



IT PROJECT PROCESS

PRESENTED BY MARTHA HALEY ON 11/16/15
DEPARTMENT OF INFORMATION & INNOVATION (DII)
ENTERPRISE PROJECT MANAGEMENT OFFICE (EPMO)
Martha.haley@Vermont.gov

ABOUT THE PROCESS

- **Defined by EPMO and based on industry standards for project management.**
- **Recommended for all State IT projects, but required only for those with lifecycle costs over \$500,000.**
- **EPMO provides reusable tools and templates for all State IT projects.**

See the [EPMO website](#) for more information.

IT PROJECT PROCESS

1. Initiating

*Define &
approve the
Project*

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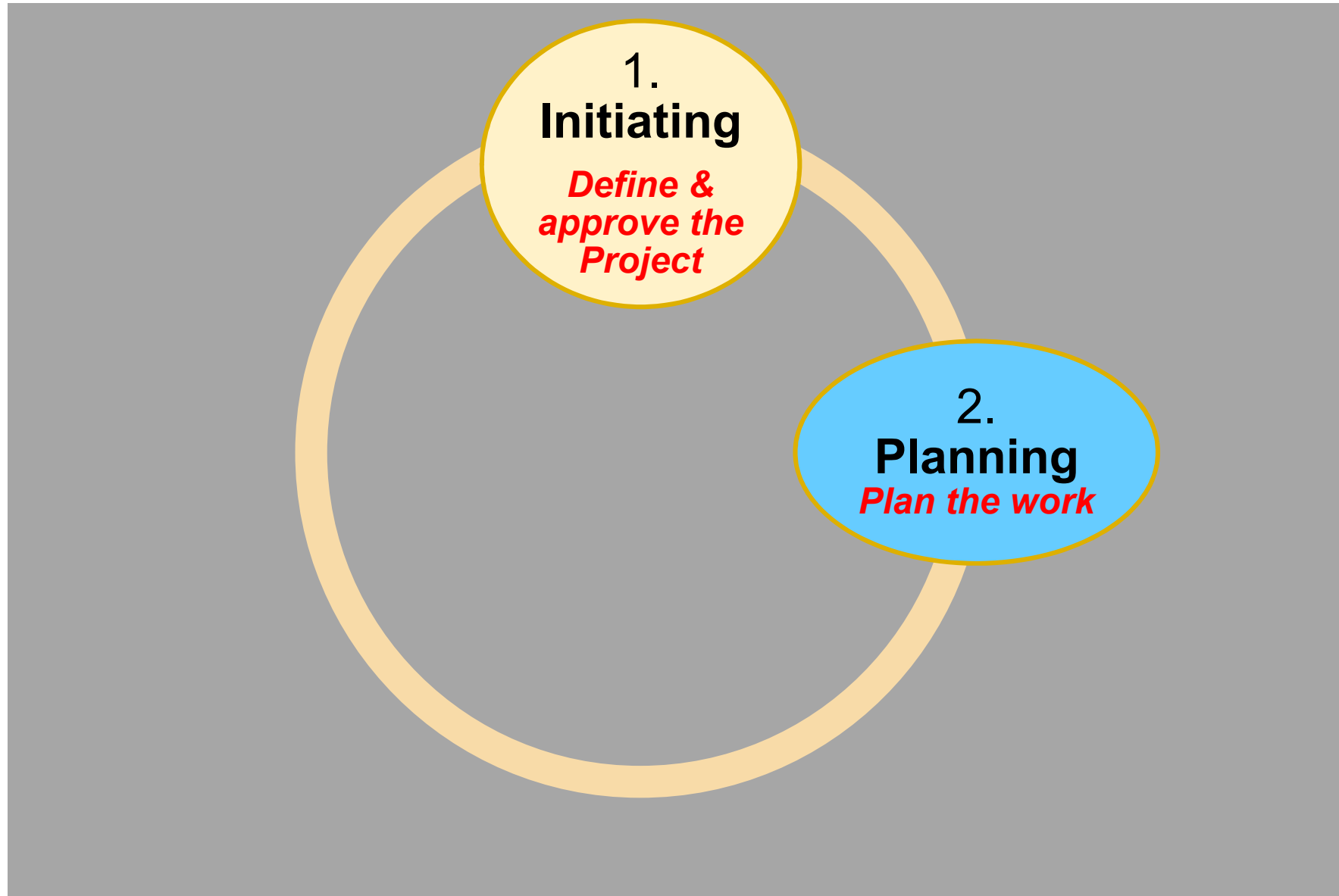
KEY DELIVERABLES:

- ❖ Business Case
- ❖ Project Manager is assigned
- ❖ Project Charter

CONTRIBUTORS TO PROJECT SUCCESS:

- State CIO approval of the Business Case ensures that only projects with a good value proposition move forward.
- Assignment of an Oversight Project Manager for projects with lifecycle costs over \$500K.

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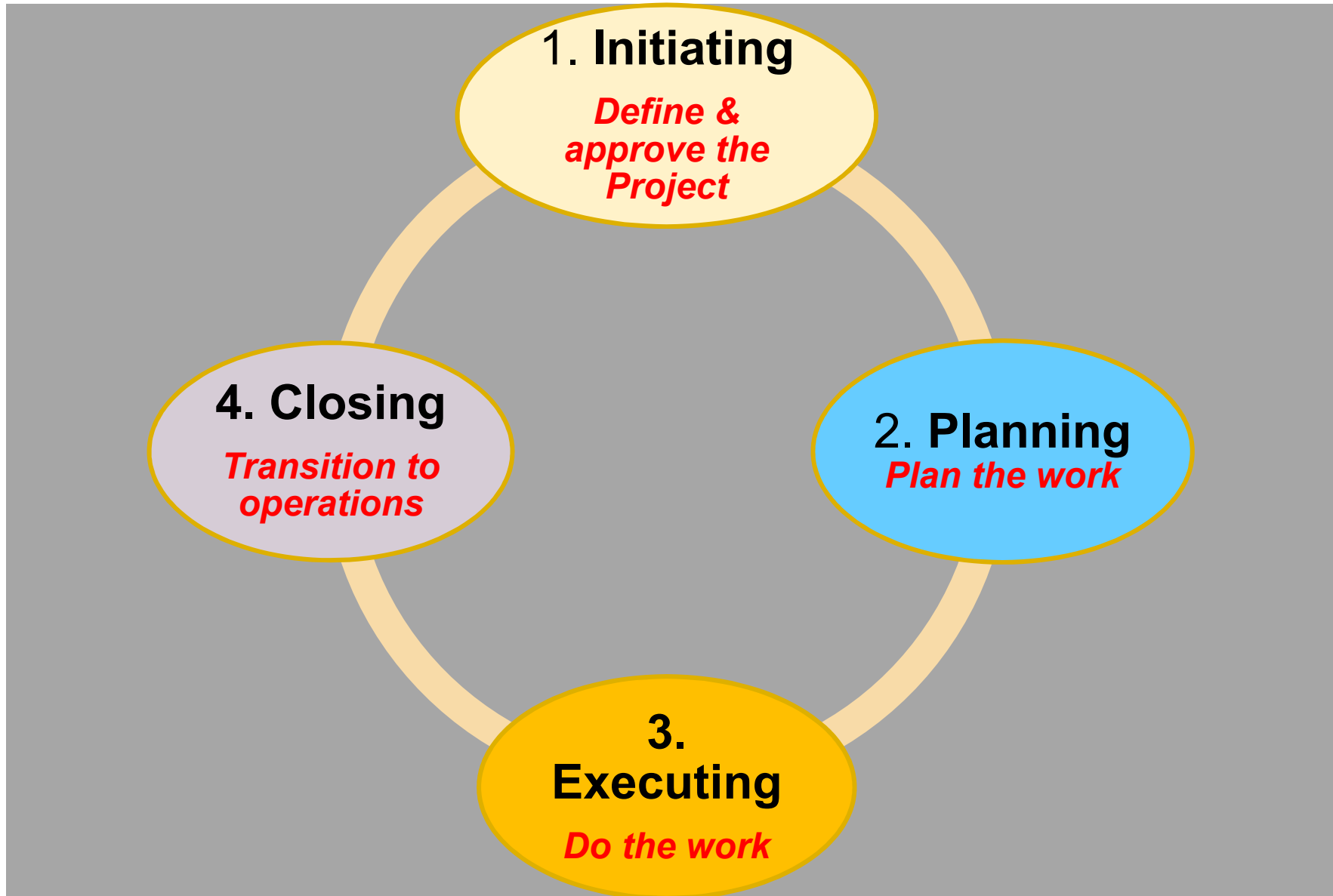
KEY DELIVERABLES:

- ❖ Procure Solution: Request For Proposal (RFP), Vendor Selection, and Contract.
- ❖ Independent Review if \$1,000,00 or more.
- ❖ Project Management Planning Documents (e.g., Project Schedule, Communication Plan, etc.)

CONTRIBUTORS TO PROJECT SUCCESS:

- Independent Reviews = informed decisions on proceeding with a project and selected vendor.
- Minimum Project Management deliverables based on an assessment of project risk. More risk = More Project Management rigor.
- DII reviews RFPs and contracts for requirement clarity, to ensure solutions align with the State's IT strategy, and security needs/standards will be met.

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3. Executing *Do the work*

KEY DELIVERABLES:

- ❖ Project Specific Deliverables (e.g., Design, Configuration, Development, Testing, Training & Implementation)

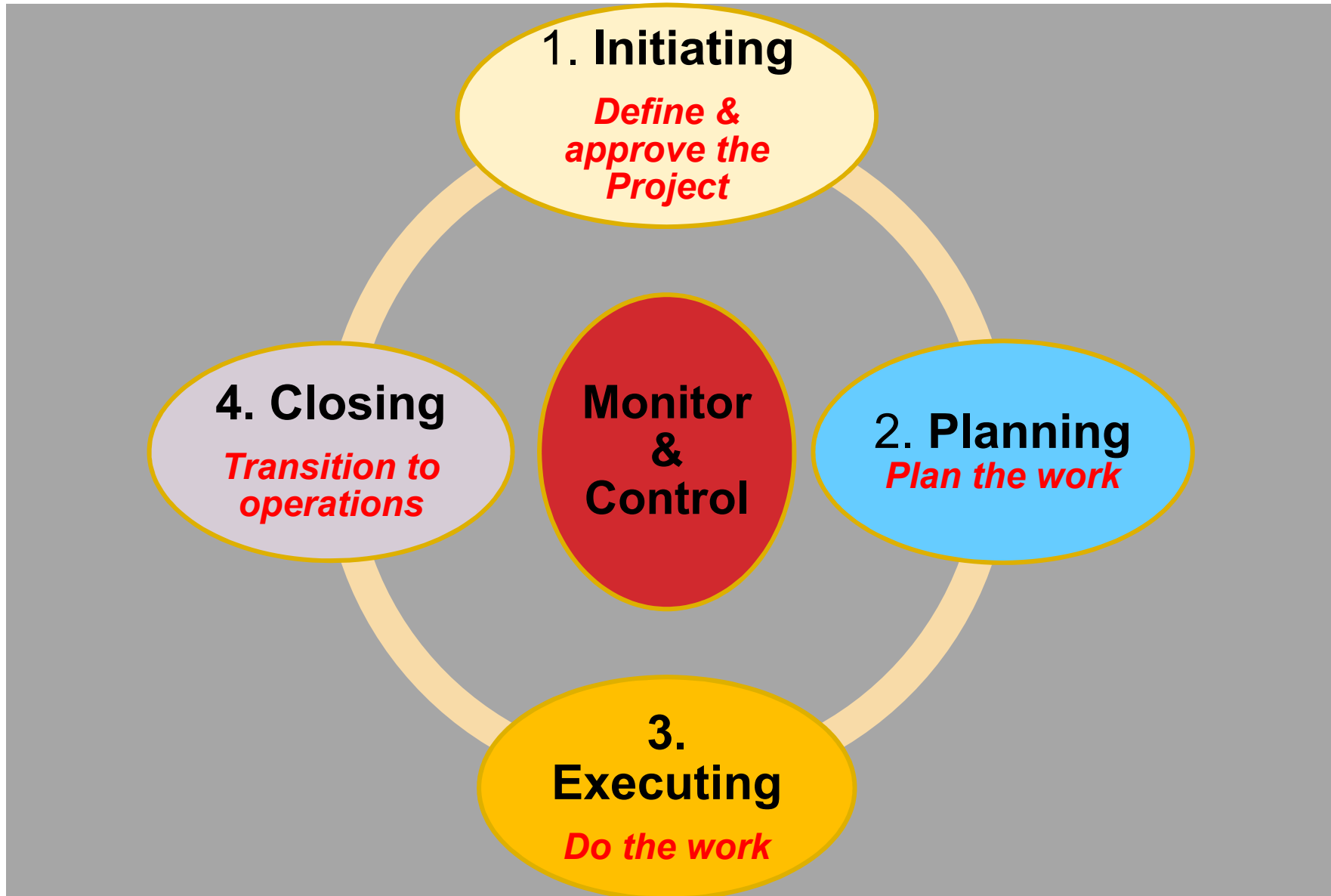
4. Closing *Transition to operations*

- ❖ Formal Acceptance of all Deliverables
- ❖ Lessons Learned
- ❖ Transition to Operations

CONTRIBUTORS TO PROJECT SUCCESS:

- Formal Acceptance ensures all deliverables are satisfactorily met prior to close-out.
- Lessons Learned exercises promote continual improvement and learning for future projects.

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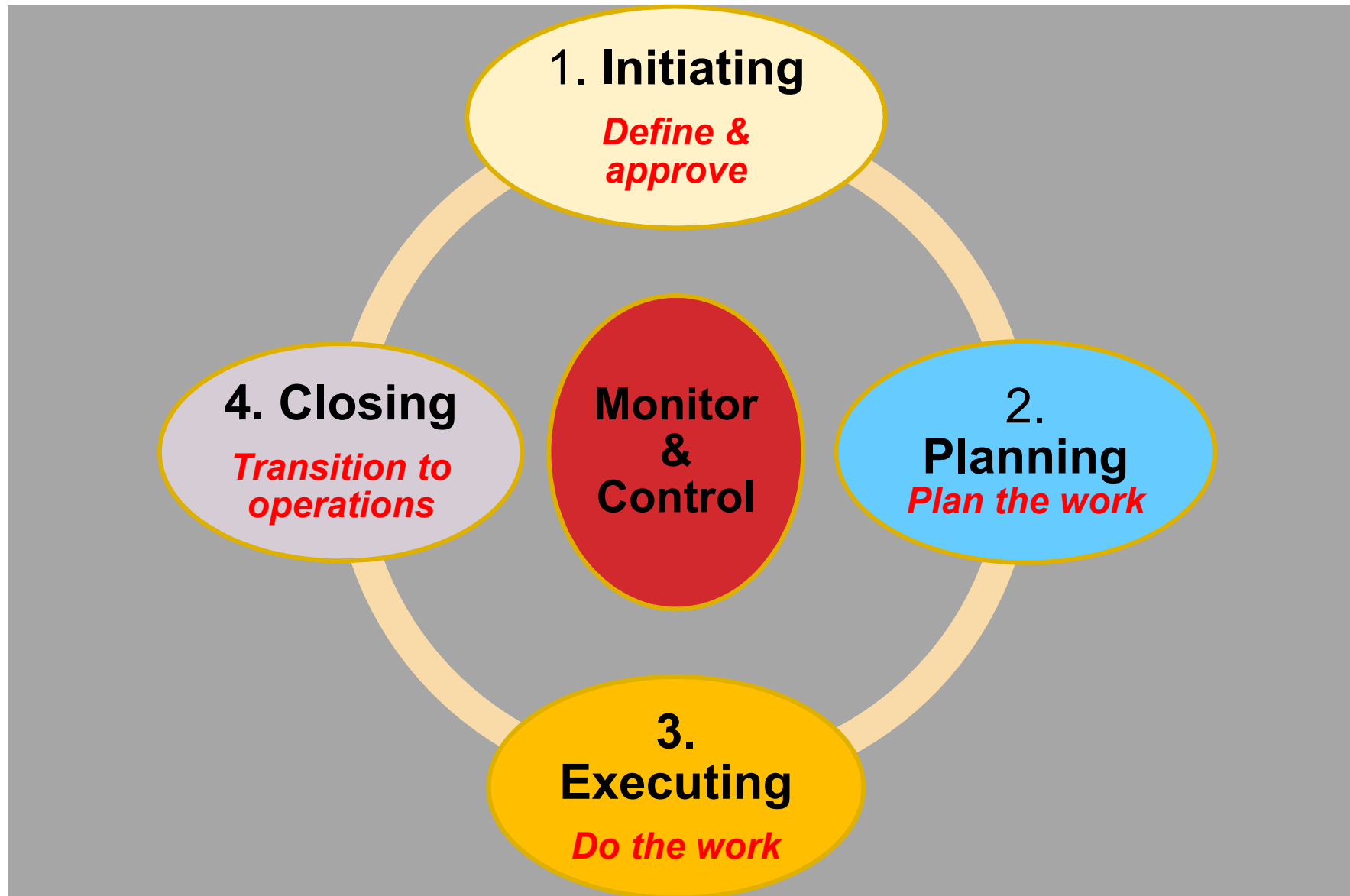
KEY DELIVERABLES:

- ❖ Project Status Reports
- ❖ Tracking & updates to logs for Risk, Budget, Change Requests, Issues, & Decisions.

CONTRIBUTORS TO PROJECT SUCCESS:

- Monitoring and controlling occurs throughout the project.
- Project Status Reports keep all interested parties informed on the project's health and progress.
- Scope, schedule, budget, risks and issues are all formally tracked and managed by the Project Manager.
- The Change Request process prevents additions to scope without a review of impact to the scope, schedule and budget.

QUESTIONS?





NEW MILLION DOLLAR PROJECT REPORTING

11/16/15

TYPES OF DII REPORTING ON IT ACTIVITIES

1. Report on all **IT Activities** with lifecycle costs over \$500,000 (was \$100,000 last year). Reference: Vermont Statute 3.V.S.A § 2222 (a) (9).

2. ***New this Fiscal Year:*** Report detailed information on **IT Projects** with lifecycle costs of \$1,000,000 or more. Reference: Vermont Statute 32 V.S.A § 315.

MILLION DOLLAR PROJECT REPORTS



- ❖ Approximately **40** projects have life cycle costs of \$1,000,000 or more.
- ❖ DII will highlight **10** of these projects in detailed reports.
- ❖ The other **~30** projects with lifecycle costs of \$1,000,000 or more will be represented in one combined report.
- ❖ Projects for detailed reports were selected in collaboration with the Joint Fiscal Office (JFO).

Primary Selection Factors: Complexity, Cost & Impact

THE 10 PROJECTS

Agency/Department	Project Name
AHS/DMH	Electronic Health Records for the Vermont Psychiatric Hospital
ANR/DEC	Enterprise Content Management System
AOA/DFM	ERP Expansion
AHS/DVHA	Integrated Eligibility
AOA/Tax	Integrated Tax System
AHS/DVHA	MMIS Care Management
AHS/DVHA	MMIS Core Management
AHS/DVHA	MMIS Pharmacy Benefits
AOE	Vermont Automated Data Reporting
AOA/DII	Voice Over Internet Protocol

MILLION DOLLAR REPORT PREVIEW:

DI'S VOICE OVER INTERNET PROTOCOL REPORT (VOIP)

Project Name: Voice Over Internet Protocol (VOIP) Agency/Dept: AOA/DII

LEGISLATIVE FUNDING INFORMATION

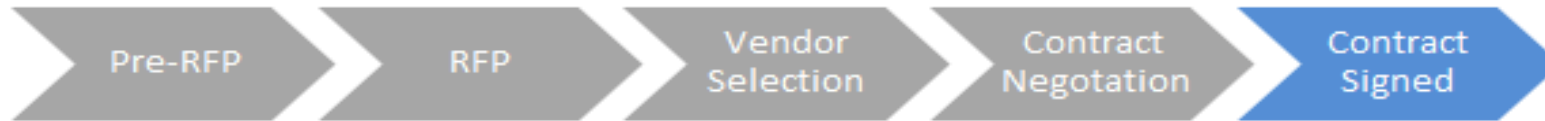
Funding Request coming to the Legislature? No
Funding previously approved by the Legislature? No
Date Funding approved (if applicable): N/A
Capital Funding included in the Capital Bill? No
Capital Funding provided through AOA Equipment Revolving Fund? No

PROJECT INFORMATION

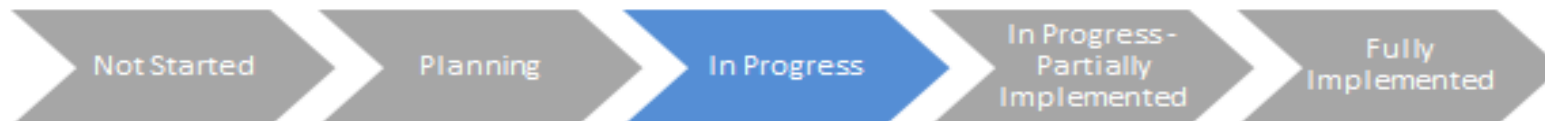
Description:

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

Solution Procurement Status:



Solution Implementation Status:



BUSINESS VALUE

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

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

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

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

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

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

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

PROJECT MANAGEMENT APPROACH

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

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

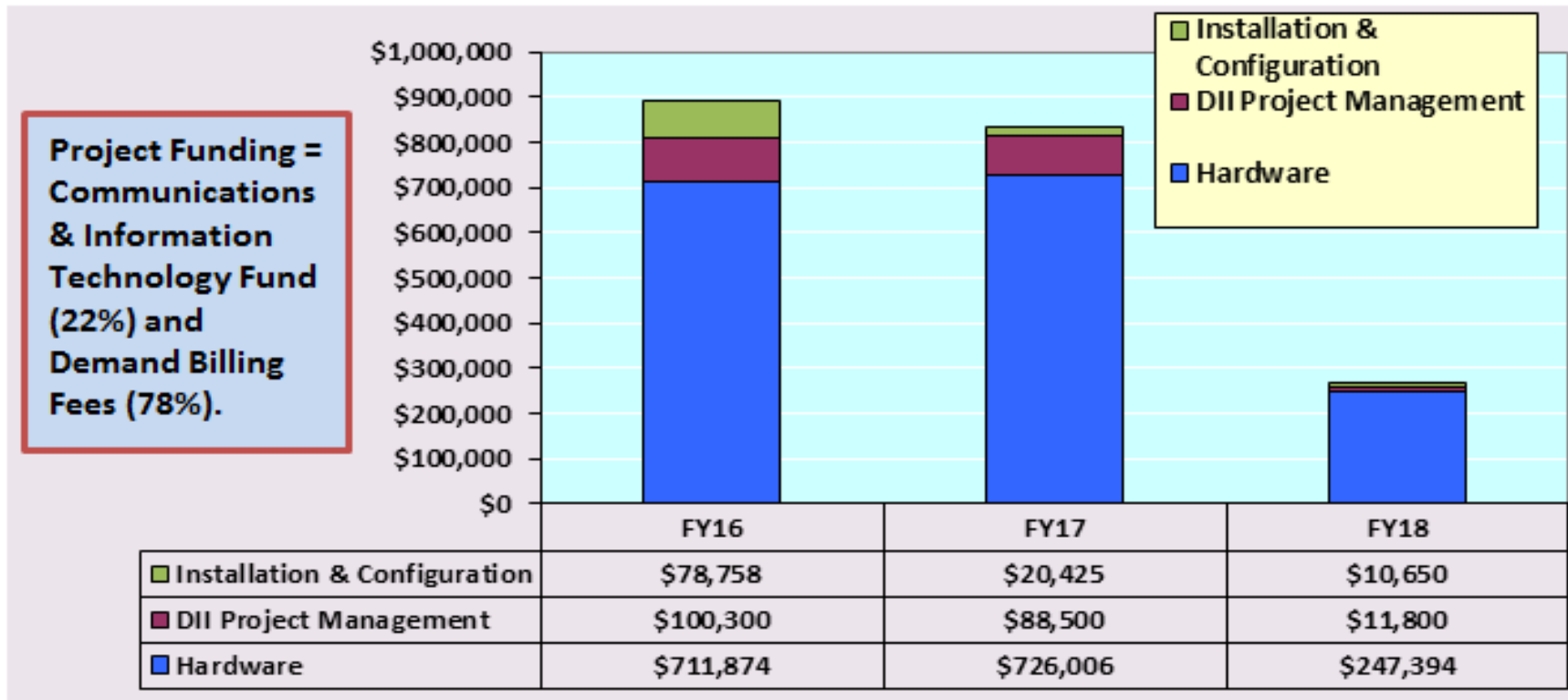
The Independent Review offering additional information can be accessed via this [link](#).

SCHEDULE OF MAJOR MILESTONES



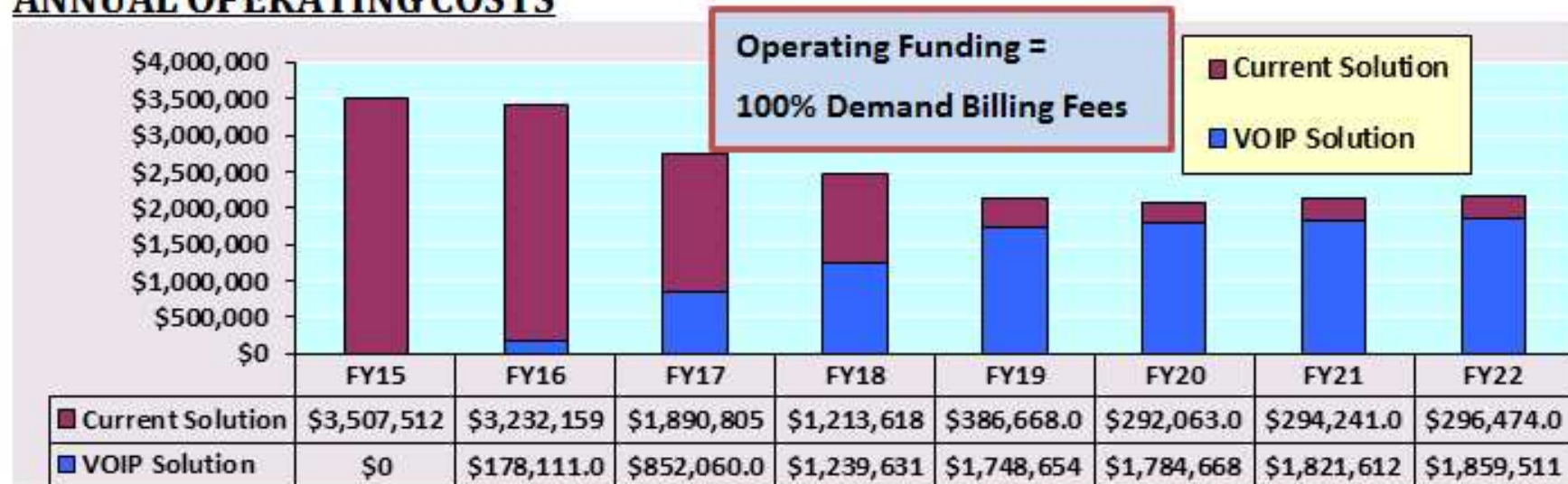
Milestone	Target Date	Current Status
Project Start	November 2014	Done
Project Charter	February 2015	Done
RFP Posted	December 2014	Done
Sign Vendor Contract	7/31/2015	Done
Technical Solution Design	September 2015	Done
Deployment Plan	September 2015	Done
Pilot Site Install (DII)	October 2015	Done
Waterbury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

PROJECT COSTS



- Implementation costs will be incurred FY16-FY18.
 - **FY16 Total = \$890,932**
 - **FY17 Total = \$834,931**
 - **FY18 Total = \$269,844**
 - **Grand Total for Project Costs = \$1,995,707**
- Communications & Information Technology Fund: DII began saving a percentage of the demand billing fees (charged to other state entities for telecommunication services) in this fund to be used for future telecomm modernization initiatives.

ANNUAL OPERATING COSTS



Current Operating Costs include:

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

New Solution Operating Costs include:

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

TOTAL COSTS BY FISCAL YEAR (PROJECT + OPERATING COSTS):

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

PROJECT RISKS

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

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

PROJECT PERFORMANCE TREND

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

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

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

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

April '15 to July'15:

The project schedule turned yellow as a result of contact signing taking longer than planned.

July '15 to Oct '15:

The schedule continued to be yellow due to a delay in an equipment delivery and a pending decision on a third party service provider.

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

QUESTIONS OR COMMENTS?

The End