

State of Connecticut Criminal Justice Information System Governing Board

Connecticut Information Sharing System Quarterly Project Health Check Services Report

06/15/2017 – 10/06/2017

Prepared By:



Table of Contents

Section	Page Number
Executive Summary	3
Project Health Overview	5
Overall Project Health (+.01).....	6
Overview by Project Group	8
Agency Overview (+.02)	8
Conduent Overview (-.04)	9
CJIS PMO Overview (+.02)	9
Project Risks and Issues.....	12
Risks.....	12
Issues and Risks No Longer Identified as Current.....	13
Mitigation Recommendations	14
Project Management Mitigation Progress.....	14
Current Risk/Issue Mitigation Summary Table	16
Appendix A: Findings Details	17
Category A: Scope (+.02)	18
Category B: Development (-.09).....	19
Category C: User Involvement (-.04)	20
Category D: Organization (-.02).....	21
Category E: Oversight (+.07).....	22
Category F: Project Management (-.08)	23
Category G: Project Controls (+.09).....	24
Category H: Implementation (+.09).....	25
Category I: Contractor Performance (+.08)	26
Category J: Technology (+.08)	27
Category K: Alignment to Vision (+.01)	28
Category L: Measurement (-.03).....	29
Appendix B: Project Group Category Details	30
Appendix C: Purpose	34
Appendix D: Methodology	35

Executive Summary

Interactions with the CISS project varied greatly by agency this past quarter. Many agencies had little to no involvement and noted minimal communication. These stakeholders stated that little had changed for them on the project this past quarter other than a new Executive Director had been hired, two key project managers left the project for other full time opportunities, and release plan dates became less realistic or impossible. Most of these agencies were frustrated by the lack of perceived progress. For the agencies with minimal involvement this quarter, the responses to the CISS Project Health Check survey mostly stayed the same or dipped slightly.

Though some agencies had little interaction with project this past quarter, some agencies were very engaged. Agencies directly involved with Release 6 were frustrated by the slow progress but are hopeful that these issues have been resolved and that the project can now move past this complicated release. The workflow gap analysis completed this quarter has helped many agencies feel more comfortable that the project's solutions logically flows and will meet their operational needs. Agencies working on other future releases this quarter noted significant progress and are optimistic that those releases will get through user acceptance testing without significant delays. For most of the agencies with heavy involvement this quarter, scores were about the same or slightly higher on the survey.

The Critical Risk Register contains four risks:

- Risk #4 – The loss of CJIS PMO staff will impact the project
- Risk #5 – The lack of operational support of the system
- Risk #8 – Change Requests (CRs) continue to impact project progress
- Risk #11 – State Budget cuts will impact agency resources and threaten CISS project funding

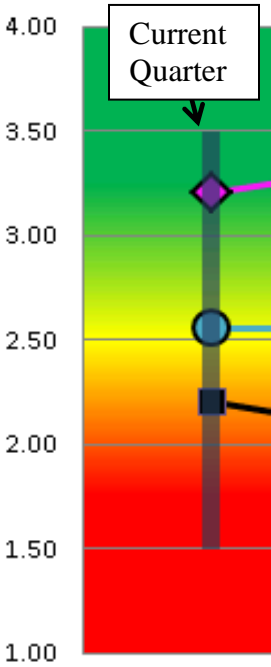
Risk #4 was on the Critical Risk Register last quarter because the Executive Director position had not been filled. The risk continues to be on the list this quarter because two key project managers left the project. The project needs to work to ensure that CISS staffing is stable through Phase 1 implementation. Risk #5 saw progress this quarter as an RFP for operational support neared moves closer to posting. This risk will remain critical until a plan is in place and operational support positions are filled. Risk #8 also improved this quarter. If the number of new CRs is reduced to only critical showstoppers, this risk will be removed from this list. Risk #7 was removed from the critical risk register this quarter. This risk pertained to ensuring RMS data was included in the project. Progress on finalizing these contracts was significant this quarter.

By far the largest risk to the project is that the project will not be sufficiently funded to completely implement Phase 1. If Bond Commission funding cannot be secured soon, the Governing Board should work to identify alternate sources of funding as a stop gap.

Group	Last Year	Last Quarter	Current Quarter
Agency	2.70	2.79	2.81
Conduent	2.75	2.77	2.73
PMO	2.83	2.87	2.89

How to Read the Graphs in the Quarterly Report

The graphs are color coded in a stoplight scheme to clearly illustrate project strengths and weaknesses. Each value is represented by a square, circle, or triangle. The black square represents the values from this quarter last year, and the blue circle represents the last quarter's values. The pink diamond represents this quarter's values. The range of values for the current quarter is represented by the vertical grey bar. In the example to the left, the average across all agencies increased from the last year's quarter to the current quarter. The range of values for the current quarter extends from 1.5 to 3.5.



The graph values fall into the levels below:

- Above 3.0 Strong
- 2.5 to 3.0 Average
- 2.0 to 2.49 Weak
- Below 2.0 Critical

Definitions for Graph Levels:

- Strong – Category is perceived as consistently high across agencies
- Average – Category is perceived with mixed perspectives
- Weak – Category is perceived to contain improvement opportunities
- Critical – Category is perceived as warranting immediate action

Project Health Overview

The project health overview for this quarter looks at the trend in values measured by Qualis Health. This section layouts any new findings, issues, risks, and recommendations since the last set of interviews and surveys. This quarter covers the period from June 15, 2017 through October 06, 2017. This section will also provide an update on issues, risks, and recommendations from last quarter, as well as present reported steps the PMO has taken to address the recommendations. Specific details on each question and average response are included in Appendix A.

Critical Risks and Issues

Risk #	Description	Why Critical
Risk #4	The loss of CJIS PMO staff will impact the project.	The Executive Director position has been filled. This was greatly needed, but the loss of PMO staff is putting a strain on the remaining resources. Stable staffing on the CJIS team is needed for the remainder of Phase 1.
Risk #5	The eighteen unfilled State full time employee positions for the project are not filled.	Although there is some progress in developing a State employee / Vendor hybrid solution for operational support, it is not in place at the time of this report's writing. This risk has been carried as a project risk in these reports since March 2015, and very little progress has been made. These positions need to be filled and trained with as much overlap with Conduent as possible to ensure a smooth transition.
Risk #8	Changes to requirements are not addressed quickly enough causing the system to be developed and implemented with a backlog of known issues.	Although the number of new change requests decreased this quarter, there are still enough to potentially impact project progress. This risk is trending towards not being tracked as critical. The coming quarter should prove if this is indeed improving.
Risk #11	State budget cuts will impact the project directly, or stakeholder agencies indirectly, impacting the resources available to successfully implement the project.	The project needs to ensure it has funding to fully implement and support phase 1 and continue work towards phase 2. Ensuring the bond funding continues is essential to project success. The lack of progress in passing a State budget continues to postpone Bond Commission meetings. If Bond Commission funding is not secured soon, the project may have to look into alternative funding sources.

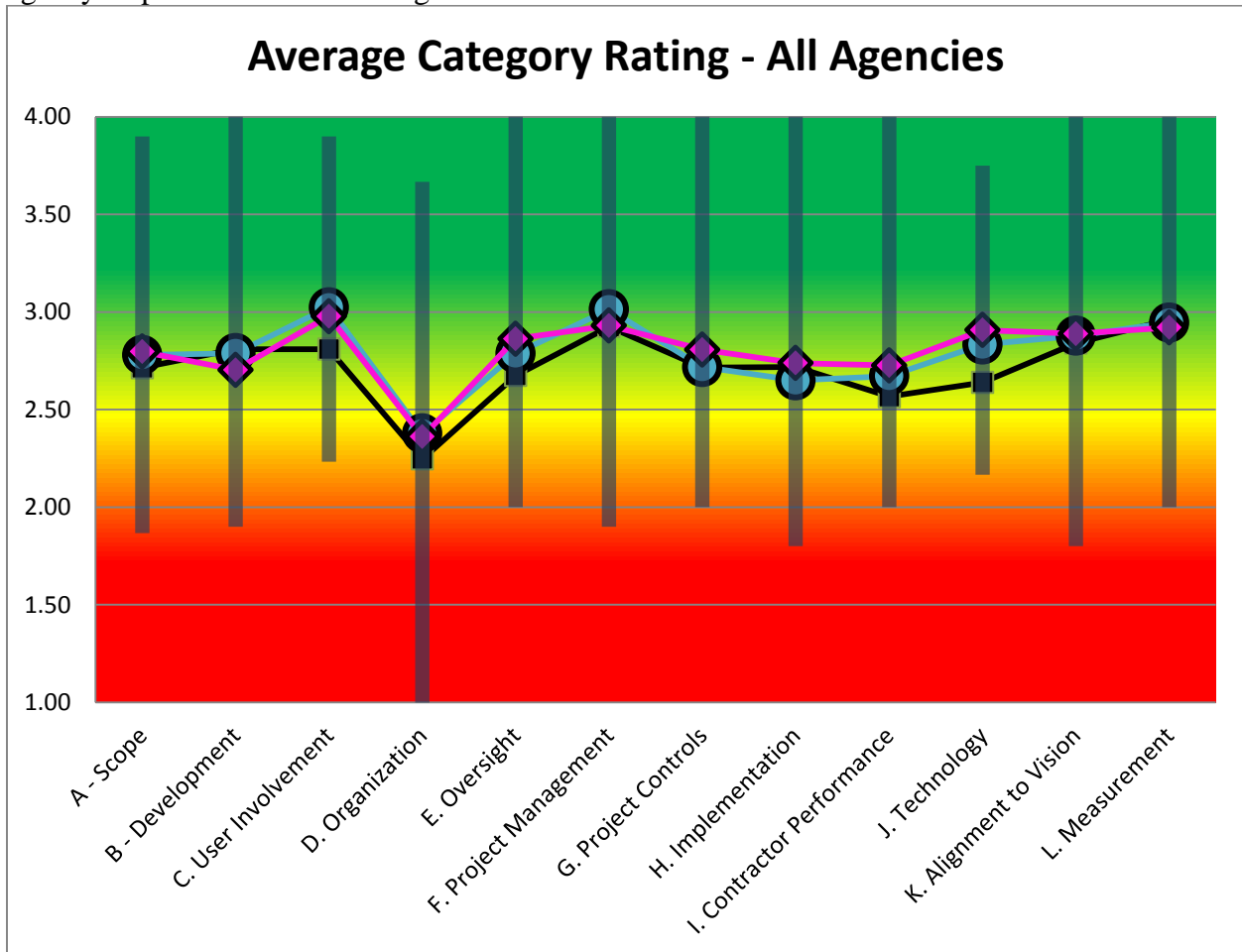
Overall Project Health (+.01)

Last Year Score 2.72

Last Quarter Score 2.79

Current Quarter Score 2.80

The Overall Project Health increased from 2.79 to 2.80. This score is calculated by averaging agency responses across all categories.



Scores changed very little this quarter. Stakeholders are hopeful that this coming quarter would show that the Release 6 issues are resolved and that there are no more major showstoppers that hold up the project for extended periods of time. Agencies continue to worry about the long-term health of the project. The major concerns from last quarter persist: resource availability, the feasibility of the project schedule, the funding of the project, and its operational support.

The differences in quarter values are rounded to the nearest value:

Category	Last Year	Last Quarter	Current Quarter	Difference
Scope	2.72	2.78	2.80	+.02
Development	2.81	2.79	2.70	-.09
User Involvement	2.81	3.02	2.98	-.04
Organization	2.25	2.38	2.36	-.02
Oversight	2.68	2.79	2.86	+.07
Project Management	2.93	3.01	2.93	-.08
Project Controls	2.72	2.72	2.81	+.09
Implementation	2.72	2.65	2.74	+.09
Contractor Performance	2.57	2.67	2.73	+.06
Technology	2.64	2.83	2.91	+.08
Alignment to Vision	2.84	2.88	2.89	+.01
Measurement	2.96	2.95	2.92	-.03

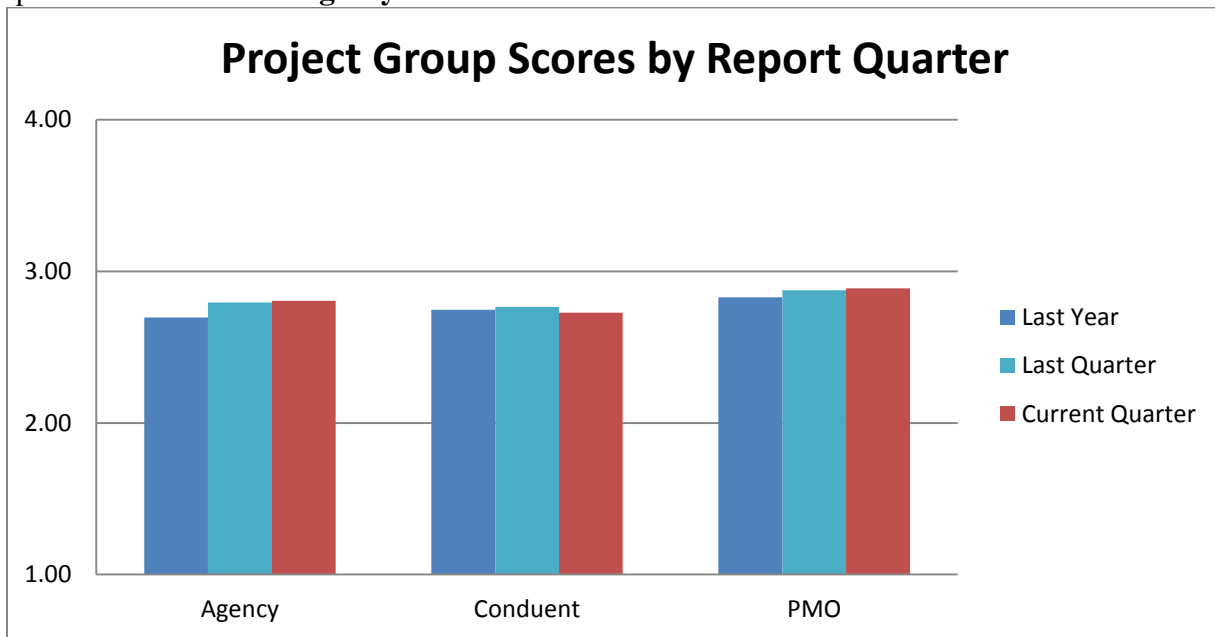
The following are highlights from this quarter's results:

- Development decreased the most of any category this quarter. The answers with the largest decreases in the Development section were related to the Release Plan. Agencies would like to see more timely updates to the Release Plan dates when issues like those in Release 6 are discovered.
- Project Management was the second largest decrease this quarter. The loss of two critical project managers worries stakeholders that important institutional knowledge was also lost.
- Project Controls, Implementation and Technology increased the most this quarter. Agencies are pleased with the outcome from the Workflow Gap Analysis. This being completed has given stakeholders more confidence that the final product will not be missing essential pieces and will make more operational sense.

Appendix A has more details about specific categories and this quarter's scores.

Overview by Project Group

Below are agency perceptions of areas that correspond with the three project groups. This quarter's scores were: **Agency: 2.81 Conduent: 2.73 PMO: 2.89.**



Agency Overview (+.02)

Last Year Score **2.70**
Last Quarter Score **2.79**
Current Quarter Score **2.81**

Those agencies involved in Release 6 and those working on Workflow Gap Analysis were very engaged in the project this past quarter. Agencies not involved with those items, felt there was less communication this quarter and struggled with finding a clear project status. As with last quarter, **competing resources and limited resources have agencies worried about meeting project demands and schedule. Agencies also noted the need for a visual representation of the system and its workflow.**

Agency Top Concerns

Agencies want a regular communication on project status. Stakeholders want to know on what release and functionality each agency is working, what is the updated timeline, and which changes to scope have been approved.

PMO Recommendation: The PMO should have a monthly communication to update stakeholders directly with these updates.

Limited agency resources have impacted how quickly agencies have been able to meet project needs. (Risk #11)

Agency and Governance Committee Recommendation (R11-2): Same recommendation as last quarter: The Critical Dates Document compiled by the PMO should be reviewed by the Governance Committee. Agency leadership should ensure the project is sufficiently prioritized to meet those dates. The PMO needs to work with agencies to ensure any additional strains on resources caused by budget cuts do not impact the timelines. This will require significant and constant communication.

Cross-agency, bi-weekly meetings are still being requested by agencies to provide a uniform update and a forum for cross-agency concerns/solutions.

PMO Recommendation: Same recommendation as last quarter: The PMO should organize this standing meeting.

Conduent Overview (-.04)

<i>Last Year Score</i>	2.75
<i>Last Quarter Score</i>	2.77
<i>Current Quarter Score</i>	2.73

The slow progress on fixing Release 6 issues impacted agency perception of Conduent this quarter. There is some optimism that those issues have now been fixed and hope that future releases will not face such complexity. There is still apprehension that **if agencies continue to request high level of change requests at this late stage, that progress will be slow**, even though there was improvement in reducing the number of CRs coming forward this quarter.

Conduent Top Concerns

High levels of change requests continue to slow the project. At a certain point, the project requirements have to be considered final for implementation. (Risk #8)

PMO Recommendation Update (R8:1): Same recommendation as last quarter: Change requests (CRs) should continue to be documented, but only critical CRs should be considered for completion prior to implementation. The PMO should then prioritize all remaining CRs for post go-live work.

CJIS PMO Overview (+.02)

<i>Last Year Score</i>	2.83
<i>Last Quarter Score</i>	2.87
<i>Current Quarter Score</i>	2.89

Again this quarter, agencies' perception of the PMO remains high. **Stakeholders continue to stress their concern about the lack of a long-term operational support plan. Agencies worry that the PMO may lose additional consultants and their institutional knowledge, and fear the impact these losses would have this late in the project.** Agencies also continue to want a standing cross-agency meeting hosted by the PMO.

PMO Top Concerns

Ensuring that the project is fully funded through implementation and supported operationally is essential. Nothing else matters on the project if this is not in place. The absence of a State budget means the Bond Commission is not meeting, putting at risk the timely access to the project's bond funding.

Governing Board and PMO Recommendation: The Governing Board and PMO should continue to work to ensure CISS bond funding is on the first Bond Commission Meeting agenda when those meetings resume, but also needs to look at alternative funding options should lack of a State budget continue to impact those meetings taking place.

A plan for operational support for Phase 1 is in the works but has still not been put into place. Unless the project is sufficiently extended, Conduent's role in training these positions is likely limited.

PMO Recommendation: Operational support should be the number one concern (outside of project funding) for the PMO and the Governance Committee this next quarter. At the time of writing, an RFP is being completed to receive itemized proposals for support services so that the project can create the most cost effective hybrid model with a mix of State employee support and vendor services support.

Two project managers left the project this past quarter. The project staffing had been fairly stable for the last two and a half years. The project needs to ensure the constant PMO turnover of the past does not begin anew at this late stage in the project.

Governing Board and PMO Recommendation: Ensuring the project has the resources in place to complete phase 1 may help provide staffing stability. The recommendations for funding are also important for staffing stability.

With the loss of two project managers this quarter, it is even more important to streamline the amount of resource time dedicated to the remaining tasks. Agencies have limited resources and competing priorities. Conduent has a tight schedule to complete the remaining work.

PMO Recommendation: Same recommendation as last quarter: With the tight timeline, limited resources, and extensive work left to complete, the PMO should ensure that all CISS meetings have clear agendas, focused invitation lists, and attendees prepared for the meetings with authority to make decisions. Many Agencies and Conduent would like to see meetings limited to only essential meetings. At this point in the project, all entities involved should be focused on completing the remaining work and should only be in meetings when absolutely necessary.

As with last quarter, agencies are unsure of the production end-to-end workflow process. The proposed "Model Office" process walk-through is requested for as soon as possible so agencies can make sure their policies and procedures are updated accordingly.

PMO Recommendation: Same recommendation as last quarter: The PMO should complete the Model Office, but in the meantime, a clear end to end visual can be created to help agencies understand how CISS will work.

Project Risks and Issues

For the definition of this report, risk will be defined as something that **may** happen in the future that must be prepared for. An issue will be defined as something that has happened or is happening that can be fixed presently. Each previously identified risk and issue will have an update to show if the risk mitigation or issue is improving or get worse. We will use the following three symbols to note progress:



No change in issue/risk



Risk mitigation or issue is perceived as improving



Risk mitigation or issue is perceived as getting worse

Risks

No New Risks This Quarter

Previously Identified Risks

Risk #2 Project resources (staff and funding) are not identified for all agencies and those agencies cause project delays.



Same Status as Last Quarter – The PMO will need to re-assess resources after a final State budget has been approved.

Risk #4 A significant number of CJIS PMO staff continues to leave the project. This has the potential to cause a major loss in project knowledge, disruption to project momentum, and a loss of project/stakeholder relationships. This could impact current resource availability, potentially delaying the project.



Update – The Executive Director position has been filled. This is very important for the project, but the loss of two critical project managers and their corresponding project knowledge keeps this a critical risk.

Risk #5 The eighteen unfilled State full time employee positions for the project are not filled timely, causing operational support issues and requiring the project to hire consultants using resources meant to fund later phases of the project.



Update – An RFP for itemized proposals is closer to being publicly posted. This risk will remain critical until a plan is finalized and positions are staffed.

Risk #7 When implemented, the system will not provide stakeholder agencies with the data they need in a timely manner and agencies revert to previous processes to retrieve the data, leaving the system under-utilized and less supported.



Update – Agreements with several key RMS vendors for developing interfaces and sharing data is nearing completion. This is essential progress for the project.

Risk #8 Due to the nature of the contract, changes to requirements are not addressed quickly enough causing the system to be developed and implemented with a backlog of known issues that could deliver an unusable product.



Update – The number of new change requests has decreased this quarter, but was still high for this point in the project. If the number continues to decrease, this risk will likely be removed from the critical list next quarter.

Risk #9 Agencies will not have the support systems or procedures in place at implementation, impacting the project's success.



Update – No update this quarter.

Risk #10 The CJIS QA testing and Conduent defect resolution will continue to impact the project schedule.



Update – No update this quarter.

Risk #11 State budget cuts will impact the project directly, or stakeholder agencies indirectly, impacting the resources available to successfully implement the project.



Update – With no progress on the State budget, this risk becomes more critical, especially for ensuring the project is fully funded.

Risk #12 The maintenance and capacity for the underlying State IT infrastructure that houses CISS, along with many other systems, overwhelms the limited resources (BEST) available to support it.



Update – This item is now tracked at the Governance Committee level, but the risk remains active.

Issues and Risks No Longer Identified as Current

- Issue #1** Trust
- Issue #2** Sustainable Communication
- Issue #3** Limited Access to Project Documentation
- Issue #4** Stakeholder Project Engagement
- Issue #5** Inconsistent Information
- Risk #1** Parking Lot Issue Resolution
- Risk #3** Conduent Contract Amendment
- Risk #6** Move of Project to DESPP
- Risk #13** SharePoint Upgrade

Mitigation Recommendations

Given the risks and issues identified above, Qualis Health has compiled the mitigation recommendations below.

Project Management Mitigation Progress

Each quarter we will provide an update on the PMO’s status to implement the recommendations made in previous Project Health Check Reports. **Updates are in bold.** The status is gathered from the interviews with the PMO as well as interviews with agency stakeholders.

Mitigation Recommendation	Overview	PMO Mitigation Progress
R1-1 Special Issue Work Group	Stakeholders need meetings focused on outstanding issues.	Focus Group meetings should continue to address project issues as they arise.
R1-2 – Data Sharing Agreement	The PMO establishes high-level agreement with each agency from which the project will receive data to ensure the breadth and timeline to receive that data.	Now that some RMS vendor interface contracts are being finalized, a rollout plan of geographic areas can be developed.
R2-1 + R11-1 – Project Resource Plan	Agencies need a document that aligns the project schedule with the agency’s schedule and identify the resources needed for each task and gaps.	Due to Release 6 slippage, the schedule will likely have to be adjusted and Release Plan dates updated.
R4&5 -1 Fill and Train the 18 State Positions	The PMO and Governing Board should work to fill the 18 State positions by April.	An RFP for managed services is closer to being publically posted.
R7 -1 – Data Sharing Workflow Diagram with Timelines	The PMO and Governance Committee should work with agencies to develop workflow diagrams of which data will be shared and expected timelines for release.	The remaining data sharing piece is the RMS vendor data interface. See R7-2.
R7-2 – RMS vendor negotiations	Work with State and Municipal Police to negotiate fair interface development timelines and prices	Several contracts are nearing completion. See next steps in R1-2 above.
#R8-1 – PMO Change Request Tracking	The CJIS Change Control Board has been established	The number of new CRs reduced this quarter, but this issue will

Mitigation Recommendation	Overview	PMO Mitigation Progress
	to review agency changes that may impact the CISS Project.	continue to be tracked.
R9-1 – Escalate Difficult Items to Resolve Cross-agency Workflow Issues	When requirement gathering and design cannot quickly resolve cross-agency workflow issues the PMO should escalate them to the Governance Committee.	Agency issues in meeting the timeline should be addressed by the Governance Committee.
R10-1 – Streamlined Defect Categorization and Resolution	A more streamlined testing and defect resolution process is needed.	The process put in place appears to be working for all parties.
R11-1 – State Budget Cuts	Update project schedule and align with Project Resource Plan	The PMO needs to be on top resource planning once a state budget is finalized. The PMO also needs to ensure their funding is in place. Alternate funding sources need to be identified in case no Bond Commission Meetings are held soon.

Current Risk/Issue Mitigation Summary Table

The table below gives a quick view of the current risks and issues and the associated mitigation recommendations as well as status.

Risk/Issue	Mitigation	Status
Risk #1 – Unresolved Issues	#R1-1 – Special Issue Work Groups	Started
	#R1-2 – Data Sharing Agreement	Started
Risk #2 – Resource Issues	#R2-1 – Project Resource Plan	Started
Risk #4 – Consultant Turnover	#R4&5-1 – Fill and Train the 18 State Positions	Started
Risk #5 – State FTE Positions		
Risk #7 – Efficient Movement of Data to Agencies	#R7-1 – Workflow Diagrams with Timelines	Status Unknown
	#R7-2 – RMS Negotiations	Started
Risk #8 – Change Control	#R8-1 – PMO Change Request Tracking	Recommendation Updated
Risk # 9 – Agency Support Systems and Procedure in place at Implementation	#R9-1 – Escalate Cross-Agency Workflow Issues to Governance Committee	Started
Risk #10 – QA Testing and Defect Resolution	#R10-1 – Streamlined Defect Categorization and Resolution	Started
Risk #11 – State Budget Cuts	#R2-1 – Project Resource Plan	Started
	#R11-1 – Update Project Schedule and align with Project Resource Plan	Recommendation Updated
	#R11-2 – Governance Committee members work to appropriately prioritize CISS work	Status Unknown
Risk #12 – State IT Infrastructure Support	#R12-1 – Re-establish Technology Subcommittee to Analyze State Infrastructure.	Not Yet Started

Appendix A: Findings Details

The following are the details for each category. It contains the overall category score from a year ago, last quarter and the current quarter score, which corresponds to the values for that category in the Project Health Overview section. The first historical quarters' scores are presented to show the trend in scoring for the category. Below the score is an overview of the section, followed by a graph, and any recommendations.

The graphs in this section are scores by project activity category versus who is actually responsible (i.e. Project Groupings: Conduent, PMO, and Agency). This is to give a view toward the overall project health within a specific set of project activities and their dependencies with one another. This could reveal a situation where Conduent and the Agency are perceived by agencies as doing great with their contributions, but the project activity overall is slipping. This detailed breakdown allows for quick analysis and problem resolution. To see which survey questions are assigned to which category, please see Appendix B.

A note on question values versus overall values: The values in the graph below are average answer across all 10 stakeholder agencies. The overall score for each of the categories below is the average score of all questions in the category, averaged again by all agencies. Because of how the overall scores are calculated and how the data below are presented, the overall score may be slightly higher or lower than averaging the values on the graph. The same is true for the calculations used in the Project Balance Ranking graph.

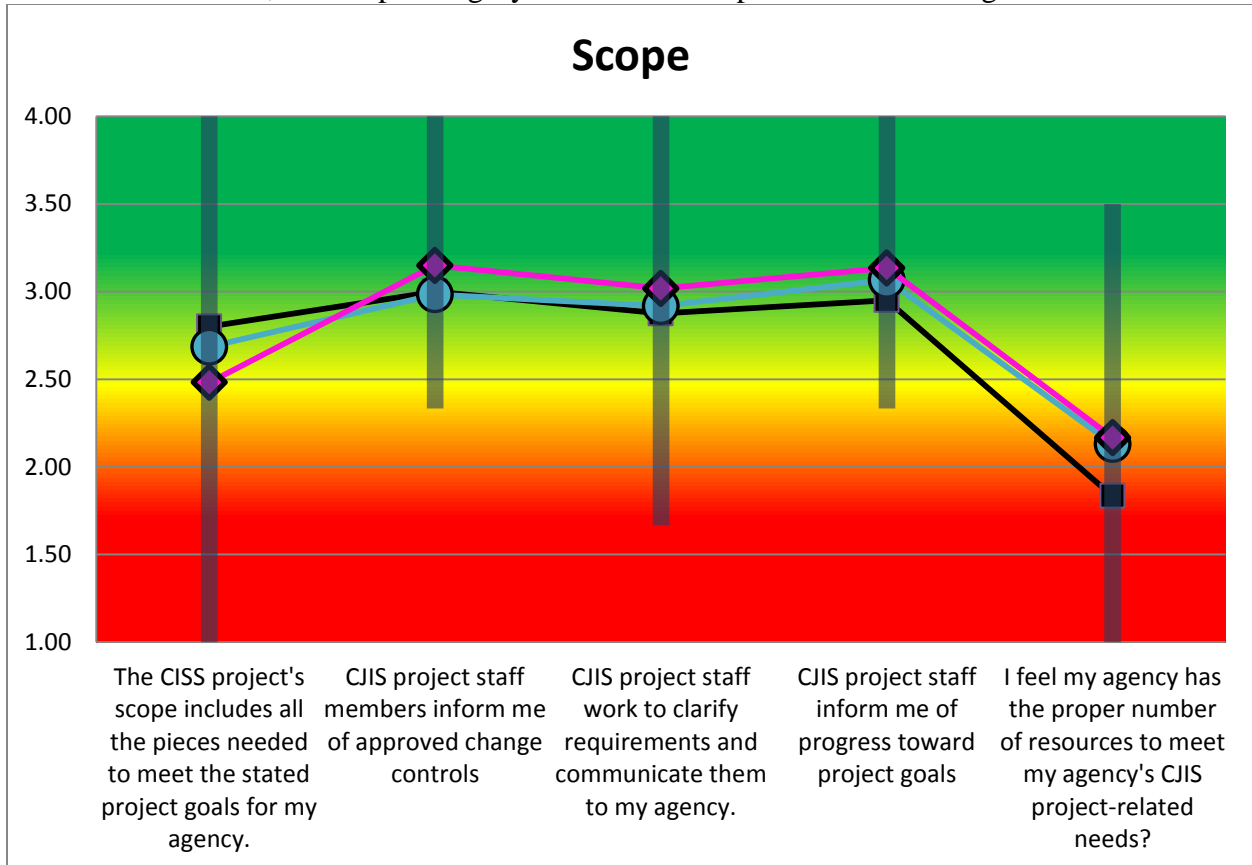
Category A: Scope (+.02)

Last Year Score 2.72

Last Quarter Score 2.78

Current Quarter Score 2.80

With a score of 2.80, the Scope category continues to be perceived as Average.



The continued delays of Release 6 make stakeholders feel uneasy about the likelihood to complete the remaining scope. Much of the project's benefit to many agencies, in terms of efficiency gains, is realized in the workflow portion of the scope found in the later releases. Implementation, without the workflow scope included, would hurt the project perception across many agencies. As with last quarter, agencies are struggling to meet internal demands as well as CISS project demands. The looming potential of further staff reductions has stakeholders nervously watching the State budget situation.

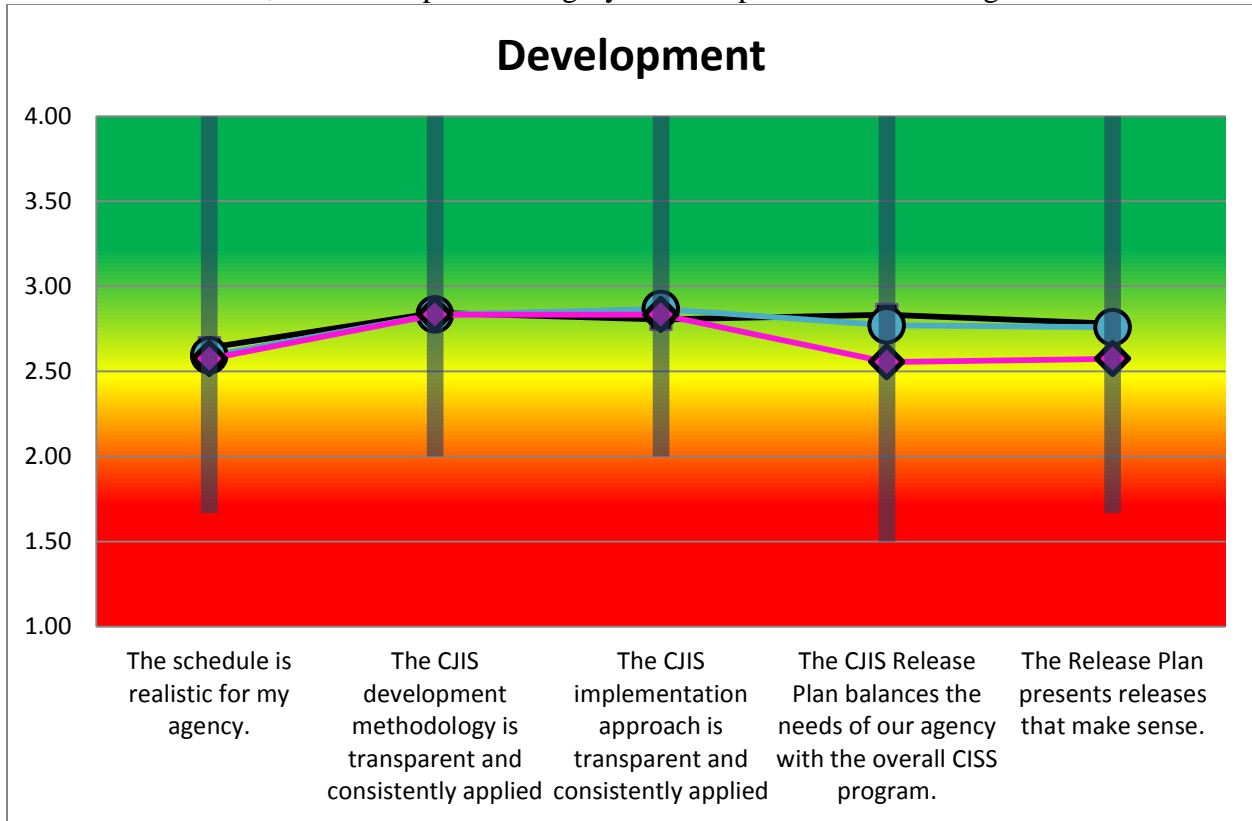
Category B: Development (-.09)

Last Year Score **2.81**

Last Quarter Score **2.79**

Current Quarter Score **2.70**

With a score of 2.70, the Development category remains perceived as Average.



It is clear to stakeholders that the Release Plan schedule will need significant adjustments. Agencies are having a harder time being flexible with the CISS project schedule. Project schedules are not trusted by agencies since there are routinely significant delays.

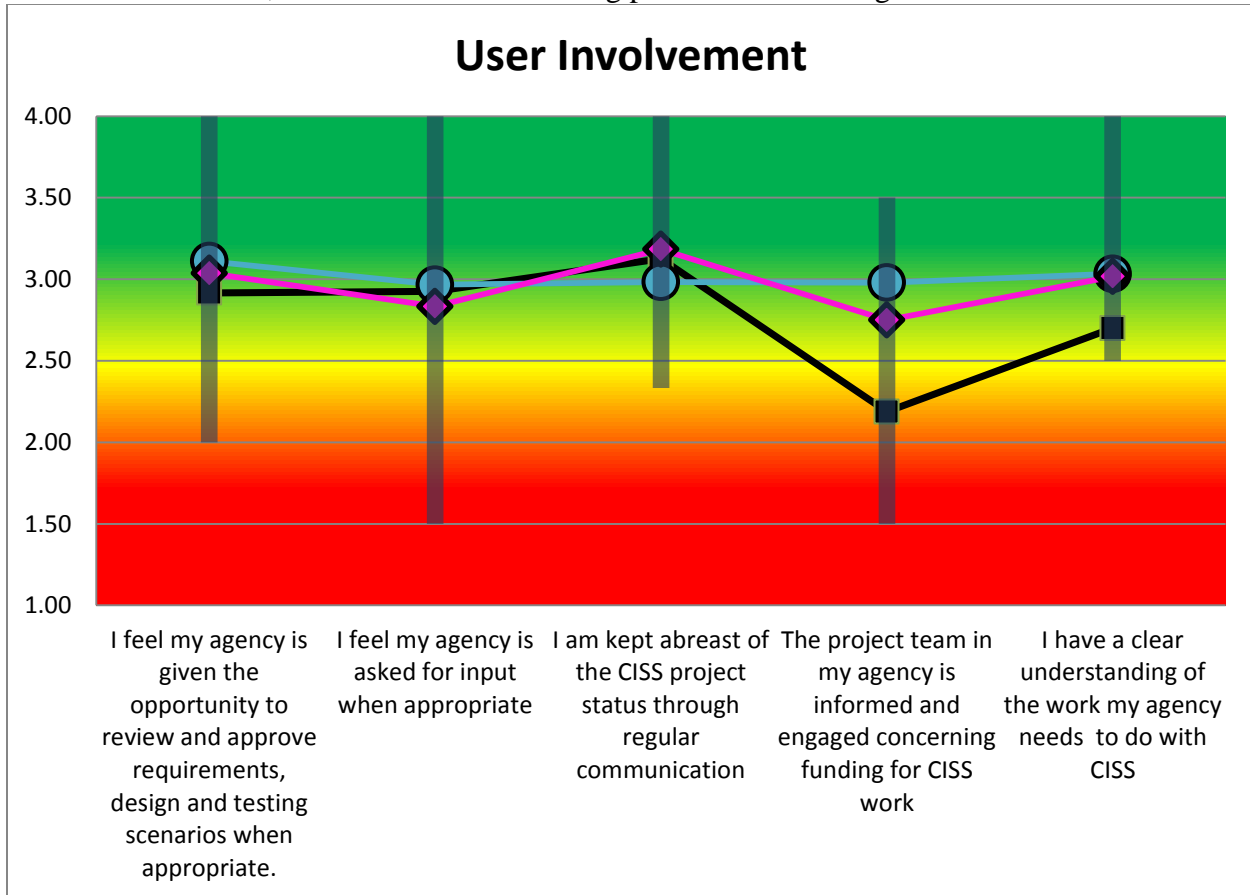
Category C: User Involvement (-.04)

Last Year Score *2.81*

Last Quarter Score *3.02*

Current Quarter Score *2.98*

With a score of 2.98, User Involvement is being perceived as Average.



Agencies are mostly pleased with communication, given that Mark Morin and Jim Harris left the project this past quarter. Stakeholders do expect better status notifications in the coming quarter now that a new Executive Director and Project Manager have been hired.

Many stakeholders are extremely concerned about the on-going funding for the CISS project. Agencies hope to hear clear support for the full funding of this project from State leadership.

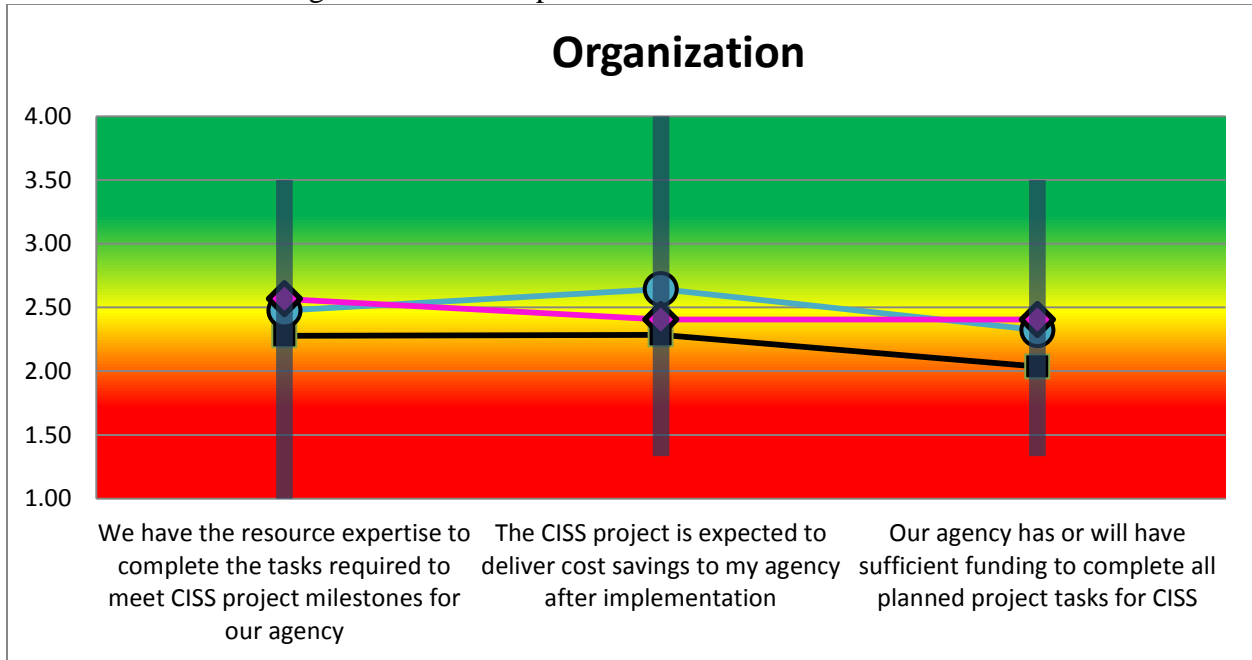
Category D: Organization (-.02)

Last Year Score 2.25

Last Quarter Score 2.38

Current Quarter Score 2.36

With a score of 2.36 Organization is still perceived as Weak.



Agencies are still not completely sure what is included in the final scope of the project. The PMO still stresses that the full scope will be implemented, but the State budget situation coupled with continued delays have stakeholders worrying that extending the schedule may not continue to be an option, and that given that reality, the project will have to reduce scope. Since much of the efficiency gain is in the later releases, cuts to those releases could severely reduce the cost savings agencies expect to see.

Agencies believe they will be able to continue to meet the project demands, but may not be able to meet the exact timeline. Further cuts to positions would exacerbate this issue.

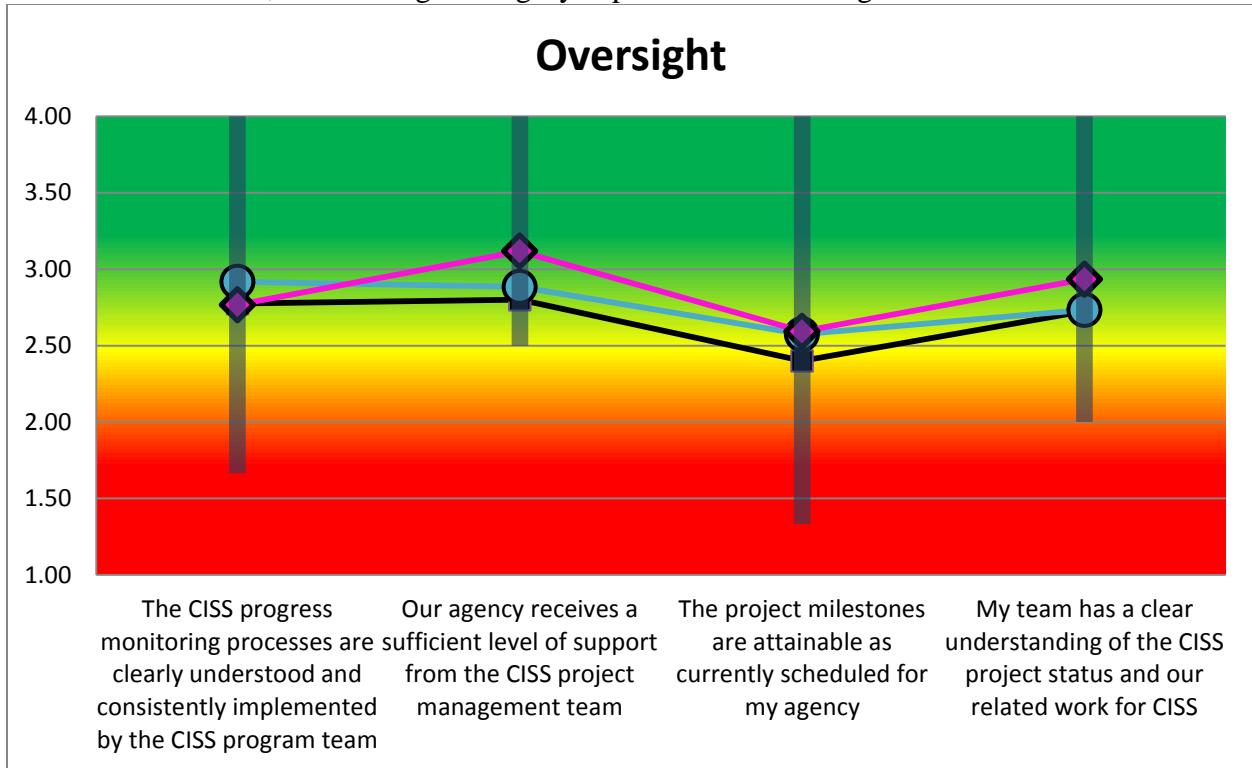
Category E: Oversight (+.07)

Last Year Score **2.68**

Last Quarter Score **2.79**

Current Quarter Score **2.86**

With a score of 2.86, the Oversight category is perceived as Average.



Stakeholders were very pleased to find that there was minimal impact in the level of support and communication it received this past quarter, given the loss of project managers. Status meetings still took place with agencies, but agencies would like a monthly status email that explains which agencies are working on what part of which releases and the corresponding schedule for those releases.

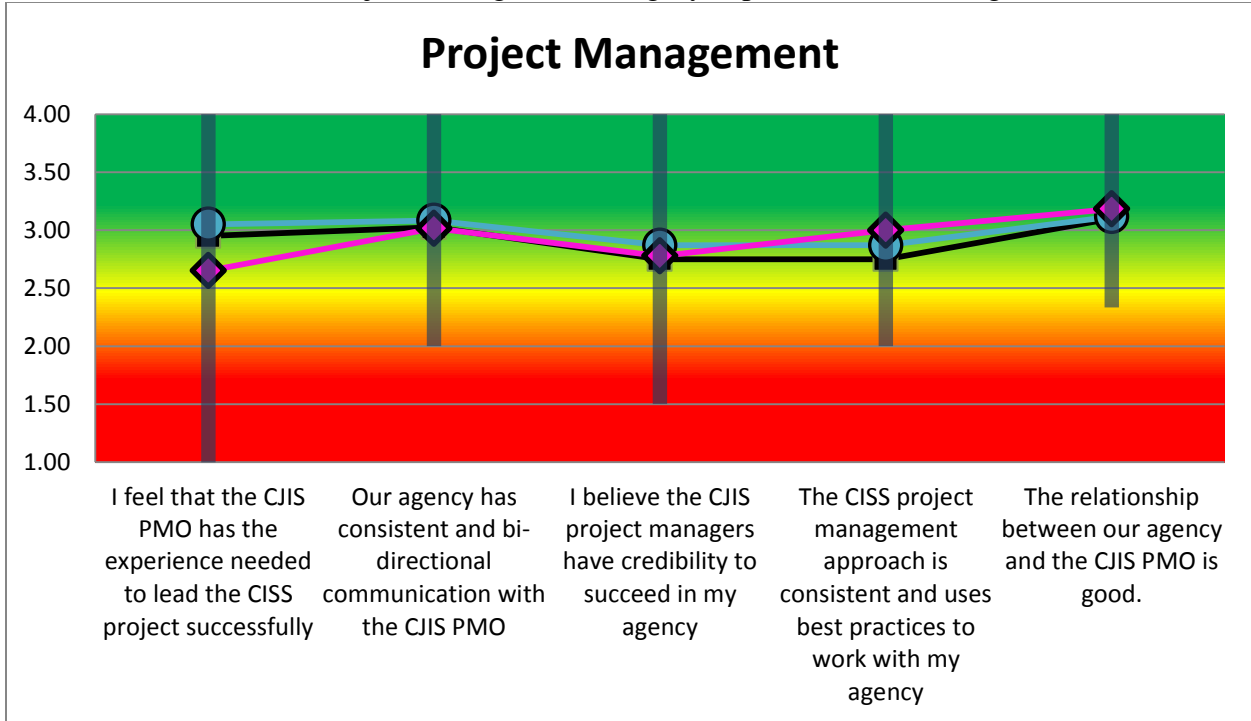
Category F: Project Management (-.08)

Last Year Score **2.93**

Last Quarter Score **3.01**

Current Quarter Score **2.93**

With a score of 2.93 the Project Management category is perceived as Average.



The Project Management category moves down to Average after being perceived as Strong last quarter. Agencies noted concern that too much institutional knowledge left the project with Mark Morin and Jim Harris's departures. Agencies are pleased with the effort Chris Lovell has shown to minimize the impact of those departures, but worry about the long-term impact of that missing knowledge. Stakeholders expressed concern that resolved issues may be revisited or that incorrect decisions could be made if the PMO no longer has the information that Mark or Jim had.

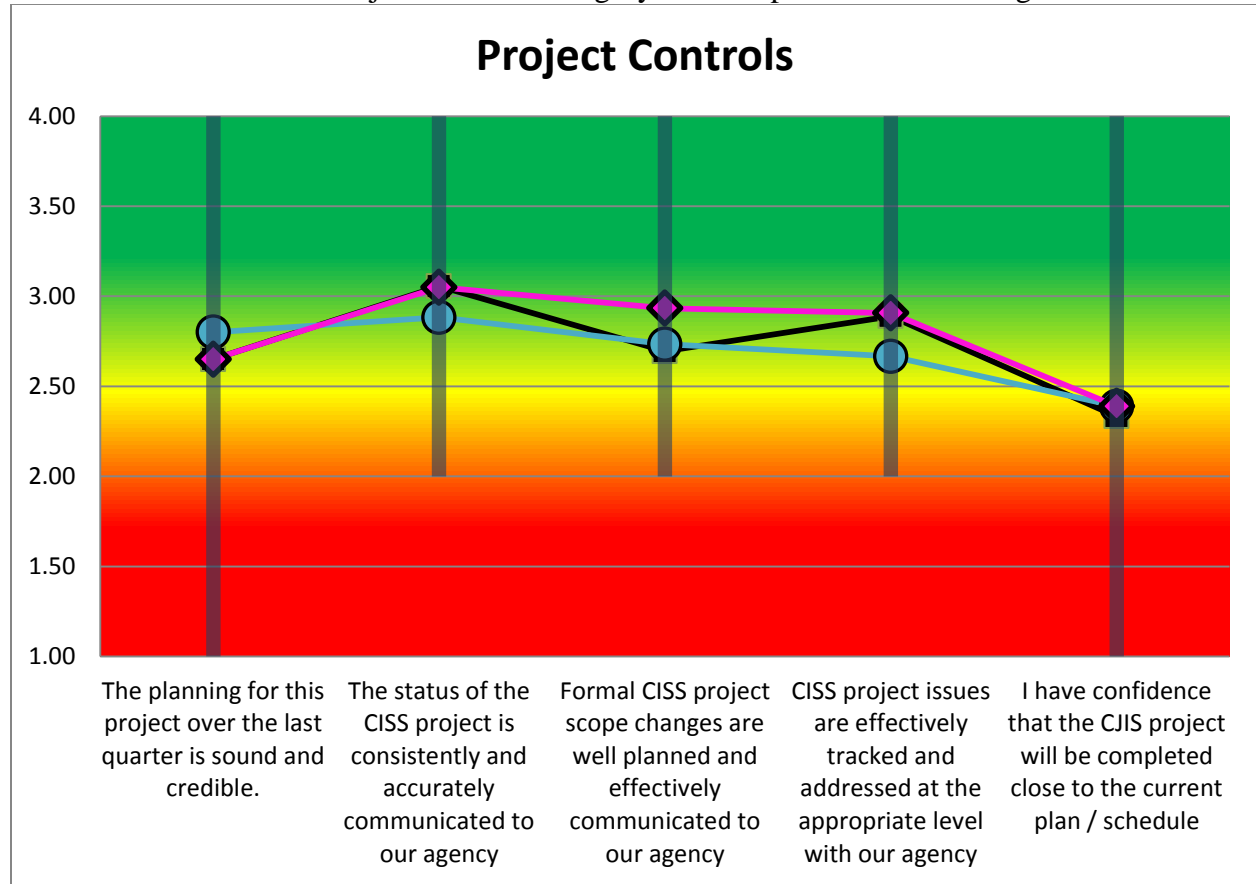
Category G: Project Controls (+.09)

Last Year Score 2.72

Last Quarter Score 2.72

Current Quarter Score 2.81

With a score of 2.81 the Project Controls category remains perceived as Average.



The workflow gap analysis that Judicial and the PMO are reviewing with impacted agencies has given those involved confidence that recent planning and scope changes are being taken seriously and with a high level of transparency. It appears that work is responsible for much of the gains in Project Controls this quarter. Otherwise there was little change to Project Control perception this past quarter.

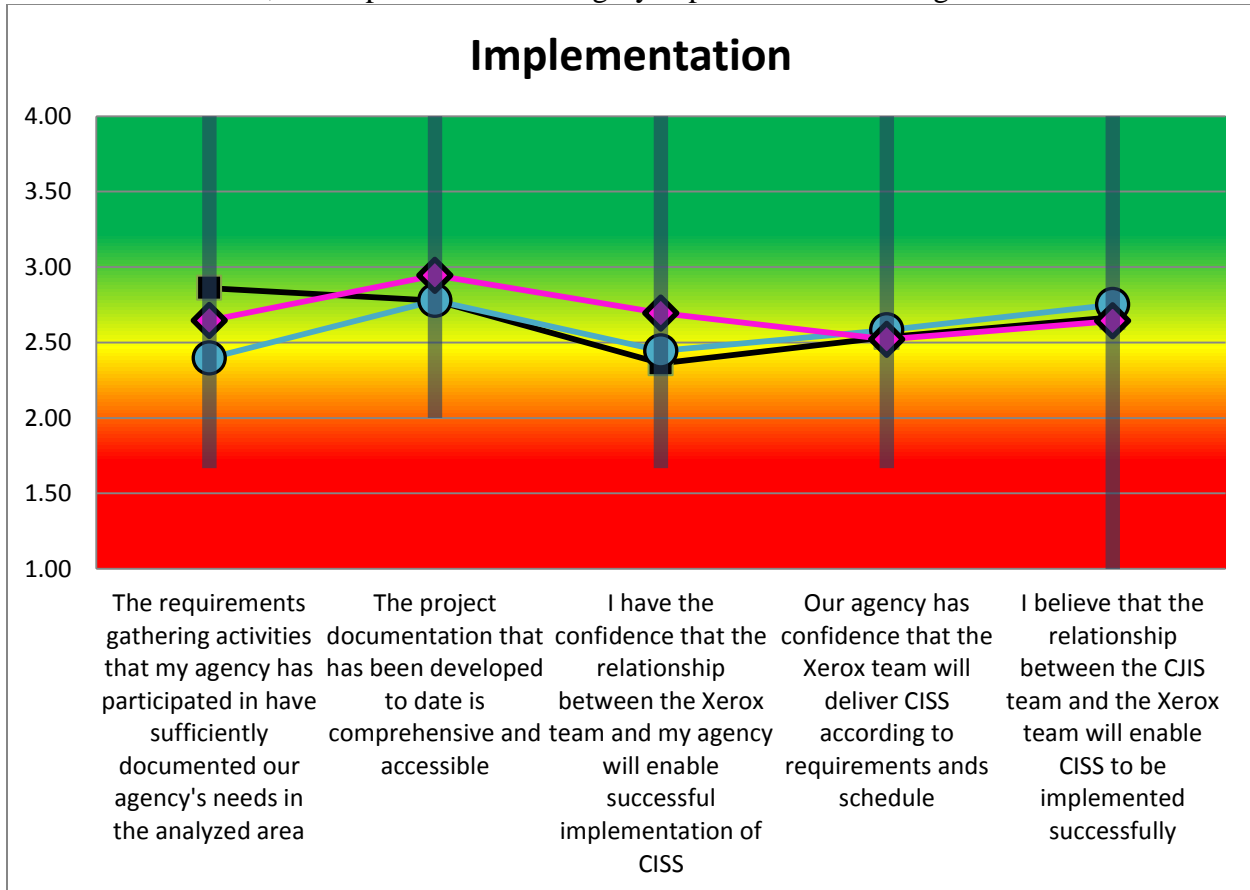
Category H: Implementation (+.09)

Last Year Score 2.72

Last Quarter Score 2.65

Current Quarter Score 2.74

With a score of 2.74, the Implementation category is perceived as Average.



The Workflow Gap analysis appears to have some positive impact on the numbers for the Implementation category too. There is concern that the full scope will not be implemented, but much of this concern is directed less at the PMO or Conduent, and more at external budget impacts. As with Project Controls, stakeholders noted very little change in their overall perception of Implementation this quarter.

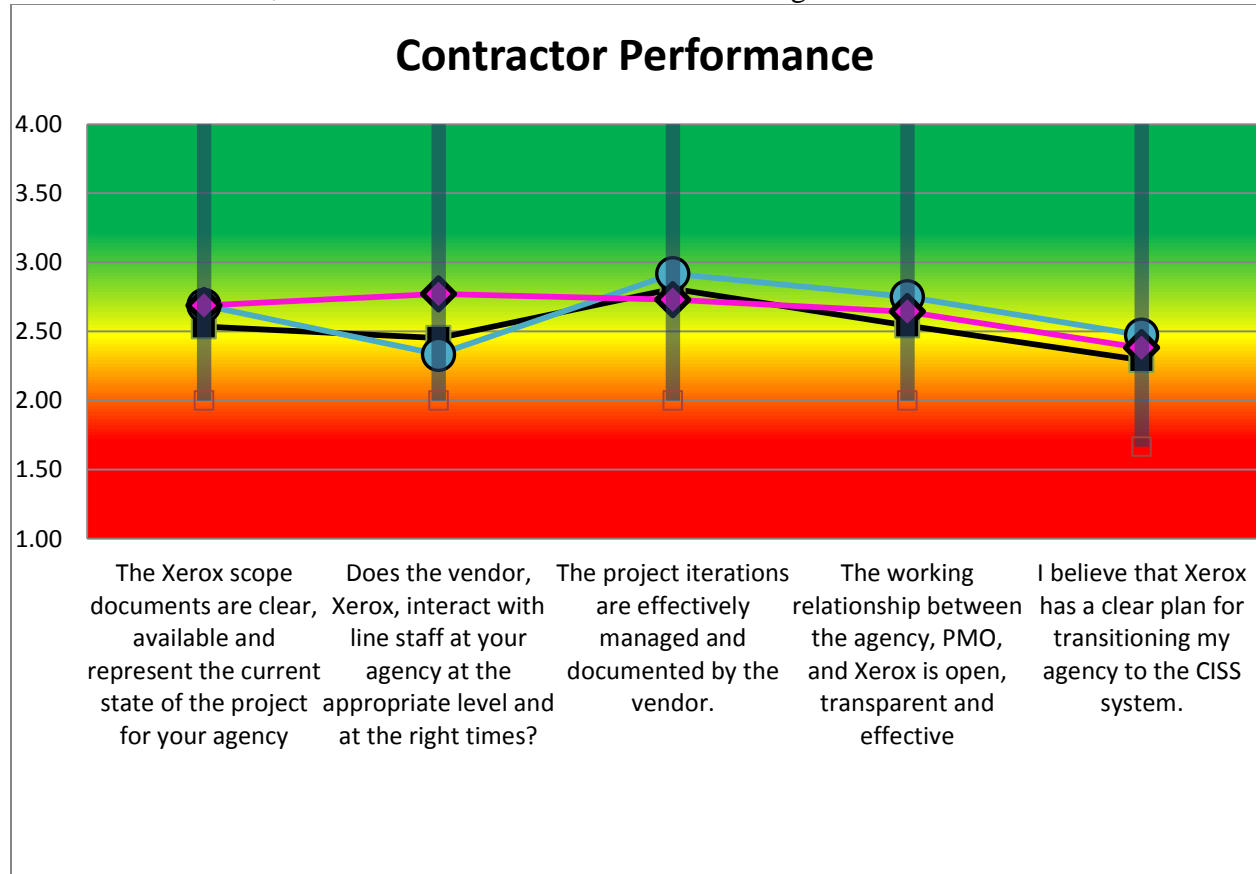
Category I: Contractor Performance (+.08)

Last Year Score 2.57

Last Quarter Score 2.65

Current Quarter Score 2.73

With a score of 2.73, Contractor Performance remains Average.



The amount of time it took Conduent to resolve Release 6 issues impacted the perception of contractor performance by stakeholders, especially in how project iterations were being managed. Despite those struggles, agencies are generally optimistic that Conduent will deliver a final product that meets their requirements, as long as the State continues to fully support the project.

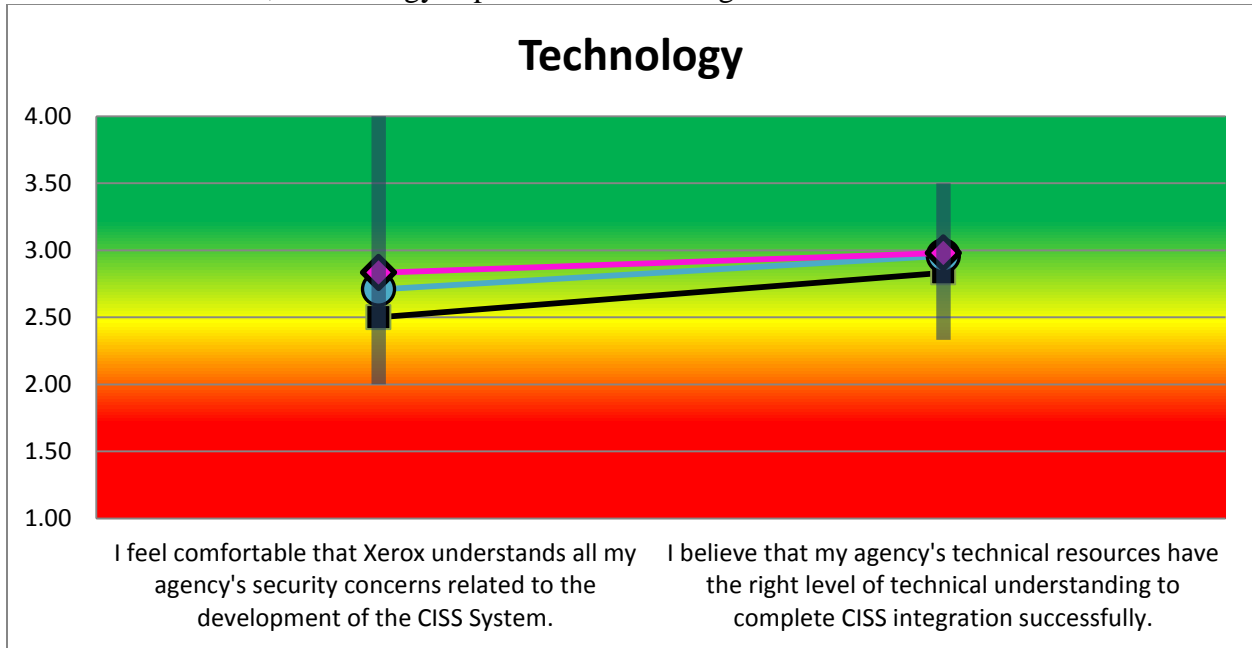
Category J: Technology (+.08)

Last Year Score 2.57

Last Quarter Score 2.83

Current Quarter Score 2.91

With a score of 2.91, Technology is perceived as Average.



Agencies are hopeful that the MultiVue issues have been resolved and that the corresponding data security will meet its needs. The Workflow Gap analysis has also bolstered stakeholder confidence that the final product is well thought through. Most stakeholders are comfortable with the technology and its security (though most note that until they test it, they cannot be completely comfortable), the larger concern is that there is no operational support team in place at this late stage in the project.

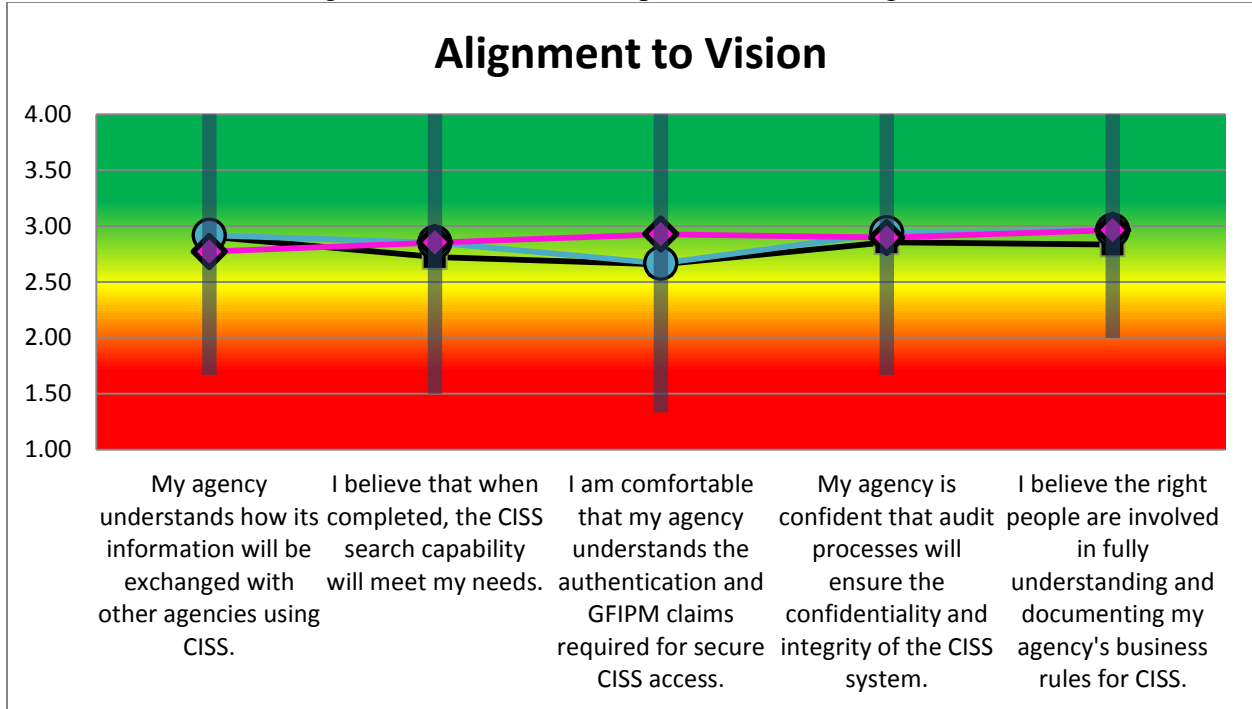
Category K: Alignment to Vision (+.01)

Last Year Score 2.84

Last Quarter Score 2.88

Current Quarter Score 2.89

With a score of 2.89, Alignment to Vision is still perceived as Average.



Alignment to Vision mostly mirrored last quarter. Agencies continue to stress that they would like a visual diagram or a model office so they can really understand how CISS will integrate processes and technology across agencies. This was a task that Mark Morin had indicated Jim Harris was working towards. Stakeholders would like to see someone on the PMO complete this work and share it across all agencies.

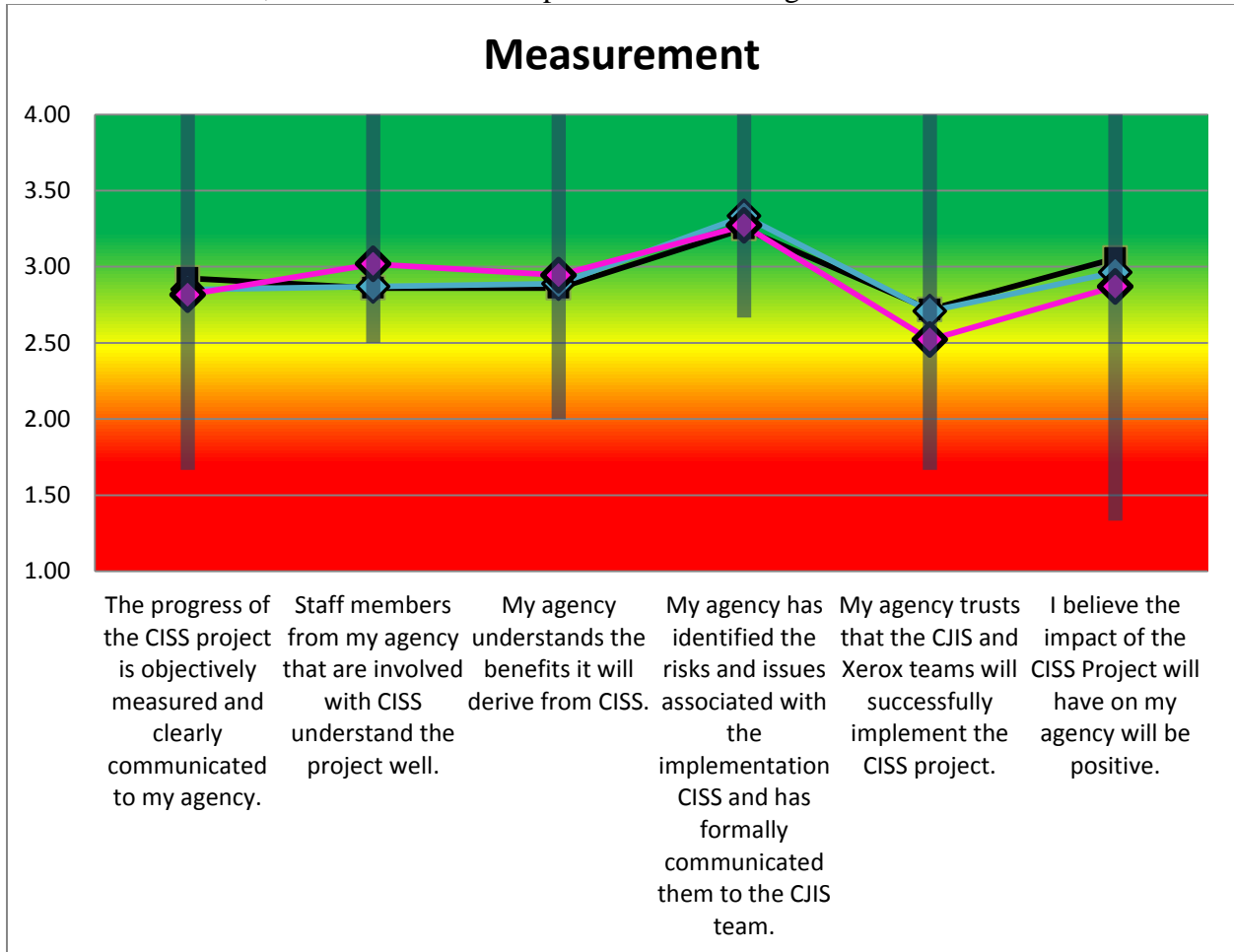
Category L: Measurement (-.03)

Last Year Score **2.96**

Last Quarter Score **2.95**

Current Quarter Score **2.92**

With a score of 2.92, Measurement is still perceived as Average.



<p>The progress of the CISS project is objectively measured and clearly communicated to my agency.</p>	<p>Staff members from my agency that are involved with CISS understand the project well.</p>	<p>My agency understands the benefits it will derive from CISS.</p>	<p>My agency has identified the risks and issues associated with the implementation of CISS and has formally communicated them to the CJIS team.</p>	<p>My agency trusts that the CJIS and Xerox teams will successfully implement the CISS project.</p>	<p>I believe the impact of the CISS Project will have on my agency will be positive.</p>
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As stated several times in this report already, agencies continue to worry that the full scope of the project will not be implemented. There is concern that the State's financial situation will limit the project's ability to extend the schedule to ensure it has the time and resources needed to complete the full search and workflow scope. Without the workflow pieces in place, many agencies will not see the efficiency gains promised therefore lessening usefulness and positive impact.

Appendix B: Project Group Category Details

The following are the survey questions with their related Project Activity Category, as well as the Project Group Category of PMO, Conduent, and Agency.

Project Activity Category	Project Group Category	Question
A - Scope	PMO	The CISS project's scope includes all the pieces needed to meet the stated project goals for my agency.
A - Scope	PMO	CJIS project staff members inform me of approved change controls.
A - Scope	PMO	CJIS project staff work to clarify requirements and communicate them to my agency.
A - Scope	PMO	CJIS project staff informs me of progress toward project goals.
A - Scope	Agency	I feel my agency has the proper number of resources to meet my agency's CJIS project-related needs?
B - Development	Agency	The schedule is realistic for my agency.
B - Development	Conduent	The CISS development methodology is transparent and consistently applied.
B - Development	Conduent	The CISS implementation approach is transparent and consistently applied.
B - Development	Conduent	The CISS Release Plan balances the needs of our agency with the overall CISS program.
B - Development	Conduent	The Release Plan presents releases that make sense.
C. User Involvement	Conduent	I feel my agency is given the opportunity to review and approve requirements, design and testing scenarios when appropriate.
C. User Involvement	PMO	I feel my agency is asked for input when appropriate.
C. User Involvement	PMO	I am kept abreast of the CISS project status through regular communication.
C. User Involvement	Agency	The project team in my agency is informed and engaged concerning funding for CISS work.
C. User Involvement	Agency	I have a clear understanding of the work my agency needs to do with CISS.
D. Organization	Agency	We have the resource expertise to complete the tasks required to meet CISS project milestones for our agency.
D. Organization	Agency	The CISS project is expected to deliver cost savings to my agency after implementation.
D. Organization	Agency	Our agency has or will have sufficient funding to complete all planned project tasks for CISS.

Project Activity Category	Project Group Category	Question
E. Oversight	PMO	The CISS progress monitoring processes are clearly understood and consistently implemented by the CISS program team
E. Oversight	PMO	Our agency receives a sufficient level of support from the CISS project management team.
E. Oversight	PMO	The project milestones are attainable as currently scheduled for my agency.
E. Oversight	Agency	My team has a clear understanding of the CISS project status and our related work for CISS.
F. Project Management	PMO	I feel that the CJIS PMO has the experience needed to lead the CISS project successfully.
F. Project Management	PMO	Our agency has consistent and bi-directional communication with the CJIS PMO.
F. Project Management	PMO	I believe the CJIS project managers have credibility to succeed in my agency.
F. Project Management	PMO	The CISS project management approach is consistent and uses best practices to work with my agency.
F. Project Management	Agency	The relationship between our agency and the CJIS PMO is good.
G. Project Controls	Conduent	The planning for this project over the last quarter is sound and credible.
G. Project Controls	PMO	The status of the CISS project is consistently and accurately communicated to our agency.
G. Project Controls	PMO	Formal CISS project scope changes are well planned and effectively communicated to our agency.
G. Project Controls	Agency	CISS project issues are effectively tracked and addressed at the appropriate level with our agency.
G. Project Controls	PMO	I have confidence that the CJIS project will be completed close to the current plan/schedule.
H. Implementation	Conduent	The requirements gathering activities that my agency has participated in have sufficiently documented our agency's needs in the analyzed area.
H. Implementation	PMO	The project documentation that has been developed to date is comprehensive and accessible.
H. Implementation	Conduent	I have the confidence that the relationship between the Conduent team and my agency will enable successful implementation of CISS.

Project Activity Category	Project Group Category	Question
H. Implementation	Conduent	Our agency has confidence that the Conduent team will deliver CISS according to requirements and schedule.
H. Implementation	Conduent	I believe that the relationship between the CJIS team and the Conduent team will enable CISS to be implemented successfully.
I. Contractor Performance	Conduent	The Conduent scope documents are clear, available and represent the current state of the project for your agency.
I. Contractor Performance	Conduent	Does the vendor, Conduent, interact with line staff at your agency at the appropriate level and at the right times?
I. Contractor Performance	Conduent	The project iterations are effectively managed and documented by the vendor.
I. Contractor Performance	PMO	The working relationship between the agency, PMO, and Conduent is open, transparent and effective.
I. Contractor Performance	Conduent	I believe that Conduent has a clear plan for transitioning my agency to the CISS system.
J. Technology	Conduent	I feel comfortable that Conduent understands all my agency's security concerns related to the development of the CISS System.
J. Technology	Agency	I believe that my agency's technical resources have the right level of technical understanding to complete CISS integration successfully.
K. Alignment to Vision	Agency	My agency understands how its information will be exchanged with other agencies using CISS.
K. Alignment to Vision	Agency	I believe that when completed, the CISS search capability will meet my needs.
K. Alignment to Vision	Agency	I am comfortable that my agency understands the authentication and GFIPM claims required for secure CISS access.
K. Alignment to Vision	Agency	My agency is confident that audit processes will ensure the confidentiality and integrity of the CISS system.
K. Alignment to Vision	Conduent	I believe the right people are involved in fully understanding and documenting my agency's business rules for CISS.
L. Measurement	PMO	The progress of the CISS project is objectively measured and clearly communicated to my agency.
L. Measurement	Agency	Staff members from my agency that are involved with CISS understand the project well.
L. Measurement	Agency	My agency understands the benefits it will derive from

Project Activity Category	Project Group Category	Question
		CISS.
L. Measurement	Agency	My agency has identified the risks and issues associated with the implementation CISS and have formally communicated them to the CJIS team.
L. Measurement	Conduent	My agency trusts that the CJIS and Conduent teams will successfully implement the CISS project.
L. Measurement	Agency	I believe the impact of the CISS Project will have on my agency will be positive.

Appendix C: Purpose

Qualis Health was contracted to provide a Quarterly Project Health Check Report to the CJIS Board. Qualis Health views its role as a partner with the goal of establishing a sustainably healthy project.

This report is the culmination of surveys and on-site interviews with agencies, the PMO, and Conduent. Qualis Health's methodology, detailed in the report, provides a data driven approach to measuring the project's health. Important to note, the data is perception driven, based on how the agency participants feel with regards to the questions asked. In each report, Qualis Health will identify project issues and risks as well as strengths that should be continued. The recommendations will help guide the PMO in addressing risks and issues with the intent of improvement to overall project health.

Appendix D: Methodology

Qualis Health will be conducting four Project Health Check Reports over the next year. For each report, SMEs from each agency, the PMO, and Conduent are sent a 55 question survey (Appendix B). The survey was comprised of questions covering the following 12 categories:

- Scope
- Development
- User Involvement
- Organization
- Oversight
- Project Management
- Project Controls
- Implementation
- Contractor Performance
- Technology
- Alignment to Vision
- Measurement

Survey respondents were asked to evaluate each question on a 1 to 4 scale:

- 4 – Strongly Agree
- 3 – Agree
- 2 – Disagree
- 1 – Strongly Disagree
- N/A – could be used for both “Not Applicable” or “Not Sure”

The approach is to have survey responses received, prior to stakeholder interviews, to allow for a more focused dialog. SMEs from each agency were interviewed, as well as two Project Managers from the PMO and two Project Managers from the contractor, Conduent. The interviews allowed Qualis Health to ask follow-up questions, receive clarifications, and note recommendations. The information gathered from the interviews, together with the survey results, informed the risks, issues, and recommendations presented in this report.

The data from survey responses were synthesized into Excel for analysis. The compiled data provided an across-agency view of the Project’s Health from the key stakeholder’s perspective.

Each quarter the survey, with the same questions, will be sent to the same SMEs. This allows project progress to be marked by the stakeholders, removing the subjectivity of the interviewer. This is a change to the methodology compared to reports that were produced previously for the CJIS Governing Board. The first quarter’s results establish a project baseline with which future quarters will be compared to show areas of project health gains, as well as new opportunities for project improvements.

The graphs in this document all utilized the same 1 to 4 scale, which corresponds to the scale from the survey responses. All the questions were asked in such a way so that the value of 4 corresponded to the highest level of project health and 1 corresponded to the lowest. Any

response of “N/A” was removed from consideration. Qualis Health received at least one survey result from each agency. Some agencies met internally to respond to the survey as a team, while other agencies had multiple SMEs respond to the survey. Responses were averaged by agency (for those agencies choosing multiple respondents) and then were averaged across all agencies. This ensured equal weight for all agencies. All the graphs in this document only contain data from the 10 Stakeholder Agencies, which are:

- Bureau of Enterprise Systems and Technology (BEST)
- Department of Emergency Services and Public Protection (DESPP)
- Office of the Victim Advocate (OVA)
- Division of Public Defender Services (DPDS)
- Connecticut Police Chiefs Association (CPCA)
- Division of Criminal Justice (DCJ)
- Board of Pardons and Paroles (BOPP)
- Department of Motor Vehicles (DMV)
- Department of Corrections (DOC)
- Judicial Branch