contract management. Related methodologies and approaches toward similar projects have led these professions and their Team members in the development and use of industry standard project deliverables (some listed Section IV below), and deployed throughout the Project phases. With several projects within the MMIS Program, the position of Program Manager was also created, to interact with and oversee Project Management activities on all MMIS projects.

MMIS Core Solutions Project Phases are only in their initial stages:

Initiation:

- Review and approval of business case and initial cost analysis
- Agreement on scope and high level estimation of requirements, resources, timeline, initially identified risks and assumptions.

Planning:

- Publish a Request for Proposal (RFP), selection, review with Governance for approval.
- Independent Review, and signed contracts with chosen Vendors (yet to begin).
- Vendor project plans and schedule (yet to be developed).

Executing:

- Phase 1 – TBD (i.e. Implementation of solution)
- Phase 2 – TBD (i.e. Implementation of Provider Contact Center services)

Closing:

- Obtain final acceptance on all deliverables.
- Complete close out meeting/report, document lessons learned, archive project documents.
- Transition to Operations, initiate Service Level Agreements.

IV.   SCHEDULE OF MAJOR MILESTONES

Milestone	Target Date	Current Status
Project Start	8/27/2013	Done
MMIS Charter approved	8/27/2013	Done
RFP's posted	6/30/2014	Done
Proposals received	9/11/2014	Done
Vendor selection	2016	In Progress
Vendor negotiations	TBD	Future
Contract signing (Solutions and IV&V Vendors)	TBD	Future
Implementation strategy and planning	TBD	Future
Core testing	TBD	Future
Core Solution go-live	TBD	Future
Provider Contact Center testing	TBD	Future
Provider Contact Center go-live	TBD	Future
Project Completion	TBD	Future

Additional Milestones and dates will be determined once a vendor is selected and an implementation approach and timeline is established.

V. ESTIMATED PROJECT COSTS
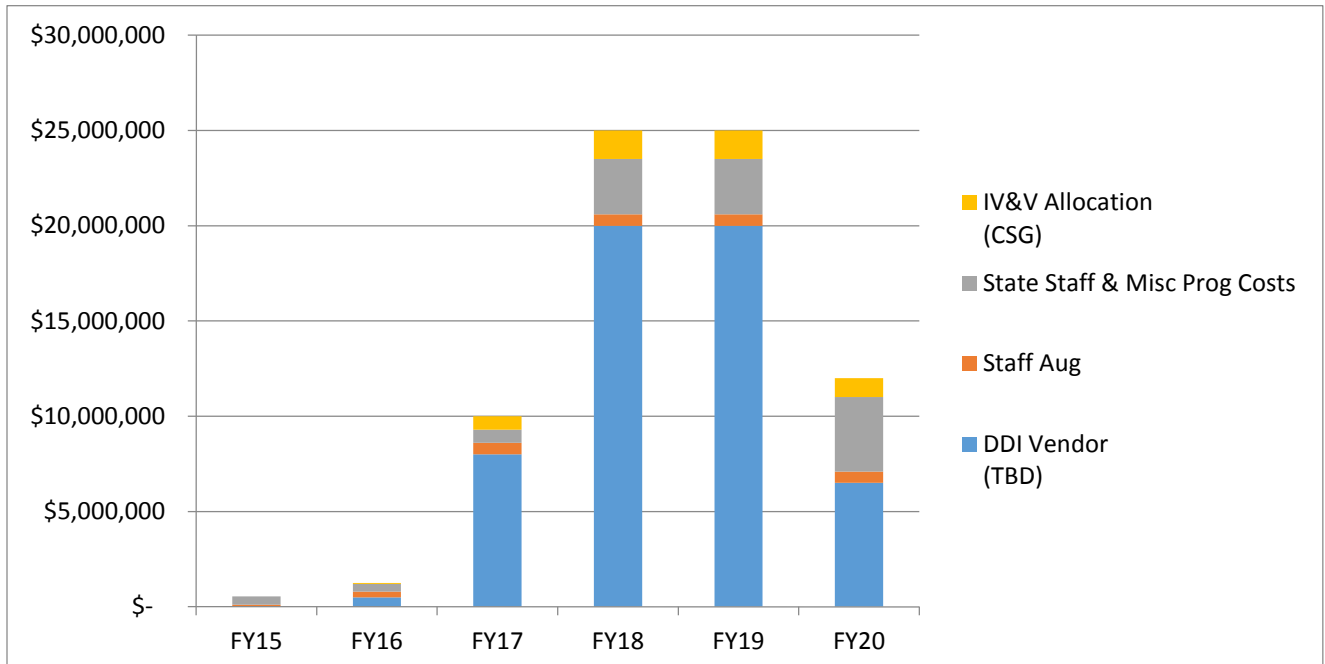
Core Project/DDI Costs

Fiscal Year	DDI Vendor (TBD)	Staff Aug	State Staff & Misc Prog Costs	IV&V Allocation (CSG)	FY Totals
FY15		$ 100,000	$ 450,000		$ 550,000
FY16	$ 500,000	$ 300,000	$ 407,000	$ 50,000	$ 1,257,000
FY17	$ 8,000,000	$ 600,000	$ 700,000	$ 700,000	$ 10,000,000
FY18	$ 20,000,000	$ 600,000	$ 2,900,000	$ 1,500,000	$ 25,000,000
FY19	$ 20,000,000	$ 600,000	$ 2,900,000	$ 1,500,000	$ 25,000,000
FY20	$ 6,500,000	$ 600,000	$ 3,900,000	$ 1,000,000	$ 12,000,000
Sub-total	$ 55,000,000	$ 2,800,000	$ 11,257,000	$ 4,750,000	$ 73,807,000
Grand Total	$			73,807,000	

future fiscal years are all projections
* IV&V was allocated by a ratio of overall program costs related to the overall cost of CSG contract
* 'Misc Prog Costs' - include but are not limited to Independent Review (IR), Specialized Programs Project (SPP), MMIS Program Leadership allocation, etc.
* MMIS IAPD is funded two years at a time, we have secured funding for DDI/IV&V - staff aug and other T&M are currently funded through 2017

VI. ESTIMATED ANNUAL OPERATING COSTS
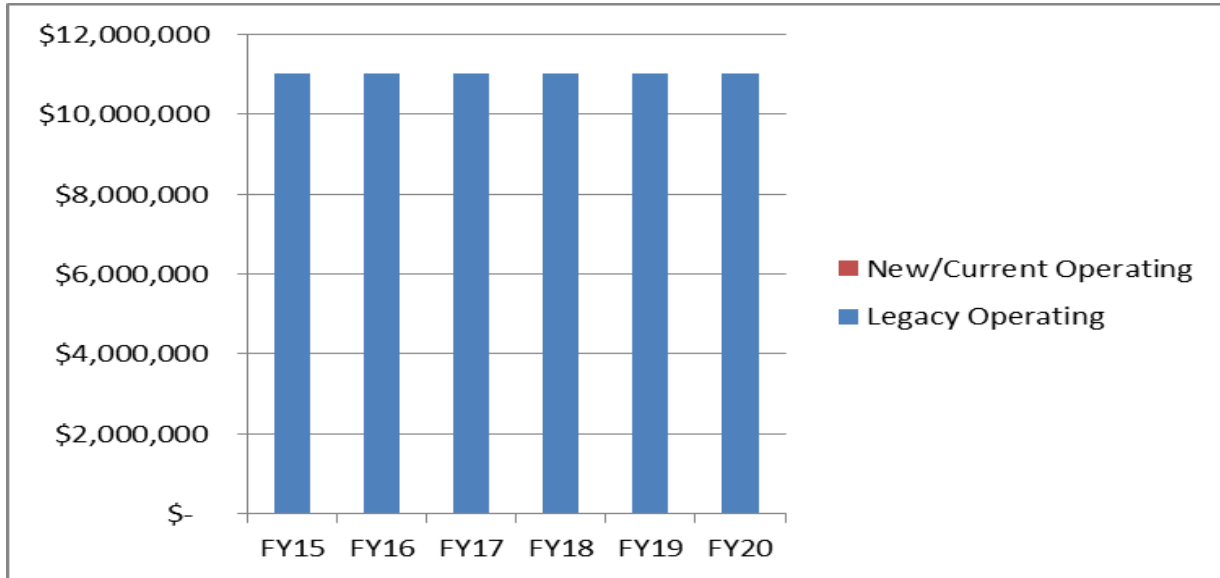
	Core Operational Costs		
FY	Legacy Operating	New/Current Operating	Total
FY15	$ 11,000,000		$ 11,000,000
FY16	$ 11,000,000		$ 11,000,000
FY17	$ 11,000,000		$ 11,000,000
FY18	$ 11,000,000		$ 11,000,000
FY19	$ 11,000,000		$ 11,000,000
FY20	$ 11,000,000		$ 11,000,000
		Grand Total	$ 66,000,000

* New/Current Operating costs will be adjusted once the new DDI vendor is under contract.

VII. TOTAL COSTS BY FISCAL YEAR (PROJECT + OPERATING COSTS)
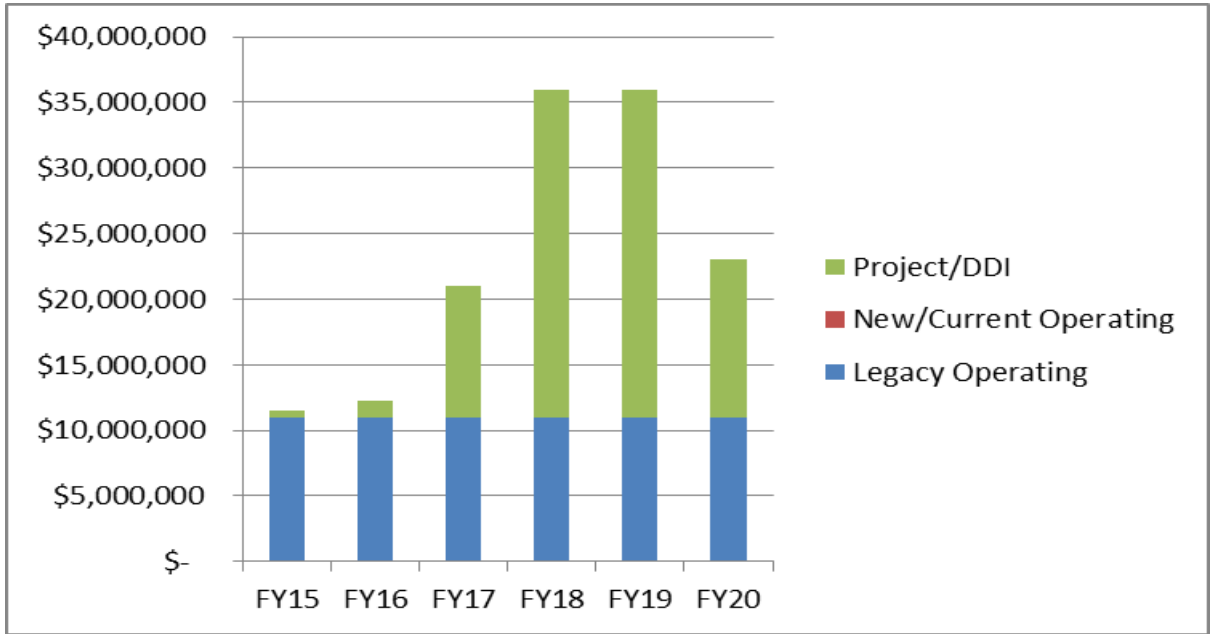
FY	Core Total Costs			
FY	Legacy Operating	New/Current Operating	Project/DDI	Total
FY15	$ 11,000,000	$ -	$ 550,000	$ 11,550,000
FY16	$ 11,000,000	$ -	$ 1,257,000	$ 12,257,000
FY17	$ 11,000,000	$ -	$ 10,000,000	$ 21,000,000
FY18	$ 11,000,000	$ -	$ 25,000,000	$ 36,000,000
FY19	$ 11,000,000	$ -	$ 25,000,000	$ 36,000,000
FY20	$ 11,000,000	$ -	$ 12,000,000	$ 23,000,000
Grand Total				$ 139,807,000

* New/Current Operating costs will be adjusted once the new DDI vendor is under contract.

VIII. FUNDING RECEIVED & FUTURE REQUESTS

Project Funding:

The table below outlines the funding received for this project and the anticipated sources of future funding over the project's duration.

FY	Project Funding Source	Description	Amount Received to Date	Future Request Amount
15	Centers for Medicare and Medicaid Services (CMS)	Federal financial participation (FFP) 90% match. Part of the MMIS Program Implementation Advance planning Document (IAPD)	$495,000	$0
15	Departmental General Fund (GF)	State funding 10% match Part of the MMIS Program IAPD	$55,000	$0
16	CMS	FFP 90% match	$1,131,300	$0
16	Departmental GF	State funding 10% match	$125,700	$0
17	CMS	FFP 90% match	$9,000,000	$0
17	Departmental GF	State funding 10% match	$1,000,000	$0
18	CMS	FFP 90% match	$22,500,000	$0
18	Departmental GF	State funding 10% match	$0	$2,500,000
19	CMS	FFP 90% match	$19,500,000	$3,000,000
19	Departmental GF	State funding 10% match	$0	$2,500,000
20	CMS	FFP 90% match	$8,000,000	$2,000,000
20	Departmental GF	State funding 10% match	$0	$1,200,000
		Total	**$62,607,000**	**$11,200,000**

Funding for New Solution's Operating Cost*:

The table below outlines the funding that has been received and the anticipated sources of future funding for the new solution's operating costs over its expected lifecycle.

FY	Operating Funding Source	Description	Amount Received To Date	Future Request Amount
16	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver	$ 0	$ 0
17	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver	$ 0	$ 0
18	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver	$ 0	$ 0
19	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver	$ 0	$ 0
20	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver	$ 0	$ 0
		Total	**$ 0**	**$ 0**

Note: The funding sources have been identified but not having selected a solution yet, it is too early in the project to estimate new solution operating costs.

Funding for Current Solution's Operating Cost:

The table below outlines the funding that has been received and the anticipated sources of future funding for the remaining life of the current solution.

FY	Operating Funding Source	Description	Amount Received To Date	Future Request Amount
15	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver	$11,000,000	
16	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver	$11,000,000	
17	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver		$11,000,000
18	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver		$11,000,000
19	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver		$11,000,000
20	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver		$11,000,000
		Total	**$22,000,000**	**$44,000,000**

IX. PROJECT RISKS

Resources:

Priority status has been issued to other HSE projects already underway. With limited State staffing resources available, there is a potential risk that adequate staffing may not be readily available when required for various project activities.

X. PROJECT PERFORMANCE TREND

Project performance is measured by adherence to Scope, Schedule and Budget. Color indicators are used to show performance trends:

Green = On-target; Yellow = Significant issues with plan to resolve; Red = Significant Issues.
Monthly Performance Indicators: *April 2014* to *December 2015*

	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15
Scope																					
Schedule	1															2				3	
Budget																					

Monthly Performance Indicators: *April 2014* to *December 2015 – Note, prior to April 2014 status was reported through a combined MMIS status report.*

1. RFP publication was behind schedule and with an HP contract (incumbent vendor) expiring end of 2016 DDI timeframe is at risk. Risk closed when HP contract extended.   IV&V Vendor not identified.
2. In response to the recent legislative memo requesting the realignment of the HSE Portfolio, MMIS Core and Contact Center schedules are undefined at this time. An HSE Portfolio Roadmap Team has been formed to address the impacts and make procurement and timeline recommendations to the Operations Steering Committee
3. The timeline was pushed out.

Project Name:	MMIS PBM Pharmacy Benefits Management System		
Report Creation Date:	1/19/2016	Agency/Department:	AHS- DVHA
Dollar Amount of Funding Request Coming to the Legislature this Year: $0.00			
There is no request to the Legislature in FY16 or FY17 for new funding. DVHA will manage within existing federal and state appropriations			

I.   PROJECT INFORMATION

Description:

The Pharmacy Benefits Management System (PBMS) project is one of the key projects within the Medicaid Management Information System (MMIS) Program. The MMIS program is an integral part of Vermont's Health and Human Services Enterprise (HSE). The State of Vermont currently serves approximately 178,000 Medicaid members (which includes approximately 18,000 members "dually eligible" for Medicare and Medicaid) and approximately 12,000 Vermonters who are enrolled in Vermont's State Pharmaceutical Assistance Program (SPAP), known as VPharm. The VPharm provides supplemental coverage for income-eligible Vermonters who have a Medicare Part C or D Plan.

The State's primary objective is to replace the current PBMS with a commercial off the shelf (COTS) technology solution that will support Vermont's pharmacy benefit programs in the areas of claims adjudication, call center operations (including prior authorization), utilization management, drug utilization review, benefit design, clinical support, rebate management, reporting and analytics. The Project Team is in the second phase of implementing PBMS to deliver those services.

To help ensure an implementation that meets both state and federal standards, the support of an Independent Validation and Verification (IV&V) Vendor will also be procured, where the IV&V vendor will validate the quality of the Solution Vendor deliverables and documentation.

Both PBMS and IV&V Procurement Status:

Pre-RFP >	RFP >	Vendor Selection >	Contract Negotiation >	**Contract Signed** >

Goold Health Solutions (GHS) was the vendor selected through a competitive bid process to provide a cloud based software solution. The contract was signed on May 13, 2014.

Both PBMS Implementation and IV&V Status:

Not Started >	Planning >	In Progress >	**In Progress - Partially Implemented** >	Fully Implemented >
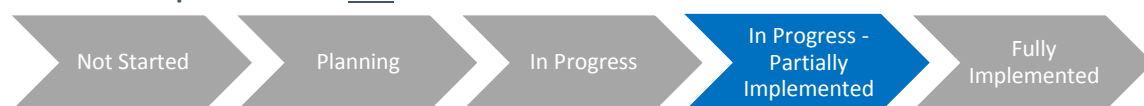
II.   BUSINESS VALUE

Financial:
- The PBM system and services support the goals of the Department of Vermont Health Access' (DVHA) Pharmacy Benefits Programs, namely to assure access to and the availability of safe, efficacious, and clinically appropriate drug therapy at the lowest cost possible.
- The PBMS Contractor is responsible for research and recommendations to the State of sound clinical and fiscal policies that shall control the growth of pharmacy benefit expenditures.

Increased efficiency:
- PBMS will be closely integrated with Vermont's MMIS Core Operations Solution, which is an integral part of Vermont's Health and Human Services Enterprise (HSE).
- Improved features and functionality will reduce administrative burden of providers, beneficiaries, and the State.

Customer Service:
- It will increase access to integrated information so that staff can work with members to identify appropriate services and connect them with those resources.
- PBMS will supports innovative business techniques to ensure enhanced quality of care under the pharmacy benefit.

Compliance:
- The Solution will comply with Centers for Medicare and Medicaid (CMS) Seven Conditions and Standards and CMS' Medicaid Information Technology Architecture (MITA) 3.0.
- It will support the Agency of Human Services' vision of an 'Agency of One' through sharing appropriate care management information across programs, divisions, and departments, and will help to change the paradigm from a program-centered service delivery system to a person-centered service delivery system.
- The PBMS is designed to support the State's health reform efforts and payment reform models.

The Independent Review offering additional information can be accessed **from the Enterprise Project Management Office** via this link.

III. PROJECT MANAGEMENT APPROACH

The Agency of Human Services (AHS) has established an HSE Portfolio Management Office (PMO) consistent with best practice for a portfolio of programs/projects of this size and scope and is led by a Director who reports directly to the AHS Secretary. The PMO consists of resources that perform within the following types of functional categories while ensuring compliance with statewide project management and architectural standards established by AHS and the Department of Information and Innovation (DII): program/project governance, direction and management; business and organizational strategy and execution; and common services (e.g. finance, interactions with federal partners and education/outreach).

The MMIS Pharmacy Benefit Project Team includes members of the HSE PMO, such as Certified Project Management Professional (PMP) Project Managers to identify and manage scope, schedule, and budget; Business Analyst professionals that elicit and document functional and technical requirements inclusive of federal business and information architecture frameworks; and professionals who specialize in vendor and contract management. Related methodologies and approaches toward similar projects have led these professions and their Team members in the development and use of industry standard project deliverables (many listed Section IV below), and deployed throughout the Project phases. With several projects within the MMIS Program, the position of Program Manager was also created, to interact with and oversee Project Management activities on all MMIS projects.

The PBMS is being implemented in a phased approach, which includes:

Initiation:
- Review and approval of business case and initial cost analysis.
- Agreement on scope and high level estimation of requirements, resources, timeline, initially identified risks and assumptions.

Planning:
- Publish a Request for Proposal (RFP), selection, review with Governance for approval.
- Independent Review, and signed contracts with chosen Vendors.
- Vendor project plans and schedule for iterative deployment approach initiated.

Executing:
- Phase 1 – Implementation Point of Sale (POS) pharmacy claims processing, and POS prior authorization (POS-PA/ePA), provider web portal (eWebs), Medication Therapy Management (MTM), and EHR prescribing (ePrescribing).
- Phase 2 - Implement of Electronic Health Record (EHR) prior authorization (HER-PA).
- Phase 3 - Certification.

Closing:
- Obtain final acceptance on all deliverables.
- Complete close out meeting/report, document lessons learned, archive project documents.
- Transition to Operations, initiate Service Level Agreements.

IV. SCHEDULE OF MAJOR MILESTONES

Milestone	Target Date	Current Status
Project Start	8/27/2013	Done
MMIS Charter Approved	8/27/2013	Done
RFP Posted	1/9/2014	Done
Contract submitted to CMS and SOV for expedited review	4/18/2014	Done
DII Independent Review	5/2/2016	Done
Sign Vendor Contract	5/13/2014	Done
Phase 1 Implemented - POS Live	1/1/2015	Done
ePA Implemented	2/26/2016	In-Progress
eWebs	6/16/2015	In-Progress
MTM	5/14/2016	In-Progress
ePrescribing	6/17/2016	In-Progress
Phase 2 Complete	6/24/2016	Future
EHR PA	8/8/2016	Future
Phase 3 Operations Complete	8/18/2016	Future
Certification	7/12/2016	Future
Project Complete		Future

V. ESTIMATED PROJECT COSTS
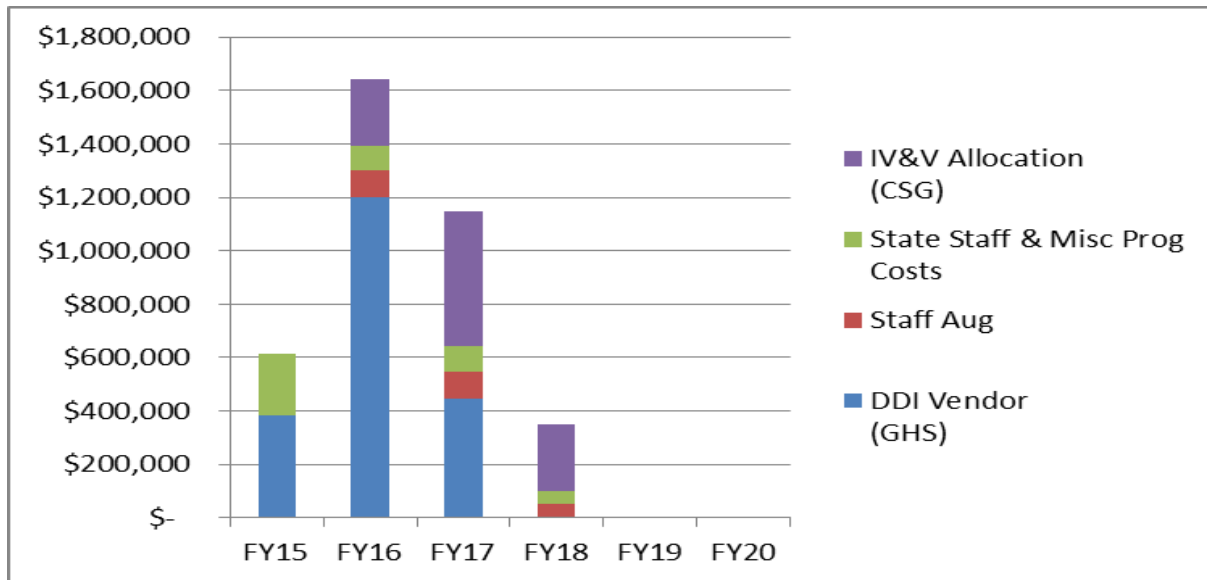
	PBM Project/DDI Costs				
Fiscal Year	DDI Vendor (GHS)	Staff Aug	State Staff & Misc Prog Costs	IV&V Allocation (CSG)	FY Totals
FY15	$ 383,755		$ 232,217		$ 615,972
FY16	$ 1,200,000	$ 100,000	$ 91,942	$ 250,000	$ 1,641,942
FY17	$ 445,068	$ 100,000	$ 100,000	$ 500,000	$ 1,145,068
FY18		$ 50,000	$ 50,000	$ 250,000	$ 350,000
FY19					$ -
FY20					$ -
Sub-total	$ 2,028,823	$ 250,000	$ 474,159	$ 1,000,000	$ 3,752,982
Grand Total	$			3,752,982	

* Actuals were used in these costs where applicable; current fiscal year contains a combination of actual and estimates; future fiscal years are all projections
* IV&V was allocated by a ratio of overall program costs related to the overall cost of CSG contract
* 'Misc Prog Costs' - include but are not limited to Independent Review, MMIS Program Leadership allocation, etc.
* Due to DDI contract expiring 12/2017 there is a decrease DDI in with DDI planned to end 08/2016

- See the table in section VI for combined implementation and operational costs for Design, Develop and Implementation contractual obligations.

VI.   ESTIMATED ANNUAL OPERATING COSTS
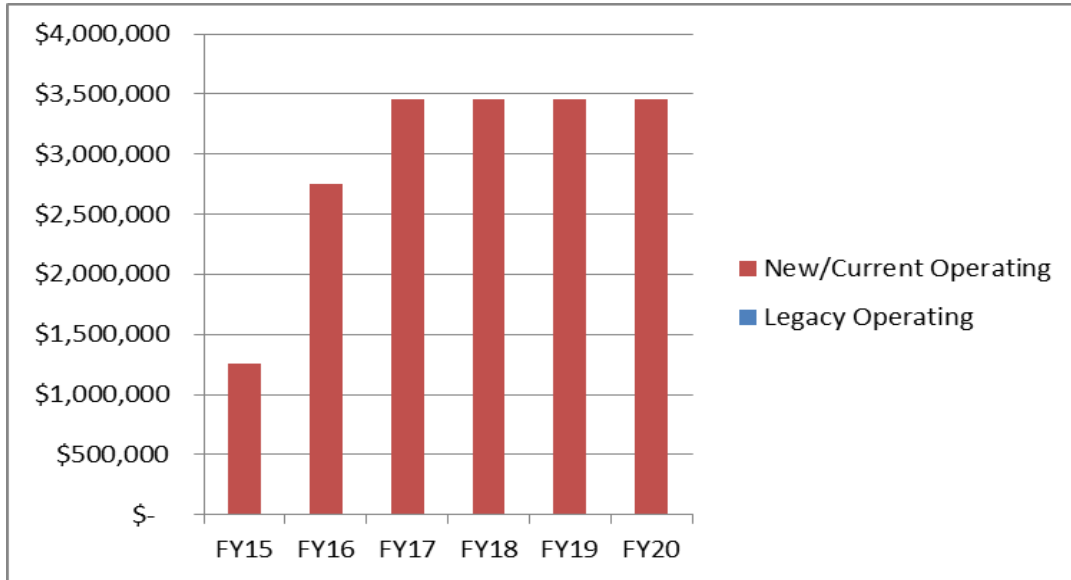
PBM Operational Costs			
FY	**Legacy Operating**	**New/Current Operating**	**Total**
FY15		$ 1,257,000	$ 1,257,000
FY16		$ 2,753,300	$ 2,753,300
FY17		$ 3,461,063	$ 3,461,063
FY18		$ 3,461,063	$ 3,461,063
FY19		$ 3,461,063	$ 3,461,063
FY20		$ 3,461,063	$ 3,461,063
		Grand Total	$ 17,854,552

VII.   TOTAL COSTS BY FISCAL YEAR (PROJECT + OPERATING COSTS)
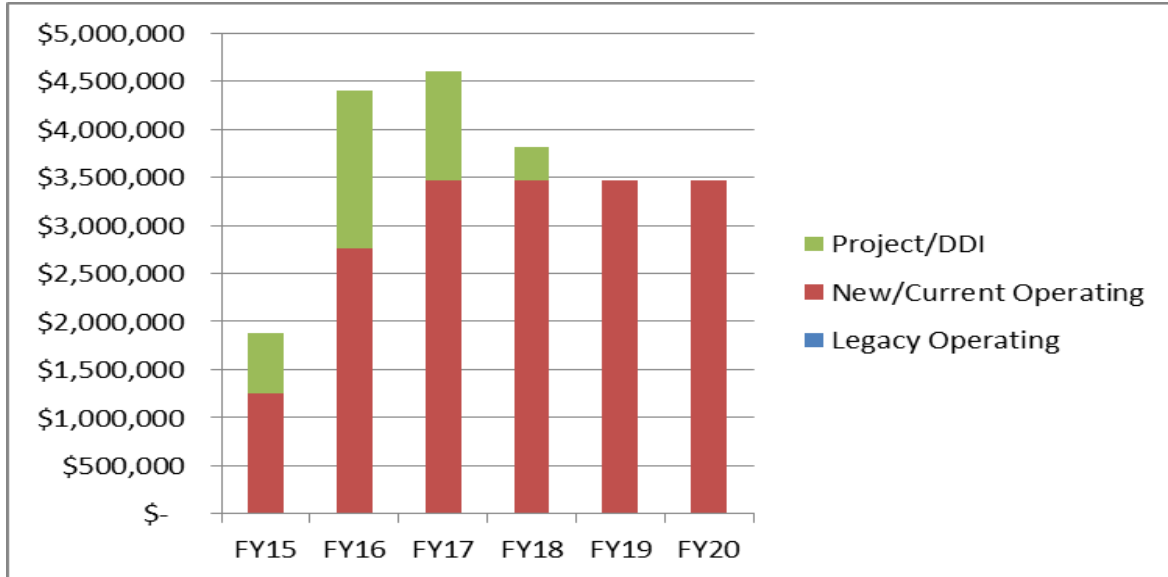
	PBM Total Costs			
FY	Legacy Operating	New/Current Operating	Project/DDI	Total
FY15	$ -	$ 1,257,000	$ 615,972	$ 1,872,972
FY16	$ -	$ 2,753,300	$ 1,641,942	$ 4,395,242
FY17	$ -	$ 3,461,063	$ 1,145,068	$ 4,606,131
FY18	$ -	$ 3,461,063	$ 350,000	$ 3,811,063
FY19	$ -	$ 3,461,063	$ -	$ 3,461,063
FY20	$ -	$ 3,461,063	$ -	$ 3,461,063
Grand Total			$	21,607,534

VIII. FUNDING RECEIVED & FUTURE REQUESTS

Project Funding:

The table below outlines the funding received for this project and the anticipated sources of future funding over the project's duration.

FY	Project Funding Source	Description	Amount Received to Date	Future Request Amount
FY15	Centers for Medicare and Medicaid Services (CMS)	Federal financial participation (FFP) 90% match Part of the MMIS Program Implementation Advanced Planning Document (IAPD)	$ 554,374.80	$ -
FY15	Departmental General Fund	State funding 10% match Part of the MMIS Program IAPD	$ 61,597.20	$ -
FY16	CMS	FFP 90% match	$1,477,748	$0
FY16	Departmental General Fund	State funding 10% match	$164,194	$0
FY17	CMS	FFP 90% match	$1,030,561	
FY17	Departmental General Fund	State funding 10% match	$114,507	$0
FY18	CMS	FFP 90% match	$315,000	
FY18	Departmental General Fund	State funding 10% match		$35,000
FY19	CMS	FFP 90% match	$0	
FY19	Departmental General Fund	State funding 10% match		$0
FY20	CMS	FFP 90% match	$0	
FY20	Departmental General Fund	State funding 10% match		$0
TOTAL			$ 3,717,982.00	$ 35,000.00

Funding for New Solution's Operating Cost:

The table below outlines the funding that has been received and the anticipated sources of future funding for the new solution's operating costs over its expected lifecycle.

FY	Operating Funding Source	Description	Amount Received To Date	Future Request Amount
15	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver	$1,257,000	
16	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver	$2,753,300	
17	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver	$3,461,063	
18	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver		$3,461,063
19	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver		$3,461,063
20	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver		$3,461,063
		Total	**$7,471,363**	**$10,383,189**

Funding for Current Solution's Operating Cost:

The table below outlines the funding that has been received and the anticipated sources of future funding for the remaining life of the current solution.

FY	Operating Funding Source	Description	Amount Received To Date	Future Request Amount
16			$0.00	$0.00
17			$0.00	$0.00
18			$0.00	$0.00
19			$0.00	$0.00
20			$0.00	$0.00
		Total	**$0.00**	**$0.00**

IX. PROJECT RISKS

The most significant risk to date:

Schedule:
Work plan quality and slippage in the PBM schedule has been noted by the State Team and IV&V Vendor. State awaited a fully resourced, up to date plan for some time since identifying this issue with the Vendor as part of a Corrective Action Plan (CAP) approved in Oct, 2016. After finally receiving a version to review, the team found that it contains inaccuracies and needs updating while reflecting slippage of some activities. Until the Team can rely on a quality, consistently delivered, up to date schedule, the project is at risk of completing on time.

X. PROJECT PERFORMANCE TREND

Project performance is measured by adherence to Scope, Schedule and Budget. Color indicators are used to show performance trends:

Green = On-target; Yellow = Significant issues with plan to resolve; Red = Significant Issues.

Monthly Performance Indicators: *April 2014* to *December 2015*

	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15		Mar 15	Apr 15	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15
Scope																						
Schedule	1				2	3	4							5				6		7		
Budget																						

Monthly Performance Indicators: *April 2014* to *December 2015 – Note, prior to April 2014 status was reported through a combined MMIS status report.*

1. Contract Execution date at risk for two reasons: 1-CMS APD not approved by CMS; 2-IR review end date is extended until 5/2/14.
2. The contract amendment addressing the transition effort for the current PBM Vendor Catamaran, was incomplete. Catamaran has communicated that conversion data files would not be made available until an agreement was reached on the amendment language.
3. Delay of receiving the conversion files impacted the timeline. Mitigation strategies for the conversion files were reviewed and implemented.
4. Agreement with Catamaran reached for medical claim files, mitigations and contingencies developed for all other files. Delay has resulted in a compressed timeline; project will be yellow and any late milestone will impact implementation date of 1/1/2015.
5. Three critical stabilization issues with impact to SOV remain open expending Project Manager Resources to resolve. This could have affected the Phase II DDI schedule. Late Phase I Deliverables and Phase II work plan affected accurate schedule management of DDI.
6. No approved Project Plan for Phase 2. Change in Vendor "Key" staff. The individual in the current "key" vendor staff position of Project Manager is being reassigned to another state's project. Lack of Standardized Reports from GHS and Access to these Reports.
7. Change in key staff, and standardized reports addressed. Project plan is under development with vendor PM.

THE PROJECT					
Project Name	**DVHA Ops MMIS changes ICD10**				
Agency	Human Services	**Department**	Health Access	**Report Date**	1/06/2016
Description	Modifications to the existing Medicaid processes and systems to meet regulatory requirements existing and or forthcoming associated with the implementation of ICD10 (International Classification of Diseases 10th Revision). The changes are expected to result in improved beneficiary information to providers and the ability to track healthcare services at a more granular level.				
Project Phase	Closing	**Number of Months Project has been in Progress**			5 Years

BUSINESS VALUE TO BE ACHIEVED

☐ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☐ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☒ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	5	**Lifecycle Costs (total of all costs over lifecycle)**	$8,922,040.14

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs		Operating Costs	Funding Source for Operating Costs	
FY16	$560,000.00	State %: 10.00		$0.00	State %: 0.00	
		Non-State %: 90.00			Non-State %: 0.00	
FY17	$0.00	State %: 0.00		$0.00	State %: 0.00	
		Non-State %: 0.00			Non-State %: 0.00	
FY18	$0.00	State %:		$0.00	State %: 0.00	
		Non-State %: 0.00			Non-State %: 0.00	
FY19	$0.00	State %: 0.00		$0.00	State %: 0.00	
		Non-State %: 0.00			Non-State %: 0.00	
FY20	$0.00	State %: 0.00		$0.00	State %: 0.00	
		Non-State %: 0.00			Non-State %: 0.00	

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	100%
Percentage of Time the Project has been Yellow	0%
Percentage of Time the Project has been Red	0%
Project Performance Indicator as of this report date	Green
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	No

THE PROJECT					
Project Name	**VDH Starlims Lab Info System (Deployment and Automation)**				
Agency	Human Services	**Department**	Health	**Report Date**	1/06/2016
Description	Modernize critical State health Laboratory technologies and increase lab productivity and turnaround time. The Vermont Health Department selected Starlims (Laboratory Information Management System) in 2006 via an RFP process and have been continually implementing enhancements.				
Project Phase	Execution	**Number of Months Project has been in Progress**			9 years

BUSINESS VALUE TO BE ACHIEVED
☐ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.
☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.
☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.
☒ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION			
Solution Lifecycle in Yrs.	10	**Lifecycle Costs (total of all costs over lifecycle)**	$2,683,921.00

ESTIMATED 5 YEAR COSTS (FY16-20)				
Fiscal Year	**Project Costs**	**Funding Source for Project Costs**	**Operating Costs**	**Funding Source for Operating Costs**
FY16	$150,000.00	State %: 0.00 Non-State %: 100.00	$218,166.00	State %: 70.00 Non-State %: 30.00
FY17	$100,000.00	State %: 0.00 Non-State %: 100.00	$218,166.00	State %: 70.00 Non-State %: 30.00
FY18	$0.00	State %: Non-State %: 0.00	$143,286.00	State %: 70.00 Non-State %: 30.00
FY19	$0.00	State %: 0.00 Non-State %: 0.00	$143,286.00	State %: 70.00 Non-State %: 30.00
FY20	$0.00	State %: 0.00 Non-State %: 0.00	$143,286.00	State %: 70.00 Non-State %: 30.00

PROJECT PERFORMANCE TREND	
Percentage of Time the Project has been Green	0%
Percentage of Time the Project has been Yellow	88%
Percentage of Time the Project has been Red	12%
Project Performance Indicator as of this report date	Yellow
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	No

THE PROJECT

Project Name	VDH Women Infant Children (WIC) System Replacement/EBT Implementation				
Agency	Human Services	Department	Health	Report Date	1/06/2016
Description	WIC is a supplemental nutrition prorgam for women, Infants and children. This project will replace the current Vermont Department of Health WIC information management system and implement an Electronic Benefit Transfer (EBT) solution to provide WIC benefits. A Congressional Mandate was enacted in 2010 requiring every State to have a WIC information management system capable of operating in an EBT environment.				
Project Phase	Execution	Number of Months Project has been in Progress			52

BUSINESS VALUE TO BE ACHIEVED

☐ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☒ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	5	Lifecycle Costs (total of all costs over lifecycle)	$4,223,894.00

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	$1,085,945.00	State %: 0.00 Non-State %: 100.00	$127,643.00	State %: 0.00 Non-State %: 100.00
FY17	$0.00	State %: 0.00 Non-State %: 0.00	$389,312.16	State %: 0.00 Non-State %: 100.00
FY18	$0.00	State %: Non-State %: 0.00	$389,312.16	State %: 0.00 Non-State %: 100.00
FY19	$0.00	State %: 0.00 Non-State %: 0.00	$389,312.16	State %: 0.00 Non-State %: 100.00
FY20	$0.00	State %: 0.00 Non-State %: 0.00	$389,312.16	State %: 0.00 Non-State %: 100.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	100%
Percentage of Time the Project has been Yellow	0%
Percentage of Time the Project has been Red	0%
Project Performance Indicator as of this report date	Green
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	Yes

Agency of Natural Resources Report

Project Name:	Enterprise Content Management System (ECMS)		
Report Creation Date:	1/15/2016	Agency/Department:	ANR/DEC
Funding Requested: Not anticipated		$ None	

I.   PROJECT INFORMATION

Description:

This project is to procure and implement an Enterprise Content Management (ECM) System for the Agency of Natural Resources Department of Environmental Conservation's (DEC). The system will create an organized method for the storage, access, retention, and disposal of internal and external DEC documentation, including environmental permits and licenses.

Obtaining an ECM system is crucial to accomplishing Goal #1 within the DEC Strategic Plan for 2013-2015. The mission of the Vermont Department of Environmental Conservation (DEC) is to "preserve, enhance, restore, and conserve Vermont's natural resources, and protect human health, for the benefit of this and future generations." A significant portion of the work DEC plans to accomplish in the next few years is part of the Business Transformation Initiative. This will move towards more electronic permitting and records management while applying Lean concepts to evaluate inefficiencies in our work-flow and implement improvements.[1]
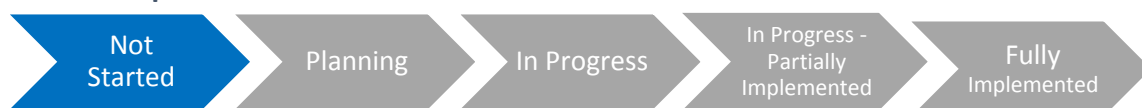
Goal 1:

In all grant-making and permitting programs, implement continuous improvement methods that will systematically assess existing business practices for efficiency, transparency, and fairness, taking full advantage of advances in technology, without compromising our vision and statutory obligations to protect the environment.

Solution Procurement Status:

Pre-RFP → RFP → **Vendor Selection** → Contract Negotiation → Contract Signed

Solution Implementation Status:

Not Started → Planning → In Progress → In Progress - Partially Implemented → Fully Implemented

II.   BUSINESS VALUE

The ECMS suite will be crucial to the process of streamlining DEC's permitting, licensing, and certification programs. The ECMS will integrate with existing Agency web form and website technologies to receive documents and forms and leverage metadata from external tables.

The new system will help automate workflow processes thereby streamlining work in the permitting, licensing and certification programs. While this is not about getting more people to apply it is about obtaining more complete applications earlier in the process. This will reduce staff time spent as well as frustration for applicants when required to resubmit. In addition, requiring a more complete application upfront will reduce review time for staff and result in timelier processing.

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[1] DEC Strategic Plan for 2013-2015, pages 1 and 5.

III. PROJECT MANAGEMENT APPROACH

Currently the project is in the vendor selection process within the project initiation phase. A Project Manager from DII with a focus on Enterprise Content Management (ECM) is managing the vendor selection process. Once a vendor is hired the project will be co-managed by a Project Manager employed by the vendor along with the ECM Project Manager from DII.

An Independent Review will be completed by a consultant once a vendor has been selected. The specific approach to how the ECM will be implemented (i.e., phases, etc.) will be determined once the solution and vendor are selected.
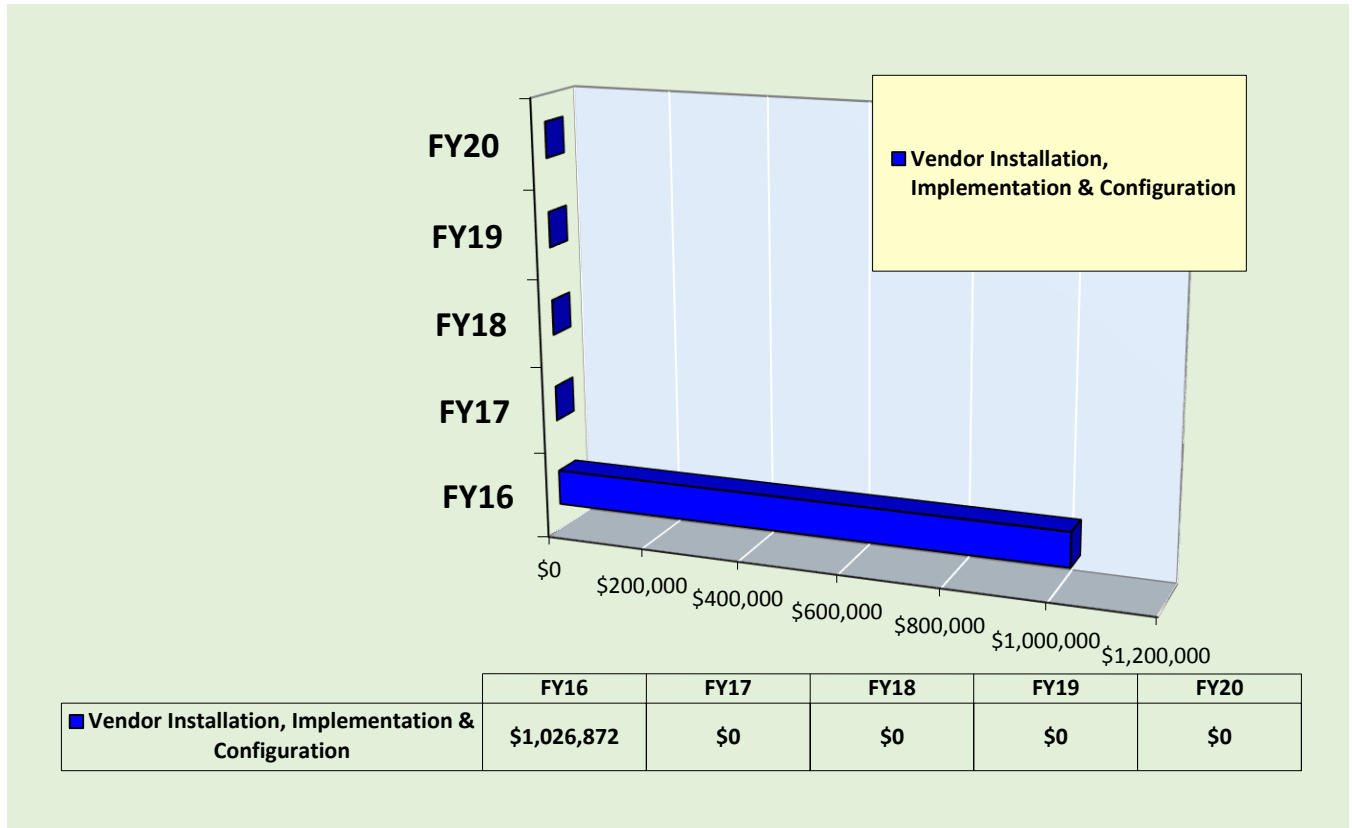
IV. SCHEDULE OF MAJOR MILESTONES

Milestone	Target Date	Current Status
Project Start		
Business Case Approved (IT ABC), Charter, RFPs	January 23, 2015	completed
Project Charter	June 1, 2015	completed
RFP Published	March 27, 2015	completed
Proposal Due	May 6, 2015	completed
Request for Best and Final Offer (BAFO) sent to Finalists*	September 18, 2015	completed
Finalist Reference Check Survey distributed by BGS	November 16, 2015	completed
Finalist Demonstrations	December 7 -11, 2015	completed
Identify finalist(s)	December 29, 2015	completed
Recommendation for Award	January 13, 2016	In progress
Independent Review Complete	March 31, 2016	Future
Contract Negotiation Period NOTE: Contract negotiations may occur during Independent Review period.	January 13, 2016 – March 31, 2016	Future
Notification of Award	March 31, 2016	Future
Contract Dates	March 31, 2016 – December 31, 2017	Future
Project Complete		**Future**

Additional Milestones will be determined once the solution and vendor are selected.

V.   ESTIMATED PROJECT COSTS

Please note the following estimated project costs of $1.03M are provided purely as estimates. These estimates, while based on current information, may not necessarily reflect the actual dollars that will be spent to implement the project solution. At this time, the proposal review team is currently working to identify the top vendors. The next step will be to move into contract negotiations.

	FY16	FY17	FY18	FY19	FY20
■ Vendor Installation, Implementation & Configuration	$1,026,872	$0	$0	$0	$0

- Implementation costs will be incurred FY16-17.
  - **FY16 Total = $ 1,026,872**

VI. ESTIMATED ANNUAL OPERATING COSTS[2]
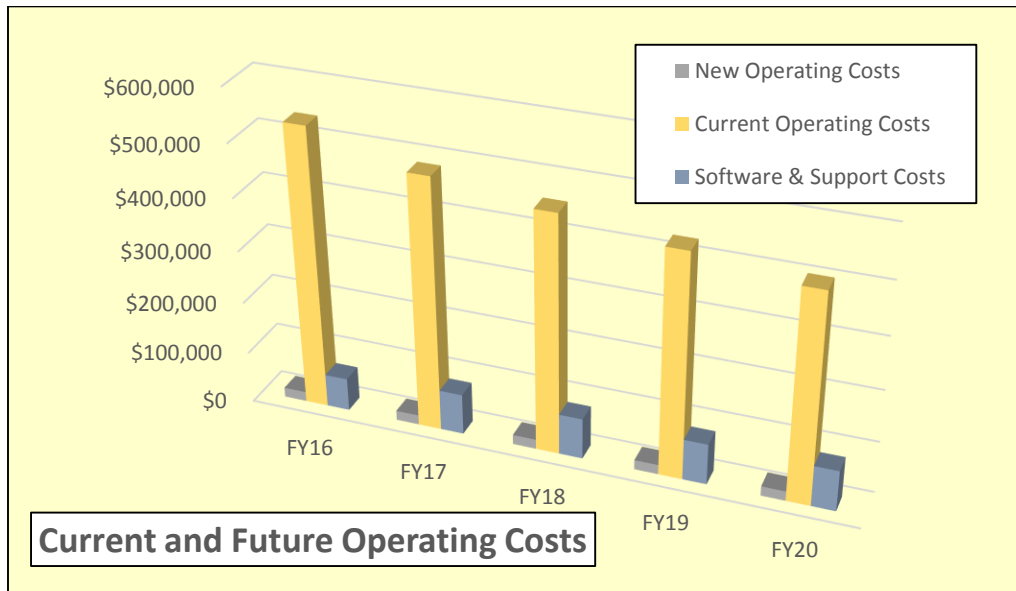
Current Operating Costs include:

- 5 years of estimated cost for staff including licensure of existing solutions. Staffing costs are expected to decrease over the new solution lifecycle but not go away.

New Solution Operating Costs include:

- Maintenance and operations estimates for new solution
- Software and annual cost estimates include yearly support costs
    - FY16 Software & Support Total= $63,524
    - FY17 Software & Support Total= $78,849
    - FY18 Software & Support Total= $79,206
    - FY19 Software & Support Total= $79,387
    - FY20 Software & Support Total= $79,387

VII. TOTAL COSTS BY FISCAL YEAR (PROJECT + OPERATING COSTS)[3]

FY	Current Operating[4]	New Operating	Project	Totals
16	$ 537,920	$ 82,007	$ 1,026,872	$ 1,646,799
17	$ 484,128	$ 97,420		$ 581,548
18	$ 457,232	$ 97,778		$ 555,010
19	$ 430,336	$ 97,960		$ 528,296
20	$ 403,440	$ 97,961		$ 501,401

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[2] All costs represented within this report are estimated. Actual costs will not be known until after a vendor is selected and a contract is negotiated.

[3] All costs represented within this report are estimated. Actual costs will not be known until after a vendor is selected and a contract is negotiated.

[4] Funding source is across the ANR/DEC budget and covers staff and licensure expenses.

VIII. FUNDING RECEIVED & FUTURE REQUESTS

Project Funding: The table below outlines the funding received for this project and the anticipated sources of future funding over the project's duration. Federal funds have already been obtained and combined with existing special funds also already obtained there is $1.5 million allocated for the project.

FY	Project Funding Source	Description	Amount Received to Date	Future Request Amount
16	**Federal Funds**	Existing one-time Federal funds already obtained	**$1.3M**	NA
16	**Special Funds**	Existing one-time balance of Special funds (permit fee) available for allocation for this purpose	**$0.2M**	NA
		TOTALS	**$1.5M***	**$ 0**

*This is the amount available to spend on the project. It exceeds the current estimated project cost, but a vendor has not yet been selected so actual project costs are still an unknown.

Funding for New Solution's Operating Cost: The following table outlines the funding received and the anticipated sources of future funding for the new solution's operating costs over its expected lifecycle. Existing special funds have already been accumulated from permitting fees to cover project related operating costs.

FY	Operating Funding Source	Description	Amount Received To Date	Future Request Amount
16	**Federal Funds**	Existing one-time Federal funds already obtained	**$ 82,007**	**NA**
17	**Federal Funds**	Existing one-time Federal funds already obtained	**$ 97,420**	**NA**
18	**Federal Funds**	Existing one-time Federal funds already obtained	**$ 97,778**	**NA**
19	**Federal Funds**	Existing one-time Federal funds already obtained	**$ 97,960**	**NA**
20	**Federal Funds**	Existing one-time Federal funds already obtained	**$ 97,961**	**NA**
		TOTALS	**$ 473,126**	**$ 0**

Funding for Current Solution's Operating Cost: The table below outlines the funding that has been received and the anticipated sources of future funding for the remaining life of the current solution. The costs reflected in the following chart are mainly attributable to staff labor for existing staff, who in their current job duties/functions, are performing this work that would begin to be automated through ECMS. The request for funding is simply reflecting the DEC routine annual budget process/request (with existing related funding) which includes these staff and their related salary/benefit costs for those future years. You'll note that we project that we would start to divest from staff costs related to this work in those out years as we shift from a current manual work process to an ECMS environment. This would allow ANR/DEC to refocus staff time to higher value program work/needs respectively.

FY	Operating Funding Source[5]	Description	Amount Received To Date	Future Amount to be Received
16	**Existing budget**	Funding source is ANR/DEC budget	**$ 537,920**	**NA**
17	**Existing budget**	Funding source is ANR/DEC budget	**$ 0**	**$484,128**
18	**Existing budget**	Funding source is ANR/DEC budget	**$0**	**$457,232**
19	**Existing budget**	Funding source is ANR/DEC budget	**$ 0**	**$430,336**
20	**Existing budget**	Funding source is ANR/DEC budget	**$0**	**$403,440**
		TOTALS	**$ 537,920**	**$1,775,136**

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[5] Funding source is across the ANR/DEC budget and covers staff and licensure expenses.

IX. PROJECT RISKS

Project risks are unknowns or uncertainties that may be categorized as good or bad. Good (positive) risk provides opportunity while bad (negative) risk is often viewed as a threat. The most significant project risks to date include:

1. Proposed budget for project is identified, but final costs are yet to be determined.
2. Timeline – Due to considerable demands outside of the Project, Team members may find it challenging to meet timelines. Project Sponsorship maintains there is a degree of flexibility in regard to the project schedule. Once the vendor is selected the timeline will become more important to maintain.
3. Anticipated response to project success from business may result in increased appetite for business process improvements ultimately leading to potential scope creep. This risk will be mitigated by having a formal change request process in place.
4. Leadership Change – If there is a change to DEC and/ or ANR leadership the project may be at risk unless strong project support is developed at the Division management level, Department business offices level. Working to promote staff champions will help mitigate this risk.

X. PROJECT PERFORMANCE TREND

Project performance is measured by adherence to Scope, Schedule and Budget. Color indicators are used to show performance trends:

Green = On-target; **Yellow** = Significant issues with plan to resolve; **Red** = Significant Issues.
Monthly Performance Indicators: March 2016 to January 2017

	Mar'15	Apr'15	May'15	Jun'15	Jul'15	Aug'15	Sep'15	Oct'15	Nov'15	Dec'15	Jan'16
Scope											
Schedule											
Budget											

Agency of Transportation Reports

THE PROJECT					
Project Name	AOT Advanced Transportation Mgmt. System (NH, VT & ME)/ 511 Phone System/CARS				
Agency	Transportation	**Department**	Central Garage (AOT)	**Report Date**	1/06/2016
Description	The objective of this solicitation is to establish a contract to design, install, integrate and test a comprehensive software system (the "System") that includes central Advanced Transportation Management System software, a regional Traveler Information System (TIS) and a "Data Fusion Hub" for the primary purpose of consolidation of ATMS and TIS data. The System shall be a state-of-the-art system that meets NHDOT, VTrans and MaineDOT specific requirements for functionality, security, and interoperability with other systems. VTrans will enter into a MOMA with NHDOT for their portion of the contracted services and costs.				
Project Phase	Execution	**Number of Months Project has been in Progress**			26

BUSINESS VALUE TO BE ACHIEVED

☒ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☐ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	20	Lifecycle Costs (total of all costs over lifecycle)	$2,236,987.81

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	$0.00	State %: 0.00 Non-State %: 0.00	$125,882.71	State %: 20.00 Non-State %: 80.00
FY17	$0.00	State %: 0.00 Non-State %: 0.00	$109,382.04	State %: 20.00 Non-State %: 80.00
FY18	$0.00	State %: Non-State %: 0.00	$109,382.04	State %: 20.00 Non-State %: 80.00
FY19	$0.00	State %: 0.00 Non-State %: 0.00	$109,382.04	State %: 20.00 Non-State %: 80.00
FY20	$0.00	State %: 0.00 Non-State %: 0.00	$109,382.04	State %: 20.00 Non-State %: 80.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	100%
Percentage of Time the Project has been Yellow	0%
Percentage of Time the Project has been Red	0%
Project Performance Indicator as of this report date	Green
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	Yes

THE PROJECT

Project Name	**AOT Business Process Management System (BPMS)**

Agency	Transportation	**Department**	Operations Division (AOT)	**Report Date**	1/06/2016

Description	After a successful pilot/proof of concept, this project is to fully implement a Software as a Solution (SaaS) Business Process Management System (BPMS) for managing business processes and to identify business process improvement opportunities. The vendor is Appian.

Project Phase	Execution	**Number of Months Project has been in Progress**	12

BUSINESS VALUE TO BE ACHIEVED

☒ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☐ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	20	**Lifecycle Costs (total of all costs over lifecycle)**	$1,912,025.00

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	**$467,000.00**	State %: 19.00 Non-State %: 81.00	**$78,000.00**	State %: 19.00 Non-State %: 81.00
FY17	$0.00	State %: 0.00 Non-State %: 0.00	$78,000.00	State %: 19.00 Non-State %: 81.00
FY18	$0.00	State %: Non-State %: 0.00	$78,000.00	State %: 19.00 Non-State %: 81.00
FY19	$0.00	State %: 0.00 Non-State %: 0.00	$78,000.00	State %: 19.00 Non-State %: 81.00
FY20	$0.00	State %: 0.00 Non-State %: 0.00	$78,000.00	State %: 19.00 Non-State %: 81.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	100%
Percentage of Time the Project has been Yellow	0%
Percentage of Time the Project has been Red	0%
Project Performance Indicator as of this report date	Green
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	Yes

THE PROJECT					
Project Name	**AOT VTrans Crash Reporting Tool**				
Agency	Transportation	**Department**	Policy & Planning (AOT)	**Report Date**	1/06/2016
Description	Crash data is used by various highway safety initiatives including those in law enforcement (state, county, and local agencies), the Vermont Highway Safety Plan, engineering highway safety initiatives (VTrans), outreach and education (Governors Highway Safety office, DPS) and EMS. FHWA and NHTSA requires that State's have systems that allow for quantity, quality and timely data for real time analysis. This project was a direct result of the requirements by FHWA and the threat of sanctions if progress towards an improved crash data system were not demonstrated by Vermont. To date, the success of this project has qualified Vermont (all State agencies) with Traffic Records projects with qualifications for other Traffic Records funding thru NHTSA, namely Section 408. (Other agencies benefitting included the Department of Public Safety and the Vermont Department of Health.)				
Project Phase	Execution	**Number of Months Project has been in Progress**			85

BUSINESS VALUE TO BE ACHIEVED

☒ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☒ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	5	Lifecycle Costs (total of all costs over lifecycle)	$2,282,657.00

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	$0.00	State %: 0.00 Non-State %: 0.00	$412,000.00	State %: 10.00 Non-State %: 90.00
FY17	$0.00	State %: 0.00 Non-State %: 0.00	$443,000.00	State %: 10.00 Non-State %: 90.00
FY18	$0.00	State %: Non-State %: 0.00	$443,000.00	State %: 10.00 Non-State %: 90.00
FY19	$0.00	State %: 0.00 Non-State %: 0.00	$443,000.00	State %: 10.00 Non-State %: 90.00
FY20	$0.00	State %: 0.00 Non-State %: 0.00	$443,000.00	State %: 10.00 Non-State %: 90.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	100%
Percentage of Time the Project has been Yellow	0%
Percentage of Time the Project has been Red	0%
Project Performance Indicator as of this report date	Green
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	No

THE PROJECT

Project Name	**DMV Cashiering System Replacement**

Agency	Transportation	**Department**	Department of Motor Vehicles	**Report Date**	1/06/2016

Description	To replace the custom developed point of sale system with a Commercial Off-The-Shelf (COTS) cashiering system.

Project Phase	Exploration	**Number of Months Project has been in Progress**	Not Started

BUSINESS VALUE TO BE ACHIEVED

☐ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☐ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	5	**Lifecycle Costs (total of all costs over lifecycle)**	$2,750,000.00

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	$0.00	State %: 0.00 Non-State %: 0.00	$0.00	State %: 0.00 Non-State %: 0.00
FY17	$1,750,000.00	State %: 100.00 Non-State %: 0.00	$0.00	State %: 0.00 Non-State %: 0.00
FY18	$0.00	State %: Non-State %: 0.00	$200,000.00	State %: 100.00 Non-State %: 0.00
FY19	$0.00	State %: 0.00 Non-State %: 0.00	$200,000.00	State %: 100.00 Non-State %: 0.00
FY20	$0.00	State %: 0.00 Non-State %: 0.00	$200,000.00	State %: 0.00 Non-State %: 0.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	N/A
Percentage of Time the Project has been Yellow	N/A
Percentage of Time the Project has been Red	N/A
Project Performance Indicator as of this report date	N/A
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	No

THE PROJECT					
Project Name	**DMV Credentialing Issuing Services Replacement**				
Agency	Transportation	**Department**	Department of Motor Vehicles	**Report Date**	1/13/2016
Description	Go out to bid for a system and the services related to the production and shipment of credentials.				
Project Phase	Exploration	**Number of Months Project has been in Progress**			Not Started

BUSINESS VALUE TO BE ACHIEVED

☐ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☐ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.)

☐ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	5	Lifecycle Costs (total of all costs over lifecycle)	$1,000,000.00

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	$0.00	State %: 0.00 Non-State %: 0.00	$0.00	State %: 0.00 Non-State %: 0.00
FY17	$500,000.00	State %: 0.00 Non-State %: 100.00	$0.00	State %: 0.00 Non-State %: 0.00
FY18	$500,000.00	State %: 0.00 Non-State %: 100.00	$0.00	State %: 0.00 Non-State %: 0.00
FY19	$0.00	State %: 0.00 Non-State %: 0.00	$0.00	State %: 0.00 Non-State %: 0.00
FY20	$0.00	State %: 0.00 Non-State %: 0.00	$0.00	State %: 0.00 Non-State %: 0.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	N/A
Percentage of Time the Project has been Yellow	N/A
Percentage of Time the Project has been Red	N/A
Project Performance Indicator as of this report date	N/A
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	No

THE PROJECT					
Project Name	**DMV Electronic Oversize Permitting System**				
Agency	Transportation	**Department**	Department of Motor Vehicles	**Report Date**	1/13/2016
Description	Purchase a system that allows for the online submission and issuance of oversize vehicle permits.				
Project Phase	Exploration		**Number of Months Project has been in Progress**		Not Started

BUSINESS VALUE TO BE ACHIEVED

☐ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☐ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☐ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	5	Lifecycle Costs (total of all costs over lifecycle)	$1,780,000.00

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	$0.00	State %: 0.00 Non-State %: 0.00	$0.00	State %: 0.00 Non-State %: 0.00
FY17	$0.00	State %: 0.00 Non-State %: 0.00	$0.00	State %: 0.00 Non-State %: 0.00
FY18	$1,500,000.00	State %: 40.00 Non-State %: 60.00	$0.00	State %: 0.00 Non-State %: 0.00
FY19	$0.00	State %: 0.00 Non-State %: 0.00	$140,000.00	State %: 40.00 Non-State %: 60.00
FY20	$0.00	State %: 0.00 Non-State %: 0.00	$140,000.00	State %: 40.00 Non-State %: 60.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	N/A
Percentage of Time the Project has been Yellow	N/A
Percentage of Time the Project has been Red	N/A
Project Performance Indicator as of this report date	N/A
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	No

Secretary of State's Office Reports

THE PROJECT

Project Name	SOS Elections Administration

Agency	Secretary of State	**Department**	Secretary of State	**Report Date**	1/06/2016

Description	The Secretary of State's Elections Division began a complete implementation of a suite of elections related software applications. The primary purpose for the elections system is to ensure transparent and secure elections data for the citizens of Vermont. The application systems included are Vermont's voter registration checklist; absentee ballot tracking; election management; campaign finance reporting; and lobbyist discosue. The new Campaign Finance module went live this summer.

Project Phase	Execution	**Number of Months Project has been in Progress**	12

BUSINESS VALUE TO BE ACHIEVED

☒ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☒ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	10	**Lifecycle Costs (total of all costs over lifecycle)**	$3,334,409.00

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	$422,370.00	State %: 34.00 Non-State %: 66.00	$70,326.00	State %: 30.00 Non-State %: 70.00
FY17	$102,756.00	State %: 100.00 Non-State %: 0.00	$101,326.00	State %: 30.00 Non-State %: 70.00
FY18	$0.00	State %: Non-State %: 0.00	$99,683.00	State %: 30.00 Non-State %: 70.00
FY19	$0.00	State %: 0.00 Non-State %: 0.00	$99,683.00	State %: 30.00 Non-State %: 70.00
FY20	$0.00	State %: 0.00 Non-State %: 0.00	$99,683.00	State %: 30.00 Non-State %: 70.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	100%
Percentage of Time the Project has been Yellow	0%
Percentage of Time the Project has been Red	0%
Project Performance Indicator as of this report date	Green
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	Yes

THE PROJECT

Project Name	**SOS Next Generation Licensing Platform**				
Agency	Secretary of State	**Department**	Secretary of State	**Report Date**	1/06/2016

Description	This project is to implement a licensing solution for the Office of Professional Regulation (OPR). The goals for this new system are: • On-board new professions easily and efficiently; • On-board new professions with a high degree of quality and consistency; • Provide regulated professionals with self-service access to all required • information; • Provide profession boards with self-service access to all required information; and • Provide self-service functions for licenses.

Project Phase	Planning	**Number of Months Project has been in Progress**	10

BUSINESS VALUE TO BE ACHIEVED

☐ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☐ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	10	**Lifecycle Costs (total of all costs over lifecycle)**	$10,307,582.01

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	**$797,783.00**	State %: 100.00 Non-State %: 0.00	**$0.00**	State %: 0.00 Non-State %: 0.00
FY17	**$398,783.00**	State %: 100.00 Non-State %: 0.00	**$601,924.00**	State %: 100.00 Non-State %: 0.00
FY18	**$0.00**	State %: Non-State %: 0.00	**$601,924.00**	State %: 100.00 Non-State %: 0.00
FY19	**$0.00**	State %: 0.00 Non-State %: 0.00	**$601,924.00**	State %: 100.00 Non-State %: 0.00
FY20	**$0.00**	State %: 0.00 Non-State %: 0.00	**$601,924.00**	State %: 100.00 Non-State %: 0.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	100%
Percentage of Time the Project has been Yellow	0%
Percentage of Time the Project has been Red	0%
Project Performance Indicator as of this report date	Green
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	No

Other Executive Branch Reports

THE PROJECT

Project Name	DLC Retail and POS Project - Phase 2 (Implementation)				
Agency	OTHER Executive Branch	Department	Liquor Control Department	Report Date	1/06/2016
Description	Phase 2 will see a new system implemented at DLC's central office and point of sale, replacing all functionality in DLC's obsolete COBOL-based "Sequoia" system (except for the Education, Licensing, and Enforcement subsystem), as well as all cash registers. This protects against catastrophic system failure, offers a platform for revenue growth, and will involve significant process re-engineering for improved efficiencies.				
Project Phase	Execution	Number of Months Project has been in Progress			36

BUSINESS VALUE TO BE ACHIEVED

☐ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.
☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.
☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.)
☒ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	5	Lifecycle Costs (total of all costs over lifecycle)	$4,287,966.00

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	$0.00	State %: 0.00 Non-State %: 0.00	$200,000.00	State %: 100.00 Non-State %: 0.00
FY17	$0.00	State %: 0.00 Non-State %: 0.00	$200,000.00	State %: 100.00 Non-State %: 0.00
FY18	$0.00	State %: Non-State %: 0.00	$200,000.00	State %: 100.00 Non-State %: 0.00
FY19	$0.00	State %: 0.00 Non-State %: 0.00	$200,000.00	State %: 100.00 Non-State %: 0.00
FY20	$0.00	State %: 0.00 Non-State %: 0.00	$200,000.00	State %: 100.00 Non-State %: 0.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	75%
Percentage of Time the Project has been Yellow	6%
Percentage of Time the Project has been Red	19%
Project Performance Indicator as of this report date	Red
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	Yes

THE PROJECT					
Project Name	**DOL Worker Compensation Modernization**				
Agency	OTHER Executive Branch	**Department**	Labor Department	**Report Date**	1/13/2016
Description	Replace the current legacy system with a web based system that consolidates multiple data bases currently in use and allows the receipt and retainage of electronic data which the current system cannot handle. The claims management will allow individual claim detail entry and look-up, basic trend report production, and ad hoc queries. The information will be shared throughout our organization for insurance program cost allocation, loss prevention, and effective claim management. The State is looking for a "one-system" solution that encompasses claims management, incident reporting, medical bill review, medical case management, integrated document management and workflow, and loss prevention/risk management for Workers' Compensation, Automobile Liability, and General Liability Insurance.				
Project Phase	Initiating	**Number of Months Project has been in Progress**			8

BUSINESS VALUE TO BE ACHIEVED

☐ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☒ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	20	**Lifecycle Costs (total of all costs over lifecycle)**	$1,596,530.00

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	$951,000.00	State %: 0.00 Non-State %: 100.00	$0.00	State %: 0.00 Non-State %: 0.00
FY17	$0.00	State %: 0.00 Non-State %: 0.00	$29,600.00	State %: 0.00 Non-State %: 100.00
FY18	$0.00	State %: 0.00 Non-State %: 0.00	$29,600.00	State %: 0.00 Non-State %: 100.00
FY19	$0.00	State %: 0.00 Non-State %: 0.00	$29,600.00	State %: 0.00 Non-State %: 100.00
FY20	$0.00	State %: 0.00 Non-State %: 0.00	$29,600.00	State %: 0.00 Non-State %: 100.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	50%
Percentage of Time the Project has been Yellow	50%
Percentage of Time the Project has been Red	0%
Project Performance Indicator as of this report date	Green
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	No

THE PROJECT					
Project Name	**DOL Unemployment Insurance Modernization Consortium**				
Agency	OTHER Executive Branch	**Department**	Labor Department	**Report Date**	1/06/2016
Description	The Vermont Department of Labor's (VDOL) current Unemployment Insurance (UI) processing system runs on legacy hardware and software. The system was written in the 1980s and remains constrained by the technology of that era relative to the demands placed on the system by ever changing federal and state program requirements. In efforts to address this issue VDOL sought federal grant funds (in collaboration with Maryland and West Virginia) for the development of requirements for a modernized UI benefits/tax/appeals system. Requirement development completed in 2013. Using the developed requirements, Vermont has partnered with Idaho and Iowa on the development of a UI Modernization system. The Vermont/Idaho/Iowa consortium approach is to develop of a flexible multi-tenant UI system that utilizes modern systems, tool sets, development methodologies and development languages. The final development will consist of a comprehensive UI benefits/tax/appeals system.				
Project Phase	Planning	**Number of Months Project has been in Progress**			27

BUSINESS VALUE TO BE ACHIEVED
☒ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.
☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.
☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.
☒ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION			
Solution Lifecycle in Yrs.	20	**Lifecycle Costs (total of all costs over lifecycle)**	$29,464,199.00

ESTIMATED 5 YEAR COSTS (FY16-20)				
Fiscal Year	**Project Costs**	**Funding Source for Project Costs**	**Operating Costs**	**Funding Source for Operating Costs**
FY16	$3,596,199.60	State %: 0.00 Non-State %: 100.00	$932,530.00	State %: 0.00 Non-State %: 100.00
FY17	$3,596,199.60	State %: 0.00 Non-State %: 100.00	$932,530.00	State %: 0.00 Non-State %: 100.00
FY18	$3,596,199.60	State %: Non-State %: 100.00	$932,530.00	State %: 0.00 Non-State %: 100.00
FY19	$0.00	State %: 0.00 Non-State %: 100.00	$932,530.00	State %: 0.00 Non-State %: 100.00
FY20	$0.00	State %: 0.00 Non-State %: 0.00	$932,530.00	State %: 0.00 Non-State %: 100.00

PROJECT PERFORMANCE TREND	
Percentage of Time the Project has been Green	78%
Percentage of Time the Project has been Yellow	11%
Percentage of Time the Project has been Red	11%
Project Performance Indicator as of this report date	Yellow
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	No

THE PROJECT

Project Name	**DPS e-Ticket project**				
Agency	OTHER Executive Branch	**Department**	Public Safety	**Report Date**	1/06/2016

Description	Vermont eTicket is a system and set of processes that designed to replace the current manual paper process of issuing citations. It is an automated citation process, producing the Vermont Civil Violation Complaint (VCVC) and warning citations in an electronic format that can then be transmitted electronically from the patrol car to the courts. A portable printer produces a copy of the citation for the defendant. After a traffic stop, the citation data is transmitted electronically through the VJISS broker to the VT Office of the Courts and can later be accessed by law enforcement and court users statewide. The Vermont eTicket Project seeks to improve the efficiency and data quality of the traffic citation process. Capturing and transmitting citation data electronically and running reports real-time eliminates paper, greatly improves the accuracy of records and will lessen and eventually eliminate the need for duplicate entry into Police, Court and Department of Motor Vehicle computer systems. It also greatly enhances the safety of the Vermont officers and citizens. Vermont has chosen TraCS and Valcour as its software solution and TEG/Crosswind/SEARCH as its implementation partners.

Project Phase	Planning	**Number of Months Project has been in Progress**	11

BUSINESS VALUE TO BE ACHIEVED

- ☐ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.
- ☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.
- ☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.
- ☒ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	10	**Lifecycle Costs (total of all costs over lifecycle)**	$3,767,451.00

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	$437,561.00	State %: 0.00 Non-State %: 100.00	$0.00	State %: 0.00 Non-State %: 0.00
FY17	$562,647.00	State %: 0.00 Non-State %: 100.00	$0.00	State %: 0.00 Non-State %: 0.00
FY18	$0.00	State %: Non-State %: 0.00	$22,884.00	State %: 100.00 Non-State %: 0.00
FY19	$0.00	State %: 0.00 Non-State %: 0.00	$34,884.00	State %: 100.00 Non-State %: 0.00
FY20	$0.00	State %: 0.00 Non-State %: 0.00	$34,884.00	State %: 100.00 Non-State %: 0.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	82%
Percentage of Time the Project has been Yellow	18%
Percentage of Time the Project has been Red	0%
Project Performance Indicator as of this report date	Yellow
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	Yes

THE PROJECT

Project Name	e911 Replacement				
Agency	OTHER Executive Branch	Department	Enhanced 911 Board	Report Date	1/06/2016
Description	The existing e911 system contract is set to expired in the middle of 2015. They are going out to RFP as the existing vendor has not imlemented all of the functionality that the board would like.				
Project Phase	Closing	Number of Months Project has been in Progress			11

BUSINESS VALUE TO BE ACHIEVED

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☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☒ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	5	Lifecycle Costs (total of all costs over lifecycle)	$11,664,260.00

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY16	$2,070,000.00	State %: 100.00 Non-State %: 0.00	$1,954,852.00	State %: 100.00 Non-State %: 0.00
FY17	$0.00	State %: 0.00 Non-State %: 0.00	$1,954,852.00	State %: 100.00 Non-State %: 0.00
FY18	$0.00	State %: Non-State %: 0.00	$1,894,852.00	State %: 100.00 Non-State %: 0.00
FY19	$0.00	State %: 0.00 Non-State %: 0.00	$1,894,852.00	State %: 100.00 Non-State %: 0.00
FY20	$0.00	State %: 0.00 Non-State %: 0.00	$1,894,852.00	State %: 100.00 Non-State %: 0.00

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	100%
Percentage of Time the Project has been Yellow	0%
Percentage of Time the Project has been Red	0%
Project Performance Indicator as of this report date	Green
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	**Yes**

THE PROJECT					
Project Name	**PSB Case Management (Sustain)**				
Agency	OTHER Executive Branch	**Department**	Public Service Department	**Report Date**	1/06/2016
Description	The Public Service Department (PSD) and Public Service Board (PSB) plan to implement an electronic case management system that integrates: (a) electronic filing of documents; (b) management of electronic documents; (c) automated workflows; and (d) electronic case management tools. PSB's system will also include public access to documents and case information via the PSB's website.				
Project Phase	Execution	**Number of Months Project has been in Progress**			24

BUSINESS VALUE TO BE ACHIEVED

☐ **Cost Savings**: Over the lifecycle of the new solution, the total costs will be less than the current solution.

☒ **Customer Service Improvement**: Implementation of the new solution will result in a new or improved Customer service or services.

☒ **Risk Reduction**: Implementation of the new solution will reduce risk to the State (e.g., by replacing Outdated technology that is difficult to support, improving data or access security, etc.

☐ **Compliance**: The new solution meets a previously unmet State or Federal compliance requirement.

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	7	Lifecycle Costs (total of all costs over lifecycle)	$2,334,768.12

ESTIMATED 5 YEAR COSTS (FY16-20)

Fiscal Year	Project Costs	Funding Source for Project Costs		Operating Costs	Funding Source for Operating Costs	
FY16	**$674,263.79**	State %: 100.00		**$27,413.00**	State %: 100.00	
		Non-State %: 0.00			Non-State %: 0.00	
FY17	**$0.00**	State %: 0.00		**$301,775.14**	State %: 100.00	
		Non-State %: 0.00			Non-State %: 0.00	
FY18	**$0.00**	State %:		**$306,688.34**	State %: 100.00	
		Non-State %: 0.00			Non-State %: 0.00	
FY19	**$0.00**	State %: 0.00		**$312,221.00**	State %: 100.00	
		Non-State %: 0.00			Non-State %: 0.00	
FY20	**$0.00**	State %: 0.00		**$317,978.63**	State %: 100.00	
		Non-State %: 0.00			Non-State %: 0.00	

PROJECT PERFORMANCE TREND

Percentage of Time the Project has been Green	88%
Percentage of Time the Project has been Yellow	12%
Percentage of Time the Project has been Red	0%
Project Performance Indicator as of this report date	Green
INDEPENDENT REVIEW REPORT ON EPMO WEBSITE?	No

The End

Contact Information:

Department of Information & Innovation
Enterprise Project Management Office (EPMO)
DII.epmo@vermont.gov

EPMO Director: Martha Haley
Martha.haley@vermont.gov