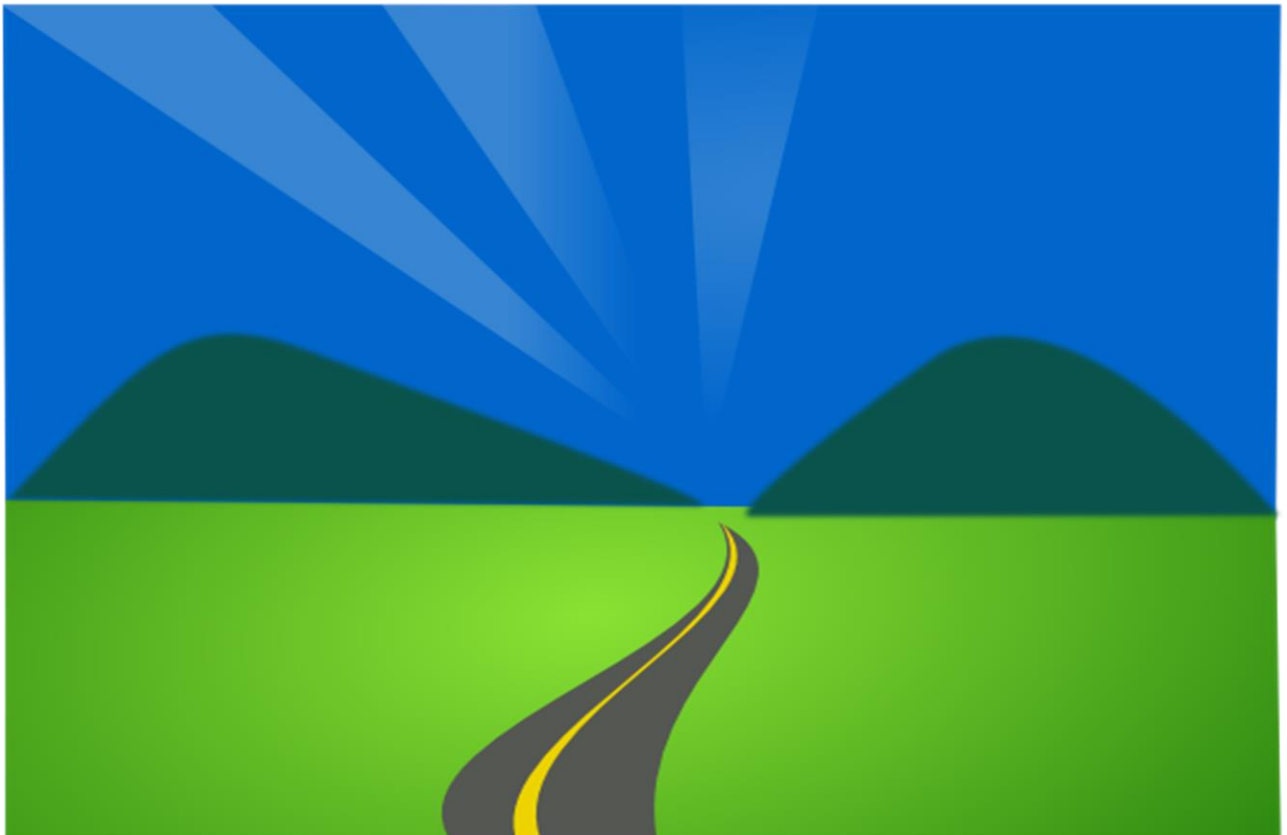


State of Vermont Million Dollar Technology Project Report

DECEMBER 15, 2016



Vermont Enterprise Project Management Office
DEPARTMENT OF INFORMATION AND INNOVATION

Table of Contents

TOPIC	Report Type	Page
About this Report		4
Abbreviated Million Dollar Project Report Key		5
Acronyms Appearing on Multiple Reports		7
Key Project Changes from Last Report		8
Million Dollar Project Portfolio Summary & Metrics		9
Agency of Administration (AOA) Reports		15
▪ Department of Finance and Management ERP Expansion	Detailed Report	16
▪ Department of Human Resources Learning Management System	Detailed Report	20
▪ Department of Information and Innovation (DII) Mainframe Outsourcing	Abbreviated Report	23
▪ DII Voice over Internet Protocol (VoIP)	Abbreviated Report	24
▪ Department of Libraries Integrated Library and Resource Sharing System	Detailed Report	25
▪ Department of TAX Integrated Tax System (VTax)	Abbreviated Report	29
Agency of Education (AOE) Reports		30
▪ AOE VT Automated Data Reporting (Longitudinal Data System)	Abbreviated Report	31
▪ AOE Vermont Child Nutrition System Modernization	Abbreviated Report	32
Agency of Human Services (AHS) Reports		33
▪ AHS Health Information Exchange - Blueprint Clinical Registry	Abbreviated Report	34
▪ AHS Health Information Exchange - Patient Ping	Abbreviated Report	35
▪ AHS Health Information Exchange - VITL Development	Abbreviated Report	36
▪ AHS Integrated Eligibility and Enrollment (IE&E) Program	Detailed Report	37
▪ AHS Learning Management System (LMS)	Abbreviated Report	43
▪ AHS Operation Regulatory Standardization Development (OSRD)	Abbreviated Report	44
▪ AHS Vermont Health Connect (VHC)	Abbreviated Report	45
▪ Department of Disabilities, Aging and Independent Living DVR/DBVI Case Management System	Detailed Report	46
▪ Department of Children & Families Fuel Payment Re-Structuring	Abbreviated Report	52
▪ Department of Mental Health Vermont State Hospital Electronic Health Record (EHR)	Abbreviated Report	53
▪ Department of Corrections (DOC) Cameras and Systems	Abbreviated Report	54
▪ DOC Inmate Healthcare Services Project	Abbreviated Report	55
▪ Department of Vermont Health Access (DVHA) Medicaid Management Information System (MMIS) - Care Management	Detailed Report	56
▪ DVHA Ops MMIS Changes ICD10	Abbreviated Report	62
▪ DVHA MMIS – Pharmacy Benefits Management (PBM)	Abbreviated Report	63
▪ Vermont Department of Health (VDH) Starlims Lab Info System (Deployment & Automation)	Abbreviated Report	64
▪ VDH Women Infant Children (WIC) System Replacement/Electronic Benefit Transfer (EBT)	Abbreviated Report	65

Table of Contents continued...

TOPIC	Report Type	Page
Agency of Transportation (AOT) Report		66
▪ AOT Advanced Transportation Management System (NH, VT & ME)/ 511 Phone System/CARS	Abbreviated Report	67
▪ AOT Business Process Management System (BPMS)	Abbreviated Report	68
▪ AOT Statewide Property Parcel Mapping	Abbreviated Report	69
▪ Department of Motor Vehicles (DMV) Cashiering System Replacement	Abbreviated Report	70
▪ DMV Commercial Vehicle Operating System Upgrade	Abbreviated Report	71
▪ DMV Credentialing Issuing Services Replacement	Abbreviated Report	72
▪ DMV Electronic Oversize Permitting System	Abbreviated Report	73
Secretary of State (SOS)		74
▪ SOS Corporations	Abbreviated Report	75
▪ SOS Elections Administration	Abbreviated Report	76
▪ SOS Next Generation Licensing Platform	Detailed Report	77
State of Vermont Boards		81
▪ Liquor Control Board Point of Sale System & Central Office	Detailed Report	82
▪ Enhanced 911 Board e911 Replacement	Abbreviated Report	86
▪ Public Service Board Case Management	Detailed Report	87
Executive Branch – Other		92
▪ Department of Labor (DOL) Unemployment Insurance Modernization	Detailed Report	93
▪ DOL Worker Compensation Modernization	Abbreviated Report	99
▪ Department of Public Safety (DPS) Automated Finger Print Information System (AFIS) Upgrade – Morpho TRAK	Abbreviated Report	100
▪ DPS e-Ticket	Abbreviated Report	101
▪ State’s Attorney’s and Sheriffs’ Criminal Case Management System	Abbreviated Report	102
About the Enterprise Project Management Office (EPMO)		103

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 meets statutory requirements¹ for reporting on technology projects with lifecycle costs² of \$1,000,000 or more.

The report was compiled in collaboration with the State entities who have a qualifying project and only includes projects for the Executive Branch of State government. Future costs and dates projected in this report are estimates based on current information. They are subject to change. Future annual Million Dollar Technology Project Reports will provide updates on key changes from the prior year.

The EPMO identified forty-three (**43**) technology projects that meet the statutory dollar threshold for reporting (an increase from the thirty-six projects last year). These projects are organized within this report by State Agency/Entity and are in one of two formats:

Detailed Million Dollar Reports: Richard Boes, State of Vermont’s Chief Information Officer and Commissioner of the Department of Information and Innovation selected ten (**10**) projects to highlight with detailed reports. Projects from different State entities were selected to demonstrate the broad range of business needs being fulfilled by technology. These are the selected projects:

Agency	Department	Project Name
Administration	Department of Finance & Management	Enterprise Resource Planning (ERP) Expansion
Administration	Department of Human Resources	Learning Management System
Administration	Department of Libraries	Integrated Libraries & Resource Sharing System
Human Services	Department of Disabilities, Aging & Independent Living	Department of Vocational Rehabilitation /Division for the Blind & Visually Impaired Case Management System
Human Services	Department of Children & Families	Integrated Eligibility & Enrollment Program
Human Services	Department of Health Access	Medicaid Management Information System Care Management
Other	Department of Labor	Unemployment Insurance Modernization
Other	Liquor Control Board	Point of Sale System & Central Office
Other	Public Service Board	Public Service Board Case Management
Other	Secretary of State	Next Generation Licensing Platform

Abbreviated Million Dollar Reports: Summary reports were created for the remaining thirty-three (**33**) projects that met the criteria of having estimated lifecycle costs of \$1,000,000 or more.

¹ Vermont Statute 32 V.S.A § 315

² Lifecycle costs equal one-time costs to implement the project plus the on-going maintenance and operating costs for the life of the solution.

Abbreviated Million Dollar Report Key

Below is the template used for the abbreviated million dollar reports. Explanations for each field is provided in *green font*.

THE PROJECT					
Project Name	<i>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.</i>				
Agency	<i>Sponsoring Agency</i>	Department	<i>Sponsoring Department</i>	Report Date	<i>Report creation date</i>
Description	<i>A description of the project.</i>				
Project Start Date	<i>The date work began on the project (e.g. the date the Business Case received State CIO approval).</i>	Scheduled Completion Date	<i>The date the project is currently scheduled to be completed.</i>	Current Project Phase	<i>The current phase the project is in. See list of phases with descriptions below.</i>
<p>Project Phases:</p> <p>Exploration: A project to be undertaken in the future (i.e., it hasn't officially started).</p> <p>Initiating: During this phase, the work is defined and approval is provided to proceed.</p> <p>Planning: The project work is planned during this phase, including procurement of the vendor and the solution.</p> <p>Execution: The work identified in the planning phase is performed during Execution.</p> <p>Closing: The project is wrapped up and is transitioned to regular operations.</p> <p>Completed: The project was completed since the last Million Dollar Report was issued.</p> <p>On-Hold: The project was started, but has been temporarily halted by the sponsoring entity.</p>					
Independent Review Report Available on EPMO Website?	<i>This field indicates if there is an Independent Review (IR) Report available on the EPMO website at http://epmo.vermont.gov/services/portfolio_management/reporting_metrics. The EPMO posts IR reports from 2013 to the present. Reports for projects in active procurement aren't posted until the State has a signed contract.</i>				
BUSINESS VALUE TO BE ACHIEVED					
<i>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. Additional details about the boxes checked is provided for those ten projects that have detailed reports.</i>					
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.					
LIFECYCLE INFORMATION					
Solution Lifecycle in Years	<i>The number of years the new Solution is expected to be in use before going back out for competitive bids or substantial upgrades.</i>	Lifecycle Costs (total of all costs over lifecycle)	<i>The amount the Solution is expected to cost over its lifecycle (includes project and annual operating costs).</i>		

PROJECT IMPLEMENTATION COSTS

Total Implementation Costs	<i>The estimated costs to implement the project.</i>	Total Implementation Spend as of FY16 End	<i>The total amount spent on implementation costs through 6/30/16.</i>
-----------------------------------	--	--	--

COSTS (ESTIMATED 5 YEAR FY17-21)

The table below provides estimated 5 year costs (project and annual operating) for the new solution for the fiscal years 2017 through 2021, 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 (e.g., project management, vendor services for configuration/installation, State labor participating on the project, Independent reviews, etc.). Operating Costs are those costs that are incurred on-going after the solution is implemented (e.g., annual licensing and hosting costs, hardware, State labor to maintain the system, vendor support costs, etc.).

Fiscal Year	Implementation Costs	Funding Source for Implementation Costs	Operating Costs	Funding Source for Operating Costs
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	\$0.00	State %: 00.00
		Non-State %:0.00		Non-State %:0.00
FY19	\$0.00	State %:0.00	\$0.00	State %: 00.00
		Non-State %:0.00		Non-State %:0.00
FY20	\$0.00	State %:0.00	\$0.00	State %: 00.00
		Non-State %:0.00		Non-State %:0.00
FY21	\$0.00	State %:0.00	\$0.00	State %: 00.00
		Non-State %:0.00		Non-State %: 0.00

PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT

A color indicator is used by the EPMO’s Oversight Project Manager to designate a project’s health in terms of adherence to scope, schedule and budget:*

- **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).

The table provides a twelve (12) month trend for scope, schedule, and budget or for the number of months the project has been in progress if less than a year.

**For more information on the role of the EPMO Oversight Project Manager see http://epmo.vermont.gov/services/project_oversight.*

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

Acronyms Appearing on Multiple Reports

Below are definitions for acronyms that appear on more than one project report.

Acronym	Acronym Definition
APM	All Payer Model
APD	Advanced Planning Document
CIO	Chief Information Officer
CMS	Centers for Medicare and Medicaid Services
DDI	Design, Development and Implementation
DII	Department of Information and Innovation
EA	Enterprise Architecture
EHR	Electronic Health Records
EPMO	Enterprise Project Management Office
FY	Fiscal Year
HIE	Health Information Exchange
HIPAA	Health Insurance Portability and Accountability Act
HSE	Health Services Enterprise
HSEP	Human Services Enterprise Platform
IAPD	Implementation Advanced Planning Document
IE	Integrated Eligibility
IE&E	Integrated Eligibility and Enrollment
IR	Independent Review
IT	Information Technology
IT ABC	Information Technology Activity Business Case
IV&V	Independent Verification and Validation
LMS	Learning Management System
MITA	Medicaid Information Technology Architecture
MMIS	Medicaid Management Information System
PBM	Pharmacy Benefits Management
PMBOK	Project Management Body of Knowledge
PM	Project Manager
PMI	Project Management Institute
PMO	Project Management Office
QA	Quality Assurance
RFI	Request for Information
RFP	Request for Proposal
SaaS	Software as a Service
SMA	State Medicaid Agency
TBD	To Be Determined
UAT	User Acceptance Testing
VCCI	Vermont Chronic Care Initiative
VHC	Vermont Health Connect
VHIE	Vermont Health Information Exchange
VITL	Vermont Information Technology Leaders

Key Project Changes from Last Report

Project Name	Change	Page	Reason
Agency of Human (AHS) Services Health Information Exchange – Patient Ping	Added	35	New project in FY17
AHS Integrated Eligibility and Enrollment (IE&E) Program	Name and Approach Change	37	In last year’s report this project was called “DCF Integrated Eligibility”. It was one large project and is now being managed as a Program made up of multiple projects.
AHS Operation Regulatory Standardization Development	Added	44	New project in FY17
AHS Learning Management System	Added	43	New project in FY17
Agency of Natural Resources Department of Environmental Conservation Enterprise Content Management System	Removed	N/A	This project was on last year’s report. Due to a substantial change in scope, it is now estimated to be under \$1,000,000 and doesn’t meet the threshold for this reporting.
Agency of Administration Worker’s Compensation and Liability system	Removed	N/A	This project was on last year’s report but the project has since been closed/cancelled.
Agency of Transportation VTrans Crash Reporting Tool	Removed	N/A	This project was completed in FY16.
Department of Human Resources Learning Management System	Added	20	New project in FY17
Department of Information & Innovation Main Frame Outsourcing	Added	23	New project in FY17
Department of Motor Vehicles Commercial Vehicle Operating System Upgrade	Added	71	New project that DMV plans to undertake in FY18.
Department of Corrections Cameras and Systems	Added	54	Estimated lifecycle costs were reported as under \$1,000,000 last year, so didn’t meet the reporting threshold. Revised/updated cost estimates now have lifecycle costs at ~\$2 million.
Department of Public Safety Automated Fingerprint Identification System Upgrade - Morpho Trak	Added	100	New project that DPS plans to undertake in FY17 or FY18.
Department of VT Health Access Medicaid Management Information System - Core Operations	Removed	N/A	This project was on last year’s report but the project has since been closed/cancelled.
Department of Libraries Integrated Library and Resource Sharing System	Name Change	25	In last year’s report this project was called “LIB Vermont Automated Library System”.
State’s Attorney’s and Sheriffs’ Criminal Case Management System	Added	102	Estimated lifecycle costs were reported as under \$1,000,000 last year, so didn’t meet the reporting threshold. Revised/updated cost estimates now have lifecycle costs at ~\$1.2 million.
Secretary of State Corporations	Added	75	Estimated lifecycle costs were reported as under \$1,000,000 last year, so didn’t meet the reporting threshold. Revised/updated cost estimates now have lifecycle costs at ~\$2.2 million.

Million Dollar Project Portfolio Summary & Metrics

WHAT ARE THE COMMON THEMES FOR WHY THESE PROJECTS ARE BEING PURSUED?



Integration

Creating the ability to share data among internal systems and/or external partners to gain processing efficiencies, enhance communication and sharing of information, and improve the customer experience.



Modernization/ Replacement

Replacing outdated systems for new technology with modern features and functionality that meet today's enhanced security and state/federal compliance requirements. Desired solutions are hosted and vendor supported.



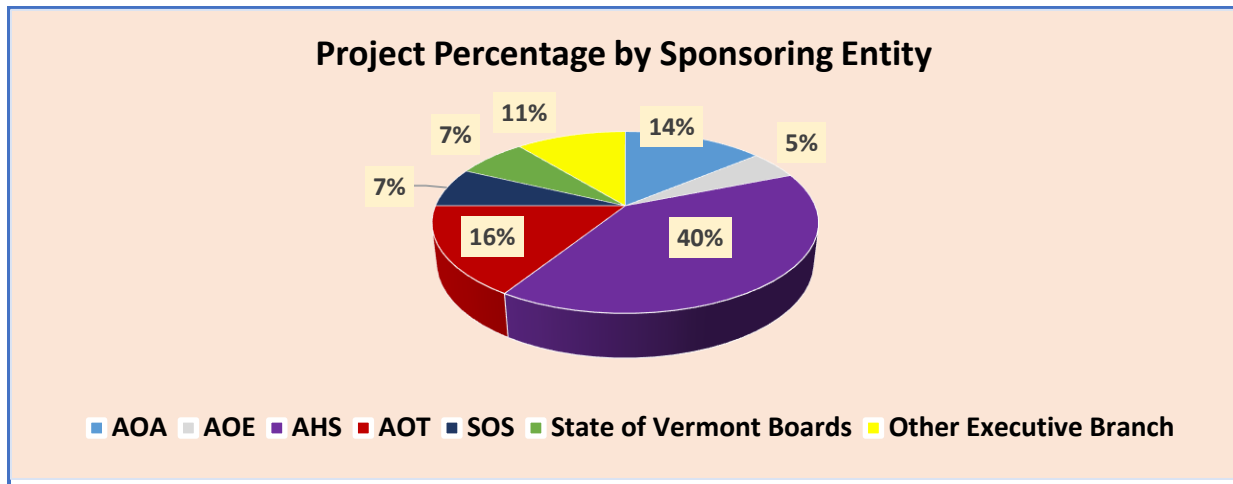
Automation

Automate a currently manual process to increase efficiency, accomplish more with fewer resources, increase turnaround time, decrease manual errors, and/or meet customer expectations for automated services.

EXAMPLES OF PROJECTS BY THEME

Integration	Modernization/Replacement	Automation
<ul style="list-style-type: none"> ▪ AHS Health Information Exchange - Blueprint Clinical Registry ▪ AHS Health Information Exchange - VITL ▪ AHS Health Information Exchange - Patient Ping ▪ AHS Integrated Eligibility & Enrollment Program ▪ AOT Advanced Transportation Management System ▪ AOT Statewide Property Parcel Mapping ▪ DFM ERP Expansion ▪ DLC Point of Sale System ▪ DMH VT State Hospital EHR ▪ DVHA MMIS Care Management ▪ LIB Integrated Library and Resource Sharing System ▪ PSB Case Management ▪ SAS Criminal Case Management ▪ SOS Corporations ▪ SOS Elections Administration 	<ul style="list-style-type: none"> ▪ AHS Learning Management System ▪ AHS Vermont Health Connect ▪ DAIL DVR/DBVI Case Management System ▪ DII VoIP ▪ DLC POS System & Central Office ▪ DMV Cashiering System Replacement ▪ DMV Commercial Vehicle Operating System ▪ DOC Cameras and Systems ▪ DOL Unemployment Insurance Modernization ▪ DOL Worker Compensation Modernization ▪ DVHA MMIS Care Management ▪ LIB Integrated Library and Resource Sharing System ▪ SOS Corporations ▪ SOS Next Generation Licensing ▪ Tax VTax ▪ VDH Starlims Lab Info System ▪ VDH Women Infant Children System Replacement/EBT 	<ul style="list-style-type: none"> ▪ AOT Business Process Management System ▪ AOT Statewide Property Parcel Mapping ▪ DCF Fuel Payment Re-Structuring ▪ DFM ERP Expansion (Project Costing and eProcurement) ▪ DMV Commercial Vehicle Operating System (fuel tax collection and auditing) ▪ DHR Learning Management System ▪ DMV Electronic Oversize Permitting System ▪ DPS e-Ticket

WHAT IS THE BREAKOUT OF MILLION DOLLAR PROJECTS BY SPONSORING STATE ENTITY?



HOW MUCH ARE THESE PROJECTS ESTIMATED TO COLLECTIVELY COST TO IMPLEMENT?

Total Estimated Implementation Costs (all 43 projects): \$488,928,974

Implementation costs are the one-time project costs to implement the solution.

Top 10 Projects for Highest Estimated Total Implementation Costs

Rank	Entity	Project	Project Cost	% ³ of \$488.9M Total	% Fed Funded
1	Agency of Human Services	Vermont Health Connect	\$199,185,524	40.7%	92.7%
2	Agency of Human Services	Integrated Eligibility and Enrollment Program	\$151,030,845	30.9%	90%
3	Department of Tax	VTax Integrated Tax System	\$27,300,000	5.6%	0%
4	Department of VT Health Access	MMIS Care Management	\$24,156,794	4.9%	90%
5	Department of Labor	Unemployment Insurance Modernization	\$10,153,743	2.1%	100%
6	Department of Finance and Management	ERP Expansion -Phase 1 & 2	\$8,082,990	1.7%	0%
7	Agency of Human Services	Health Info Exchange - VITL	\$6,388,995	1.3%	79%
8	Department of Disabilities, Aging & Independent Living	DVR/DBVI Case Management System	\$6,218,710	1.3%	79%
9	Department of VT Health Access	Ops MMIS Changes ICD10	\$5,887,514	1.2%	90%
10	Department of Liquor Control	Point of Sale System & Central Office	\$4,486,740	0.9%	0%

60% of the projects represented in this report have some federal funding for implementation costs. 18 of the 43 projects have 75% or more of their implementation costs covered by federal funding.

³ Rounded to the nearest tenth of a percent.

Total Implementation Spend to Date as of 6/30/16 (all 43 projects): \$322,863,631. This is the cumulative total spent on the projects for implementation costs as of the end of FY16.

Top 10 Projects for Highest Implementation Spend Through 6/30/16

Rank	Entity	Project	Project Spend	% ⁴ of \$322.8M	% Fed Funded
1	Agency of Human Services	Vermont Health Connect	\$190,983,223	59.2%	92.7%
2	Agency of Human Services	Integrated Eligibility and Enrollment Program	\$79,239,797	24.5%	90%
3	Department of Tax	VTax Integrated Tax System	\$13,846,340	4.3%	0%
4	VT Health Access	MMIS Care Management	\$7,914,962	2.5%	90%
5	VT Health Access	Ops MMIS Changes ICD10	\$5,884,464	1.8%	90%
6	Disabilities, Aging & Independent Living	DVR/DBVI Case Management System	\$2,733,770	0.8%	79%
7	VT Health Department	Women Infant Children (WIC)	\$2,253,002	0.7%	100%
8	Agency of Human Services	Health Information Exchange - VITL Development	\$2,010,532	0.6%	79%
9	Agency of Human Services	Health Information Exchange - Blueprint Clinical Registry	\$1,809,881	0.6%	45%
10	Agency of Education	VADR Longitudinal Data System	\$1,804,162	0.6%	91%

WHAT IS THE COLLECTIVE TOTAL LIFECYCLE COST FOR THESE 43 PROJECTS?

Total Estimated Lifecycle Costs (all 43 projects): \$772,084,885. Lifecycle costs equal implementation costs plus the on-going costs for maintenance and operations over the solution's lifecycle.

Top 10 Projects for Highest Estimated Lifecycle Costs

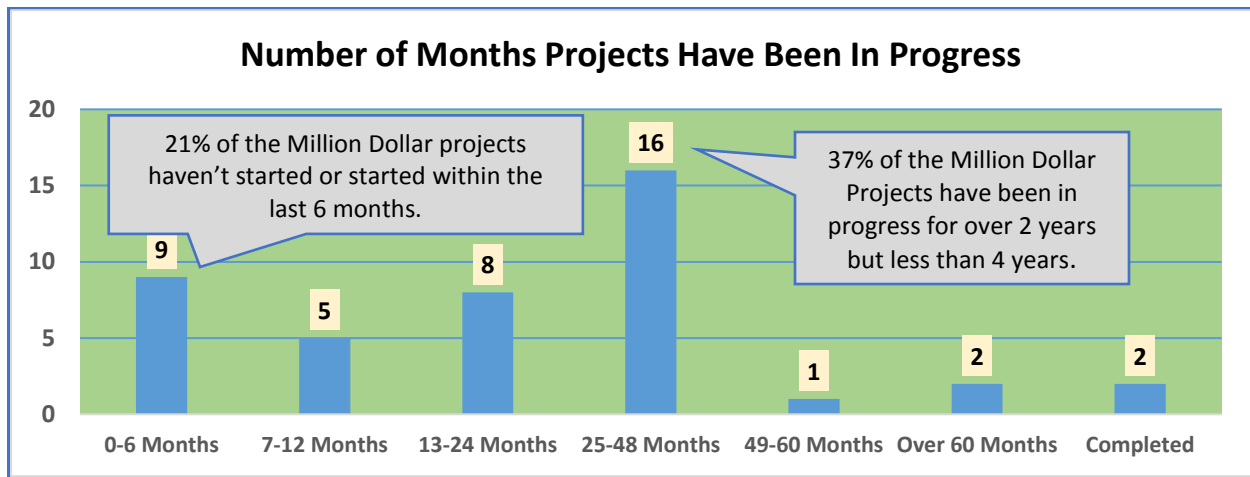
Rank	Agency	Project	Lifecycle Costs	Lifecycle	% Fed Funded Operating Costs
1	Agency of Human Services	Vermont Health Connect	\$302,305,422	5 yrs.	47.26%
2	Agency of Human Services	Integrated Eligibility and Enrollment Program	\$176,179,488	5 yrs.	70.45%
3	Department of Tax	VTax Integrated Tax System	\$52,795,590	10 yrs.	0%
4	VT Health Access	MMIS Care Management	\$36,457,236	5 yrs.	60%
5	VT Health Access	MMIS - PBM	\$21,008,229	6 yrs.	51%
6	Department of Finance and Management	ERP Expansion - Phase 1 & 2	\$19,800,275	5 yrs.	0%
7	Department of Labor	Unemployment Insurance	\$15,475,343	20 yrs.	100%
8	Enhanced 911 Board	e911	\$11,664,260	5 yrs.	0%
9	Liquor Control Board	Point of Sale & Central Office	\$11,361,740	10 yrs.	0%
10	Disabilities, Aging & Independent Living	DVR/DBVI Case Management System	\$9,323,303	5 yrs.	79%

⁴ Rounded to the nearest tenth of a percent.

HOW LONG WILL THE IMPLEMENTED SOLUTIONS BE USED?

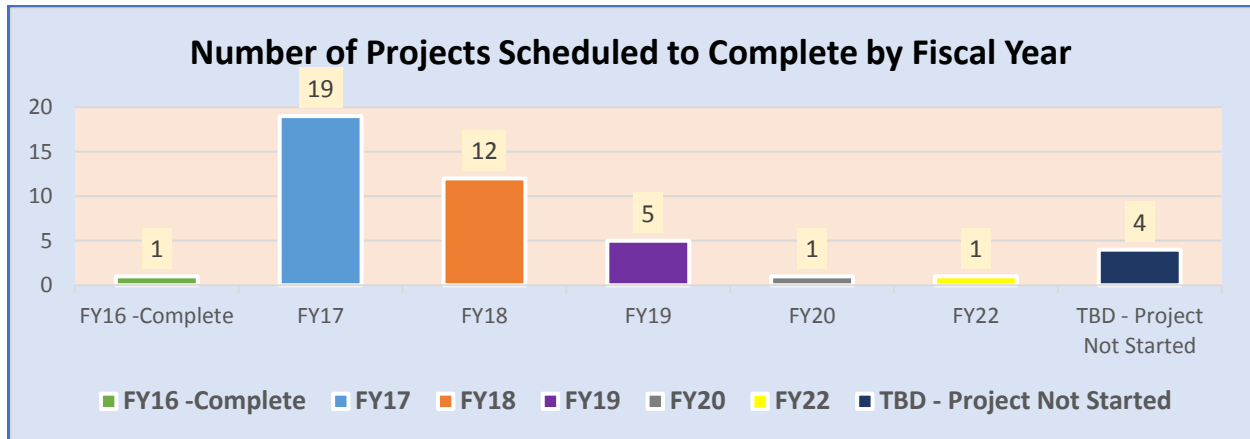
Average Lifecycle of the Implemented Solutions: 9.5 Years

HOW LONG HAVE THE PROJECTS BEEN IN PROGRESS?



HOW SOON WILL THESE PROJECTS BE COMPLETED?

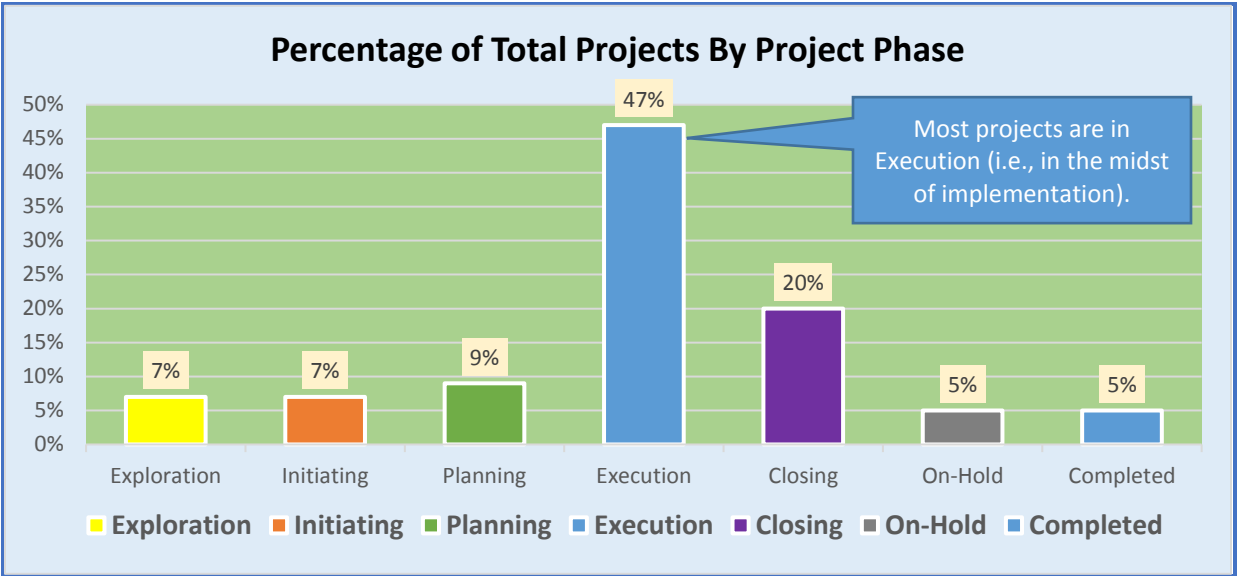
By the end of FY18, 74% of the projects in this report should be completed. Below is a breakdown by fiscal year.



WHAT PHASE ARE THE PROJECTS AT?

The EPMO describes projects as being in one of the following phases:

- **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 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.
- **Completed:** The project was completed since the last report was issued.
- **On-Hold:** The project was started, but has been temporarily halted by the sponsoring entity.

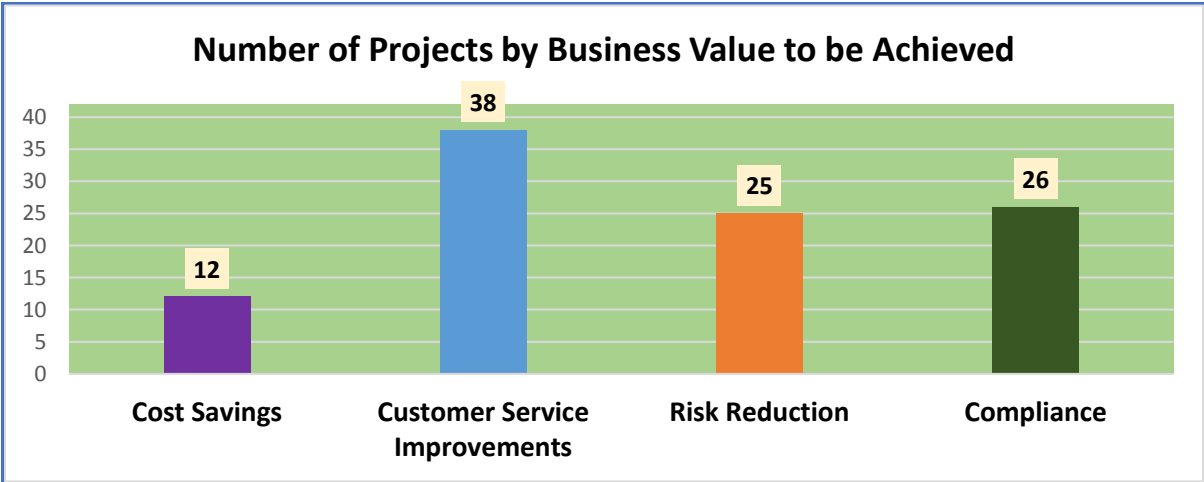


WHAT BUSINESS VALUE WILL THE PROJECTS ACHIEVE FOR THE STATE?

All State IT projects are undertaken to achieve business value(s). State entities identify the business values to be achieved in their Business Case (called the IT ABC Form) and group those within the four categories of business values defined by the EPMO. The following are the business value categories:

- **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.

The graph below shows the number of projects that expect to achieve each business value type. Most projects plan to achieve more than one type.



HOW ARE THE PROJECTS REPRESENTED IN THIS REPORT PERFORMING?

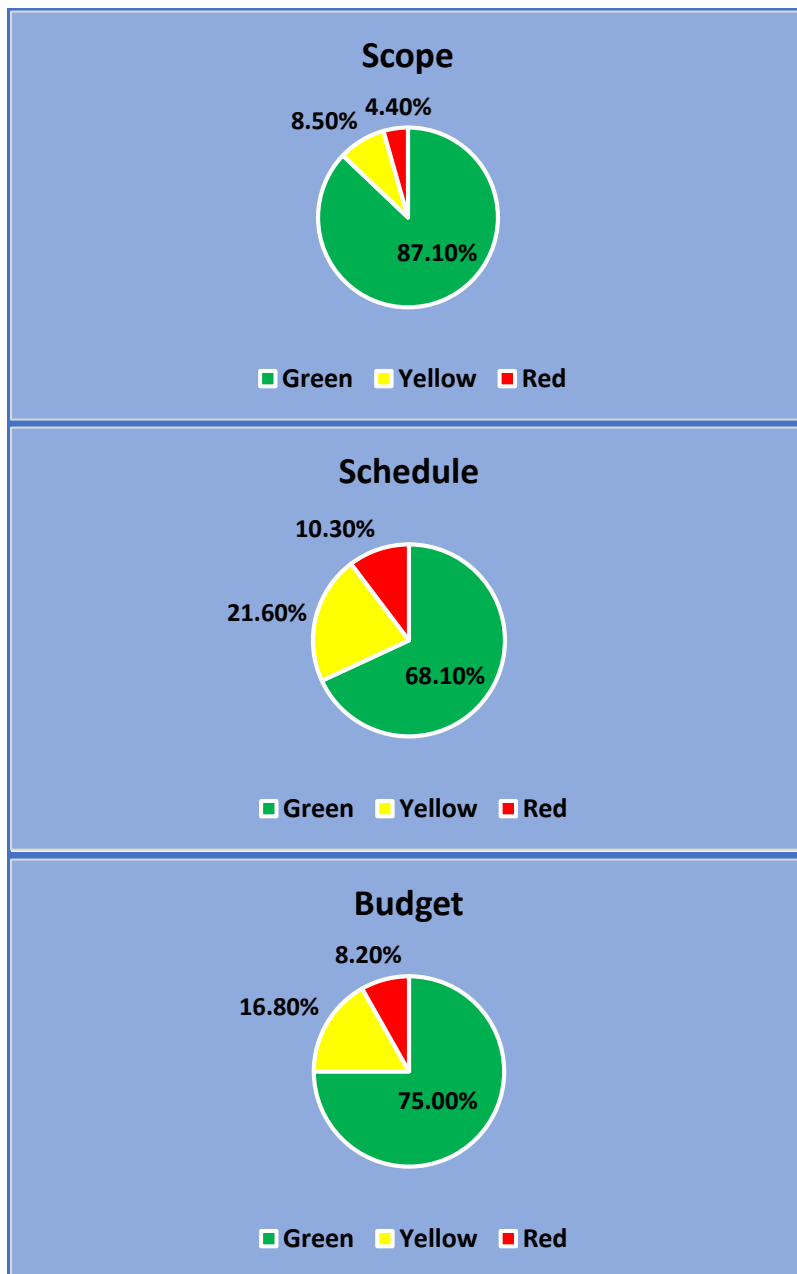
Project performance is measured based on adherence to scope, schedule and budget. Color indicators are used to show performance trends:

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.

The charts below show the percentage of time the projects were reported by the EPMO as being green, yellow and red for scope, schedule and budget.

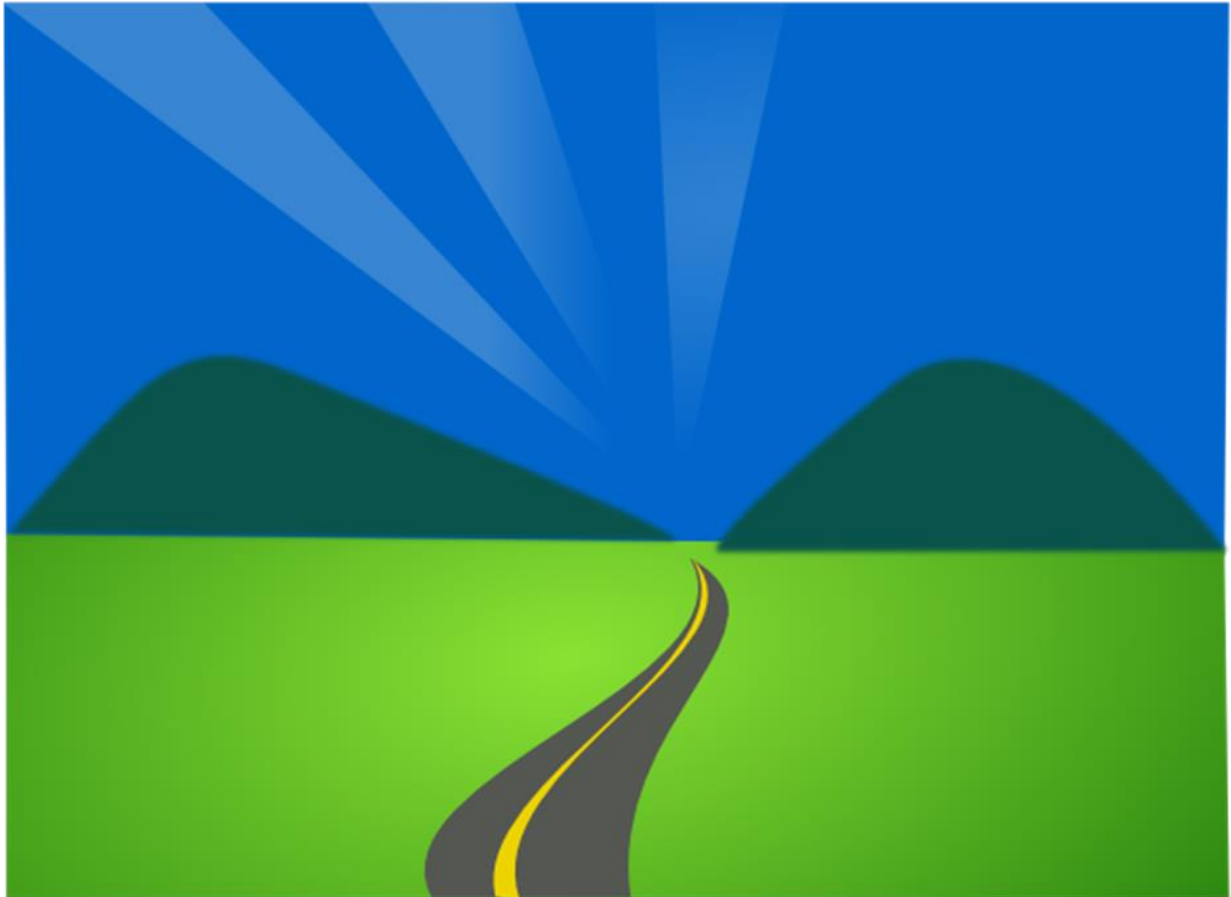


In Project Management, there are 3 baselines: schedule baseline, cost baseline and scope baseline. The baselines are the standard used to measure the performance of the project. Using a formal Change Request process, a project can re-baseline their scope, schedule or budget. In FY17, the EPMO formalized a process for re-baselining a State IT project. Here is a link to these guidelines: [Project Health Indicator Chart](#)

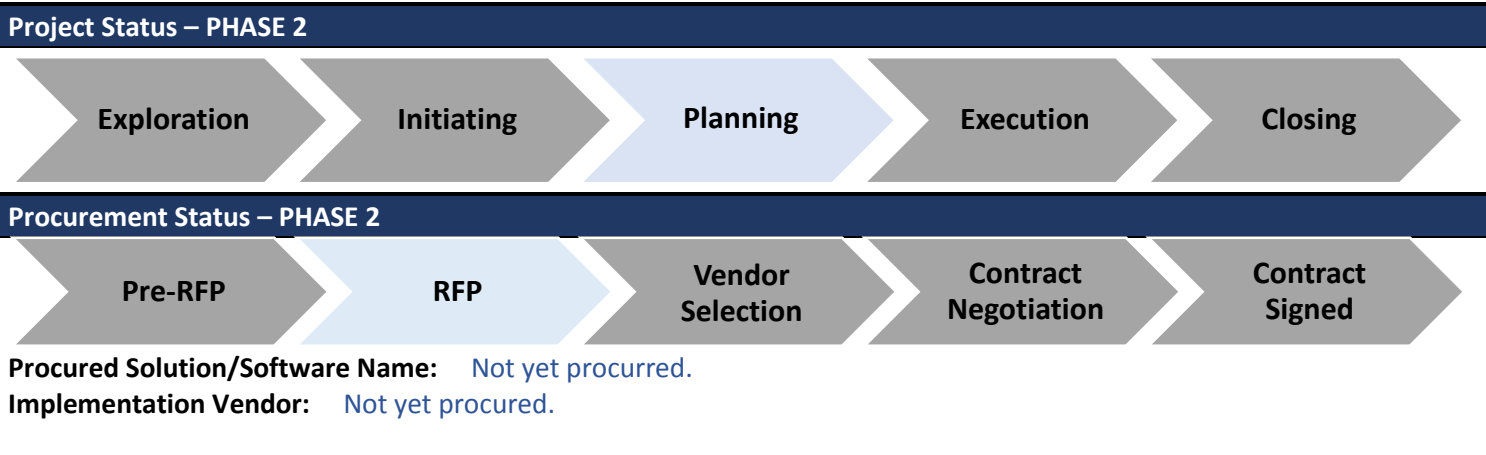
This affects project performance trend information in two ways:

1. Projects stay in **Yellow** or **Red** longer because specific actions are now required before a project can be moved to a more favorable color.
2. **Green** can mean that a project has adhered to its original scope, schedule and/or budget OR it can mean that the project successfully re-baselined and is adhering to that new/updated scope, schedule and/or budget.

Agency of Administration Projects



THE PROJECT					
Project Name	DFM ERP Expansion		FY18 Legislative Funding Request		TBD
Agency	AOA	Department	DFM	Report Date	10/27/16
Project Description	<p>The Enterprise Resource Planning (ERP) Expansion project is a multi-phased project that includes the following:</p> <p>Phase 1 - Requirements gathering for all phases - Complete</p> <p>Phase 2 - Upgrade (or replacement) of Oracle PeopleSoft Financials v8.8 to v9.2 - Planning phase</p> <p>Phase 3 - eProcurement implementation - Exploration phase</p> <p>Phase 4 - Project Management & Project Costing implementation – Not started</p> <p>The focus of this year’s report is on Phase 2, which is the phase that is actively in progress. The current Financials system was last upgraded in 2007 to version 8.8, which is no longer supported by Oracle.</p>				
Key Project Deliverables	Phase 2 Key Project Deliverables: Implementation of a vendor supported Financials System that will perform Purchasing; Accounts Payable; Asset Management; Inventory; General Ledger; Billing; Accounts Receivable; Travel and Expenses; and Grants Tracking.				
Project Start Date	8/10/16		Scheduled Completion Date		12/31/18 - Phase 2
Independent Review Report Available on EPMO Website?				No, an Independent Review will be performed prior to Phase 2 contract signing.	



KEY PROJECT CHANGES FROM LAST YEAR’S REPORT

Last year’s report was based on the broad scope of upgrading Oracle PeopleSoft to version 9.2 and expanding the footprint of the financials system to include project costing, project management and e-procurement. To reduce project risk, a decision was made to break out the pursuit of these major enterprise functions into separate sub-projects. A Business Case (IT ABC) will be submitted for State CIO approval for each subsequent phase. Business Values will also be separately defined for each phase.

The IT ABC for Phase 2 was approved by the State CIO on 8/10/16. For consistency sake, we have redefined “Project Start Date” for all projects as the date the State CIO approved the IT ABC Form for the project. The requirements gathering (Phase 1) was considered pre-project preparation. The Project Performance Trend section on the last page of this report also reflects the August project start date, which is also when the EPMO began providing project oversight. DFM plans to start Phase 3 (eProcurement) in 2016 by preparing their Business Case (IT ABC form). Through an RFP process (which may start with an RFI), they hope to narrow their options for Phase 3 solutions within the next 12 months.

BUSINESS VALUE TO BE ACHIEVED – PHASE 2

- Cost Savings:** Over the lifecycle of the new solution, the total costs will be less than the current solution.
N/A
- Customer Service Improvement:** The new solution will provide a new or improved customer service or services.
N/A
- Risk Reduction:** The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.).
There is a current increased risk of being on an unsupported version of Oracle PeopleSoft Financials. Oracle support has ended for version 8.8. This risk is eliminated by:
 - 1) Upgrading to version 9.2, which is a supported version. The support, per Oracle is: “Premier” support through December 2024 or “Extended” support through December 2027; or
 - 2) Replace Oracle PeopleSoft Financials with a completely new financial system.
- Compliance:** The new solution meets a previously unmet State or Federal compliance requirement.
 - Standard industry best practices and the Department of Information and Innovation (DII) require that all systems be on a supported version. By upgrading to version 9.2 (or moving to an alternative solution), the Department of Finance & Management (DFM) will be on a supported version.
 - The audit finding (segregation of duties) will be mitigated due to the implementation of workflow in version 9.2 or through the functionality in an alternative solution.
 - Moving to an upgraded or alternative solution allows the State to continue to meet all the Governmental Accounting Standards Board (GASB) financial reporting requirements.

PROJECT APPROACH (How the Project Work is/will be Organized) – PHASE 2

DFM will hire a limited service employee to be the project manager for Phase 2 of the project. How the project work will be organized won't be defined until after the RFP process and a decision is made to upgrade or implement a new system.

MAJOR PROJECT MILESTONES

Milestone	Target Date	Current Status
Phase 1 - Requirements Gathering	October 2015	Complete
Phase 2 - Approved Business Case (IT ABC Form) for a Financial System Upgrade or Replacement	August 2016	Complete
Phase 2 - Post RFP	October 2016	In Progress
Phase 2 - Vendor Selection	November 2016	Future
Phase 2 - Independent Review	December 2016	Future
Phase 2 - Contract	January 2017	Future
Phase 2 - Implementation	December 2018	Future
Phase 3 - Approved Business Case (IT ABC) for eProcurement	December 2016	Future
Phase 3 - Vendor Selection	September 2017	Future
Phase 3 – Implementation	September 2018	Future
Future Phases and Milestones are TBD	TBD	Future

LIFECYCLE INFORMATION – PHASE 1 AND 2

Solution Lifecycle in Yrs.	5	Estimated Lifecycle Costs	\$ 19,800,275
----------------------------	---	---------------------------	---------------

PROJECT IMPLEMENTATION COSTS	
Expense	Total Cost
Phase 1: Requirements Gathering for all Phases	\$1,765,732
Phase 2: Configuration/Installation/Implementation	\$5,235,388
Phase 2: PM services	\$416,000
Phase 2: State Labor to implement	\$457,600
Phase 2: DII Oversight	\$183,270
Phase 2: Independent Review	\$25,000
Estimated Total Project Implementation Costs Phase 1 & 2	\$8,082,990
Total Implementation Spend as of FY16 End	\$ 1,765,732

Below are high level estimates for the subsequent phases:	
Phase 3: E-Procurement	\$3,166,027
Phase 4: Project Costing and Project Management	\$8,212,608
Phase 3 and 4: Project Management and Oversight	\$412,063
Estimated Total Project Implementation Costs for Subsequent Phases	\$11,790,698

ANNUAL OPERATING COSTS – PHASE 2			
Estimated Annual Operating Costs of New Solution			\$ 2,343,457
Expense	New Solution Cost	Current Solution	Difference
Financials System (Software and Licenses)	\$838,388	\$838,388	\$0
Financials System (Hardware)	\$333,910	\$333,910	\$0
Financials System (State Labor to maintain & operate)	\$1,171,159	\$1,171,159	\$0
Total Savings or Increase			\$ 0

The above Annual Operating Costs are estimated for Phase 2 only. Prior to going out to RFP and receiving actual bids, the DFM is estimating that the annual operating costs for a new or upgraded system will be the same as the current solution.

ESTIMATED 5 YEAR COSTS (FY17-21) – PHASE 2				
Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY17	\$3,956,282	State %: 100	\$2,343,457	State %: 100
		Non-State %: 0.00		Non-State %: 0.00
FY18	\$2,360,976	State %: 100	\$2,343,457	State %: 100
		Non-State %: 0.00		Non-State %: 0.00
FY19	\$0.00	State %:	\$2,343,457	State %: 100
		Non-State %:		Non-State %: 0.00
FY20	\$0.00	State %:	\$2,343,457	State %: 100
		Non-State %:		Non-State %: 0.00
FY21	\$0.00	State %:	\$2,343,457	State %: 100
		Non-State %:		Non-State %: 0.00

FUNDING SOURCE DETAIL – ALL PHASES

Project Funding

FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED	FUTURE AMOUNT ANTICIPATED
15	Act 40 of 2011	Capital Construction & State Bonding	\$2,584,618	
16	Act 26 of 2016	Capital Construction & State Bonding	\$5,000,000	
17	Act 26 of 2016	Capital Construction & State Bonding	\$5,813,881	
TBD	Capital Bill	Capital Construction & State Bonding		\$6,475,189
TOTAL = \$19,873,688			\$13,398,499	\$6,475,189

New Operating Costs – PHASE 2

FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED	FUTURE AMOUNT ANTICIPATED
18-23	Internal Service Fund	Cost of the new system(s) will be charged back to all departments based on a federally approved cost allocation methodology.	\$0	\$11,717,285
TOTAL = \$11,717,285			\$0	\$11,717,285

PROJECT PERFORMANCE TREND

Past 12 Months Based on EPMO’s Assessment

Indicator	Aug ‘16	Sept ‘16	Oct ‘16	The project start date is 8/10/16 so a 12 month trend has not been established.
Scope				
Schedule				
Budget				

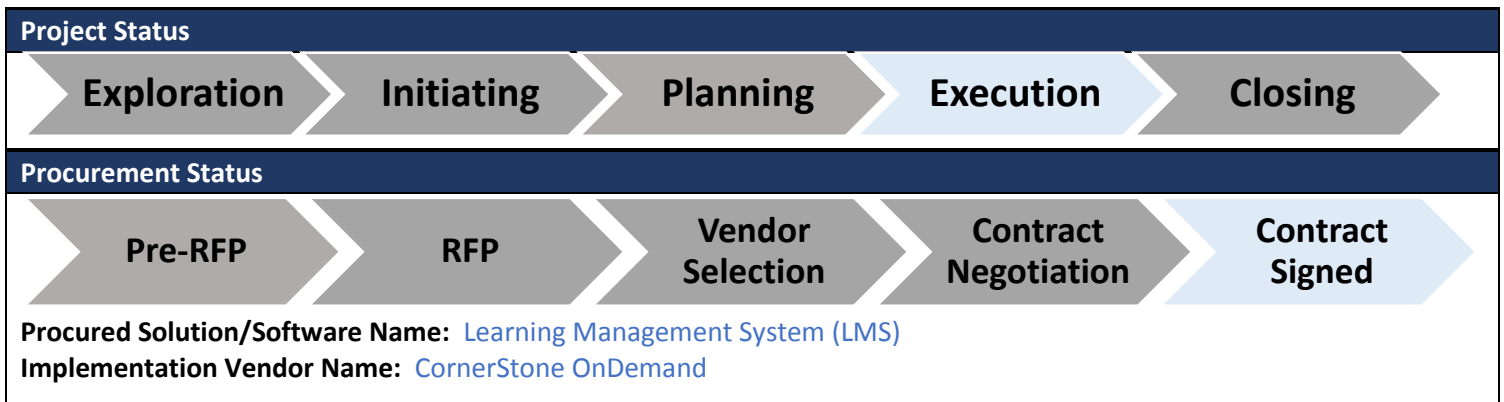
Explanation(s) for Yellow/Red Months

What	When	Reason

OTHER COMMENTS

Phase 2: DFM’s favored approach is to upgrade to Oracle PeopleSoft Financials system to version 9.2. They prefer to stay with a solution that is familiar and is widely used in the financial industry. However, Oracle has stated that 9.2 will be the last major release of the system. Support will be available for the system through December 2024. Limited support will be offered through December 2027.

THE PROJECT					
Project Name	DHR Learning Management System		FY18 Legislative Funding Request		\$ 0
Agency	AOA	Department	DHR	Report Date	09/12/2016
Project Description	Implement an enterprise learning management system to offer in person courses, web based course, individual training plans, and retain employee training records.				
Key Project Deliverables	A secure web portal which all State employee can access to review available courses, sign up for courses, and print transcripts of courses taken.				
Project Start Date	6/27/2016		Scheduled Completion Date		10/27/2016
Independent Review Report Available on EPMO Website?					Yes



KEY PROJECT CHANGES FROM LAST YEAR'S REPORT
 This project was not reported as an IT activity in FY16; all content is new.

BUSINESS VALUE TO BE ACHIEVED

Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution.
 N/A

Customer Service Improvement: The new solution will provide a new or improved customer service or services. Employees will be able to produce a transcript of all the trainings they attended. The information will be available from a single web portal, which can be accessed at any location with internet access and allows for just-in-time production of training transcripts. Transcripts can be saved electronically or printed and are often used for college entrance, job opportunities, promotion opportunities, etc. Supervisors will be able to view training transcripts for direct reports. The LMS retains a record of the training taken by a State employee throughout the duration of their employment with State government.

Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.)
 The LSM can be used to establish:

- The employee and supervisor can use the LMS to chart a professional development training program, and monitor and manage progress;
- A training plan based on an employee's job expectations;
- Send reminders of required trainings to ensure the completion of mandatory trainings;
- Allow supervisors and managers to monitor the required trainings to ensure completion of mandatory training;
- Manage a single repository for trainings; and
- Recertification training reminders can be automated

Employees transcripts are portable across State Government regardless of which agency the employee is assigned. The LMS quantifies the credentials that an employee brought to the job and ensures he/she is provided with appropriate and required training to meet State job expectations. Time limits can be set for expectations of when the training should be complete.

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

Training records will be complete and maintained for all state provided trainings, meeting the HIPAA, IRS, TAX, federal, state and OSHA laws. The LMS can track across the State who has been to what trainings and set up a schedule for re-certifications to assist with ensuring compliance.

PROJECT APPROACH (How the Project Work is/will be Organized)

The State of VT Project Manager is working with a contracted project manager, who has the primary project management responsibilities. The project is following the traditional waterfall framework outlined by the Project Management Institute (PMI) and the steps required by the EPMO.

The enterprise solution being provided by CornerStone (the selected vendor) has been broken into multiple phases, first the pilot conducted by the Agency of Transportation, second is this project to bring the eLearning solution to all State employees by DHR, followed by the implementation of the LMS by the Agency of Human Services.

MAJOR PROJECT MILESTONES

Milestone	Target Date	Current Status
Project Kick-off	6/30/2016	Complete
Online Training	7/16/2016	Complete
Boot camp	7/15/2016	Complete
Data Load Wizard Workshop	7/21/2016	Complete
User Acceptance Testing	7/28/2016	Complete
System Administrator Training	8/24/2016	Complete
Go Live/Transition to Support	9/27/2016	Complete
Phased Roll-out Completion	10/20/2016	In Progress
Project Close Out	10/27/2016	Not Started

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	10	Estimated Lifecycle Costs	\$ 1,087,940.60
----------------------------	----	---------------------------	-----------------

PROJECT IMPLEMENTATION COSTS

Expense	Total Cost
Licenses	\$ 73,350.60
Training	\$ 6,000
Vendor Configuration	\$ 62,000
DII Enterprise Application & Oversight Project Management Services (Estimated)	\$ 1,890
Estimated Total Project Implementation Costs	\$ 143,240.60
Total Implementation Spend as of FY16 End	\$ 0 (*See Comments)

ANNUAL OPERATING COSTS

Estimated Annual Operating Costs of New Solution				\$ 94,470
Expense	New Solution Cost	Current Solution	Difference	
Licenses	\$ 86,370	\$ 0	\$ 86,370	
Annual Maintenance	\$ 7,000	\$ 0	\$ 7,000	
State Labor to Operate & Maintain the Solution	\$ 1,100	\$ 0	\$ 1,100	
Total Increase			+\$ 94,470	

ESTIMATED 5 YEAR COSTS (FY17-21)				
Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY17	\$ 143,240.60	State %: 100	\$ 94,470	State %: 100
		Non-State %: 0		Non-State %: 0
FY18	\$ 0	State %:	\$ 94,470	State %: 100
		Non-State %:		Non-State %: 0
FY19	\$ 0	State %:	\$ 94,470	State %: 100
		Non-State %:		Non-State %: 0
FY20	\$ 0	State %:	\$ 94,470	State %: 100
		Non-State %:		Non-State %: 0
FY21	\$ 0	State %:	\$ 94,470	State %: 100
		Non-State %:		Non-State %: 0

FUNDING SOURCE DETAIL				
Project Funding				
FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED	FUTURE AMOUNT ANTICIPATED
2017	VISON Fund	Internal Service Fund	\$ 143,240.60	\$ 0
TOTAL = \$ 143,240.60			\$ 143,240.60	\$ 0
New Operating Costs Over the Projected Lifecycle				
FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED	FUTURE AMOUNT ANTICIPATED
2017-2026	VISION Fund	Internal Services Fund	\$ 94,470	\$850,230
TOTAL = \$ 944,700			\$ 94,470	\$ 850,230

PROJECT PERFORMANCE TREND												
Past 12 Months Based on EPMO'S Assessment												
Indicator	Sep'15	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	July'16	Aug'16
Scope												
Schedule			The Project has been in progress for less than one year.									
Budget												

OTHER COMMENTS

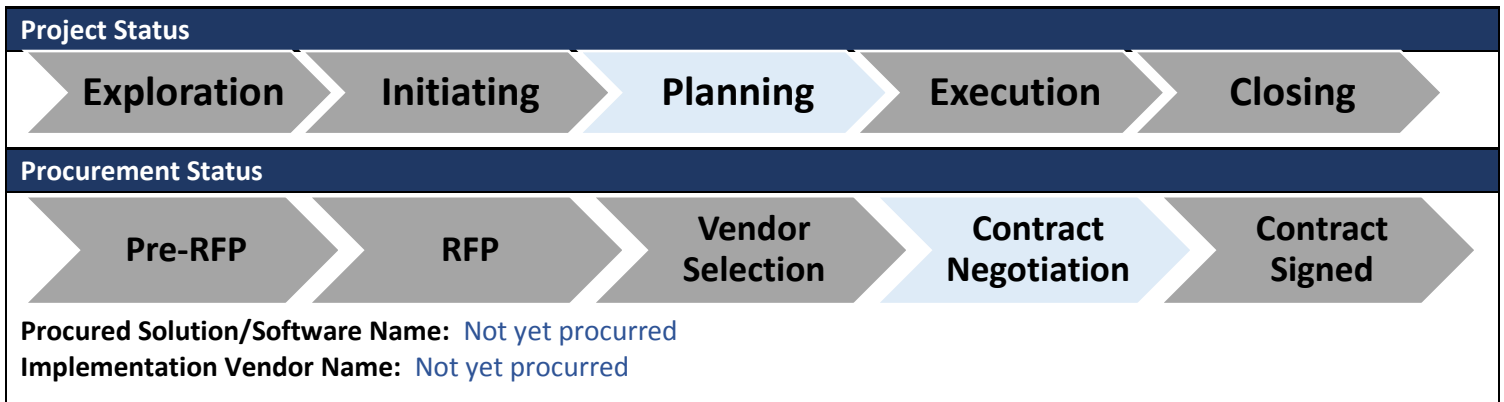
The Independent Review (IR) was completed during the pilot project for the Agency of Transportation and covers existing, as well as future projects looking to contract with the same vendor.

*The project was started later than expected which resulted in FY16 monies not being utilized.

THE PROJECT												
Project Name		DII Mainframe Outsourcing										
Agency		Administration	Department		Information & Innovation			Report Date		10/19/2016		
Description		Mainframe cost reduction and risk mitigation through exploration of various strategies including full outsourcing of service to a third party vendor.										
Project Start Date		8/22/2016		Scheduled Completion Date		6/30/2018		Current Project Phase		Initiating		
Independent Review Report Available on EPMO Website?									N/A			
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			5			Lifecycle Costs (total of all costs over lifecycle)			\$9,018,157			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			\$300,000			Total Implementation Spend as of FY16 End			\$0.00			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs			Funding Source for Operating Costs				
FY17	\$0.00		State %: 0.00 Non-State %:0.00		\$0.00			State %:0.00 Non-State %:0.00				
FY18	\$300,000		State %: 100.00 Non-State %:0.00		\$1,800,854			State %:100.00 Non-State %:0.00				
FY19	\$0.00		State %:0.00 Non-State %:0.00		\$1,619,854			State %:100.00 Non-State %:0.00				
FY20	\$0.00		State %:0.00 Non-State %:0.00		\$1,619,854			State %:100.00 Non-State %:0.00				
FY21	\$0.00		State %:0.00 Non-State %:0.00		\$1,619,854			State %:100.00 Non-State %:0.00				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule			Project has not been in progress for 12 months.									
Budget												

THE PROJECT												
Project Name		DII Voice over Internet Protocol (VoIP) Implementation										
Agency		Administration	Department		Information & Innovation	Report Date			10/21/2016			
Description		Systematically transition State government locations currently using Centrex lines for voice services to an IP Telephony solution, utilizing existing data circuits.										
Project Start Date		11/1/2014	Scheduled Completion Date		11/30/2017	Current Project Phase			Execution			
Independent Review Report Available on EPMO Website?									Yes			
BUSINESS VALUE TO BE ACHIEVED												
<input checked="" type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years		7			Lifecycle Costs (total of all costs over lifecycle)				\$5,992,084.30			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs		\$1,995,707			Total Implementation Spend as of FY16 End				\$890,932			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs	Funding Source for Implementation Costs			Operating Costs			Funding Source for Operating Costs				
FY17	\$834,931	State %: 70.00 Non-State %:30.00			\$852,060			State %:70.00 Non-State %:30.00				
FY18	\$269,844	State %:0.00 Non-State %:0.00			\$1,239,631			State %:70.00 Non-State %:30.00				
FY19	\$0.00	State %:0.00 Non-State %:0.00			\$1,748,654			State %:70.00 Non-State %:30.00				
FY20	\$0.00	State %:0.00 Non-State %:0.00			\$1,784,668			State %:70.00 Non-State %:30.00				
FY21	\$0.00	State %:0.00 Non-State %:0.00			\$0.00			State %:0.00 Non-State %:0.00				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

THE PROJECT				
Project Name	LIB Integrated Library and Resource Sharing System		FY18 Legislative Funding Request	\$ 0
Agency	Administration	Department	Libraries	Report Date 11/01/2016
Project 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 SirsiDynix no longer supports VALS.			
Key Project Deliverables	<p>Key Project Deliverables: (Source: Project Charter)</p> <ul style="list-style-type: none"> • Implementation of a new resource sharing solution before 3/1/17. • Implement Vermont Library internal integrated library system (ILS) before 3/1/17. <ul style="list-style-type: none"> ○ Currently plan to recruit at least twenty libraries by 12/31/17 and ten more by 12/31/18. • Add all public library VALS participants to the new resource sharing system before 6/30/17 <ul style="list-style-type: none"> ○ Add active school and academic libraries to the resource sharing system before 12/31/17. • Make public library holdings visible across Vermont through the new resource sharing system, expanding available materials from thousands to over 2.9 million by 6/30/17. • Increase visibility and ease of use through new resource sharing system, causing interlibrary loan to increase by 5% by 6/30/2017 and 10% by 12/31/2017. 			
Project Start Date	4/12/2016	Scheduled Completion Date	3/1/2017 with migration of libraries through 2021	
Independent Review Report Available on EPMO Website?				No



KEY PROJECT CHANGES FROM LAST YEAR'S REPORT

Since last year's reporting, the project's business case (IT ABC form) received State CIO approval, an RFP was posted, LIB's is in the process of contract negotiation with their selected vendor. An Independent Review was completed and will be published on the EPMO website once procurement is completed.

- BUSINESS VALUE TO BE ACHIEVED**
- Cost Savings:** Over the lifecycle of the new solution, the total costs will be less than the current solution.
 - NA Cost Savings
 - Customer Service Improvement:** The new solution will provide a new or improved customer service or services.
 - Enhance ability for citizens & State employees to access books & materials through greater visibility in local catalogs and ease of use of the system.
 - Resource sharing system not currently in place (other states have resource sharing)
 - Eliminate the need to manually manage thousands of bibliographic records which will free up staff to work on other projects.

- Risk Reduction:** The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.)
 Current VALS System is unsupported; vendor support limited for ILS system
- Compliance:** The new solution meets a previously unmet State or Federal compliance requirement.
 N/A Compliance requirements

PROJECT APPROACH (How the Project Work is/will be Organized)

The Collections and Digital Initiatives Librarian has been assigned as the project manager. Library Senior Business Leadership and Subject Matter Expertise are aligned to complete and support the solution implementation. The proposed vendor indicates two project managers will be assigned for the implementation. They will manage all aspects of the implementation with the help of internal team members.

MAJOR PROJECT MILESTONES

Milestone	Target Date	Current Status
Requirements Gathering	July 2015	Completed
Approved Business Case (IT ABC Form)	April 2016	Completed
Post RFP	February 2016	Completed
Vendor Selection	April 2016	Completed
Independent Review	August 2016	Completed
Contract	December 2016	In progress
Implementation	March 2017	Future
Migration of 20 Libraries FY17*	12/31/2017	Future
Migration of 10 Libraries FY18*	12/31/2018	Future
Migration of 10 Libraries FY19*	12/31/2019	Future
Migration of 10 Libraries FY20*	12/31/2020	Future
Migration of 10 Libraries FY21*	12/31/2021	Future

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	10	Estimated Lifecycle Costs	\$2,960,231.00
-----------------------------------	-----------	----------------------------------	-----------------------

PROJECT IMPLEMENTATION COSTS

Expense (Source: Independent Review)	Total Cost
Share ILS Migration/Configuration/Training	\$38,100.00
Resource Sharing System Training/Implementation/Database Creation	\$51,100.00
Department of Information & Innovation Fees (EPMO Project Oversight and Enterprise Architecture)	\$9,659.00
State Labor	\$92,942.00
Marketing/PR	\$20,000.00
Other 3 rd party software	\$50,360.00
Cost of current solution during transition <i>(carrying as an implementation cost per the Independent Review and because it is a one-time cost)</i>	\$71,896.00
Migration costs for 20 small libraries joining shared ILS in 2017 (year one)*	\$48,000.00
Migration costs for 10 small libraries joining shared ILS per Year (2018 -2021)*	\$96,000.00
Estimated Total Project Implementation Costs	\$478,057.00
Total Implementation Spend as of FY16 End	\$0

**The vendor charges \$2400 per library for migration costs to enter the shared library. Since small libraries may not be able to afford this cost, the Department of Libraries is tentatively budgeting monies to migrate 60 small libraries from 2017 to 2021 who might not otherwise be able to participate.*

ANNUAL OPERATING COSTS			
Estimated Annual Operating Costs of New Solution (Source: Independent Review)			\$248,217.40
Expense	New Solution Cost	Current Solution	Difference
State Labor Cost to Maintain the Solution	\$19,165.20	\$24,000.00	(\$4,834.80)
Software	\$210,956.90	\$69,415.00	\$141,541.90
Hosting	\$16,095.30	0	\$160,953.00
Annual Staff Training	\$2000.00	0	\$2000.00
Other: Custom programming for data reporting	\$0.00	\$9,000.00	(\$9,000.00)
Total Savings or Increase			+\$290,660.10

ESTIMATED 5 YEAR COSTS (FY17-21)				
Fiscal Year	Implementation Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY17	\$382,057.00	State %: 29.00	\$186,766.00	State %: 29.00
		Non-State %: 71.00		Non-State %: 71.00
FY18	\$24,000.00	State %: 29.00	\$255,222.00	State %: 29.00
		Non-State %: 71.00		Non-State %: 71.00
FY19	\$24,000.00	State %: 29.00	\$261,381.00	State %: 29.00
		Non-State %: 71.00		Non-State %: 71.00
FY20	\$24,000.00	State %: 29.00	\$267,725.00	State %: 29.00
		Non-State %: 71.00		Non-State %: 71.00
FY21	\$24,000.00	State %: 29.00	\$274,260.00	State %: 71.00
		Non-State %: 71.00		Non-State %: 29.00

FUNDING SOURCE DETAIL				
Project Funding				
FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED	FUTURE AMOUNT ANTICIPATED
17	State Funding: General Fund	State General Fund #10000	\$138,636.53	
17 - 21	Federal Funding: Implementation; Library Services & Technology Act/LSTA), from the Institute of Museum & Library Services (IMLS); See https://www.ims.gov/grants/grants-states	CFDA: 45.310; Grant Number: LS-00-15-0046-15 (funding yr. FFY15 ends 9/30/16; \$912K); Grant Number: LS-00-16-0046-16 (funding yr. FFY16 ends 9/30/17; \$914K)	\$50,000.00	\$289,420.47
TOTAL = \$478,057.00			\$188,636.53	\$289,420.47
New Operating Costs Over the Projected Lifecycle				
FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED	FUTURE AMOUNT ANTICIPATED
17 -26	State Funding: Operations	State General Fund #10000	\$71,983.05	\$647,847.45
17 -26	Federal Funding: Library Services & Technology Act/LSTA), from the Institute of Museum and Library Services (IMLS); See link in Federal Funding above.	CFDA: 45.310; Grant Number: LS-00-15-0046-15 (funding yr. FFY15 ends 9/30/16; \$912K); Grant Number: LS-00-16-0046-16 (funding year FFY16 ends 9/30/17; \$914K)	\$50,000.00	\$1,712,343.50
TOTAL = \$2,482,174.00			\$248,217.40	\$2,233,956.60

PROJECT PERFORMANCE TREND

Past 12 Months Based on EPMO'S Assessment

Indicator	Apr '16	May '16	Jun'16	Jul '16	Aug '16	Sep '16	Oct '16
Scope							
Schedule							
Budget							

Project has been in progress for less than 12 months.

THE PROJECT												
Project Name		TAX Integrated Tax System (VTax)										
Agency		Administration	Department		Taxes	Report Date			10/20/2016			
Description		Enterprise Tax system consolidating Advantage Revenue, Mainframe Taxes and Oracle's Enterprise Taxation Management (ETM) system into an Integrated Tax System.										
Project Start Date		6/15/2012	Scheduled Completion Date		11/30/2017	Current Project Phase			Execution			
Independent Review Report Available on EPMO Website?									Yes			
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			10		Lifecycle Costs (total of all costs over lifecycle)				\$52,795,590			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			\$27,300,000		Total Implementation Spend as of FY16 End				\$13,846,340			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs			Funding Source for Operating Costs				
FY17	\$4,316,779		State %: 100.00		\$1,419,401			State %:100.00				
			Non-State %:0.00					Non-State %:0.00				
FY18	\$4,288,827		State %:100.00		\$2,533,963			State %:100.00				
			Non-State %:0.00					Non-State %:0.00				
FY19	\$2,804,014		State %:100.00		\$2,883,866			State %:100.00				
			Non-State %:0.00					Non-State %:0.00				
FY20	\$2,044,040		State %:100.00		\$3,531,242			State %:100.00				
			Non-State %:0.00					Non-State %:0.00				
FY21	\$0		State %:100.00		\$3,575,282			State %:100.00				
			Non-State %:0.00					Non-State %:0.00				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

Agency of Education Projects



THE PROJECT												
Project Name		AOE Vermont Automated Data Reporting (VADR) Longitudinal Data System										
Agency		Education	Department		Education	Report Date		11/18/16				
Description		The AOE was awarded a 3-year \$4.95 Million Statewide Longitudinal Data Systems (LDS) grant from the US Department of Education in June, 2012. The LDS is needed to facilitate the collection of data in order to satisfy federal and state data reporting requirements as well as to provide education service providers the ability to track student progress over time, evaluate teacher performance, evaluate program effectiveness, and to generally use data to improve the education the state is providing each learner.										
Project Start Date		6/27/2013	Scheduled Completion Date		6/30/2017	Current Project Phase		Execution				
Independent Review Report Available on EPMO Website?								Yes				
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			5			Lifecycle Costs (total of all costs over lifecycle)			\$7,443,089.07			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			\$4,465,623.86			Total Implementation Spend as of FY16 End			\$1,804,161.91			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs		Funding Source for Operating Costs					
FY17	\$2,661,461.95		State %: 9.00		\$481,637.14		State %:9.00					
			Non-State %:91.00				Non-State %:91.00					
FY18	\$0.00		State %:0.00		\$605,365.29		State %:19.00					
			Non-State %:0.00				Non-State %:81.00					
FY19	\$0.00		State %:0.00		\$614,639.29		State %:19.00					
			Non-State %:0.00				Non-State %:81.00					
FY20	\$0.00		State %:0.00		\$630,036.29		State %:18.00					
			Non-State %:0.00				Non-State %:82.00					
FY21	\$0.00		State %:0.00		\$645,787.20		State %:17.00					
			Non-State %:0.00				Non-State %:83.00					
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16	Oct'16
Scope												
Schedule												
Budget												

Project Name	AOE Vermont Child Nutrition System Modernization Project											
Agency	Education	Department	Education	Report Date	11/18/2016							
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 then 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 (SaaS) 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 ensuring long term sustainability.											
Project Start Date	4/30/2015	Scheduled Completion Date	4/30/2016*	Current Project Phase	Closing*							
Independent Review Report Available on EPMO Website?										Yes		
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years	20		Lifecycle Costs (total of all costs over lifecycle)	\$3,710,350.00								
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs	\$213,748.03		Total Implementation Spend as of FY16 End	\$213,748.03								
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs			Funding Source for Operating Costs				
FY17	\$0.00		State %: 0.00		\$165,600.00			State %:1.00				
			Non-State %:0.00					Non-State %:99.00				
FY18	\$0.00		State %:0.00		\$165,600.00			State %:1.00				
			Non-State %:0.00					Non-State %:99.00				
FY19	\$0.00		State %:0.00		\$165,600.00			State %:1.00				
			Non-State %:0.00					Non-State %:99.00				
FY20	\$0.00		State %:0.00		\$165,600.00			State %:1.00				
			Non-State %:0.00					Non-State %:99.00				
FY21	\$0.00		State %:0.00		\$165,600.00			State %:1.00				
			Non-State %:0.00					Non-State %:99.00				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

*Implementation was completed in April 2016. EPMO will continue to report the project in Closing Status until the Project Close-out Report is received from the project manager.

Agency of Human Services Projects



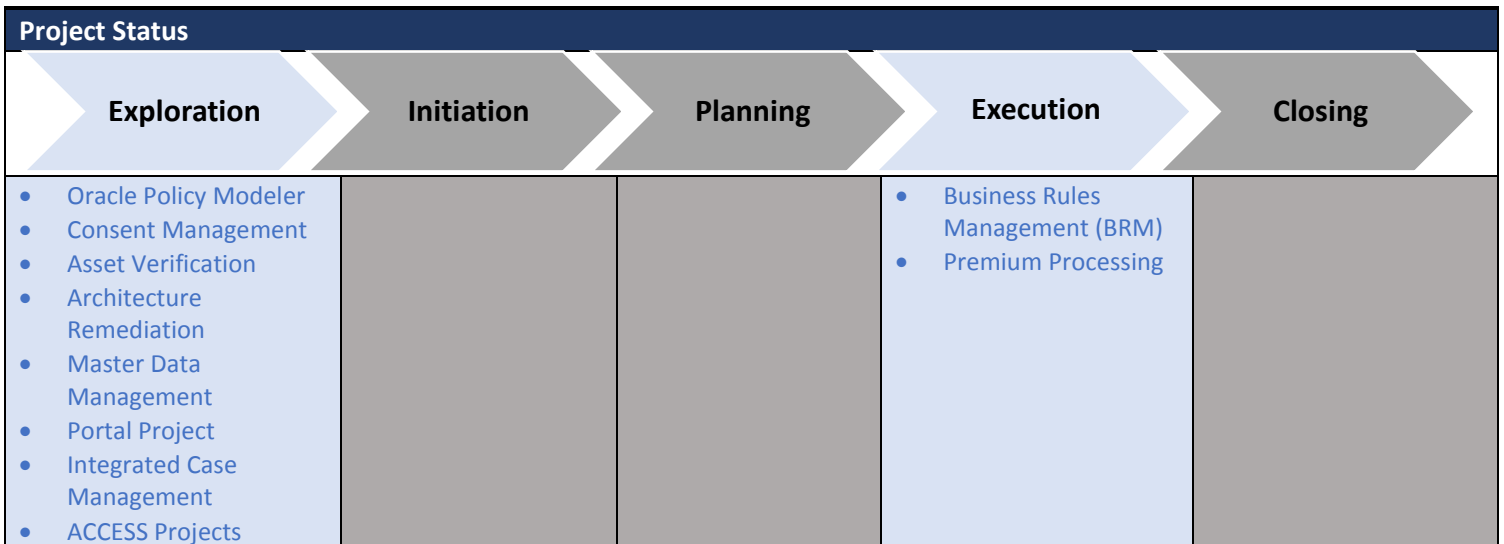
THE PROJECT												
Project Name		AHS HIE - Blueprint Clinical Registry										
Agency		Human Services	Department		Health Access			Report Date		11/14/2016		
Description		<p>The Vermont Blueprint for Health is a state-wide initiative to transform health care delivery, improve health outcomes, and 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 EHR, 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.</p>										
Project Start Date		9/3/2015		Scheduled Completion Date		12/31/2016		Current Project Phase		Closing		
Independent Review Report Available on EPMO Website?									Yes			
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.). <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			3			Lifecycle Costs (total of all costs over lifecycle)			\$2,758,712.21			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			\$1,819,881.13			Total Implementation Spend as of FY16 End			\$1,809,881.13			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs			Funding Source for Operating Costs				
FY17	\$10,000.00		State %: 55 Non-State %: 45		\$469,415.54			State %: 44 Non-State %: 56				
FY18	\$0.00		State %:0.00 Non-State %:0.00		\$469,415.54			State %: 50 Non-State %: 50				
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				
FY21	\$0.00		State %:0.00 Non-State %:0.00		\$0.00			State %:0.00 Non-State %:0.00				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

THE PROJECT												
Project Name		AHS HIE - Patient Ping										
Agency		Human Services	Department		Health Access			Report Date		9/12/2016		
Description		<p>Patient Ping is a one-year pilot project that will provide its web-based software service to Partner Health Care Entities so that Partner Health Care Entities can share information with other Partner Health Care Entities. This occurs in two categories:</p> <ul style="list-style-type: none"> • Pings: real-time notifications to Partner Health Care Entities whenever their patients receive care anywhere • Point-of-Care Guidelines: information delivered to Partner Health Care Entities at the point-of-care that allows admissions coordinators to access information from the patient's full care team. <p>The value is improving patient care outcomes with real time information being available to providers about their patient population.</p>										
Project Start Date		11/1/15		Scheduled Completion Date		1/30/17		Current Project Phase		Execution		
Independent Review Report Available on EPMO Website?									No			
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			1			Lifecycle Costs (total of all costs over lifecycle)			\$ 1,008,500.00			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			\$ 1,008,500.00			Total Implementation Spend as of FY16 End			\$ 143,603.73			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs	Funding Source for Implementation Costs			Operating Costs	Funding Source for Operating Costs						
		State %	Non-State %			State %	Non-State %					
FY17	\$864,896.27	0.00	100.00		\$0.00	0.00	0.00					
FY18	\$0.00	0.00	0.00		\$0.00	0.00	0.00					
FY19	\$0.00	0.00	0.00		\$0.00	0.00	0.00					
FY20	\$0.00	0.00	0.00		\$0.00	0.00	0.00					
FY21	\$0.00	0.00	0.00		\$0.00	0.00	0.00					
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

THE PROJECT												
Project Name		AHS HIE - VITL Development										
Agency		Human Services	Department		Health Access			Report Date		11/14/2016		
Description		This is a yearly development 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 Start Date		1/1/2015		Scheduled Completion Date		12/31/2021		Current Project Phase		Execution		
Independent Review Report Available on EPMO Website?									No			
BUSINESS VALUE TO BE ACHIEVED												
<input checked="" type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			7			Lifecycle Costs (total of all costs over lifecycle)			\$6,388,994.52			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			\$6,388,994.52			Total Implementation Spend as of FY16 End			\$ 2,010,531.52			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs			Funding Source for Operating Costs				
FY17	\$1,068,806.00		State %: 21.00		\$0.00			State %:0.00				
			Non-State %:79.00					Non-State %:0.00				
FY18	\$961,925.00		State %:21.00		\$0.00			State %:0.00				
			Non-State %:79.00					Non-State %:0.00				
FY19	\$865,732.00		State %:21.00		\$0.00			State %:0.00				
			Non-State %:79.00					Non-State %:0.00				
FY20	\$780,000.00		State %:21.00		\$0.00			State %:0.00				
			Non-State %:79.00					Non-State %:0.00				
FY21	\$702,000.00		State %:21.00		\$0.00			State %:0.00				
			Non-State %:79.00					Non-State %:0.00				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

THE PROJECT					
Project Name	AHS Integrated Eligibility & Enrollment Program		FY18 Legislative Funding Request		TBD
Agency	AHS	Department	CO - HSE	Report Date	11/28/2016
Project Description	<p>The Integrated Eligibility & Enrollment (IE&E) Program is a series of projects that come together in a strategic response to the anticipated loss of federal funding previously applied to the healthcare program areas of the legacy eligibility & enrollment system, ACCESS. ACCESS has been determined to be not in compliance with Center for Medicaid and Medicare Services (CMS's) requirements for funding, including adherence to the prescriptions and practices of the Medicaid Information Technology Architecture (MITA).</p> <p>Through the series of IE&E projects, AHS will meet the diverse needs of the remaining Medicaid programs as well as Economic Services programs and thereby help Vermont realize its long-standing vision of delivering integrated services through a no-wrong-door, person-centric, system.</p> <p>CMS recognizes ten business process capabilities in their MITA framework. Each Project within the IE&E Program, as described below, will contribute to the delivery and subsequent maturation of these capabilities.</p> <p>IE&E Project Groups:</p> <p><u>Rules Management & Rules Engine Projects</u></p> <ul style="list-style-type: none"> ▪ Mature the State Medicaid Agency (SMA) <i>Determine Member Eligibility</i> capability for non-MAGI (Modified Adjusted Gross Income) benefit programs through a set of rules management and rules engine projects. <p>Projects in this Group: Business Rules Management (BRM) and Oracle Policy Modeler (OPM).</p> <p><u>Data Management Projects</u></p> <ul style="list-style-type: none"> ▪ Mature the SMA <i>Manage Data</i> capability across the platform through projects to establish a data architecture and flow for the platform and remediate the existing platform data and data flow to remove and prevent duplication. <p>Projects in this Group: Master Data Management Project (this won't be just one project, but the individual projects have not yet been identified/named).</p> <p><u>Architecture Projects</u></p> <ul style="list-style-type: none"> ▪ Mature the SMA <i>Manage Case Information</i> capability to ensure appropriate and cost-effective medical, medically-related social and behavioral health services are identified, planned, obtained and monitored for individuals identified as eligible for benefits programs. <p>Projects in this Group: Architecture Remediation Project (this won't be just one project, but the individual projects have not yet been identified/named).</p> <p><u>Peripheral Systems & Services</u></p> <ul style="list-style-type: none"> ▪ Further mature the SMA <i>Determine Member Eligibility</i> capability for non-MAGI benefit programs, specifically Long Term Care (LTC), through automation of asset verification. ▪ Mature the SMA <i>Prepare Member Premium Invoice</i> and <i>Manage Applicant and Member Communication</i> capability for collection of Medicaid for Children and Adults (MCA) and VPHARM premiums. VPHARM is the State's Pharmaceutical Assistance Programs. ▪ Further mature the SMA <i>Manage Case Information</i> capability through a Consent Management service that captures permission for cross-program eligibility determination. 				

	<p>Projects in this Group: Premium Processing Project Phase 1-MCA/QHP, Phase 2 -HSEP and Phase 3-VPHARM; Consent Management Project; Asset Verification System, Portal Project and Integrated Case Management System.</p> <p><u>Projects to complete Health Care Benefits Programs Migration off ACCESS</u></p> <ul style="list-style-type: none"> ▪ Interface Manager – Further mature the <i>Manage Data</i> capability for the Health Services Enterprise Platform (HSEP) to coordinate data flows to/from external services and hubs. ▪ ACCESS Transition – Establish replacement capabilities for historical use of ACCESS as a Pharmacy Benefits Management (PBM)/Medicaid Management Information System (MMIS) Interface, system to administer Managed Care Services, and as a communications hub for Pass Through Programs. <p>Projects in this Group: Non-MAGI Programs Complete Transition from ACCESS to IE and Human Services Programs Complete Transition from ACCESS to IE.</p>		
Key Project Deliverables	<p>Major functionality to be Delivered</p> <ul style="list-style-type: none"> • Policy Automation • Policy Modeling • Data Quality • Identity and Access • Data Management • Consent Management • Eligibility Determination & Verification • Enrollment • Case Management 		
Project Start Date	10/1/2013	Scheduled Completion Date	12/31/2018
Independent Review Report Available on EPMO Website?		Yes (for prior “big bang” project)	



Procurement Status				
Pre-RFP	RFP	Vendor Selection	Contract Negotiation	Contract Signed
<ul style="list-style-type: none"> • Oracle Policy Modeler • Consent Management • Asset Verification • Architecture Remediation • Master Data Management • Portal Project • Integrated Case Management • ACCESS Projects 				<ul style="list-style-type: none"> • Premium Processing

NOTES: 1) The Business Rules Management (BRM) project is not reflected in the chart above because it does not have a contracted vendor. The Procurement Status is N/A.
 2) The procured solution and Implementation vendor for the Premium Processing Project is Wex Health.

KEY PROJECT CHANGES FROM LAST YEAR'S REPORT

To reduce risk, on 2/3/16, AHS cancelled the "Big Bang" procurement process that was underway for an Integrated Eligibility System as defined in the Health & Human Services Enterprise (HSE) Jumbo Implementation Advance Planning Document (IAPD) originally approved in May, 2012 with the most recent approval (VT_2015007-23-EE-APD) received in October, 2015, and began the work necessary to transition to a modular approach for achieving Vermont's goal of a health and human services integrated eligibility and enrollment capability as part of the Medicaid Enterprise System. AHS began immediately to reset the approach to proceed with smaller projects, such as the Business Rules Management (BRM) Project (Chartered issued on 8/9/16). As we worked toward initiation of additional projects, AHS developed and issued an IE&E Program Charter on 11/21/16.

BUSINESS VALUE TO BE ACHIEVED

- Cost Savings:** Over the lifecycle of the new solution, the total costs will be less than the current solution.
 - Reduce unnecessary manual activities for front-line workers, and provide self-service functionality for clients to access all health and human services programs.
 - Minimize duplication of effort during the eligibility determination process by sharing data gathered by all health and human services programs.
 - Single shared service provides economy of scale and maximizes the impact and utilization of Federal Financial Participation.
- Customer Service Improvement:** The new solution will provide a new or improved customer service or services.
 - Reduce or eliminate gaps in benefits and services during critical transitions in care/service by enabling staged or preemptive determination.
 - Unified Data Management – A master data source and information sharing across programs will foster improved service at entry and care.

- One Screening, Application, Determination and Enrollment tool – Applying for and enrolling in health and human service benefits will be a streamlined, user-friendly experience for both the consumer and the case manager.
- Multi-disciplinary Approach using Shared Master Plans – Case managers will leverage the integrated system to provide services based on a complete understanding of needs and use shared master plans to evaluate, track and monitor progress to support improved outcomes.

Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.).

The development of a “future proof” system based on a modular approach with independently structured technology components.

Compliance: The new solution meets a previously unmet State or Federal compliance requirement.
Meet Centers for Medicaid and Medicare Services (CMS) Standards and Conditions

PROJECT APPROACH (How the Project Work is/will be Organized)

Projects will be managed in a centralized and coordinated fashion to progress the enhancement and/or establishment of components that when taken individually or in combination, deliver functional modules to the organization. The benefits of this approach are that it demonstrates success early and often; ensures greater cost control; increases visibility to challenges as/if they arise; and accomodates changing federal and state priorities that may derail traditional monolithic projects.

MAJOR PROJECT MILESTONES

Milestone	Target Date	Current Status
Premium Processing Project (Phase 1 – MCA/QHP) – Start	April 2016	Complete
IV&V Contract Start	May 2016	Complete
Business Rules Management (BRM) Project – Start	August 2016	Complete
Premium Processing Project (Phase 2 – HSEP Integration) - Start	Dec 2016	Starting
Oracle Policy Modeler (OPM) Project – Start	Nov 2016	Starting
Asset Verification System Project – Start	November 2016	Starting
Consent Management Project – Start	November 2016	Starting
Architecture Remediation Project – Start	December 2016	Future
Business Rules Management (BRM) Project - Complete	December 2016	Schedule at Risk
OPM Desktop System Implementation Project - Complete	January 2017	Future
Master Data Management Project – Start	December 2016	Future
Premium Processing Project (Phase 1– MCA/QHP) – Complete	April 2017	Future
Asset Verification System Project – Complete	Summer 2017	Future
Premium Processing Project (Phase 2 – HSEP Integration) - Complete	Summer 2017	Future
Premium Processing Project (Phase 3 - VPHARM) - Start	TBD	Future
Architecture Remediation Project – Complete	November 2017	Future
Consent Management Project – Complete	December 2017	Future
Portal Project – Start	December 2017	Future
Integrated Case Management System Project – Start	December 2017	Future
Integrated Case Management System Project - Complete	December 2018	Future
Master Data Management Project - Complete	December 2018	Future
Portal Project – Complete	December 2018	Future
Premium Processing Project (Phase 3 - VPHARM) - Complete	December 2018	Future
Non-MAGI Programs Complete Transition from ACCESS to IE	December 2018	Future
Human Services Programs Complete Transition from ACCESS to IE	TBD	Future

LIFECYCLE INFORMATION			
Solution Lifecycle in Yrs.	5	Estimated Lifecycle Costs	\$176,179,488*

*EPMO notes that based on the values provided by AHS, the Estimated Lifecycle Costs listed above include only one year of annual Operating Costs for IE&E over the 5 Year lifecycle.

PROJECT IMPLEMENTATION COSTS	
Expense	Total Cost
Premium Processing Project - Wex Health DDI Contract #30887	\$2,773,750
Independent Verification & Validation (IV&V) Contract – CSG Contract #31424	\$3,999,650
Consent Management – Contract TBD	\$1,600,000
Enterprise Master Person Index (for Master Data Management Project) – Contract TBD	\$1,000,000
OPA Component Implementation (for Oracle Policy Modeler Project)– Contract TBD	\$1,500,000
DDI (Design Development & Implementation) Contracts for remaining components	\$33,900,000
BRM Project – Subcontracted Rules Translation SMEs	\$897,600
Security Services – NuHarbor & MS-ISAC (all projects)	\$772,000
Independent Review (all projects)	\$200,000
Oracle Enterprise Architecture (all projects)	\$150,000
Staff Aug IT Services Resources (all projects)	\$12,960,735
State Staff Resources (all projects)	\$12,037,313
Previous Implementation Spend through FY16 End (detailed expenses not provided)	\$79,239,797
Estimated Total Project Implementation Costs	\$151,030,845
Total Implementation Spend as of FY16 End	\$79,239,797

ANNUAL OPERATING COSTS – PHASE 1			
Estimated Annual Operating Costs of New Solution			\$25,148,642
Expense	New Solution Cost*	Current Solution	Difference
M&O Expenses	\$7,431,424 State \$17,717,218 Federal	Same as New	\$0
Total Savings or Increase			\$0

ESTIMATED 5 YEAR COSTS (FY17-21) – PHASE 1				
Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY17	\$40,638,489	State %: 10 Non-State %: 90	Part of VHC until IE goes live.	State %: Non-State %:
FY18	\$31,152,559	State %: 10 Non-State %: 90		Part of VHC until IE goes live.
FY19	\$ TBD	State %: Non-State %:	Part of VHC until IE goes live.	State %: Non-State %:
FY20	\$ TBD	State %: Non-State %:		Part of VHC until IE goes live.
FY21		State %: Non-State %:	\$25,148,642	State %: 70.45 Non-State %: 29.55

PROJECT FUNDING SOURCE DETAIL				
Project Funding*				
FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED*	FUTURE AMOUNT ANTICIPATED
13-15	Federal	CMS	\$37,032,356	
13-15	State	Capital Bill and Current Appropriations	\$3,697,984	
16	Federal	CMS	\$34,283,461	
16	State	Capital Bill and Current Appropriations	\$5,115,610	
17	Federal	CMS	\$40,638,489	
17	State	Capital Bill and Current Appropriations	\$5,288,459	
18	Federal	CMS	\$31,152,559	
18	State	Capital Bill and Current Appropriations	\$0	TBD
TOTAL = TBD			\$157,208,918	TBD

*Funding listed above reflects money received for the original “big bang” IE project in FY13-16 as well as the current IE&E Program of projects. In the FY16 Big Bill, the Legislature re-appropriated \$1.9 million of IE funding for other purposes. All amounts in the above table were provided by AHS for this report. The “big bang” project approach ended 2/3/16.

New Operating Costs				
FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED	FUTURE AMOUNT ANTICIPATED
21	Federal (70.45%)	CMS, ACF, USDA	\$0	\$17,717,218 EST
21	State (29.55%)	Operating Funds	\$0	\$7,431,424 EST
TOTAL = \$25,148,642			\$0	\$25,148,642 EST

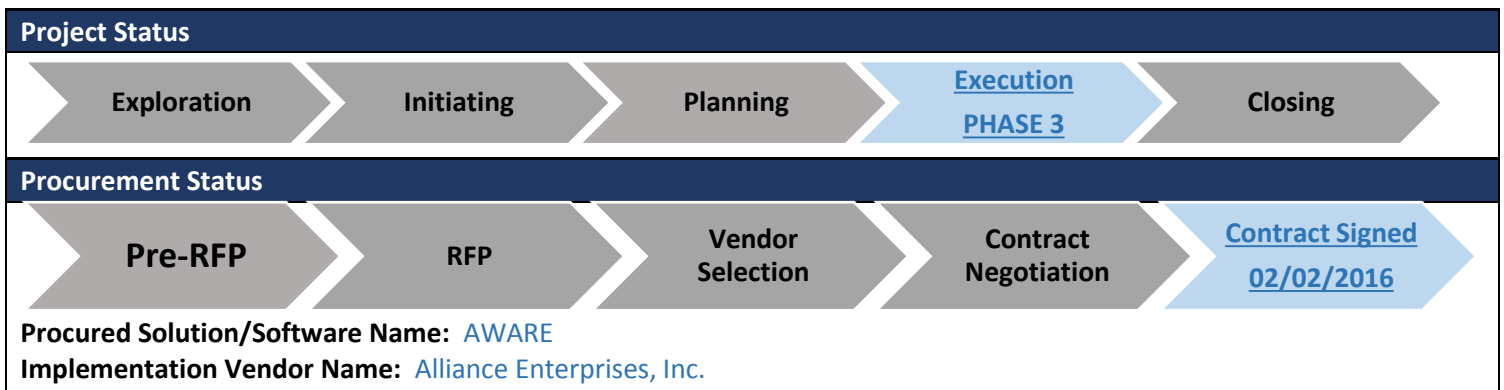
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EP MO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope							Oversight began on the Premium Processing project effective December 2016. BRM, the other active project is not subject to oversight as it does not meet the statutory definition of an IT activity.					
Schedule												
Budget												
Explanation(s) for Yellow/Red Months												
What	When	Reason										
Scope, Schedule & Budget	Oct'15 - Mar '16	Issues with scope, schedule and budget were prevalent in the final months of the “big bang” IE project and were resolved with the transition to a modular approach for achieving Vermont’s goal of a health & human services integrated eligibility and enrollment.										

THE PROJECT												
Project Name		AHS Learning Management System										
Agency		Human Services	Department		AHS Central Office			Report Date		10/13/2016		
Description		<p>AHS currently has several home grown systems that work toward being a Training System. AHS has outgrown the functionality of these systems. Their current needs/requirements call for a more robust single system.</p> <p>This project would be successful if a system was implemented that allowed for the delivery, tracking and modification of training courses. The system should allow for tracking and maintaining of employee training records including trainings taken in person or through other sources. The system should also incorporate video, interactive tools for quizzes and certification printing.</p> <p><i>AHS is using the same Learning Management System and vendor as AOT and DHR.</i></p>										
Project Start Date		7/1/2016		Scheduled Completion Date		6/30/2017		Current Project Phase		Execution		
Independent Review Report Available on EPMO Website?									Yes			
BUSINESS VALUE TO BE ACHIEVED												
<input checked="" type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			10			Lifecycle Costs (total of all costs over lifecycle)			\$1,061,249.91			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			\$133,249.91			Total Implementation Spend as of FY16 End			\$0.00			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs		Funding Source for Operating Costs					
FY17	\$133,249.91		State %: 29.13		\$69,600		State %:47.69					
			Non-State %: 70.87				Non-State %: 52.31					
FY18	\$0.00		State %:0.00		\$92,800		State %:47.69					
			Non-State %:0.00				Non-State %: 52.31					
FY19	\$0.00		State %:0.00		\$92,800		State %:47.69					
			Non-State %:0.00				Non-State %: 52.31					
FY20	\$0.00		State %:0.00		\$92,800		State %:47.69					
			Non-State %:0.00				Non-State %: 52.31					
FY21	\$0.00		State %:0.00		\$92,800		State %:47.69					
			Non-State %:0.00				Non-State %: 52.31					
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16	Oct'16
Scope												
Schedule	Project has not been in progress for 12 months.											
Budget												

THE PROJECT											
Project Name		AHS Operation Regulatory Standardization Development (ORSD)									
Agency		AHS	Department		CO - HSE	Report Date		11/16/2016			
Description		The Operational Regulatory Standardization Development Project (ORSD) will provide the State of Vermont with technology development services to enhance and remediate defects on the Health and Human Services Enterprise Platform (HSEP) and for the VHC system. These technology services and enhancements include but are not limited to analysis, design, development, configuration, integration and implementation of the components which comprise the HSEP. Most importantly, though: these enhancements directly address Centers for Medicare and Medicaid Services (CMS) mitigation compliance requirements, mitigate State security risk issues and enhance VHC business needs for ongoing, improved customer service.									
Project Start Date		4/27/2016	Scheduled Completion Date		7/17/2017	Current Project Phase		Executing			
Independent Review Report Available on EPMO Website?								No			
BUSINESS VALUE TO BE ACHIEVED											
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.											
LIFECYCLE INFORMATION											
Solution Lifecycle in Years		N/A (see VHC report pg. 44)			Lifecycle Costs (total of all costs over lifecycle)			N/A (see VHC report pg. 44)			
PROJECT IMPLEMENTATION COSTS											
Total Implementation Costs		Costs reflected in VHC & IE&E reports			Total Implementation Spend as of FY16 End			\$0.00			
COSTS (ESTIMATED 5 YEAR FY17-21)											
Fiscal Year	Implementation Costs	Funding Source for Implementation Costs			Operating Costs	Funding Source for Operating Costs					
FY17	Costs reflected in VHC & IE&E reports	State %:			\$0.00	State %:					
		Non-State %:				Non-State %:					
FY18		State %:			\$0.00	State %:					
		Non-State %:				Non-State %:					
FY19		State %:			\$0.00	State %:					
		Non-State %:				Non-State %:					
FY20		State %:			\$0.00	State %:					
		Non-State %:				Non-State %:					
FY21		State %:			\$0.00	State %:					
		Non-State %:				Non-State %:					
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT											
Indicator	Apr'16	May'16	Jun'16	July'16	Aug'16	Sep'16	Oct'16				
Scope								Project has not been in progress for 12 months.			
Schedule											
Budget											

THE PROJECT												
Project Name		AHS Vermont Health Connect (VHC)										
Agency		Human Services	Department		Health Access			Report Date		12/7/2016		
Description		The Affordable Care Act 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. Additionally, AHS has identified the need to modernize its Medicaid systems with the establishment of an Enterprise Platform that provides numerous Technical Services along with Eligibility & Enrollment functionality for Health Services that is also suitable for extension into an Integrated Eligibility system to cover Economic Services.										
Project Start Date		12/1/2012		Scheduled Completion Date		1/31/17		Current Project Phase		Closing		
Independent Review Report Available on EPMO Website?									Yes			
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			5			Lifecycle Costs (total of all costs over lifecycle)			\$302,305,422.00			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			\$199,185,524.00			Total Implementation Spend as of FY16 End			\$190,983,223.00			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs			Funding Source for Operating Costs				
FY17	\$8,202,301.00		State %: 7.30		\$21,435,020.00			State %:29.55				
			Non-State %:92.70					Non-State %: 70.45				
FY18	\$0.00		State %:0.00		\$23,014,571.00			State %: 29.55				
			Non-State %:0.00					Non-State %: 70.45				
FY19	\$0.00		State %:0.00		\$23,705,008.00			State %:29.55				
			Non-State %:0.00					Non-State %: 70.45				
FY20	\$0.00		State %:0.00		\$24,416,158.00			State %:29.55				
			Non-State %:0.00					Non-State %: 70.45				
FY21	\$0.00		State %:0.00					State %:0.00				
			Non-State %:0.00					Non-State %:0.00				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

THE PROJECT				
Project Name	DAIL DVR/DBVI VR Case Management System		FY18 Legislative Funding Request	\$ 0
Agency	AHS	Department	DAIL	Report Date 10/24/2016
Project Description	The Department of Disabilities, Aging and Independent Living (DAIL) project includes the development and implementation of a comprehensive and integrated case management system (AWARE), that replaces multiple systems that are on limited functionality platforms, and have no inter-connectivity capabilities. This new Case Management System will satisfy the needs of both managers and front-line staff and assure Division Vocational Rehabilitation (DVR) and Division for the 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. Solution will integrate with other State Systems.			
Key Project Deliverables	The key deliverable is a hosted case management solution that maintains all federal reporting requirements, supports essential state-specific business practices, workflows, management reporting, replaces paper case files, and aligns with Agency of Human Services goal for a "One Case Management System".			
Project Start Date	10/20/2014		Scheduled Completion Date	12/31/2017 (FY18)
Independent Review Report Available on EPMO Website?				Yes



KEY PROJECT CHANGES FROM LAST YEAR'S REPORT
 There have been no major changes to the project since last year other than the project progress from the Planning to the Execution Phase.

- BUSINESS VALUE TO BE ACHIEVED**
- Cost Savings:** Over the lifecycle of the new solution, the total costs will be less than the current solution.
 - *Solutions contractually obligated compliance to Federal Reporting standards, which have expanded significantly under WIOA (Workforce Innovation and Opportunity Act), negates the need for additional Staff to collect and report required Federal Reporting information. The data element fields can be completed by Users as part of Client Services and reported via common reports available to all States that use the product.*
 - *Operation/maintenance support for current legacy systems requires an extensive amount of DVR staff labor hours. This modern, secure, hosted solution will enable a decrease in DVR staff labor hours for operation/maintenance, which will enable them to perform other job responsibilities that are currently only accomplished via overtime efforts.*
 - Customer Service Improvement:** The new solution will provide a new or improved customer service or services.
 - *Decreased manual case management, Increased time spent with customer, more comprehensive data collection.*

☑ Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.)

Legacy system replacement with capacity to meet Federal reporting requirements, and is a secure, modern system on Microsoft Government Azure Cloud. Implemented in 35 VR Agencies and no Agency has stopped utilizing this Solution.

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

Bring system into Federal Reporting/HIPAA Compliance. Maintain compliance with all Federal (e.g.; Rehabilitation Services Administration (RSA), US Department of Health and Human Services; Administration for Community Living (ACL)) reporting requirements.

PROJECT APPROACH (How the Project Work is/will be Organized)

DAIL currently has a qualified Project Manager managing all phases of this project. The Project Manager is following the Project Management Body of Knowledge known as PMBOK, and EPMO processes and procedures.

The first of these phases includes solution data conversion mapping and creating a solution data conversion. This phase will plan for data conversion and finalize a data conversion plan. The second of these phases will be the actual solution implementation with extensive interface testing, functionality testing, and statewide implementation.

The Contractor in conjunction with the State created the implementation strategies plan, documenting the project approach. Strategies include; training, statewide deployment (go-live checklist) and post implementation system administration with end user support. The implementation plan is customized to meet the needs of the State, and requires significant State Staff involvement.

The State was/is actively engaged in implementation strategies. Resources were identified for testing, training, cutover, and system administration.

MAJOR PROJECT MILESTONES

Milestone	Target Date	Current Status
Phase 1: Project Planning		
Milestone: Project Planning Complete	8/31/2016	Complete
Milestone: Documentation	3/31/2016	Complete
Phase 2: Installation, Adaptation and Design		
Milestone: Installation	3/31/2016	Complete
Milestone: Validation and Adaptation	6/30/2016	Complete
Milestone: Interface and Interface Customization Design Complete	10/31/2016	In Progress
Phase 3: Data Conversion Planning		
Milestone 3: Data Conversion Planning	6/30/2016	Complete
Milestone 3: Data Conversion Mapping	5/31/2016	Complete
Phase 4: Solution Implementation		
Milestone: Data Migration Ready for Pilot	3/31/2017	In Progress
Milestone: Interface and Interface Customizations Development Complete	1/31/2017	In Progress
Milestone: Solution UAT Complete	8/31/2017	Future
Milestone: Solution (DVR & DBVI VR) Go-Live	9/30/2017	Future
Phase 5: State Solution Project Closeout	10/31/2017	Future

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	5	Estimated Lifecycle Costs	\$9,323,303.00
-----------------------------------	----------	----------------------------------	-----------------------

PROJECT IMPLEMENTATION COSTS	
Expense	Total Cost
Project Planning	\$20,156.00
Licenses/Implementation Managed Services	\$588,150.00
Installation, Adaptation and Design	\$192,819.00
Data Conversion Planning	\$52,728.00
Solution Implementation	\$349,937.00
Project Closeout	\$0.00
Training	\$80,904.00
Other State Labor Hours (Technical / Subject Matter Experts)	\$4,198,752.00
Other Professional Services (Business Analysis)	\$71,770.00
Project Contingency Fund	\$613,000.00
DII Project Management Oversight & Enterprise Architecture Services	\$50,494.00
Estimated Total Project Implementation Costs	\$6,218,710.00
Total Implementation Spend as of FY16 End	\$2,733,770

ANNUAL OPERATING COSTS			
Estimated Annual Operating Costs of New Solution			\$620,918.60
Expense	New Solution Cost	Current Solution	Difference
DVR/DBVI Operations Staff	\$232,848.00	\$582,120.00	-\$349,272.00
DVR/DBVI Technology Staff	\$10,800.00	\$17,280.00	-\$6,480.00
DII Project Management Oversight	\$0.00	\$0.00	\$0.00
Local Data Warehouse Server	\$0.00	\$11,550.00	-\$11,550.00
Misc./Supplies	\$0.00	\$10,000.00	-\$10,000.00
Maintenance and Operations Support	\$377,270.60	\$0.00	\$377,270.60
Total Savings or Increase			-\$31.40

AWARE System software renewal is part of the Annual Maintenance Agreement. The staff required will be 3 local system administrators that will share duties. These annual operating costs only include part time IT staff, and won't require full time staff costs. AWARE System will be hosted by Vendor on Microsoft Azure Government Cloud Secure servers.

Estimated Annual Operating Costs of the New Solution does not begin until Year 2 of the Solution Lifecycle. As the Managed Services and Update, Maintenance and Support (UMS) fees increase each year for the 5 years recorded in the Contract, an average value of the combined 5 years of Managed Services, UMS and State Staff Labor is presented.

ESTIMATED 5 YEAR COSTS (FY17-22)				
Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY17	\$3,378,327.00	State %: 21.00	\$0.00	State %: 21.00
		Non-State %: 79.00		Non-State %: 79.00
FY18	\$106,613.24	State %: 21.00	\$585,030.00	State %: 21.00
		Non-State %: 79.00		Non-State %: 79.00
FY19	\$	State %:	\$602,099.00	State %: 21.00
		Non-State %:		Non-State %: 79.00
FY20	\$	State %:	\$620,022.00	State %: 21.00
		Non-State %:		Non-State %: 79.00
FY21	\$	State %:	\$638,841.00	State %: 21.00
		Non-State %:		Non-State %: 79.00
FY22	\$	State %:	\$658,601.00	State %: 21.00
		Non-State %:		Non-State %: 79.00

NOTES:

* THE DEPARTMENT OF DISABILITIES, AGING AND INDEPENDENT LIVING (DAIL) DOES NOT TRACK STAFF LABOR COSTS FOR PROJECT IMPLEMENTATION AND OPERATING/MAINTENANCE. THEREFORE, STAFF COSTS THAT ARE INCLUDED ARE ESTIMATED AMOUNTS ONLY.

FUNDING SOURCE DETAIL				
Project Funding				
FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED	FUTURE AMOUNT ANTICIPATED
FY16	43500	State of VT General Fund	\$632,399.00	\$0.00
FY16	43770	Vocational Rehabilitation (DVR) Section 110 Funds	\$1,714.25	\$0.00
FY16	43020	DBVI to be Allocated	\$280.75	\$0.00
FY16	**See Table A: State Labor Costs Matrix	State Labor Costs**	\$2,099,376.00	\$0.00
FY17	43770	Vocational Rehabilitation (DVR) Section 110 Funds	\$178,745.17	\$919,548.50
FY17	43020	DBVI to be Allocated	\$50,827.83	\$129,829.50
FY17	**See Table A: State Labor Costs Matrix	State Labor Costs**	\$0.00	\$2,099,376.00
FY18	43770	Vocational Rehabilitation (DVR) Section 110 Funds	\$0.00	\$83,224.57
FY18	43020	DBVI to be Allocated	\$0.00	\$23,388.67
TOTAL = \$6,218,710.24			\$ 2,963,343.00	\$ 3,255,367.24

New Operating Costs Over the Projected Lifecycle				
FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED	FUTURE AMOUNT ANTICIPATED
FY18	43770	Vocational Rehabilitation (DVR) Section 110 Funds	\$0.00	\$265,694.53
FY18	43020	DBVI to be Allocated	\$0.00	\$75,687.47
FY18	**See Table A: State Labor Costs Matrix	State Labor Costs**	\$0.00	\$243,648.00
FY19	43770	Vocational Rehabilitation (DVR) Section 110 Funds	\$0.00	\$278,979.00
FY19	43020	DBVI to be Allocated	\$0.00	\$79,472.00
FY19	**See Table A: State Labor Costs Matrix	State Labor Costs**	\$0.00	\$243,648.00
FY20	43770	Vocational Rehabilitation (DVR) Section 110 Funds	\$0.00	\$292,928.00
FY20	43020	DBVI to be Allocated	\$0.00	\$83,446.00
FY20	**See Table A: State Labor Costs Matrix	State Labor Costs**	\$0.00	\$243,648.00
FY21	43770	Vocational Rehabilitation (DVR) Section 110 Funds	\$0.00	\$307,575.00
FY21	43020	DBVI to be Allocated	\$0.00	\$87,618.00
FY21	**See Table A: State Labor Costs Matrix	State Labor Costs**	\$0.00	\$243,648.00
FY22	43770	Vocational Rehabilitation (DVR) Section 110 Funds	\$0.00	\$322,954.00
FY22	43020	DBVI to be Allocated	\$0.00	\$91,999.00
FY22	**See Table A: State Labor Costs Matrix	State Labor Costs**	\$0.00	\$243,648.00
TOTAL = \$3,104,593.00			\$0.00	\$3,104,593.00

NOTES:

* THE DEPARTMENT OF DISABILITIES, AGING AND INDEPENDENT LIVING (DAIL) DOES NOT TRACK STAFF LABOR COSTS FOR PROJECT IMPLEMENTATION AND OPERATING/MAINTENANCE. THEREFORE, STAFF COSTS THAT ARE INCLUDED ARE ESTIMATED AMOUNTS ONLY.

** STAFF FUNDING SOURCE AND DESCRIPTION FOR STAFF LABOR PROJECT COSTS ARE LISTED IN A COMBINED LIST. THE STATE POSITION OF STAFF DETERMINES THEIR FUNDING SOURCE. WITH THE LARGE AND DIVERSE NUMBER OF STAFF INVOLVED IN THE PROJECT, PROVIDING A GRANULAR LIST FOR EACH STAFF FUNDING SOURCE WOULD BE DIFFICULT AND LABOR INTENSIVE. A SUMMARIZED MATRIX FOR STATE LABOR COSTS FOR FUNDING AND DESCRIPTION IS LISTED BELOW.

TABLE A: STATE LABOR COSTS MATRIX

Funding Source	Description
43010	Commissioner's Office - To be allocated
43020	Director and staff-To be allocated
43290	Regional Manager-To be allocated
43500	General Fund
43650	Blind Section 110
43700	Employee Assistance
43770	VR Section 110

PROJECT PERFORMANCE TREND

Past 12 Months Based on EPMO'S Assessment

Indicator	Feb'16	Mar'16	Apr'16	May'16	Jun'16	July'16	Aug'16	Sep'16				
Scope												
Schedule												
Budget												

Project has not been in progress for 12 months.

OTHER COMMENTS

Lifecycle Information section informational note:

- "Solution Lifecycle in Years" is for the years that the Solution is in Operation. For this Solution and Reporting it is 5 years.
- "Estimated Lifecycle Costs" is for the overall costs for Implementation and Operating Costs for the Solution. This Project's Project Schedule is set at 2 years for Implementation and then transitioning to 5 years for Operating at time of Reporting.

THE PROJECT												
Project Name		DCF Fuel Payment Re-Structuring										
Agency		Human Services	Department		Children & Family Services	Report Date		9/12/2016				
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 Start Date		6/30/2014	Scheduled Completion Date		TBD	Current Project Phase		On Hold				
Independent Review Report Available on EP MO Website?								Yes				
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			20			Lifecycle Costs (total of all costs over lifecycle)			\$8,345,975.00			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs		\$597,217.00			Total Implementation Spend as of FY16 End				\$0.00			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs			Funding Source for Operating Costs				
FY17	\$0.00		State %: 7.00		\$0.00			State %:0.00				
			Non-State %:93.00					0				
FY18	\$597,217.00		State %7.00		\$177,828.00			State %:0.00				
			Non-State %:93.00					Non-State %:100.00				
FY19	\$0.00		State %:0.00		\$177,828.00			State %:0.00				
			Non-State %:0.00					Non-State %:100.00				
FY20	\$0.00		State %:0.00		\$146,304.00			State %:0.00				
			Non-State %:0.00					Non-State %:100.00				
FY21	\$0.00		State %:0.00		\$146,304.00			State %:0.00				
			Non-State %:0.00					Non-State %100				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EP MO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule					Project has not been in progress for 12 months.							
Budget												

THE PROJECT												
Project Name		DMH Vermont State Hospital Electronic Health Record (EHR)										
Agency		Human Services	Department		Mental Health	Report Date			10/17/2016			
Description		<p>The Vermont Department of Mental Health (DMH) 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 Psychiatric Care Hospital. The system will enable the hospital to have one integrated record for each patient containing all their physical, behavioral, pharmacy, laboratory and dietary information. The Solution must be interoperable with Vermont Health Information Exchange (VHIE) through Vermont Information Technology Leaders (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.</p> <p>Solution Procurement Status: Contract signed on 12/30/15 with Computer Programs and Systems, Inc. Solution Implementation Status: DMH successfully went live with full implementation on 10/3/2016.</p>										
Project Start Date		2/17/2015	Scheduled Completion Date		12/01/2016	Current Project Phase			Execution			
Independent Review Report Available on EPMO Website?									Yes			
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years		7			Lifecycle Costs (total of all costs over lifecycle)				\$2,045,849.00			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs		\$996,445.00			Total Implementation Spend as of FY16 End				\$79,692.00			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs	Funding Source for Implementation Costs			Operating Costs			Funding Source for Operating Costs				
FY17	\$916,753.00	State %: 40.00			\$165,790.00			State %:45.00				
		Non-State %: 60.00						Non-State %:55.00				
FY18	\$0.00	State %:0.00			\$159,387.00			State %:45.00				
		Non-State %:0.00						Non-State %:55.00				
FY19	\$0.00	State %:0.00			\$159,387.00			State %:45.00				
		Non-State %:0.00						Non-State %:55.00				
FY20	\$0.00	State %:0.00			\$159,387.00			State %:45.00				
		Non-State %:0.00						Non-State %:55.00				
FY21	\$0.00	State %:0.00			\$161,134.00			State %:0.00				
		Non-State %:0.00						Non-State %:0.00				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16	Oct'16
Scope												
Schedule												
Budget												

THE PROJECT												
Project Name		DOC Cameras and Systems										
Agency		Human Services	Department		Corrections			Report Date		10/19/2016		
Description		Replace outdated security cameras and security systems related to infrastructure at State prisons with technology that offers better performance and reliability.										
Project Start Date		7/1/2015	Scheduled Completion Date		6/30/20		Current Project Phase		Execution			
Independent Review Report Available on EPMO Website?									N/A			
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			10			Lifecycle Costs (total of all costs over lifecycle)			\$2,049,235			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			\$1,654,265			Total Implementation Spend as of FY16 End			\$50,000			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs			Funding Source for Operating Costs				
FY17	\$398,265.00		State %: 100.00		\$41,748.00			State %:100.00				
			Non-State %:0.00					Non-State %:0.00				
FY18	\$495,000.00		State %:100.00		\$55,000.00			State %:100.00				
			Non-State %:0.00					Non-State %:0.00				
FY19	\$360,000.00		State %:100.00		\$40,000.00			State %:100.00				
			Non-State %:0.00					Non-State %:0.00				
FY20	\$351,000		State %:100.00		\$39,000.00			State %:100.00				
			Non-State %:0.00					Non-State %:0.00				
FY21	\$0.00		State %:100.00		\$40,950.00			State %:100.00				
			Non-State %:0.00					Non-State %:0.00				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

FY17: Northwest State Correctional Facility (NWSCF), St. Albans

FY18: Southern State Correctional Facility (SSCF), Springfield

FY19: Chittenden Regional/Northeast Complex (CRCF/NECC), South Burlington/St. Johnsbury

FY20: Southeast State Correctional Facility (SESCF), Windsor

THE PROJECT												
Project Name	DOC Inmate Healthcare Services Project											
Agency	Human Services	Department	Corrections	Report Date	9/12/2016							
Description	Current health services contract ended 1/31/2015 and DOC needed 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 the State's use.											
Project Start Date	4/25/2014	Scheduled Completion Date	12/31/2016	Current Project Phase	Execution							
Independent Review Report Available on EPMO Website?										Yes		
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years	5		Lifecycle Costs (total of all costs over lifecycle)	\$1,087,390.50								
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs	\$653,360		Total Implementation Spend as of FY16 End	\$328,151.30								
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs	Funding Source for Implementation Costs		Operating Costs	Funding Source for Operating Costs							
FY17	\$325,208.70	State %: 100.00		\$78,548.00	State %:100.00							
		Non-State %:0.00			Non-State %:0.00							
FY18	\$0.00	State %:0.00		\$82,476.00	State %:100.00							
		Non-State %:0.00			Non-State %:0.00							
FY19	\$0.00	State %:0.00		\$86,600.00	State %:100.00							
		Non-State %:0.00			Non-State %:0.00							
FY20	\$0.00	State %:0.00		\$90,930.00	State %:100.00							
		Non-State %:0.00			Non-State %:0.00							
FY21	\$0.00	State %:0.00		\$95,476.50	State %:100.00							
		Non-State %:0.00			Non-State %:0.00							
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

THE PROJECT				
Project Name	DVHA MMIS - Care Management		FY18 Legislative Funding Request	\$ 0.00 State share to be covered under DVHA departmental budget
Agency	Human Services	Department	Health Access	Report Date 11/30/2016
Project Description	<p>The project objectives are to acquire, design and implement a Care Management Solution for the 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).</p> <p>To implement a Software as a Service (SaaS) 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 efficiently. Some capabilities that will be provided by the Platform suite of services such as the Enterprise Service Bus (ESB), are not yet available and will be required for the care management solution to realize full integration potential.</p> <p>The State of Vermont is managing the project and developing the solution to conform with Centers for Medicare and Medicaid Services (CMS) certification requirements.</p> <p>NOTE: State staff are currently evaluating any impacts with the recent All Payer Model (APM) and Accountable Care Organization (ACO) announcements. The information provided in this document is based on the current contractual agreement for Care Management.</p>			
Key Project Deliverables	<p>The Care Management solution will provide the following capabilities:</p> <ul style="list-style-type: none"> • Clinically relevant predictive risk modeling tools for early screening, case identification and risk stratification of Medicaid Members. • Proactive outreach to at-risk Members and their providers to offer information, guidance and support to: <ul style="list-style-type: none"> • Improve health outcomes by closing gaps in care, increasing adherence to evidence-based care, increasing the use of preventive care, and improving self-management and provider management of chronic illnesses. • Lower healthcare costs by minimizing redundancies and reducing utilization and expenses. • Evidence-based care plans that ensure clinically appropriate health care information and services are provided and communicated to improve the health outcomes of Medicaid Members. • Efficient and effective delivery of health care with Medicaid Members, their providers and community partners by removing communication barriers, bridging gaps, and exchanging relevant and timely Member information. • Real-time care management analytics that include the ability to collect multiple sources of data (including hospital, claims, pharmacy, and clinical/biomedical data) to identify opportunities for a Member or provider to improve clinical and financial outcomes. • Robust and user-friendly reporting capabilities and web-based tools necessary to effectively conduct Vermont Care Management Programs' strategic planning, quality, and performance management including clinical, utilization and financial changes among intervened populations. 			
Project Start Date	12/23/2013		Scheduled Completion Date	12/31/2017

Independent Review Report Available on EPMO Website?	Yes			
Project Status				
Exploration	Initiating	Planning	Execution	Closing
Procurement Status				
Pre-RFP	RFP	Vendor Selection	Contract Negotiation	Contract Signed
Procured Solution/Software Name: eQHealth				
Implementation Vendor Name: eQHealth				

KEY PROJECT CHANGES FROM LAST YEAR'S REPORT

The 4 biggest changes since last year's report are:

1. A regrouping and relabeling of what was Release 1 of the project into two distinct iterations, with the first (R1.01) implementing the most critical requirements before the incumbent contract ended on 12/31/2015. The remaining Release 1 functionality (*R1-Final*), is scheduled for deployment in November, 2016.
2. The overall project scope and schedule has not changed from the initial contracting with eQHealth. There have been adjustments made with phases within the overall project schedule throughout 2016. The Project Team has been challenged with enough Quality Assurance (QA) staff needed for writing and executing test cases and technical staff for reviewing documentation deliverables. Management is working to obtain the additional resources.
3. The State has been working towards a collective understanding of the processes and requirements necessary to certify the Care Management solution according to federal standards. The Centers for Medicare and Medicaid Services (CMS) certification is required to obtain federal funding toward the Care Management implementation and maintenance costs. With assistance from the Medicaid Management Information System (MMIS) Program's Independent Verification and Validation (IV&V) partner, the entire MMIS Program and Health and Human Services Enterprise (HSE) is obtaining the information needed, and educating Leadership in the process. Progress has also been made with the approval to staff a dedicated CMS Certification Team to support all the HSE projects. To date, a Certification Lead has been hired, and she is working to obtain additional Certification Team members. One of their first objectives will be to publish the documented review criteria and checklists, readiness assessment, and overall certification planning.
4. Joint Application Development sessions were completed for Release 2 (R2) and R2 will include additional functionality for the Vermont Chronic Care Initiative (VCCI) and use of the Care Management solution by two additional AHS programs: Children's Integrated Services (CIS) within the Department for Children and Families (DCF), and Children with Special Health Needs (CSHN) within the Vermont Department of Health (VDH).

BUSINESS VALUE TO BE ACHIEVED

- Cost Savings:** Over the lifecycle of the new solution, the total costs will be less than the current solution.
 - By evaluating the quality of care and cost-effectiveness of health services rendered across programs and the Agency, healthcare costs are lowered by minimizing redundancies and reducing utilization and unnecessary expenses.

Customer Service Improvement: The new solution will provide a new or improved customer service or services. The system will:

- Perform population analyses to help identify consumers who are eligible for and most likely to benefit from specific services.
- Support and promote business process improvement efforts to improve the effectiveness and streamlining 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 capabilities and reporting for enhanced oversight of direct services as well as specific programs.
- 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.
- Collect, organize and analyze information in a safe and secure manner, optimizing workflows, and facilitating and strengthening the State's decision-making ability on health services.
- Enable care managers, providers, and other involved partners to coordinate care and collaborate with each other and with members for improved health, safety and self-sufficiency.
- Capture and track care managers' activities as they work with members, such as conducting assessments, developing and implementing care plans, coordinating appointments with various care providers, and tracking members' progress toward achieving their goals.

Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.)

- Human errors are reduced with single point entry for care management clinical information, algorithms for population sizing (eligibility).

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

- The Solution will comply with Centers for Medicare and Medicaid (CMS) Seven Conditions and Standards and CMS' Medicaid Information Technology Architecture (MITA) 3.0.

PROJECT APPROACH (How the Project Work is/will be Organized)

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; 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 Professionals (PMP), to identify and manage scope and schedule; 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, and CMS certification. Related methodologies and approaches toward similar projects have led these professionals and their Team members in the development and use of industry standard project deliverables (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 was initially implemented with the mandatory requirements of Vermont Chronic Care Initiative (VCCI) first, which provides case management and care coordination for Medicaid members at greatest risk for health complications and associated high health care costs. The remaining requirements of VCCI will be implemented

thereafter. The care management system will continue to be extended in overlapping phases to other AHS programs that provide care management for the Medicaid population, with the second major Release including functionality for CIS and CSHN. On-going operating costs for the new solution are specific to the implementation with VCCI.

MAJOR PROJECT MILESTONES		
Milestone	Target Date	Current Status
Business Case and Initial Cost Analysis	8/30/2013	Completed - 12/23/2013
MMIS Charter Approved	8/27/2013	Completed - 08/27/2013
RFP Posted (posted twice)	2/24/2014	Completed - 07/11/2014
Independent Review	4/1/2015	4/15/2015
Contract Negotiation Process thru CMS Review and Approval	3/23/2015	Completed - 3/23/2015
Signed contract	6/1/2015	Completed - 6/1/2015
Project Kick-Off	6/17/2015	Completed - 6/17/2015
VCCI- Release 1.01 UAT	12/24/2015	Completed - 12/24/2015
VCCI- Release 1.01 Implementation	12/28/2015	Completed - 12/28/2015
VCCI-Release 1.Final UAT	Initially - 1/15/2016 Currently - 9/26/2016	In Progress
VCCI-Release 1.Final Implementation	Initially - 2/15/2016 Currently - 10/31/2016	Future
CIS (Children's Integrated Services), CSHN (Children's Special Health Needs) - Release 2.00 UAT	12/27/2016	Future
CIS (Children's Integrated Services) CSHN (Children's Special Health Needs)- Release 2.00 Implementation	2/23/2017	Future
TBD - Release 3.00 Implementation	Not on current vendor Schedule	Future
TBD - Release 4.00 Implementation	Not on current vendor Schedule	Future
Solution certification ⁵	08/2017	Future
Project Closeout	12/2017	Future

- The financials identified below are aligned with the contract and CMS APD funding.

LIFECYCLE INFORMATION			
Solution Lifecycle in Yrs.	5	Estimated Lifecycle Costs	\$36,457,236.00

PROJECT IMPLEMENTATION COSTS (Total estimated)	
Expense	Total Cost
DDI Vendor eQHealth (Contract 28739)	\$12,195,724.00
Staff Augmentation (Contracts: Speridian 30583, SSG 30585)	\$6,000,000.00
State Staff & Misc. Program Costs	\$4,362,724.00
IV&V Allocation (CSG) (Contract 28461)	\$1,598,346.00
Estimated Total Project Implementation Costs	\$ 24,156,794.00
Total Implementation Spend as of FY16 End	\$ 7,914,962.00

ANNUAL OPERATING COSTS			
Estimated Annual Operating Costs of New Solution			\$ 2,484,000
Expense	New Solution Cost	Current Solution	Difference
Annual Maintenance eQHealth	\$2,484,000	\$2,484,000.00	0.00
Total Savings or Increase			\$ 0.00
Additional Comments: eQHealth is the current solution since 12/28/2015.			

Fiscal Year	Project Costs (DDI Vendor, Staffing, IV&V)	Funding Source for Project Costs	Operating Costs (M&O Vendor)	Funding Source for Operating Costs
FY17	\$ 12,455,857.17	State %: 10 Non-State %: 90	\$ 2,364,442.00	State %: 40 Non-State %: 60
FY18	\$ 3,785,974.83	State %: 10 Non-State %: 90	\$ 2,484,000.00	State %: 40 Non-State %: 60
FY19	\$0.00	State %: Non-State %:	\$ 2,484,000.00	State %: 40 Non-State %: 60
FY20	\$0.00	State %: Non-State %:	\$ 2,484,000.00	State %: 40 Non-State %: 60
FY21	\$0.00	State %: Non-State %:	\$ 2,484,000.00	State %: 40 Non-State %: 60

Funding source detail				
Project Funding				
FY	Funding Source	Description	Amount Received	Future Amount Anticipated
FY15	Centers for Medicare and Medicaid Services	Federal financial participation (FFP) 90% match	\$ 826,187.00	
FY16	CMS	FFP 90% match	\$ 7,839,257.00	\$ -
FY16	Departmental General Fund	State funding 10% match	\$ 871,029.00	
FY17	CMS	FFP 90% match		\$ 13,413,326.00
FY17	Departmental General Fund	State funding 10% match		\$ 994,785.00
FY18	CMS	FFP 90% match		\$ 4,669,858.00
FY18	Departmental General Fund	State funding 10% match		\$ 518,873.00
			\$ 9,536,473.00	\$ 19,596,842.00
TOTAL			\$ 29,133,315.00	

- As of 11/10/2016, the most recent MMIS Advance PLANNING DOCUMENT (APD) (FEDERAL FUNDING MECHANISM) is still going through CMS' approval process with anticipated approval in the next few weeks.
- Project funding amounts noted in the above table currently exceed implementation cost estimates. This excess is viewed as contingency until more accurate costs are known.

New (Solution) Operating Costs Over the Projected Lifecycle				
FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED	FUTURE AMOUNT ANTICIPATED
17	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver		\$2,364,442.00
18	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver		\$2,484,000.00
19	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver		\$2,484,000.00
20	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver		\$2,484,000.00
21	Global Commitment (GC)	CMS approved Medicaid (1115) Waiver		\$2,484,000.00
TOTAL = \$12,300,442			\$ 0 00	\$ 12,300,442.00

PROJECT PERFORMANCE TREND												
Past 12 Months Based on EPMO'S Assessment												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	July'16	Aug'16	Sep'16
Scope	Green	Green	Green	Yellow	Yellow	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Schedule	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
Budget	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Yellow	Red	Red	Red	Red	Red

Explanation(s) for Yellow/Red Months		
What	When	Reason
Scope	Majority of year	There have been several different scope related issues that create questions, including commitment from program areas targeted at later product releases (R3 and R4), the customization by Vendor in addressing requirement gaps and integration and reported defects.
Schedule	All year	As noted above in the Report, there has been a lack of key QA resources required to keep up with writing test cases, testing, and review of documented deliverables. As a result implementation dates keep getting pushed out (beyond the initial delays caused by Vendor that required R1 be split into separate releases). The overall timeline remains unchanged yet the phases within the timeline have been adjusted.
Budget	Majority of year	Project Manager and Team have not tracked and/or reported the budget as required by our State's Project Management Standards, to ensure expenditures (current or forecast) don't exceed available budget. AHS has reported taking action to address this need.

THE PROJECT												
Project Name		DVHA OPS MMIS - ICD10										
Agency		Human Services	Department		Health Access	Report Date		12/7/2016				
Description		Modifications to the existing Medicaid processes and systems to meet regulatory requirements existing and or forthcoming associated with the implementation of ICD-10 (10th revision of the International Statistical Classification of Diseases). The changes could result in improved beneficiary information to Providers by tracking healthcare services at a more granular level.										
Project Start Date		10/1/11	Scheduled Completion Date		9/30/16	Current Project Phase		Completed				
Independent Review Report Available on EPMO Website?								N/A				
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years		5			Lifecycle Costs (total of all costs over lifecycle)				\$5,887,514.00			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs		\$5,887,514.00			Total Implementation Spend as of FY16 End				\$5,884,464.00			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs			Funding Source for Operating Costs				
FY17	\$3,050.00		State %: 10 Non-State %: 90		\$0.00			State %: 0 Non-State %: 0				
FY18	\$0.00		State %: 0 Non-State %: 0		\$0.00			State %: 0 Non-State %: 0				
FY19	\$0.00		State %: 0 Non-State %: 0		\$0.00			State %: 0 Non-State %: 0				
FY20	\$0.00		State %: 0 Non-State %: 0		\$0.00			State %: 0 Non-State %: 0				
FY21	\$0.00		State %: 0 Non-State %: 0		\$0.00			State %: 0 Non-State %: 0				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	July'16	Aug'16	Sep'16	Oct'16
Scope												
Schedule												
Budget												

THE PROJECT												
Project Name	DVHA MMIS – PBM (Pharmacy Benefits Management)											
Agency	Human Services	Department	Health Access	Report Date	9/12/2016							
Description	Vendor that will be responsible for all facets of the day-to-day operational administration of the Vermont's pharmacy benefit including managing the State's pharmacy benefit programs, adjudication of pharmacy claims, call center operations, utilization management and drug utilization review programs, benefit design and clinical support, rebate management, and reporting and analysis.											
Project Start Date	12/23/2013	Scheduled Completion Date	6/30/2017	Current Project Phase	Execution							
Independent Review Report Available on EP MO Website?										Yes		
BUSINESS VALUE TO BE ACHIEVED												
<input checked="" type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years	6		Lifecycle Costs (total of all costs over lifecycle)	\$21,008,228.93								
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs	\$3,053,342.41		Total Implementation Spend as of FY16 End	\$1,057,914.15								
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs	Funding Source for Implementation Costs		Operating Costs	Funding Source for Operating Costs							
FY17	\$1,878,678.87	State %: 10.00		\$3,589,655.66	State %:49.00							
		Non-State %:90.00			Non-State %:51.00							
FY18	\$116,749.39	State %:10.00		\$3,496,896.08	State %:50.00							
		Non-State %:90.00			Non-State %:50.00							
FY19	\$0	State %:0		\$3,538,810.65	State %:50.00							
		Non-State %:0			Non-State %:50.00							
FY20	\$0	State %:0.00		\$3,868,470.73	State %:50.00							
		Non-State %:0.00			Non-State %:50.00							
FY21	\$0	State %:0.00		\$0	State %:0							
		Non-State %:0.00			Non-State %:0							
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EP MO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

THE PROJECT												
Project Name		VDH Starlims Laboratory Information System (Deployment and Automation)										
Agency		Human Services	Department		Health			Report Date		10/21/2016		
Description		Modernize critical State health Laboratory technologies and increase lab productivity and turnaround time. VDH selected Starlims (Laboratory Information Management System) in 2006 via an RFP process and have been continually implementing enhancements.										
Project Start Date		11/22/2006		Scheduled Completion Date		8/31/2017		Current Project Phase		Execution		
Independent Review Report Available on EPMO Website?									No			
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			10			Lifecycle Costs (total of all costs over lifecycle)			\$2,441,631.00			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			\$1,725,201.00			Total Implementation Spend as of FY16 End			\$693,170.00			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs			Funding Source for Operating Costs				
FY17	\$451,715.50		State %: 37.00		\$143,286.00			State %:70.00				
			Non-State %:63.00					Non-State %:30.00				
FY18	\$580,315.50		State %:44.00		\$143,286.00			State %:70.00				
			Non-State %:56.00					Non-State %:30.00				
FY19	\$0.00		State %:0.00		\$143,286.00			State %:70.00				
			Non-State %:0.00					Non-State %:30.00				
FY20	\$0.00		State %:0.00		\$143,286.00			State %:70.00				
			Non-State %:0.00					Non-State %:30.00				
FY21	\$0.00		State %:0.00		\$143,286.00			State %:70.00				
			Non-State %:0.00					Non-State %:30.00				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

THE PROJECT												
Project Name		VDH Women Infant Children (WIC) System Replacement/ Electronic Benefit Transfer (EBT)										
Agency		Human Services	Department		Health			Report Date		9/12/2016		
Description		<p>A 2010 Congressional mandate requires that every State have a WIC information management system capable of operating in an eWIC electronic benefits environment by 2020. This project allows Vermont to meet the mandate by replacing the current 30-year old WIC system and home delivery of foods with an electronic records system and an electronic food benefit account that families access through a WIC card.</p> <p>The new system gives WIC families greater flexibility and choice to families among WIC approved foods, and allows them to buy WIC foods at any time during the month at any WIC-authorized grocery store. The system also gives the WIC program tools for managing the cost of WIC foods, monitoring for potential fraud and abuse, and assessing the impact of the program on the health status of WIC families.</p>										
Project Start Date		04/09/2015		Project Completion Date			05/10/2016		Current Project Phase		Completed	
Independent Review Report Available on EPMO Website?										Yes		
BUSINESS VALUE TO BE ACHIEVED												
<input checked="" type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			5			Lifecycle Costs (total of all costs over lifecycle)			\$4,266,494.52			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			\$2,539,002.36			Total Implementation Spend as of FY16 End			\$2,539,002.36			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs		Funding Source for Operating Costs					
FY17	\$0.00		State %: 0.00		\$374,764.00		State %:0.00		Non-State %:100.00			
			Non-State %:0.00									
FY18	\$0.00		State %:0.00		374,764.00		State %:0.00		Non-State %:100.00			
			Non-State %:0.00									
FY19	\$0.00		State %:0.00		\$389,312.16		State %:0.00		Non-State %:100.00			
			Non-State %:0.00									
FY20	\$0.00		State %:0.00		\$294,326.00		State %:0.00		Non-State %:100.00			
			Non-State %:0.00									
FY21	\$0.00		State %:0.00		\$294,326.00		State %:0.00		Non-State %:100.00			
			Non-State %:0.00									
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

Agency of Transportation Projects



THE PROJECT												
Project Name		AOT Advanced Transportation Management System (NH, VT & ME)/ 511 Phone System/CARS										
Agency		Transportation	Department		Maintenance & Operations Bureau	Report Date			9/12/2016			
Description		The objective of this project is to establish a contract to design, install, integrate and test a comprehensive software system that includes central Advanced Transportation Management System (ATMS) 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 Memorandum of Maintenance Agreement (MOMA) with NHDOT for their portion of the contracted services and costs.										
Project Start Date		10/28/2013	Scheduled Completion Date		12/31/2016	Current Project Phase			Closing			
Independent Review Report Available on EPMO Website?									Yes			
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			20		Lifecycle Costs (total of all costs over lifecycle)				\$ 2,825,302.84			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			\$965,808.16		Total Implementation Spend as of FY16 End				\$ 703,625.09			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs			Funding Source for Operating Costs				
FY17	\$0.00		State %: 0.00		\$109,382.04	State %:20.00		Non-State %:80.00				
			Non-State %:0.00									
FY18	\$0.00		State %:0.00		\$109,382.04	State %:20.00		Non-State %:80.00				
			Non-State %:0.00									
FY19	\$0.00		State %:0.00		\$109,382.04	State %:20.00		Non-State %:80.00				
			Non-State %:0.00									
FY20	\$0.00		State %:0.00		\$109,382.04	State %:20.00		Non-State %:80.00				
			Non-State %:0.00									
FY21	\$0.00		State %:0.00		\$109,382.04	State %:20		Non-State %:80.00				
			Non-State %:0.00									
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

THE PROJECT												
Project Name		AOT Business Process Management System (BPMS)										
Agency		Transportation	Department		Performance, Innovation & Excellence (AOT)			Report Date		11/30/2016		
Description		This project builds on the prior work of the BPMS Pilot project to develop a BPMS application to streamline business processes at AOT. AOT chose a BPMS platform from Appian Corporation. This ROW (Right-of-Way) project entails Phases 1 and 2. There will be a Phase 3 defined as a separate project and is anticipated to begin in January 2017.										
Project Start Date		3/11/2013	Scheduled Completion Date		11/16/2016*		Current Project Phase		Closing*			
Independent Review Report Available on EPMO Website?									Yes			
BUSINESS VALUE TO BE ACHIEVED												
<input checked="" type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years		20			Lifecycle Costs (total of all costs over lifecycle)				\$2,287,800			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs		\$1,708,800			Total Implementation Spend as of FY16 End				\$1,708,800			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs	Funding Source for Implementation Costs			Operating Costs			Funding Source for Operating Costs				
FY17	\$0.00	State %: 19.00			\$75,000.00			State %:19.00				
		Non-State %:81.00						Non-State %:81.00				
FY18	\$0.00	State %:0.00			\$126,000.00			State %:19.00				
		Non-State %:0.00						Non-State %:81.00				
FY19	\$0.00	State %:0.00			\$126,000.00			State %:19.00				
		Non-State %:0.00						Non-State %:81.00				
FY20	\$0.00	State %:0.00			\$126,000.00			State %:19.00				
		Non-State %:0.00						Non-State %:81.00				
FY21	\$0.00	State %:0.00			\$126,000.00			State %:0.00				
		Non-State %:0.00						Non-State %:0.00				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

**Implementation is complete, but the EPMO will report the project as in Closing phase until the Project Close-out Report is received from the project manager.*

THE PROJECT												
Project Name		AOT Statewide Property Parcel Mapping										
Agency		Transportation	Department		Highway Division			Report Date		11/23/2016		
Description		The creation of a statewide property parcel dataset in a standard format which will allow the joining of parcel data with grand list (tax assessment) data, thereby facilitating analysis, and other activities identified by state and private sector stakeholders as necessary to their work.										
Project Start Date		TBD		Scheduled Completion Date		TBD		Current Project Phase		Exploration		
Independent Review Report Available on EPMO Website?									No			
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years		7			Lifecycle Costs (total of all costs over lifecycle)				\$3,370,828.04			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs		\$3,016,748			Total Implementation Spend as of FY16 End				\$0			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs			Operating Costs			Funding Source for Operating Costs			
FY17	\$886,712		State %: 20			\$0.00			State %:			
			Non-State %: 80						Non-State %:			
FY18	\$951,532		State %: 20			\$87,360			State %: 20			
			Non-State %: 80						Non-State %: 80			
FY19	\$932,152		State %: 20			\$87,360			State %: 20			
			Non-State %: 80						Non-State %: 80			
FY20	\$246,352		State %: 20			\$87,360			State %: 20			
			Non-State %: 80						Non-State %: 80			
FY21	\$0.00		State %:			\$87,360			State %: 20			
			Non-State %:						Non-State %: 80			
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	July'16	Aug'16	Sep'16	Oct'16
Scope												
Schedule			Project Not Started									
Budget												

THE PROJECT												
Project Name		DMV Cashiering System Implementation										
Agency		Transportation	Department		Department of Motor Vehicles			Report Date		9/12/2016		
Description		Implement a point of sale cashiering system.										
Project Start Date		4/25/2016	Scheduled Completion Date		8/30/2017	Current Project Phase		Initiating				
Independent Review Report Available on EPMO Website?									No			
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			5			Lifecycle Costs (total of all costs over lifecycle)			\$2,608,000			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			\$1,680,000			Total Implementation Spend as of FY16 End			\$0			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs		Funding Source for Operating Costs					
FY17	\$1,040,000		State %: 100.00		\$0.00		State %:0.00					
			Non-State %:0.00				Non-State %:0.00					
FY18	\$640,000		State %:100		\$ 110,000		State %:100.00					
			Non-State %:0.00				Non-State %:0.00					
FY19	\$0.00		State %:0.00		\$ 276,000		State %:100.00					
			Non-State %:0.00				Non-State %:0.00					
FY20	\$0.00		State %:0.00		\$ 276,000		State %:100.00					
			Non-State %:0.00				Non-State %:0.00					
FY21	\$0.00		State %:0.00		\$ 276,000		State %:100.00					
			Non-State %:0.00				Non-State %:0.00					
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule	Project hasn't been in progress for 12 months.											
Budget												

THE PROJECT												
Project Name		DMV Commercial Vehicle Operating System Upgrade (Proposed Project for FY18)										
Agency		Transportation	Department		Department of Motor Vehicles			Report Date		9/28/2016		
Description		To upgrade/replace the system that supports the Commercial Vehicle Operating (CVO) office functions of IFTA (International Fuel Tax Agreement) and IRP (International Registration Plan), as well as add a new module for fuel tax collection and auditing.										
Project Start Date		N/A		Scheduled Completion Date		N/A		Current Project Phase		Exploration		
Independent Review Report Available on EP MO Website?										No		
BUSINESS VALUE TO BE ACHIEVED												
<input checked="" type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			10			Lifecycle Costs (total of all costs over lifecycle)			\$ 5,192,000			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			\$ 2,000,000			Total Implementation Spend as of FY16 End			\$ 0			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs			Funding Source for Operating Costs				
FY17	\$0.00		State %:		\$ 300,000			State %: 100				
			Non-State %:					Non-State %: 0				
FY18	\$ 2,000,000		State %: 75		\$ 300,000			State %: 100				
			Non-State %: 25					Non-State %: 0				
FY19	\$0.00		State %:		\$ 288,000			State %:100				
			Non-State %:					Non-State %: 0				
FY20	\$0.00		State %:		\$ 288,000			State %: 100				
			Non-State %:					Non-State %: 0				
FY21	\$0.00		State %:		\$ 288,000			State %: 100				
			Non-State %:					Non-State %: 0				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EP MO ASSESSMENT												
Indicator	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	July'16	Aug'16	Sep'16	Oct'16
Scope												
Schedule			Project not yet started.									
Budget												

THE PROJECT												
Project Name	DMV Credentialing Issuing Services Replacement											
Agency	Transportation	Department	Department of Motor Vehicles						Report Date	9/12/2016		
Description	Go out to bid for a system and the services related to the production and shipment of credentials.											
Project Start Date	TBD	Scheduled Completion Date	2/28/2019			Current Project Phase	Exploration					
Independent Review Report Available on EPMO Website?									No			
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years	10		Lifecycle Costs (total of all costs over lifecycle)	\$ 2,450,000								
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs	\$2,000,000		Total Implementation Spend as of FY16 End	\$ 0								
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs			Funding Source for Operating Costs				
FY17	\$0.00		State %: 100		\$0.00			State %:0.00				
			Non-State %:					Non-State %:0.00				
FY18	\$500,000.00		State %:100		\$0.00			State %:0.00				
			Non-State %: 0.00					Non-State %:0.00				
FY19	\$1,500,000		State %: 100		\$0.00			State %:100				
			Non-State %:0.00					Non-State %:0.00				
FY20	\$0.00		State %:0.00		\$50,000			State %:100				
			Non-State %:0.00					Non-State %:0.00				
FY21	\$0.00		State %:0.00		\$50,000			State %:100				
			Non-State %:0.00					Non-State %:0.00				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule			Project not yet started.									
Budget												

THE PROJECT												
Project Name		DMV Electronic Oversize Permitting System										
Agency		Transportation	Department		Department of Motor Vehicles			Report Date		9/12/2016		
Description		Purchase a system that allows for the online submission and issuance of oversize vehicle permits.										
Project Start Date		Not Started	Scheduled Completion Date		TBD			Current Project Phase		Exploration		
Independent Review Report Available on EPMO Website?									No			
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			10			Lifecycle Costs (total of all costs over lifecycle)			\$2,900,000			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			\$1,500,000			Total Implementation Spend as of FY16 End			\$0.00			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs			Funding Source for Operating Costs				
FY17	\$0.00		State %: 0.00		\$0.00			State %:0.00				
			Non-State %:0.00					Non-State %:0.00				
FY18	\$0.00		State %:60.00		\$0.00			State %:0.00				
			Non-State %:40.00					Non-State %:0.00				
FY19	\$1,500,000		State %:60.00		\$0.00			State %:100				
			Non-State %:40.00					Non-State %:0				
FY20	\$0.00		State %:0.00		\$140,000			State %:100				
			Non-State %:0.00					Non-State %: 0.00				
FY21	\$0.00		State %:0.00		\$140,000			State %:100				
			Non-State %:0.00					Non-State %:0.00				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule				Project Not Yet Started								
Budget												

Secretary of State's Projects

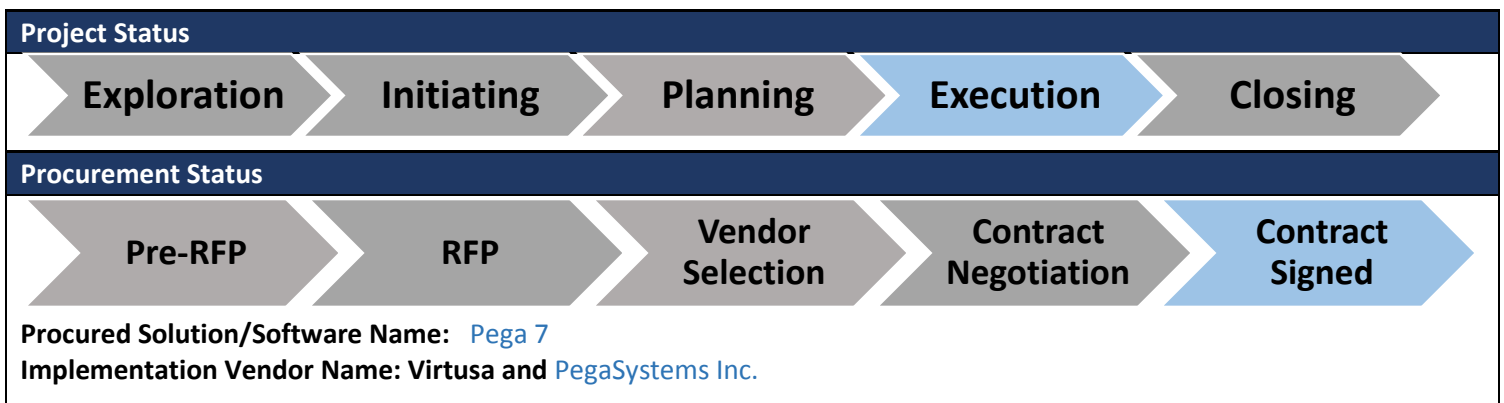


THE PROJECT												
Project Name	SOS Corporations Registration											
Agency	Secretary of State	Department	Secretary of State	Report Date	9/12/2016							
Description	Implement an integrated electronic filing system to streamline business registration services, and provide 24/7 web access to our services. Replaces Microsoft Disk Operating system that is outdated and unreliable technology from over 20 years ago.											
Project Start Date	9/14/2011	Scheduled Completion Date	6/01/2016*	Current Project Phase	Closing*							
Independent Review Report Available on EPMO Website?										No		
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years	9		Lifecycle Costs (total of all costs over lifecycle)	\$2,202,224.00								
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs	\$1,037,020.00		Total Implementation Spend as of FY16 End	\$857,020								
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs	Funding Source for Implementation Costs		Operating Costs	Funding Source for Operating Costs							
FY17	\$120,000.00	State %: 100.00		\$122,016.00	State %:100.00							
		Non-State %:0.00			Non-State %:0.00							
FY18	\$60,000.00	State %:100.00		\$122,016.00	State %:100.00							
		Non-State %:0.00			Non-State %:0.00							
FY19	\$0.00	State %:0.00		\$122,016.00	State %:100.00							
		Non-State %:0.00			Non-State %:0.00							
FY20	\$0.00	State %:0.00		\$122,016.00	State %:100.00							
		Non-State %:0.00			Non-State %:0.00							
FY21	\$0.00	State %:0.00		\$122,016.00	State %:100.00							
		Non-State %:0.00			Non-State %:0.00							
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

**Implementation is complete, but the EPMO will report the project in Closing phase until a Project Close-out report is received from the project manager.*

THE PROJECT												
Project Name		SOS Elections Administration										
Agency		Secretary of State	Department		Secretary of State			Report Date		9/12/2016		
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 disclosure. The new Campaign Finance module went live this summer.										
Project Start Date		2/1/2014		Scheduled Completion Date		1/30/2017		Current Project Phase		Closing		
Independent Review Report Available on EPMO Website?									Yes			
BUSINESS VALUE TO BE ACHIEVED												
<input checked="" type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			10			Lifecycle Costs (total of all costs over lifecycle)			\$3,334,409.00			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			\$1,570,324			Total Implementation Spend as of FY16 End			\$1,467,568			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs			Funding Source for Operating Costs				
FY17	\$102,756.00		State %: 100.00		\$101,326.00			State %:30.00				
			Non-State %:0.00					Non-State %:70.00				
FY18	\$0.00		State %:0.00		\$99,683.00			State %:30.00				
			Non-State %:0.00					Non-State %:70.00				
FY19	\$0.00		State %:0.00		\$99,683.00			State %:30.00				
			Non-State %:0.00					Non-State %:70.00				
FY20	\$0.00		State %:0.00		\$99,683.00			State %:30.00				
			Non-State %:0.00					Non-State %:70.00				
FY21	\$0.00		State %:0.00		\$99,683.00			State %:30.00				
			Non-State %:0.00					Non-State %:70.00				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

PROJECT					
Project Name	SOS Next Generation Licensing Platform (NGLP)		FY18 Legislative Funding Request	\$ 0	
Agency	Secretary of State	Department	Secretary of State	Report Date	9/6/2016
Project Description	Seeking a new technology solution to meet the licensing, inspection and enforcement needs of the Office of Professional Regulation (OPR) and the customers it serves.				
Key Project Deliverables	The key deliverables are licensing for a cloud-based professional licensing and enforcement application supporting the public protection mission of the OPR through a business process management architecture suite for up to 75,000 licenses with unlimited users, licensing and certification for public sector applications, professional services, cloud hosting services for production and test environments, and data migration from the existing solution.				
Project Start Date	10/1/2016		Scheduled Completion Date	9/1/2017	
Independent Review Report Available on EPMO Website?					No



KEY PROJECT CHANGES FROM LAST YEAR'S REPORT

Original RFP issued for solution on October 5, 2015.
 Independent Review Completed on April 27, 2016.

Based on feedback from the Independent Review, the State moved to a fixed price contract model. This enabled the State to procure a commercial off-the-shelf/modifiable off-the-shelf solution.

BUSINESS VALUE TO BE ACHIEVED

Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. Vast improvements in customer service, compliance and reduction of risk. Expect to achieve significant efficiencies over time with more nimble adaptations to best business practices and process improvements, especially if additional professions are moved from other agencies to this platform. Cost savings are unknown at this time, but existing technology is proving costly as support wanes and inability to adapt to current needs is exposed.

THIS PROJECT IS FROM OFFICE OF PROFESSIONAL REGULATION SPECIAL FUND AND HAS NO EFFECT ON GENERAL FUND.

Customer Service Improvement: The new solution will provide a new or improved customer service or services. Self-service capabilities for licensees and mobile access greatly improve the customer experience. Employee satisfaction and much greater process efficiency expected from NGLP. Public Services and public safety are greatly affected by timely licensing and enforcement and ease of access to online services.

Potential as an enterprise solution to greatly improve customer service for other professions not currently housed with the OPR where licensing is not the agency's main focus.

☑ Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.)

The project became necessary in order to replace an unstable system with increasingly less responsive vendor support, improve security, and implement a sustainable, long-term solution. The solution will improve the security of State information, allow for more flexible adaptations to emergent problems, and greatly increase OPR's ability to achieve its public protection mission, which often includes substantial risk of to the public health safety and welfare.

The existing e-license software does not provide the automated transfer of more than 200,000 financial transactions. Currently, these transactions are processed daily by a minimum of three people (segregation of duties), and entered into the State's financial system, so the increased accuracy of financial transactions and tracking will be a major risk reduction as well.

Potential to reduce risk where licensing functions occur in other areas of state government outside the OPR where licensing is not the agency's core mission and the risk of licensing and enforcement gone wrong may not be a focus.

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

NGLP will meet federal professional licensing reporting requirements through effective integrations between the Office of Profession Regulation's new system and those of third-party partners. It will better ensure the security of confidential licensee information and comply with privacy requirements.

PROJECT APPROACH (How the Project Work is/will be Organized)

An experienced senior technology manager from the State resource will be the State's project manager. The vendors will have a senior manager in the role of project manager for their organizations. The State and Vendor team will create and use a governance structure to guide and monitor the project.

The project's work, deliverables, and management will follow an Agile approach. The Vendor team is experienced with this approach.

MAJOR PROJECT MILESTONES

Milestone	Target Date	Current Status
Completion of Elaboration (targets based on start date of 10/15/16)	November 26, 2016	Not started
Construction of User Registration, Entity Management	January 1, 2017	Not started
Construction of New License Application, Document Management, License Reinstatement	February 4, 2017	Not started
Construction of Complaint, Investigation, Litigation/Discovery, Charge, Course Approval	February 25, 2017	Not started
Construction of Renew License, Court Hearing / Adjudication,	April 1, 2017	Not started
Construction of Discipline and Follow Up, Charge, Letters and Emails, Data Migration, Onboarding New Professions/New License configuration.	April 29, 2017	Not started
Construction of Reporting, Mobile Integration and Field Setup, Payment Integration, Integration	May 27, 2017	Not started
Completion of UAT	June 3, 2017	Not started
Deployment and Training	July 1, 2017	Not started

LIFECYCLE INFORMATION			
Solution Lifecycle in Yrs.	10	Estimated Lifecycle Costs	\$6,835,343.00

PROJECT IMPLEMENTATION COSTS	
Expense	Total Cost
Software Development	\$1,500,592.00
Professional Services (Pega & Virtusa)	\$546,000.00
Independent Review & DII	\$13,761.00
Software Escrow	\$70,000.00
External Integrations (e.g. Alfresco, PCC Tradename) and Development Tools (e.g., Jira Cloud)	\$252,159.00
One-time Training of Public Users	\$10,000.00
Scoping Analysis (Billed and paid under separate contract with Pega prior to project start)	\$367,000.00
DII 3%	\$176,304.00
Estimated Total Project Implementation Costs	\$2,935,816.00
Total Implementation Spend as of FY16 End	\$13,761.00

ANNUAL OPERATING COSTS			
Estimated Annual Operating Costs of New Solution			\$ 389,952.70
Expense	New Solution Cost	Current Solution	Difference
Hosting and Maintenance & Subscription fees. NEW COSTS ARE AVERAGED OVER 10 YEARS. New operating costs include additional capacity to add licensees	\$349,807.00	\$101,258.00	\$248,549.00
State Labor	\$40,146.00	\$82,500.00	-42,354.00
	Total Savings or Increase		\$206,195.00

Virtusa has one month of service fees in FY17
Pega's subscription fees begin with project start date (October 2016)

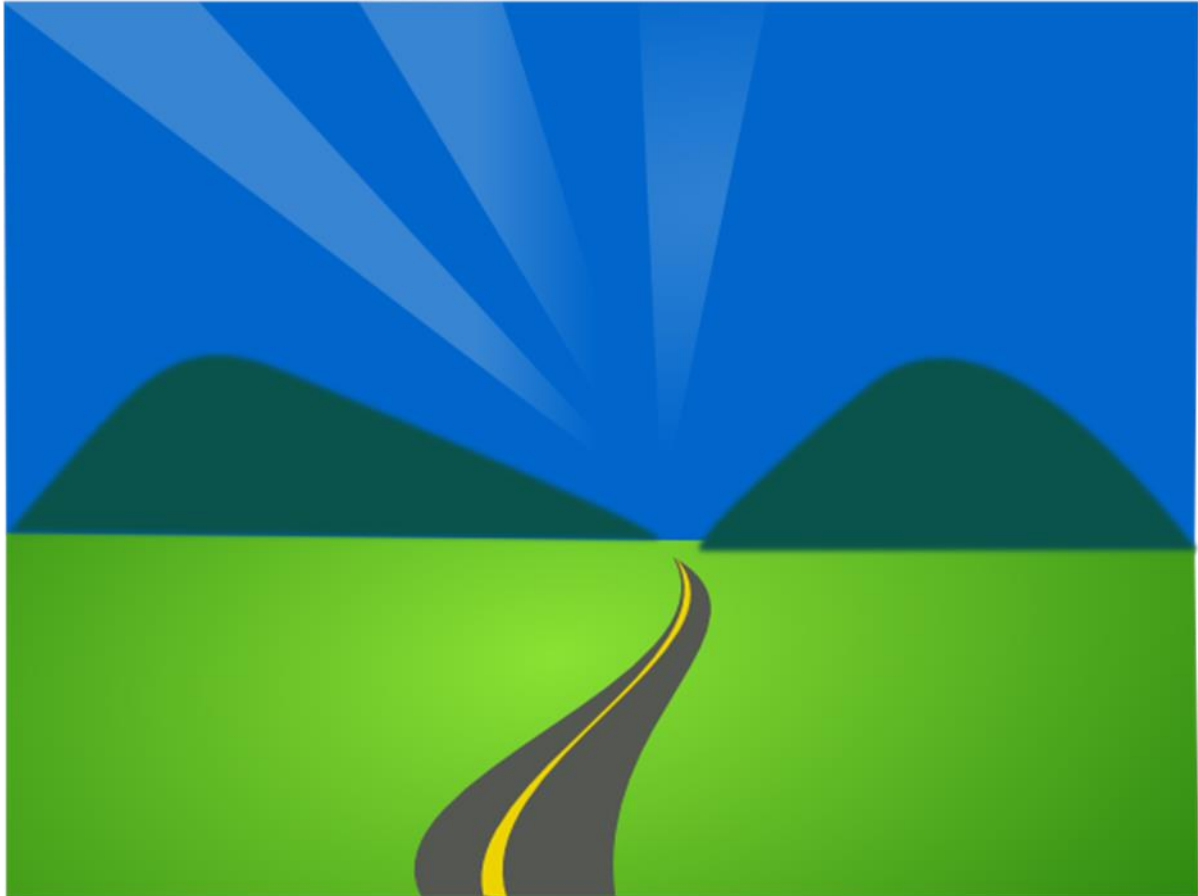
ESTIMATED 5 YEAR COSTS (FY17-21)				
Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY17	\$2,227,112.00	State %: 100.00	\$270,416.00	State %: 100.00
		Non-State %: 0.00		Non-State %: 0.00
FY18	\$694,943.00	State %: 100.00	\$338,353.00	State %: 100.00
		Non-State %: 0.00		Non-State %: 0.00
FY19	\$0.00	State %:	\$342,186.00	State %: 100.00
		Non-State %:		Non-State %: 0.00
FY20	\$0.00	State %:	\$381,567.00	State %: 100.00
		Non-State %:		Non-State %: 0.00
FY21	\$0.00	State %:	\$406,530.00	State %: 100.00
		Non-State %:		Non-State %: 0.00

FUNDING SOURCE DETAIL				
Project Funding				
FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED OPR FUND BALANCE = \$4,980,183.00 AS OF 6/30/16	FUTURE AMOUNT ANTICIPATED
FY16	21150	OPR Fund Annual Operating	\$13,761.00	\$0.00
FY17	21150	OPR Fund balance	\$1,477,112.00	\$0.00
	21150	OPR Fund annual operating	\$750,000.00	\$0.00
FY18	21150	OPR Fund annual operating	BUDGETED	\$694,943.00
TOTAL = \$2,935,816.00			\$2,240,873.00	\$694,943.00

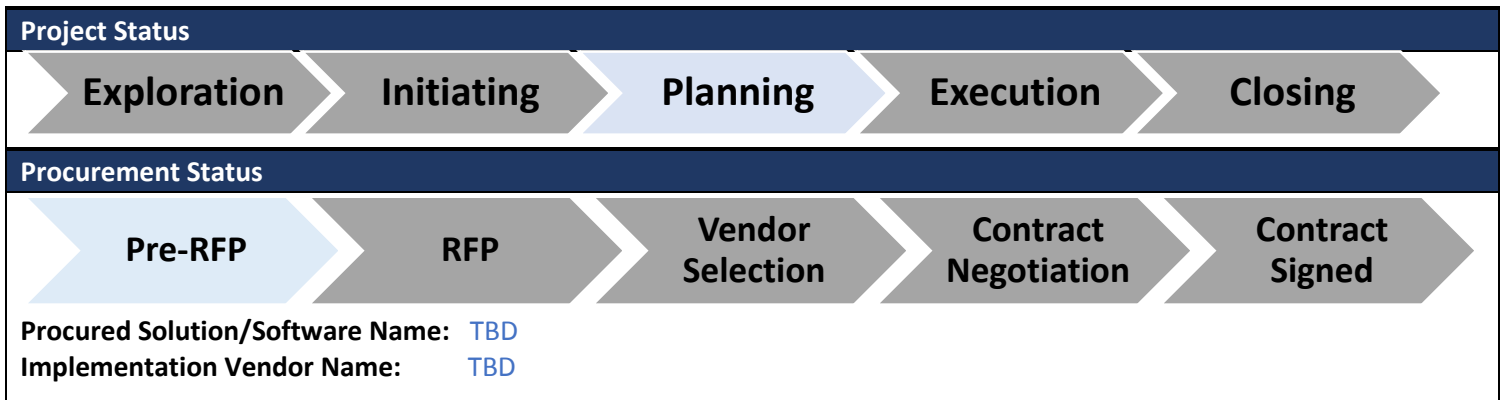
New Operating Costs Over the Projected Lifecycle				
FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED	FUTURE AMOUNT ANTICIPATED
FY17	21150	OPR Fund annual operating		\$ 270,416.00
FY18	21150	OPR Fund annual operating		\$ 338,353.00
FY19	21150	OPR Fund annual operating		\$ 342,186.00
FY20	21150	OPR Fund annual operating		\$ 381,567.00
FY21	21150	OPR Fund annual operating		\$ 406,530.00
FY22	21150	OPR Fund annual operating		\$ 410,561.00
FY23	21150	OPR Fund annual operating		\$ 414,659.00
FY24	21150	OPR Fund annual operating		\$ 418,826.00
FY25	21150	OPR Fund annual operating		\$ 456,063.00
FY26	21150	OPR Fund annual operating		\$ 460,370.00
				\$3,899,527.00

PROJECT PERFORMANCE TREND												
Past 12 Months Based on EPMO'S Assessment												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	July'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

State of Vermont Boards' Projects



THE PROJECT					
Project Name	DLC POS & Central Office Project		FY18 Legislative Funding Request		\$ 0
Agency	Liquor Control Board	Department	Liquor Control	Report Date	8/25/2016
Project Description	Replace Retail and Point of Sale systems, including cash registers, and hardware and software at liquor agencies. Project also includes central office systems and software that connects registers. These will interface with two other State systems, VISION and TAX.				
Key Project Deliverables	<ul style="list-style-type: none"> Point of Sale system at state-wide liquor agencies (80) Central office system 				
Project Start Date	2/10/2016		Scheduled Completion Date	6/30/2019	
Independent Review Report Available on EPMO Website?					No



KEY PROJECT CHANGES FROM LAST YEAR'S REPORT

No \$1 million report last year; new project started this calendar year.

- BUSINESS VALUE TO BE ACHIEVED**
- Cost Savings:** *Over the lifecycle of the new solution, the total costs will be less than the current solution.*
N/A
 - Customer Service Improvement:** *The new solution will provide a new or improved customer service or services.*
 - Credit card sales will be able to be processed much faster by eliminating the use of dial up modem.
 - State agency stores will continue to be able to place orders electronically.
 - Risk Reduction:** *The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.)*
 - Current system has a greater than 50% chance of failure due to aging technology that is no longer supported. Hardware at retail outlets is outdated and replacements are difficult to find; used replacement parts are often acquired on eBay.
 - Compliance:** *The new solution meets a previously unmet State or Federal compliance requirement.*
 - Current system is not Payment Card Industry (PCI) compliant; the new system will be PCI compliant.

PROJECT APPROACH (How the Project Work is/will be Organized)

DLC will contract with a qualified project manager who will manage all phases of this project. The project manager is anticipated to follow the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK), and utilize the State's as well as EPPO's processes and procedures. How the project work will be organized won't be fully defined until after the RFP process is completed.

MAJOR PROJECT MILESTONES

Milestone	Target Date	Current Status
RFP issued	11/1/2016	Under Development
Independent Review	3/1/2017	Future
Project Start	6/1/2017	Future
Project Charter Finalized	6/1/2017	Future
POS Implementation	3/1/2018	Future
Central Office	6/1/2019	Future
Project Completion	6/30/2021	Future

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	10	Estimated Lifecycle Costs	\$11,361,740
-----------------------------------	-----------	----------------------------------	---------------------

PROJECT IMPLEMENTATION COSTS

Expense	Total Cost
Configuration/Installation/Implementation	\$ 1,200,000.00
Contracted Services for Project Management	\$ 657,500.00
Other Contracted Professional Services for Implementation	\$ 500,000.00
State Labor for Project Management	\$ 100,000.00
Other State Labor to Implement the Solution	\$ 250,000.00
Software/Licenses	\$ 200,000.00
Hosting Provider	\$ 3,000.00
Hardware	\$ 1,000,000.00
Equipment or Supplies	\$ 5,000.00
Vendor Annual Maintenance/Service Costs (estimated)	\$ 221,240.00
State Labor to Operate & Maintain the Solution	\$ 150,000.00
Network Connections, Certifications: Other Agency Costs	\$ 200,000.00
Estimated Total Project Implementation Costs	\$ \$4,486,740
Total Implementation Spend as of FY16 End	\$ 20,000

ANNUAL OPERATING COSTS

Estimated Annual Operating Costs of New Solution				\$725,000
Expense	New Solution Cost	Current Solution	Difference	
Software/Licenses	\$ 50,000.00	\$36,000.00	\$14,000.00	
Hosting Provider	\$ 5,000.00	\$3,000.00	\$2,000.00	
Hardware	\$ 50,000.00	\$10,000.00	\$40,000.00	
Equipment or Supplies	\$ 20,000.00	\$30,000.00	(\$10,000.00)	
Vendor Annual Maintenance/Service Costs	\$ 100,000.00	\$200,000.00	(\$100,000.00)	
State Labor to Operate & Maintain the Solution	\$ 350,000.00	\$350,000.00	\$0.00	
Other Costs (please describe): Network Connections, Certifications: Other Agency Costs	\$ 150,000.00		\$150,000.00	
Total Savings or Increase				\$ 96,000.00

ESTIMATED 5 YEAR COSTS (FY17-21)				
Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY17	\$ 107,500	State %: 100 Non-State %: 0	\$0	State %: Non-State %:
FY18	\$2,000,000	State %: 100 Non-State %: 0	\$ 350,000	State %: 100 Non-State %: 0
FY19	\$1,000,000	State %: 100 Non-State %: 0	\$ 725,000	State %: 100 Non-State %: 0
FY20	\$1,000,000	State %: 100 Non-State %: 0	\$ 725,000	State %: 100 Non-State %: 0
FY21	\$ 359,240	State %: 100 Non-State %: 0	\$ 725,000	State %: 100 Non-State %: 0

FUNDING SOURCE DETAIL				
Project Funding				
FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED	FUTURE AMOUNT ANTICIPATED
FY17	State	General Fund	EST. \$ 20,000	\$ 107,500
FY18	State	General Fund		\$2,000,000
FY19	State	General Fund		\$1,000,000
FY20	State	General Fund		\$1,000,000
FY21	State	General Fund		\$ 359,240
TOTAL = \$4,486,740			\$20,000	\$4,466,740

New Operating Costs Over the Projected Lifecycle				
FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED	FUTURE AMOUNT ANTICIPATED
FY18	State	General Fund		\$ 350,000
FY19	State	General Fund		\$ 725,000
FY20	State	General Fund		\$ 725,000
FY21	State	General Fund		\$ 725,000
FY22	State	General Fund		\$ 725,000
FY23	State	General Fund		\$ 725,000
FY24	State	General Fund		\$ 725,000
FY25	State	General Fund		\$ 725,000
FY26	State	General Fund		\$ 725,000
FY27	State	General Fund		\$ 725,000
TOTAL = \$6,875,000			\$0.00	\$6,875,000

CT PERFORMANCE TREND PROJECT PERFORMANCE TREND												
Past 12 Months Based on EPMO'S Assessment												
Indicator						Mar 16	Apr '16	May '16	Jun'16	July '16	Aug '16	Sept '16
Scope												
Schedule												
Budget												

Project not in progress for 12 months.

OTHER COMMENTS

All project costs are estimates. More complete costs will be known once bids are received back from the RFP.

The Project is scheduled to end in FY21, however, the actual completion date has yet to be determined due to the procurement process not yet being finalized. We have illustrated project costs that will be funded and paid for through FY21.

THE PROJECT												
Project Name	e911 Replacement											
Agency	OTHER Executive Branch	Department	Enhanced 911 Board				Report Date	10/17/2016				
Description	The existing e911 system contract expired in the middle of 2015. The new Next Generation 9-1-1 system provided by FairPoint Communications was implemented on July 29, 2015.											
Project Start Date	2/6/2014	Scheduled Completion Date	12/31/2016	Current Project Phase	Closing							
Independent Review Report Available on EPMO Website?										Yes		
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years	5		Lifecycle Costs (total of all costs over lifecycle)	\$11,664,260.00								
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs	\$2,070,000.00		Total Implementation Spend as of FY16 End	\$1,555,200.00								
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs	Funding Source for Implementation Costs		Operating Costs	Funding Source for Operating Costs							
FY17	\$514,800.00	State %: 100.00		\$1,954,852.00	State %:100.00							
		Non-State %:0.00			Non-State %:0.00							
FY18	\$0.00	State %:0.00		\$1,906,626.00	State %:100.00							
		Non-State %:0.00			Non-State %:0.00							
FY19	\$0.00	State %:0.00		\$1,906,626.00	State %:100.00							
		Non-State %:0.00			Non-State %:0.00							
FY20	\$0.00	State %:0.00		\$1,906,626.00	State %:100.00							
		Non-State %:0.00			Non-State %:0.00							
FY21	\$0.00	State %:0.00		\$0.00	State %:0.00							
		Non-State %:0.00			Non-State %:0.00							
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

THE PROJECT					
Project Name	PSB Case Management		FY18 Legislative Funding Request		\$ 0
Agency	Public Service Board	Department	PSB/PSD	Report Date	10/25/2016
Project Description	The Public Service Department (PSD) and Public Service Board (PSB) plan to implement an electronic case management systems that integrates the following: electronic filing of documents, management of electronic documents, automated workflows, and electronic case management tools. The Public Service Department will benefit from online submission of utility annual reports, an updated Consumer Affairs tracking database, and an updated Underground Damage tracking database. The Public Service Board's system will also include public access to documents and case information via the PSB's website.				
Key Project Deliverables	The key deliverables are a web accessible case management system that allows electronic filing, document management, full search capabilities, and has segregated environments.				
Project Start Date	10/1/13		Scheduled Completion Date	06/30/2017	
Independent Review Report Available on EPMO Website?					No

Project Status					
Exploration		Initiating		Planning	
				<u>Execution</u>	
				Closing	
Procurement Status					
Pre-RFP		RFP		Vendor Selection	
				Contract Negotiation	
				<u>Contract Signed</u>	
Procured Solution/Software Name: eCourt					
Implementation Vendor Name: Journal Technologies Inc. (JTI)					

KEY PROJECT CHANGES FROM LAST YEAR'S REPORT
Last year's report was based on an eCourt system which didn't have the full text search capability from the web portal. After the project team and vendor evaluated the stock capabilities of the portal system, PSB and PSD purchased an optional On-Base module, allowing full text search capabilities.

BUSINESS VALUE TO BE ACHIEVED
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. N/A
<input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <ol style="list-style-type: none"> 1. Enable electronic filing of documents by parties to a Board Proceeding and documents required to be filed with the DPS (e.g. Annual Reports). Streamline routine document creation, tracking documents, and archiving documents. 2. Assigning, monitoring, and scheduling workloads; Enable electronic filing of documents by parties to a Board Proceeding; robust search functionality; Provide staff with reporting capabilities. 3. The new Consumer Affairs tracking data will provide much more detail and enhanced tracking on consumer calls regarding utility issues, and the database will be fully supported by JTI (the vendor).

4. The new Underground Damage tracking database will provide enhanced tracking and automated reporting capabilities, and the database will be fully supported by JTI.

5. The electronic filing of Annual Reports will provide automation for submission and will provide significant enhancements to PSD regarding rate and utility analysis, as the data will be available via query versus manual extraction from paper records.

Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.)

- Secure web-based solution redundancy.
- Secure and fully supported databases.

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

N/A

PROJECT APPROACH (How the Project Work is/will be Organized)

PSB/PSD currently have two project managers on the State side managing this project. The vendor has a project manager (PM) on their side managing project related tasks. The State project managers in conjunction with the vendor PM are producing the State of Vermont Enterprise Project Management Office's (EPMO) minimum required deliverables.

The State and JTI meet weekly to update the project tasks and identify new tasks. Questions and issues are identified and worked on during the next weekly period.

JTI's implementation strategy involves configuration, conversions, user acceptance, and implementation. The configuration phase is broken down into more detailed tasks involving business process review, facilities organization, calendars and scheduling, case initiation, documents and reports, and business rules.

MAJOR PROJECT MILESTONES

Milestone	Target Date	Current Status
Phase 1: Configuration (business process review, facilities, calendars, scheduling, case initiation, updates, views, searches, notices, documents and reports)	10/30/2016	In Progress
Phase 1: User Acceptance Testing and Training	11/30/2016	Future
Phase 1: Implementation	12/30/2016	Future
Phase 2: Configuration (business process review, facilities, calendars, scheduling, case initiation, updates, views, searches, notices, documents and reports)	4/30/2017	Future
Phase 2: User Acceptance Testing and Training	5/30/2017	Future
Phase 2: Implementation	6/30/2017	Future

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	8	Estimated Lifecycle Costs	\$3,523,632.00
----------------------------	---	---------------------------	----------------

PROJECT IMPLEMENTATION COSTS	
Expense	Total Cost
Per Diem Project Manager	\$181,493.00
Requordit Software Purchase	\$107,700.00
Hyland IDOL	\$11,040.00
Software Activation - Requordit	\$26,250.00
Requordit Yearly Maintenance	\$21,540.00
SQL License Cost	\$8,373.00
System "Go-Live"	\$70,000.00
System Acceptance	\$288,000.00
C2 Implementation	\$109,221.00
Implementation of DII private cloud	\$53,707.00
DII Oversight Project Manager / EA support	\$8,196.00
DII Training Room Rental	\$400.00
Estimated Total Project Implementation Costs	\$885,920.00
Total Implementation Spend as of FY16 End	\$454,269.64

ANNUAL OPERATING COSTS			
Estimated Annual Operating Costs of New Solution			\$ 329,714.00
Expense	New Solution Cost	Current Solution	Difference
Sustain eCourt Licenses, Maintenance, Upgrades	\$62,562.00	\$0.00	\$62,562.00
Requordit (Hyland's OnBase) Document Management System	\$23,818.00	\$0.00	\$23,818.00
SQL license cost	\$1,035.00	\$0.00	\$1,035.00
DII private cloud cost	\$54,311.00	\$0.00	\$54,311.00
PSB Business Staff	\$17,511.00	\$0.00	\$17,511.00
PSD Business Staff	\$91,163.00	\$0.00	\$91,163.00
Help Desk Support @ \$200.00/hr.	\$7,650.00	\$0.00	\$7,650.00
Systems Administrator – Contracted	\$71,664.00	\$0.00	\$71,664.00
Total Savings or Increase			\$329,714.00

The portion for annual license fee for users of JTI software is determined by the amount of user groups and users. A base rate is applied to the number of users, and an option for unlimited users must be computed using a rate of 30%. The help desk support above is billed in 15 minute increments, and will be utilized on a needed basis.

ESTIMATED 5 YEAR COSTS (FY17-21)				
Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY17	\$431,650.36	State %: 100.00	\$270,493.00	State %: 100.00
		Non-State %: 0.00		Non-State %: 0.00
FY18	\$0.00	State %:	\$319,174.00	State %: 100.00
		Non-State %:		Non-State %: 0.00
FY19	\$0.00	State %:	\$321,654.00	State %: 100.00
		Non-State %:		Non-State %: 0.00
FY20	\$0.00	State %:	\$327,806.00	State %: 100.00
		Non-State %:		Non-State %: 0.00
FY21	\$0.00	State %:	\$330,433.00	State %: 100.00
		Non-State %:		Non-State %: 0.00

FUNDING SOURCE DETAIL

Project Funding

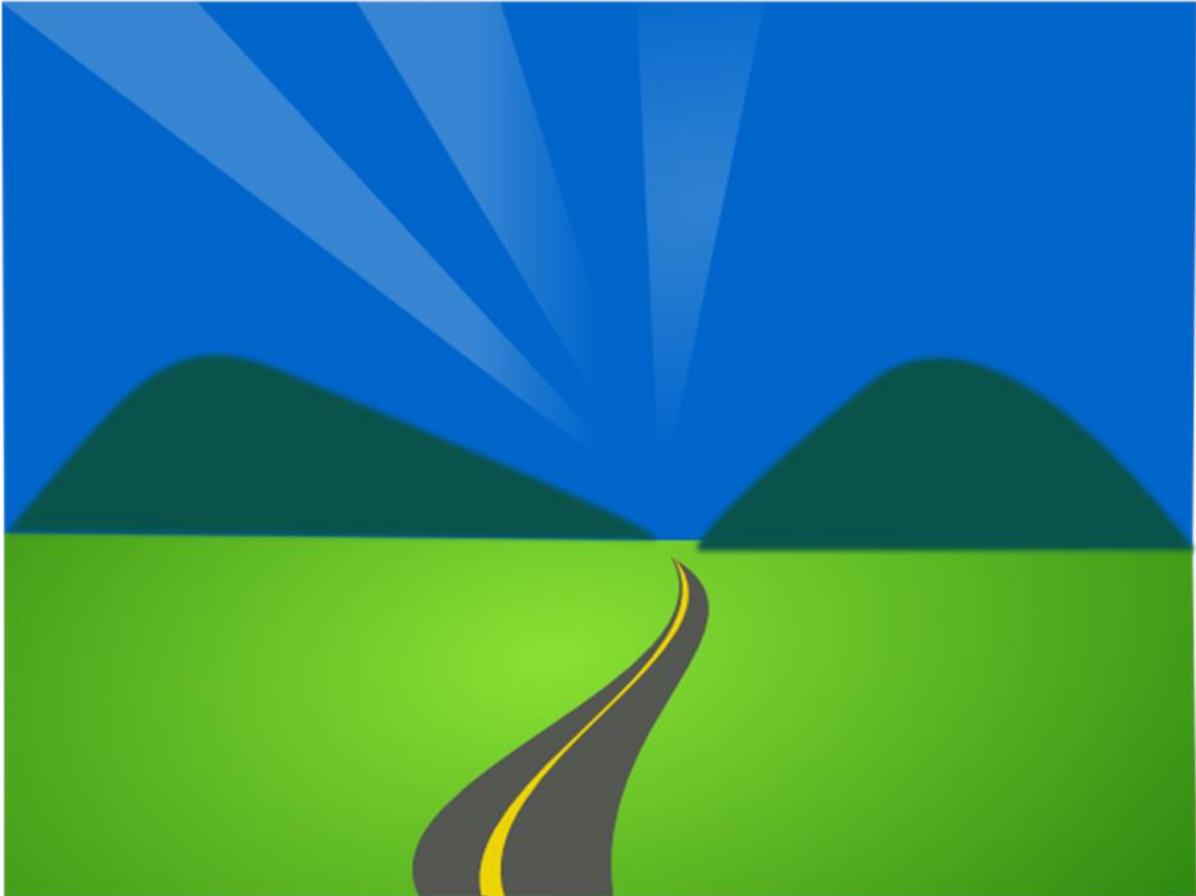
FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED	FUTURE AMOUNT ANTICIPATED
FY13	Gross Receipts Tax – PSB and PSD	Pursuant to 30 V.S.A. § 22	\$52,982.79	
FY14	General Fund carryforward - PSD		\$64,620.00	
FY14	Gross Receipts Tax – PSB and PSD	Pursuant to 30 V.S.A. § 22	\$167,165.07	
FY15	Gross Receipts Tax –PSB and PSD	Pursuant to 30 V.S.A. § 22	\$31,715.00	
FY16	General Fund carryforward - PSD		\$61,938.50	
FY16	Gross Receipts Tax – PSB and PSD	Pursuant to 30 V.S.A. § 22	\$75,848.28	
FY17	General Fund carryforward - PSD		\$33,030.00	\$90,539.00
FY17	Gross Receipts Tax – PSB and PSD	Pursuant to 30 V.S.A. § 22		\$308,081.00
TOTAL = \$885,920.00			\$487,299.64	\$398,620.00

New Operating Costs Over the Projected Lifecycle

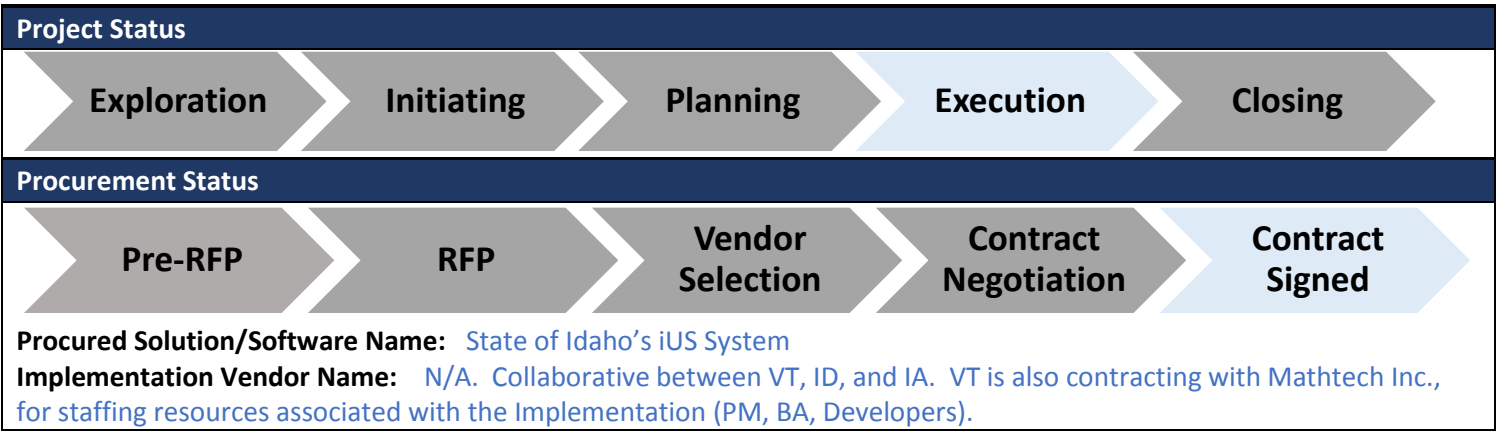
FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED	FUTURE AMOUNT ANTICIPATED
FY17	Gross Receipts Tax – PSB and PSD	Pursuant to 30 V.S.A. § 22		\$270,493.00
FY18	Gross Receipts Tax – PSB and PSD	Pursuant to 30 V.S.A. § 22		\$319,174.00
FY19	Gross Receipts Tax – PSB and PSD	Pursuant to 30 V.S.A. § 22		\$321,654.00
FY20	Gross Receipts Tax – PSB and PSD	Pursuant to 30 V.S.A. § 22		\$327,806.00
FY21	Gross Receipts Tax – PSB and PSD	Pursuant to 30 V.S.A. § 22		\$330,433.00
FY22	Gross Receipts Tax – PSB and PSD	Pursuant to 30 V.S.A. § 22		\$345,938.00
FY23	Gross Receipts Tax – PSB and PSD	Pursuant to 30 V.S.A. § 22		\$353,631.00
FY24	Gross Receipts Tax – PSB and PSD	Pursuant to 30 V.S.A. § 22		\$368,583.00
TOTAL = \$2,637,712.00			\$0.00	\$2,637,712.00

PROJECT PERFORMANCE TREND												
Past 12 Months Based on EPMO'S Assessment												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	July'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												
Explanation(s) for Yellow/Red Months												
What	When	Reason										
Schedule	July '16 – Sept '16	The schedule has slipped from the original plan. Currently the PSB/PSD have not created or logged any change requests for schedule changes. A contract amendment will also be needed to bring the project back to green.										

Other Executive Branch Projects



THE PROJECT				
Project Name	DOL Unemployment Insurance Modernization		FY18 Legislative Funding Request	\$ 0.00
Agency	Other	Department	Labor	Report Date 11/30/2016
Project Description	<p>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 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.</p>			
Key Project Deliverables	<ul style="list-style-type: none"> • One Integrated System that includes all processes (benefits, tax, and appeals), data validation, case management, and electronic documents. • Improved data mining/reporting capabilities to automate management/financial/federal reports, and improve demographics and profiling of data to be a stronger partner for Workforce Development. • Modularized system enabling simplified maintenance of business rules and the ability to make state and federally required changes easier. • Greater system functionality by automating workflow and case assignment, tracking of case history, and minimizing tax process steps and current number of triggered error reports. • Increased program integrity by lowering number of improper payments/overpayments, lessening inappropriate access and opportunity for human error from manual intervention, increase employer response rate with easier access, while lowering phone calls and questions to staff. • Improved fraud analytics with real-time cross match verifications (hiring and earnings), and timelier wage information. • A system that's easier to use, with reduced training time and user questions, less support required for questions, enhancement request or repeat calls, and overall increased level of self-service. • Improved compliance with Federal Performance Standards. 			
Project Start Date	1/14/2016		Scheduled Completion Date	12/31/2018
Independent Review Report Available on EPMO Website?				Yes



KEY PROJECT CHANGES FROM LAST YEAR’S REPORT

Key project resources have been staffed with the hiring a new UI Director (Project Business Lead) and IT Manager (Project IT Lead), and approval to procure 4 IT System Developers through the current Mathtech Inc., staffing contract. With the needed resources, the Project Team has furthered their efforts finalizing a Memorandum of Understanding (MOU) between the three partnering states, completed an Independent Review of the project with DII, and finalized a contract with Idaho to further the development and integration of the current iUS solution to meet Vermont’s needs.

- BUSINESS VALUE TO BE ACHIEVED**
- Financial:** Over the lifecycle of the new solution, the total costs will be less than the current solution.
 - Reduced infrastructure costs (legacy mainframe vs. windows servers).
 - Decreased maintenance and support costs from a modernized application and environment that is easier to maintain, fix, and find qualified staff to support.
 - Reduced use of paper and/or other supplies.
 - Reduction in operation cost by the automation of several manual processes (i.e. case assignment and tracking, workflow, and automated reporting).
 - Addition \$1M in Treasury Offset Program (TOP) available as a result of the new system (see Compliance section below).

 - Customer Service Improvement:** The new solution will provide a new or improved customer service or services. More responsive to State/Federal changes, automate processes, reduce wait time, and provide self-service (update accounts, report changes, and obtain reports).

 - Risk Reduction:** The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.)
 The current system is no longer supported by manufacturer IBM and it is hard to find vendors that can work on the IBM Mainframe hardware and software platform. As system and/or integration issues arise, and State and Federal changes to the Unemployment Insurance application become required, is it more difficult to resolve the defects and implement the changes. The inability to provide this support puts Vermonters at risk.

 - Compliance:** The new solution meets a previously unmet State or Federal compliance requirement.
 The new system has improved security measures, which will allow VT to participate in the federal TOP program. This will allow VT to increase overpayment recovery efforts and lead to better overall integrity of the program.

PROJECT APPROACH (How the Project Work is/will be Organized)

Idaho built the CORE iUS (Benefits) system in 2012-2013 and put it into production in 2014. Idaho developed iUS using the same Microsoft tools (.Net) that VDOL uses for its current web facing functions (i.e. claimant portal). The consortium's approach is to build a multi-tenant CORE iUS product. This approach would allow other states to use the CORE iUS system and like ID, IA, and VT, integrate specific state modules and interfaces to the CORE iUS system.

VDOL has contracted with Mathtech, Inc. for Project Management, Business Analyst, and now System Developer resources. The VDOL UIM Project Manager, Business Lead and Technical Leads will head up the VDOL project Team and work directly in collaboration with their peers from the other two states in the consortium. A governance group for the consortium has also been established with representatives from each state (VDOL's Business Lead for VT). Where possible, the consortium will conduct business remotely via web conference and utilize Microsoft's Team Foundation Server (TFS) along with SharePoint to track and manage the work.

Over the next 18-24 months, the VT/ID/IA consortium will enhance the CORE iUS system to incorporate additional UI Benefit features, integrate Idaho's AIMS Tax system into CORE iUS, and develop state specific interfaces to the CORE iUS product (i.e. Vermont's Domestic Violence and Healthcare contributions interfaces). In addition, each state will have several individual responsibilities such as developing any state specific Modules they need to integrate with iUS, system hosting, and ongoing support of their instance of the iUS system.

MAJOR PROJECT MILESTONES

Milestone	Target Date	Current Status
IT-ABC Approval (Business Case)	4/14/2014 (VT/MD/WV scope)	Completed 4/1/2016 (VT/ID/IA scope)
Mathtech Contract for initial project resources required (PM and BA) <ul style="list-style-type: none"> Amendment 1 to increase max amount Amendment 2 to procure 4 Developers 	1/16/2015	<ul style="list-style-type: none"> Base Contract Completed 1/16/2015 Amendment 1 Completed 7/31/2015 Amendment 2 Completed Oct 2016
Project Charter (Based on VT/ID/IA consortium)	7/1/2015	Completed 1/14/2016
Independent Review	7/18/2016	Completed 8/10/2016
Idaho Contract	7/30/2016	Completed 10/12/2016
Gap Analysis/Requirements Review/Scoping Sessions	7/2016 - 12/2016	In Progress
Organizational Change Management and Communications	7/2016 - 7/2017	In Progress
Iterative Design/Development/Unit Testing	12/2016 – 8/2017	Future
Integration Testing	9/2017 – 7/2017	Future
Training	10/2017 – 11/2017	Future
User Acceptance Testing (UAT)	11/2017	Future
Implementation	12/2017 – 6/2018	Future
Post Deployment Activities (defect resolutions) & Closing Phase	6/2018 – Up to 12/31/2018	Future

LIFECYCLE INFORMATION

Solution Lifecycle in Yrs.	20	Estimated Lifecycle Costs	\$ 15,475,343.00
-----------------------------------	-----------	----------------------------------	-------------------------

PROJECT IMPLEMENTATION COSTS	
Expense	Total Cost
Software/Licenses (Win Server, SQL Server, HyperV)	4,797.00
Services (detailed below)	8,786,486.00
• IT Development Idaho DOL Contract – (\$3,500,000)	
• Project Management - Mathtech (\$1,492,843)	
• Business Analysis - Mathtech (\$1,119,633)	
• Developers - Mathtech (\$2,496,010)	
• Travel to Idaho Consortium – Mathtech (\$128,000)	
• Security/vulnerability testing (\$50,000)	
Hardware	3,415.00
State Labor	1,104,479.00
DII PM Oversight, EA Services (estimated 3% of implementation), and IR (\$11,895.00)	254,566.00
Estimated Total Project Implementation Costs	\$10,153,743.00
Total Implementation Spend as of FY16 End	\$ 1,209,676

ANNUAL OPERATING COSTS			
Estimated Annual Operating Costs of New Solution			\$ 266,080.00
Expense	New Solution Cost	Current Solution	Difference
State Labor	\$262,080.00	\$262,080.00	0
Hardware	\$4,000.00	\$18,149.00	(\$14,149.00)
Other (supplies through Staples, OfficeMax, etc.)		\$17,183.00	(\$17,183.00)
Other (electricity, insurance, mail, etc.)		\$326,923.00	(\$326,923.00)
Total	\$266,080.00	\$624,335.00	
Total Savings or Increase			\$ 358,255.00

Current solution annual costs were taken from recently completed Independent Review and are reflective of annual costs beginning in FY19.

ESTIMATED 5 YEAR COSTS (FY17-21)				
Fiscal Year	Project Costs	Funding Source for Project Costs	Operating Costs	Funding Source for Operating Costs
FY17	\$ 3,517,710.00	State %: 0	\$ 0.00	State %: 0
		Non-State %: 100		Non-State %: 100
FY18	\$ 3,717,337.00	State %: 0	\$ 0.00	State %: 0
		Non-State %: 100		Non-State %: 100
FY19	\$ 1,709,020.00	State %: 0	\$ 266,080.00	State %: 0
		Non-State %: 100		Non-State %: 100
FY20	\$ 0.00	State %: 0	\$ 266,080.00	State %: 0
		Non-State %: 100		Non-State %: 100
FY21	\$ 0.00	State %: 0	\$ 266,080.00	State %: 0
		Non-State %: 100		Non-State %: 100

FUNDING SOURCE DETAIL				
Project Funding				
FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED	FUTURE AMOUNT ANTICIPATED
16	FEDERAL FUNDING: Federal Grant Funds (Unemployment Insurance Program Letter 1314 - \$1.25M - Implementation)	Fund #: UI264261460A50 / UI26426SZ0; UI Modernization Consortium Activities. All but \$342,030 in funds are Obligated to Mathtech Services (PM, BA and Developers). The remaining funds support in-house expenses (software, hardware, staff, etc.).	FY16 - \$1,250,000.00	\$ 0.00
17 18 19	FEDERAL FUNDING: UI Modernization Grants Funds from 2010;	ARRA Funds; Fund #Section 903(f) of SSA ARRA of 2009 Public Law 111-5; 100% Federal UI Modernization Funds; Original amount: \$9,278,599. To date only \$7,412.76 in expenditures have been applied to this source.	FY17 - \$2,150,760.00 FY18 - \$2,006,418.00 FY19 - \$3,154,724.00	FY17 - \$907,620.00 FY18 - TBD FY19 - TBD
17 18	FEDERAL FUNDING: Federal Grant Funds (Unemployment Insurance Program Letter 2413 (MD/WV) - Original: \$6M; Retained \$2.26M for Implementation (MathTech)	Fund#: UI239241355A50 / UI23924OJ0; Specific to UI Consortium Funds. Funds are Obligated to MathTech Services (PM, BA and Developers)	FY17 - \$1,113,055.00 FY18 - \$1,113,055.00	FY17 - TBD FY18 - TBD
Note: Funding received exceeds currently estimated implementation costs. This excess in federal funding is being viewed as contingency reserves until the implementation is completed. Should Implementation costs exceed current funding available, it is expected that VDOL will receive additional funds required by USDOL.				
TOTAL = \$11,695,632.00			\$ 10,788,012.00	\$ 907,620.00

New Operating Costs Over the Projected Lifecycle				
FY	FUNDING SOURCE	DESCRIPTION	AMOUNT RECEIVED	FUTURE AMOUNT ANTICIPATED
19-38	FEDERAL FUNDING: UI Administration Grant for Operations Staff, Software Maintenance, etc. (For example, \$7.3M in FY2016)	Fund#: UI280091655A50 / UI280093K0 (F16); Funds cover all UI operation and maintenance expenditures (including line staff and IT cost).		\$ 5,321,600.00 (\$266,080.00 per year x 20 yrs.)
TOTAL = \$5,321,600.00			\$0.00	FY19-38 \$5,321,600.00

PROJECT PERFORMANCE TREND												
Past 12 Months Based on EPMO'S Assessment												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	July'16	Aug'16	Sep'16
Scope	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Schedule	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Red	Yellow	Yellow	Yellow	Yellow	Yellow
Budget	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Explanation(s) for Yellow/Red Months												
What	When	Reason										
Scope	All year	The scope during this past year was unclear in many important areas including required project staffing, solution hosting, ongoing solution maintenance, and what can be agreed to in a contract with the State of Idaho. Of these, the contract was the only outstanding item remaining by Sept. With all contracts now signed, the Scope Health indicator should be Green beginning Oct '16.										
Schedule	All year	The target to begin working with Idaho and Iowa was initially Jan '16, and when that could not be met a new target of March, and then later July 1 was established. The lack of key project resources identified (both the Business and Technical Lead, and 4 additional Developers Staff) lead to escalation (Red) during March and April, until resource planning and action began making progress immediately thereafter. With the hiring of the Business and Lead Positions, only the Developers remain unstaffed by Sep '16. With the signing of the Idaho contract, a Mattech, Inc. contract Amendment followed, and this Schedule Health indicator should also be Green beginning Oct '16.										

THE PROJECT												
Project Name		DOL Worker Compensation Modernization										
Agency		OTHER Executive Branch	Department		Labor Department			Report Date		11/2/2016		
Description		Replace the current 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. Provide record keeping on worker compensation (WC) Claims and insurance coverage and statistics for legislative and administrative action. Certify all vocational rehabilitation providers. Approve all workers compensation insurance exclusions. Ensure and enforce compliance with WC statutes and rules and maintain documentation of the dispute resolution process. Calculate and collect the Annual assessment that funds the WC program. WC is funded by FEES on employers; Special Funds.										
Project Start Date		5/8/2015		Scheduled Completion Date		6/30/2018		Current Project Phase		Initiating		
Independent Review Report Available on EPMO Website?									No			
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			20			Lifecycle Costs (total of all costs over lifecycle)			\$1,596,530.00			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			\$951,000.00			Total Implementation Spend as of FY16 End			\$0.00			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs	Funding Source for Implementation Costs		Operating Costs	Funding Source for Operating Costs							
		State %	Non-State %		State %	Non-State %						
FY17	\$237,750.00	0.00	100.00	\$0.00	0.00	100.00						
FY18	\$713,250.00	0.00	100.00	\$9,600.00	0.00	100.00						
FY19	\$0.00	0.00	0.00	\$29,600.00	0.00	100.00						
FY20	\$0.00	0.00	0.00	\$29,600.00	0.00	100.00						
FY21	\$0.00	0.00	0.00	\$29,600.00	0.00	0.00						
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

THE PROJECT												
Project Name		DPS AFIS Morpho TRAK										
Agency		OTHER Executive Branch	Department		Public Safety			Report Date		11/29/2016		
Description		Upgrade and Maintenance for the Automated Fingerprint Identification system (AFIS).										
Project Start Date		9/22/2014		Scheduled Completion Date		12/31/2017		Current Project Phase		Planning		
Independent Review Report Available on EPMO Website?									Yes			
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			10			Lifecycle Costs (total of all costs over lifecycle)			\$4,025,140			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			EST \$359,895			Total Implementation Spend as of FY16 End			\$11,895*			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs			Funding Source for Operating Costs				
FY17	\$348,000		State %: 100.00		\$347,150			State %:100.00				
			Non-State %: 0.00					Non-State %:0.00				
FY18	\$0.00		State %:0.00		\$357,564			State %:100.00				
			Non-State %:0.00					Non-State %:0.00				
FY19	\$0.00		State %:0.00		\$368,291			State %:100.00				
			Non-State %:0.00					Non-State %:0.00				
FY20	\$0.00		State %:0.00		\$379,339			State %:100.00				
			Non-State %:0.00					Non-State %:0.00				
FY21	\$0.00		State %:0.00		\$390,720			State %:0.00				
			Non-State %:0.00					Non-State %:0.00				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

*Cost of Independent Review

THE PROJECT												
Project Name		DPS e-Ticket project										
Agency		OTHER Executive Branch	Department		Public Safety			Report Date		11/08/2016		
Description		Vermont eTicket is a system and set of processes 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.										
Project Start Date		12/21/2012		Scheduled Completion Date		9/30/2017		Current Project Phase		Execution		
Independent Review Report Available on EPMO Website?									Yes			
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years			10			Lifecycle Costs (total of all costs over lifecycle)			\$2,811,741			
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs			\$1,000,208			Total Implementation Spend as of FY16 End			\$580,000			
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs		Funding Source for Implementation Costs		Operating Costs			Funding Source for Operating Costs				
FY17	\$420,208.00		State %: 0.00 Non-State %:100.00		\$0.00			State %:0.00 Non-State %:0.00				
FY18	\$0.00		State %:0.00 Non-State %:0.00		\$283,000.00			State %:100.00 Non-State %:0.00				
FY19	\$0.00		State %:0.00 Non-State %:0.00		\$252,000.00			State %:100.00 Non-State %:0.00				
FY20	\$0.00		State %:0.00 Non-State %:0.00		\$246,000.00			State %:100.00 Non-State %:0.00				
FY21	\$0.00		State %:0.00 Non-State %:0.00		\$245,000.00			State %:100.00 Non-State %:0.00				
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

THE PROJECT												
Project Name	SAS Criminal Case Management System											
Agency	State's Attorney's & Sheriffs	Department	State's Attorney's & Sheriffs	Report Date	9/12/2016							
Description	Statewide case management system that allows for development to integrate with law enforcement and other criminal justice partners statewide, including the courts and the Office of the Defender General.											
Project Start Date	2/1/2015	Scheduled Completion Date	6/6/2016*	Current Project Phase	Closing*							
Independent Review Report Available on EPMO Website?										No		
BUSINESS VALUE TO BE ACHIEVED												
<input type="checkbox"/> Cost Savings: Over the lifecycle of the new solution, the total costs will be less than the current solution. <input checked="" type="checkbox"/> Customer Service Improvement: The new solution will provide a new or improved customer service or services. <input checked="" type="checkbox"/> Risk Reduction: The new solution will reduce risk to the State (e.g., replace outdated technology that is unstable and/or difficult to support, improve security of State data, etc.) <input checked="" type="checkbox"/> Compliance: The new solution meets a previously unmet State or Federal compliance requirement.												
LIFECYCLE INFORMATION												
Solution Lifecycle in Years	10		Lifecycle Costs (total of all costs over lifecycle)	\$2,197,650.00								
PROJECT IMPLEMENTATION COSTS												
Total Implementation Costs	\$578,740.00		Total Implementation Spend as of FY16 End	\$578,740.00								
COSTS (ESTIMATED 5 YEAR FY17-21)												
Fiscal Year	Implementation Costs	Funding Source for Implementation Costs		Operating Costs	Funding Source for Operating Costs							
FY17	\$0.00	State %: 100		\$167,291.00	State %:100.00							
		Non-State %:0.00			Non-State %:0.00							
FY18	\$0.00	State %:0.00		\$161,291.00	State %:100.00							
		Non-State %:0.00			Non-State %:0.00							
FY19	\$0.00	State %:0.00		\$161,291.00	State %:100.00							
		Non-State %:0.00			Non-State %:0.00							
FY20	\$0.00	State %:0.00		\$161,291.00	State %:100.00							
		Non-State %:0.00			Non-State %:0.00							
FY21	\$0.00	State %:0.00		\$161,291.00	State %:0.00							
		Non-State %:0.00			Non-State %:0.00							
PROJECT PERFORMANCE TREND – PAST 12 MONTHS BASED ON EPMO ASSESSMENT												
Indicator	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16	Jul'16	Aug'16	Sep'16
Scope												
Schedule												
Budget												

**Implementation is complete, but the EPMO will report the project in Closing phase until the Project Close-out Report is provided by the project manager.*

About the Enterprise Project Management Office

Established in 2006, the Enterprise Project Management Office (EPMO) is one of several divisions in the Department of Information and Innovation, located on the 5th floor of 133 State Street in Montpelier next to the Statehouse.

EPMO's Mission

The mission of the EPMO is to support the State of Vermont in the pursuit of technology that complies with State technology standards, policies and strategies, and delivers timely, cost-effective solutions that achieve their intended business value.

EPMO's Goal

Our goal is to establish repeatable project management processes (consistent with industry standards and best practices), offer project management guidance and training, perform project oversight (as required by state statute), and provide useful tools, templates and information that will contribute to project success.

Our staff includes professionals with experience in the areas of project management (traditional and agile), business analysis, change management, and IT procurement. Within the EPMO, we highlight the importance of providing value added services and strive to make continuous improvements.

For More Information

See the EPMO website at <http://epmo.vermont.gov/homepage>.

For general inquiries email: dii-epmo@vermont.gov

Contact the EPMO Director, Martha Haley at martha.haley@vermont.gov or at 802-828-0308.