



Legislative Council Staff

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Memorandum

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October 13, 2020

TO: Joint Technology Committee

FROM: Andrea Denka, Research Analyst, 303-866-4781

SUBJECT: Major Information Technology Capital Construction Projects

Summary

This memorandum summarizes the continuation information technology (IT) capital construction projects that received funding in FY 2020-21. In addition, this memorandum discusses several ongoing and recently completed major IT capital construction projects, and other large IT systems in the state.

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IT Capital Construction Projects

The Joint Technology Committee (JTC) is charged with reviewing major IT projects, prioritizing IT budget requests, forecasting the state's need for future IT budget requests, and reviewing IT legislation. A major IT budget request is a request from a state agency or state institution of higher education for the installation, development, or upgrade of IT, including the purchase of services from the Governor's Office of Information Technology (OIT), excluding any budget requests that are primarily operational in nature, or where the majority of the funding will be used to support or modify state staffing levels. Operating and maintenance budget requests for ongoing IT costs are reviewed and prioritized by the Joint Budget Committee (JBC).

State funded IT capital construction projects are funded through the Information Technology Capital Account within the Capital Construction Fund (CCF) pursuant to Section 24-75-302 (3.7), C.R.S.

For FY 2020-21, the JTC reviewed and prioritized five IT capital construction budget requests from state agencies and 11 budget requests from the Department of Higher Education. The committee considered one continuation project, the Information Health IT Roadmap, which is discussed below.

FY 2020-21 Continuation Projects

Office of eHealth Information Health IT Roadmap. In FY 2020-21, the Governor's Office of eHealth Innovation (OeHI) and the Colorado Department of Health Care Policy and Financing (HCPF) received a combination of state funds and federal funds spending authority for the third phase of a three-phase project to implement nine initiatives related to the Colorado Health IT Roadmap, including health delivery reform, payment reform, improvements to care coordination, cost reductions, and health care value improvements. The initiatives will build upon the state's current health information infrastructure in order to improve health care delivery and payment models.

The JTC approved and OeHI was appropriated \$6.6 million, with \$1.9 million in state funds in FY 2018-19 and \$11.5 million, with \$1.1 million in state funds, in FY 2019-20. In FY 2020-21, the JTC approved and OeHI was appropriated \$4.4 million, with \$0.4 million in state funds.

Major IT Project Reporting

OIT provides the JTC with both written and in-person reports throughout the year. Written reports include:

- the state Five-Year IT Roadmap for each executive branch agency;
- quarterly project dashboards, reporting project overall status, including schedule, budget and scope status; and
- an OIT watch list that reports the status of major IT projects at risk.

Attachment A includes the most recent OIT watch list from June 2020.

Recent Major IT Projects

Although the JBC reviews operating budget requests related to the ongoing costs associated with the operations and maintenance of IT systems, the JTC may continue to evaluate, receive updates, and provide recommendations on major state IT systems. Several of those systems are highlighted below.

Child Care Automated Tracking System (CHATS). The Colorado Department of Human Services (DHS) requested federal funds spending authority to enhance and replace major components of CHATS in FY 2015-16. CHATS is the Child Care Assistance Program (CCCAP) subsidy payment system. CCCAP provides child care assistance to families who are working, searching for employment, or are in training, and families who are enrolled in the Colorado Works program and need child care services. The project used a hybrid approach that either retained or enhanced certain CHATS functionality and replaced selected functionality with new or current state-leveraged systems. The project included replacing the point-of-sale system for attendance tracking, providing easy-to-read, concise reports, and building a user-friendly environment for both providers and families.

Over the course of the project, DHS enhanced and replaced CHATS modules in a phased approach, consisting of a set of 13 technical and nontechnical initiatives to address gaps and system requirements identified by CHATS users and health care providers. The project was completed in September 2018.

The project budget consists entirely of federal funds. The JTC approved the project, and DHS was appropriated \$7,948,475 in federal funds spending authority. DHS used the uncommitted balances from the Child Care Development Fund and annual grant awards from the federal Administration for Children and Families to fund this project.

Colorado Benefits Management System (CBMS). CBMS supports eligibility for Medicaid and human service programs, and is used by more than 5,000 county and medical assistance site employees. Colorado counties, who administer the assistance programs that CBMS processes, are some of the primary users of CBMS. DHS and OIT maintain and update the CBMS system. The first CBMS project began in 1996 and was initially a joint effort between the DHS and the Department of Health Care Policy and Financing (HCPF).

In September 2004, the state implemented CBMS to replace six state systems supporting various state-administered welfare programs, such as Medicaid, the Supplemental Nutrition Assistance Program, Temporary Assistance for Needy Families, and Colorado Works.¹ After the initial CBMS launch, the system experienced issues. Some of these issues may have been attributed to the system's inability to handle the required number of concurrent users during peak periods, and some counties not participating in the new system's design, development, testing, and training.

On January 13, 2020, the JTC received an update from OIT and DHS about the CBMS Transformation project after phase 2 of the project went live on August 26, 2019. After the launch, counties began experiencing issues and presented these to the JBC on January 7, 2020. DHS and OIT discussed some of the user issues to the JBC, which include; increasing processing time for cases, unplanned days of downtime, and training environment instability.² OIT and DHS stated that these issues are being mitigated. The CMBS Transformation project is considered a JBC operating budget request, and was not submitted to the JTC for review or approval.

DeCORuM. Beginning in FY 2014-15, the Department of Corrections (DOC), in cooperation with OIT, requested state funds for a three-phase project to replace a legacy computer system with a new electronic information management system to track and record offender data from admission until release from parole. The project replaces the department's current legacy system, the Department of Corrections Information Management System (DCIS). The project addresses the three key areas of offender management, electronic health records, and post-incarceration. DOC signed a ten-year contract with Marquis Software Development, Inc., to implement a commercial off-the-shelf electronic offender management system. The first five years of the contract are for the full implementation of the DeCORuM system by Marquis. The last five years of the contract are for maintenance. The project is scheduled to end in 2023.

¹Governor's Office of Information Technology, Department of Health Care Policy and Financing, and Department of Human Services, Improve and Modernize Colorado Benefits Management System (CBMS), FY 2011-12 Supplemental Budget Request, p.1.

²Joint Technology Committee staff, Summary of Joint Budget Committee Meeting with County Representatives, http://coga.prod.acquia-sites.com/sites/default/files/html-attachments/j_jtc_2020a_01132020_114555_am_committee_summary/200113%20AttachE.pdf

Phase I of the project included a new database management system, an electronic health records (EHR) system, and a behavioral audit system, which were completed in November 2016. Phase II migrates the data of incarcerated offenders to the new integrated offender management system. Phase III replaces the parole and community Colorado Web-based Integrated Support Environment system, the parole electronic system, and required enhancements to complete a fully integrated offender information management system. Phase IV further enhances and updates parts of the HER system as needed.

Overall, DOC has been appropriated \$30.2 million in CCF for the project. DOC received an appropriation of \$5.8 million in FY 2014-15, \$11.0 million in FY 2015-16, and \$12.6 million in FY 2017- 18. DOC has also received a supplemental appropriation in FY 2015-16 for \$0.8 million.

On October 1, 2019, DOC and OIT submitted a time extension request for the remaining \$7.5 million in state funds, which expired in June 2020. The departments requested an additional three years of spending authority for this appropriated funding, so the departments will be able to access the funding until June 2023. The JTC approved this time-extension request in FY 2020-21.

HRWorks. In FY 2014-15, the Department of Personnel and Administration (DPA) and OIT requested funds to replace the state's 35-year old mainframe HR system and to eliminate and consolidate existing agency HR systems, which include databases and spreadsheets. The project creates a single source for all HR and payroll data for state employees and implements five critical components of the state's enterprise Human Resource Information System. The HRWorks project consists of five critical components:

- benefits administration;
- statewide time and leave tracking;
- payroll processing;
- performance and personnel management; and
- single-source statewide database for employee and position information.

Originally, the departments planned to purchase two software applications: a timekeeping software from Kronos, and a core human resource management software from an enterprise resource planning vendor. In January 2017, DPA and OIT discovered significant issues with the interfaces between the time and leave tracking component and other components of the project. After initially awarding the time and leave contract to Kronos, DPA and OIT determined a new proposed solution with CGI would ultimately save the state \$7.0 million in operating expenses over the next two years and \$1.6 million in annual savings thereafter due to lower maintenance and licensing costs.

To date, OIT and DPA have been appropriated \$41.6 million in state funds for the project. OIT received an appropriation of \$16.0 million in FY 2014-15 and \$7.4 million in FY 2018-19. DPA and OIT have also received additional appropriations through supplemental requests: \$15.2 million in FY 2014-15, \$2.9 million in FY 2017-18 and \$1.6 million in FY 2019-20.

On December 10, 2019, DPA submitted a budget amendment request for \$12.4 million of General Fund to continue working on the project using agile methodology. The JTC prioritized this request with the other FY 2020-21 budget requests received. On January 7, 2020, the JTC and the JBC heard a presentation from DPA about HRWorks, which included information on the first sprint completed, the plan for the next 90 days, and the project costs to date.

However, on September 14, 2020, DPA discussed the termination of the HRWorks project because the project was not appropriated funding for the FY 2020-21 budget cycle. DPA discussed the lessons learned, including the successful use of agile methodology, and the continuing need of the project as current agency HR systems continue to be costly and inefficient.

Trails modernization project. DHS and OIT's Modernizing the Child Welfare Case System project enhanced and modernized the existing Trails case management system, which is the state's statewide automated child welfare information system, and its associated infrastructure. Trails supports child protective system activities and allows the state to securely report data to the federal government. Trails has over 6,000 users across Colorado. The project addressed:

- mobile device compatibility;
- data integration;
- improved interface navigation;
- faster implementation of system modifications; and
- profile-driven capabilities.

DHS and OIT were appropriated a total \$22.8 million, with \$11.4 million in state funds in FY 2015-16, FY 2016-17, and FY 2017-18. The project's federal funds are a match from the federal Administration of Children and Families. In July 2018, DHS released the fourth set of improvements to the Trails system. However, county users and administrators experienced several issues, including technical bugs, data integrity, user communication, and problems with accurate reporting.

On August 26, 2019, DHS submitted a Trails emergency supplemental budget request to fund new upgrades to the system needed to access federal funding. The department requested \$5.8 million in state funds and \$3.9 million in federal funding spending authority. The JTC considered and sent a [letter](#) to the JBC requesting the committee to fund this emergency supplemental budget request on September 10, 2019. The JBC approved this emergency supplemental budget request on January, 21, 2020.

Other IT Projects

Other IT projects that have been implemented around the state are frequently discussed because of their impact on other ongoing projects, which are described below.

Colorado Digital Services Program. In 2019, OIT utilized volunteers from the United States Digital Services (USDS) program to evaluate and analyze the HRWorks project. The USDS representatives provided OIT with recommended steps to solve the issues with this project, and after reviewing the

final recommendations, OIT believed that similar processes could be leveraged and used in other state IT projects.

On June 6, 2019, OIT submitted an emergency supplemental budget request to the JBC requesting \$1.1 million of General Funds in FY 2019-20 to create the Colorado Digital Services (CDS) program. This program, which is a USDS-like program, aims to reform and improve the delivery of IT projects in Colorado using term-limited digital service experts that provide expertise on critical projects. The JBC referred this budget request to the JTC for review to on July 8, 2019. On August 15, 2019, the JTC heard a presentation from the Governor's Office, OIT, and representatives of USDS about this emergency supplemental budget request. The JTC considered this budget request and sent a letter to the JBC to recommend fully funding CDS for FY 2019-20 on August 22, 2019. [House Bill 20-1245](#), which was signed into law on March 3, 2020, appropriated \$754,946 of General Funds to the Governor's Office to fund the CDS program. However, due to the COVID-19 pandemic, the CDS program was discontinued and [Executive Order D 2020 005](#), which was released on April 30, 2020, discontinued the FY 2020-21 funds appropriated to CDS. The remaining funds from House Bill 20-1245 were reappropriated within OIT.

Colorado Driver License, Record, Identification and Vehicle Enterprise Solution (DRIVES) project.

The DRIVES project replaced the outdated Driver License System and Colorado State Titling and Registration System with a modern, web-based system. The Department of Revenue, in cooperation with OIT, purchased a commercial off-the-shelf replacement software solution to unify the two systems into one master system. DRIVES operates in a vendor-provided (Fast Enterprises), state-hosted environment and is supported by network architecture designed by OIT. The JTC approved funding and DOR was appropriated a total of \$93.3 million for the project, \$41.0 million in FY 2014-15 and \$52.3 million in FY 2015-16. In FY 2019-20, \$18.8 million of state funds were reverted to the Information Capital Account by DOR for the successful completion of DRIVES.

The project was fully implemented in August 2018. After the full launch, the project faced several challenges, including the issuance of temporary tags, title issues, connections to the National Motor Vehicle Title information system, and county reporting and reconciling of financial accounts. Mitigation of these issues is ongoing.

Colorado Unemployment Insurance. The Colorado Department of Labor and Employment (CDLE) began migrating two legacy systems, the Colorado Unemployment Benefits System (CUBS) and the Colorado Automated Tax System (CATS) into a single Unemployment Insurance platform. CUBS and CATS were the legacy systems used by CDLE to provide temporary and partial wage replacement to workers who have become unemployed. JTC approved funding for the project in FY 2017-17 and FY 2017-18 and CDLE was given \$ 51.4 million of cash funds spending authority for the project. The project was originally expected to go-live at the end of FY 2019-20, but due to the COVID-19 public health emergency, it was put on hold.

On March 27, 2020, the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act was signed into law. In addition to other economic stimulus programs, the CARES Act provides federal funding to each state's UI program to pay for additional benefits to individuals who have become unemployed as a result of COVID-19. In response to the CARES Act, CDLE developed a second UI

system to administer these payments, called the pandemic unemployment assistance (PUA) system. CDLE and OIT developed the PUA by modifying the already developed modernization project platform. CDLE requires new users to answer a series of questions to determine which unemployment system to use. Individuals cannot apply for benefits from both systems at this time. The department states that when the modernization project resumes, the PUA will be integrated into the new modernized system. More information about how to file claims on either system can be found [here](#).

Program Eligibility and the Application Kit (PEAK). Implemented in 2010, the PEAK website was allows Coloradans to apply for Medicaid online. PEAK was appropriated funds through the JBC in 2010. PEAK is a collaboration between HCPF, OIT, DHS, and a private contractor Deloitte Consulting, LLC. PEAK interfaces with CBMS, which is the system that processes applications and makes eligibility determinations for public benefits such as for food, cash, and medical assistance. Deloitte maintains CBMS for HCPF, DHS, and OIT. The eligibility data in CBMS feeds into the Medicaid Management Information System (MMIS), which pays providers for the services Medicaid recipients receive. In November 2014, HCPF improved its PEAK website to provide a single online process for consumers to apply for Medicaid or tax credits, and improved CBMS to determine eligibility for Medicaid and tax credits.



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**Governor's Office of
Information Technology**

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OIT Project Status Updates

Quarterly Joint Technology Committee Report

FY20Q4 -- April to June 2020

Information as of: July 2020



OIT Projects

303 Total projects (71 not reporting status this week); 232 projects reporting status

- 201 are green (87%)
- 24 are yellow (10%)
- 6 are red (3%)

Major OIT Projects

36 Total Major IT projects (4 not reporting status this week); 32 projects reporting status

- 22 are green (67%)
- 6 are yellow (18%)
- 3 are red (9%)

Quarterly Project Summary - The following, selected projects are provided in this report by the Office of Information Technology due to historical or recent interest by the Joint Technology Committee (JTC). For Q3, three additional Major projects entered Red Status with one project moving from Red to Yellow and one moving from Red to Green. Two of the three moved into Red Status due to resources redirected for COVID-19 response. Mitigation plans are found on each page.

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Project Phase Definitions

Intake - This phase facilitates customer needs through a process of review, analysis, solution identification, resource requirements and prioritization.

Initiate - This phase is where the project secures people, solution options, and funding for the project.

Plan - This phase defines project processes and solution in detail to support successful development and delivery.

Execute - This phase delivers and certifies the solution according to the plan and customer expectations.

Overall Status



Major Issues

The project has encountered problems keeping it from being on target in at least one area and a plan is not yet in place to bring the project back on target.



Minor Issues

The project has encountered problems that are keeping it from being on target in at least one area, but actions are taking place to bring the project back.



On Track

The project is executing as agreed upon in the planning stages of the project or as approved by the sponsor using a formal change management process.

Scope



On Track

Scope being delivered per design and signed off charter.



Minor Issues

Scope changes introduced (not approved) and impact is not known.



Major Issues

Scope changes have been introduced (not approved) that will negatively impact schedule and/or budget.

Schedule



On Track

Critical path milestones are on schedule.



Minor Issues

Key milestone has been missed but schedule contingency exists.



Major Issues

Critical path milestone has been missed and no schedule contingency exists.

Budget



On Track

Costs are projected to be on or under approved budget or exceeding budget within established threshold.



Minor Issues

Costs are projected to exceed approved budget but funding is available.



Major Issues

Costs are projected to exceed approved budget and funding is not available.

Stakeholder and Policy Alignment



On Track

Project stakeholders are aligned. Project is in alignment with OIT's Project Lifecycle Methodology and with all applicable state & federal laws, policies



Minor Issues

Project stakeholders are slightly misaligned or the project is slightly misaligned with state & federal laws, policies and standards or with OIT's Project Lifecycle



Major Issues

Project stakeholders are not aligned or the project is not aligned with state & federal laws, policies and standards or with OIT's Project Lifecycle Methodology.



OIT Project Manager Chris Beattie
 OIT Sponsor Richard Medina
 Business Sponsor Jennifer Gurr
 Business Lead Kate McRoy
 Project Phase Execute



This project will upgrade Colorado Department of Agriculture (CDA) licensing from a manual, paper-based process to an online, vendor developed web application system.

Scope



Minor Issues

No changes to scope
 Phase 1 and 2 - Online Licensing for 22 programs
 Phase 3 - Online Licensing and Inspections
 Phase 4 - Specification

Schedule



Minor Issues

Start Date: 5/29/13
 Delivery Date:
 Finish Date: 9/30/20
 % Complete 86%

Budget



Minor Issues

Total Budget: \$1,206,055
 Spent to Date: \$891,055
 Remaining: \$315,000
 % Spent: 74%

Policy



On Track

Project stakeholders are aligned. Project is in alignment with OIT's Project Lifecycle Methodology and with all applicable state & federal laws, policies.

Status Report Update

Project GREEN overall. Scope, by way of Business Requirements Document (BRD) transfer from OIT to vendor, is agreed to by vendor and CDA. Schedule is agreed to between vendor and CDA. On track with budget.

CDA stakeholders are updated weekly with project status; stakeholders agree with this project report.

Key Accomplishments

Chemigation and Groundwater program business requirements refined by OIT Business Analysts (BA) and transferred to vendor, Acclaim.

Chemigation and Groundwater development is 90% complete.

OIT BA's finishing Nursery, Seed, and Phytosanitary requirements.

Plans For Next Period

- + Track software development progress of phase 4C (Chemigation).
- + Continue work on requirements/BRD for phase 4A (Nursery, Seed, and Phytosanitary.)
- + Track migration of database server from physical (P) to virtual (V).
- + Track migration of web server from P to V.

Current Risks

Risk

Description

Response Plan

No project risks identified as of 7/8/20.



CDHS AS-BT Joint Agency Interoperability (JAI) Implementation - Phase 2

OIT Project Manager Jennifer Garbiso Hall
 OIT Sponsor Jon Gottsegen
 Business Sponsor Michelle Barnes
 Business Lead Sarah Nelson, Chris Underwood
 Project Phase Plan



Joint Agency Interoperability (JAI) is a partnership with the Colorado Department of Health Care Policy and Financing (HCPF), the Colorado Department of Human Services (CDHS), and OIT to improve the state's data sharing IT infrastructure to make data available to the right person at the right time for the right reason. The project initially connected four major IT systems to provide county caseworkers with a unified view of a person across Medicaid (CBMS), child support (ACSES), child welfare (Trails) and child care assistance (CHATS).

Scope	Schedule	Budget	Policy
 <p>Phase 1 focused on establishing the interoperability architecture in order to demonstrate capabilities. <u>Phase 2 will expand upon the established foundation.</u></p> <p>On Track</p>	 <p>Start Date: 10/12/19 Delivery Date: Finish Date: 9/30/20 % Complete 59%</p> <p>On Track</p>	 <p>Total Budget: \$7,826,083 Spent to Date: \$2,780,132 Remaining: \$5,045,951 % Spent: 36%</p> <p>On Track</p>	 <p>Project stakeholders are aligned. Project is in alignment with OIT's Project Lifecycle Methodology and with all applicable state & federal laws, policies.</p> <p>On Track</p>

Status Report Update

COVID-19 impacts created budget and scope reductions that required a schedule re-baseline. Additionally, approximately \$2.2M was reduced including both Federal and State General funds for the next SFY 20-21. The Executive Steering Committee, known as Interoperability Leadership Council also voted unanimously to halt investment in the Caseworker View User Interface and instead reallocate the funds to continuing to build the state data sharing strategy as a priority. Although competing priorities impacted SME resources during the COVID-19 response, the data project team demonstrated significant value with Discovery and Design work for Domain Driven APIs.

Key Accomplishments	Plans For Next Period
<p>Completed Discovery and Design for the Domain Driven architecture which creates a path for scalable, reusable, and repeatable data sharing in a standard and consistent way.</p> <p>Data Governance has matured significantly with the rollout and implementation of the Erwin tool.</p> <p>The Interoperability strategy has been refined with a focus on the data strategy rather than end user software.</p> <p>The State and Federal budget request have been finalized and/or submitted.</p>	<p>Begin preparation implementation of highest priority CHATS to county partners leveraging the Domain Driven Approach and Data Governance strategy.</p>

Current Risks

Risk	Description	Response Plan
Resource availability	Typical competing resources are elevated due to COVID-19 priorities	Watch



CDHS CYF-DCW Trails Modernization

OIT Project Manager	Lucile Williams
OIT Sponsor	William Chumley
Business Sponsor	Minna Castillo Cohen
Business Lead	Lorendia Schmidt
Project Phase	Execute



This project invests in technology updating the Statewide Automated Child Welfare Information System (SACWIS) known as Trails. Additionally, it will streamline workflow; reduce duplicative data entry, and increase quality and productivity for the approximately 6,000 end-users.

Scope	Schedule	Budget	Policy																
 <p>Minor Issues</p> <p>Scope remains focused on completion of previously defined project requirements and addressing production bugs.</p>	 <p>Major Issues</p> <table border="0"> <tr> <td>Start Date:</td> <td>7/1/15</td> </tr> <tr> <td>Delivery Date:</td> <td>9/20/20</td> </tr> <tr> <td>Finish Date:</td> <td>10/31/20</td> </tr> <tr> <td>% Complete</td> <td>96%</td> </tr> </table>	Start Date:	7/1/15	Delivery Date:	9/20/20	Finish Date:	10/31/20	% Complete	96%	 <p>Major Issues</p> <table border="0"> <tr> <td>Total Budget:</td> <td>\$34,154,326</td> </tr> <tr> <td>Spent to Date:</td> <td>\$28,895,642</td> </tr> <tr> <td>Remaining:</td> <td>\$5,258,684</td> </tr> <tr> <td>% Spent:</td> <td>88%</td> </tr> </table>	Total Budget:	\$34,154,326	Spent to Date:	\$28,895,642	Remaining:	\$5,258,684	% Spent:	88%	 <p>On Track</p> <p>Project stakeholders are aligned. Project is in alignment with OIT's Project Lifecycle Methodology and with all applicable state & federal laws, policies.</p>
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Remaining:	\$5,258,684																		
% Spent:	88%																		

Status Report Update

The Trails Modernization Master Project has been changed to an overall red status based on the combined red status for schedule and budget. The team has self-organized and begun the pursuit of a road map that will allow us to address schedule and budget and move the project to yellow.

Problem Statement: OIT/CDHS needs an agreed-upon, strategic roadmap for the Trails Product to get into **one** system (*“finish fast”*), **upgrade Oracle**, ensure **CCWIS** designation, and meet the **minimum requirements** determined by CDHS/Counties to ensure the **system is capable** of providing the tools the workforce needs to **provide services** for the citizens of Colorado.

Key Accomplishments	Plans For Next Period
<ul style="list-style-type: none"> - Deployed Family First (FFPSA) R6.0 on 5/31/20 and hotfix 6.1 on 6/7/20. - Based on contract and forensic analysis reviews, held a 6-day intensive Trails Leadership planning session to define “Finish Fast” timeline: 6/29/20-7/8/20 Identify Tactical Steps > 7/8/20-7/29/20 Strategy Dev > Present to ESC by 7/31/20. - Kicked-off discussions on security remediation engaging Data Governance for an aligned strategy, and resource alignment discussions. 	<ul style="list-style-type: none"> - Deploy Family First (FFPSA) service packs 6.2 (7/12/20) and 6.3 (TBD 8/30/20). - Complete resourcing activities for Trails related “finish fast” work, submit IAPD to Administration of Children and Families for strategy approval, complete contracting activities. - Continue Oracle upgrade development and testing tasks, continue Trials Modernization sprint development tasks, create a single Trails detailed schedule.

Current Risks

Risk	Description	Response Plan
Trails OIT Resource Readiness	Trails OIT resource readiness is critical to the overall project success. Need a plan, and scheduled activities to address project assigned and post-deployment areas of responsibility.	Continuing to address project resourcing and resource readiness. Focus includes building skills with agile, performance/test tools, knowledge transfer for modernized Trails coding and other skills/knowledge transition activities.



OIT Project Manager Christy Daniher
 OIT Sponsor Mark Herrera
 Business Sponsor Deb Goheen
 Business Lead Dean Williams
 Project Phase Execute



The DeCORuM (Department of Corrections Offender Records Management System) project will implement a comprehensive and integrated system that encompasses three (3) areas: Phase I: Electronic Health Records, Phase II: Offender Management, and Phase III: Parole & Community Services. This project will replace a number of separate, loosely integrated systems and result in the implementation of a modern, comprehensive electronic offender management system that is fully integrated with all necessary operations, financial modules, and systems.

Scope	Schedule	Budget	Policy
 <p>Phase 1 - Electronic Health Records Phase 2 - Offender Management Phase 3 - Parole Phase 4 - Contractual Enhancements</p> <p>Minor Issues</p>	 <p>Start Date: 04/01/14 Delivery Date: Finish Date: 06/30/23 % Complete 48%</p> <p>Minor Issues</p>	 <p>Total Budget: \$30,300,901 Spent to Date: \$21,803,017 Remaining: \$8,497,884 % Spent: 72%</p> <p>On Track</p>	 <p>Project stakeholders are aligned. Project is in alignment with OIT's Project Lifecycle Methodology and with all applicable state & federal laws, policies.</p> <p>On Track</p>

Status Report Update

The individual Scope and Schedule areas remain yellow due to a delayed Pharmacy implementation and a restructuring of subsequent releases, understanding impacts resulting from technical complexity and reaction to COVID-19 activities. Pharmacy was deployed as projected on 1/27/2020 and rolled back 12 days later when it was determined the system was experiencing issues which affected the ability of Pharmacy staff to release medications to the facilities. All application issues encountered during the rollout have been resolved clearing the way for parallel testing, user acceptance, and training activities. All other phases including Production/EHR, Phase II, and Phase III are moving forward in different stages.

Key Accomplishments	Plans For Next Period
<ul style="list-style-type: none"> - Production/EHR: Implemented Vendor product build for Psychological Code Changes and implemented a new COVID-19 patient screening form - Pharmacy: Vendor Product Builds received for go-live issue resolution; remaining data issues updated with milestones in the Pharmacy Action Plan through parallel testing and implementation readiness - Phase II: Vendor continues to provide incremental product builds 	<ul style="list-style-type: none"> - Phase I/EHR: Test and implement CDPHE / eOMIS Interface for Offender COVID-19 test results, Test Phase 1 CORHIO implementation - Phase I/Pharmacy: Complete vendor performed full data conversion, complete agency engaged parallel testing, and schedule application redeployment. - Phase II: Continue testing incremental builds received from the vendor; continue data forward and back bridge testing and web services testing

Current Risks

Risk	Description	Response Plan
Emergence of Parallel Projects	In addition to the main Phase II project, there are several deferred projects (Deferred BH/MH, CORHIO, Phase II, Phase III etc). Legacy projects to handle legislation are also impacting.	Creation of an overall project schedule showing resource utilization needs is being documented. Identifying all project that may have an impact on DeCORuM.
Data Conversion	Challenges with producing a valid data conversion	Vendor continues to run mock data conversions.
COVID - 19	Question is if Clinical has enough staffing to handle a deployment while a facility is on a Phase 3 lockdown	DOC is monitoring the situation and will make a final determination prior to go-live.



DNR-CPW-Law Enforcement System (RAMS)

OIT Project Manager Marjorie Dodson
 OIT Sponsor Davyd Smith
 Business Sponsor Heather Dugan
 Business Lead Heather Dugan
 Project Phase Initiate



CPW is seeking a vendor hosted and maintained solution to replace and combine the legacy State Parks Law Enforcement Citation System (LECS) and the Colorado Wildlife Violation Management System (VMS). Both systems will need to be replaced with a Case Management system. (See project description form for more detail)

Scope	Schedule	Budget	Policy																
 <p>Scope remains unchanged based on previously defined project requirements</p>	 <p>On Track</p> <table border="0"> <tr> <td>Start Date:</td> <td>11/3/15</td> </tr> <tr> <td>Delivery Date:</td> <td></td> </tr> <tr> <td>Finish Date:</td> <td>6/30/2021</td> </tr> <tr> <td>% Complete</td> <td>25%</td> </tr> </table>	Start Date:	11/3/15	Delivery Date:		Finish Date:	6/30/2021	% Complete	25%	 <p>On Track</p> <table border="0"> <tr> <td>Total Budget:</td> <td>\$2,667,221</td> </tr> <tr> <td>Spent to Date:</td> <td>\$690,070.33</td> </tr> <tr> <td>Remaining:</td> <td>\$1,977,150.67</td> </tr> <tr> <td>% Spent:</td> <td>26%</td> </tr> </table>	Total Budget:	\$2,667,221	Spent to Date:	\$690,070.33	Remaining:	\$1,977,150.67	% Spent:	26%	 <p>On Track</p> <p>Project stakeholders are aligned. Project is in alignment with OIT's Project Lifecycle Methodology and with all applicable state & federal laws, policies.</p>
Start Date:	11/3/15																		
Delivery Date:																			
Finish Date:	6/30/2021																		
% Complete	25%																		
Total Budget:	\$2,667,221																		
Spent to Date:	\$690,070.33																		
Remaining:	\$1,977,150.67																		
% Spent:	26%																		

Status Report Update

Both the Smartcop contract and the IV&V contract are in execution status.
 Project is in Gate 3 of life cycle, Planning Phase.
 Requirements gathering, data mapping and project document creation underway.
 Schedule remains yellow due to unforeseen issues with test environment access for CPW and the due date for the production environment is now per the project timeline.

Key Accomplishments	Plans For Next Period
<p>Project timeline has been signed off and published. Data mapping from legacy systems being performed by SmartCop. Project plan and related documentation is on target for mid August completion. IV&V has conducted preliminary interviews with the project team. Test environment is live, production to be available by 7/17 BA is developing UAT plan.</p>	<p>OIT- System Architecture Design to be completed, technology security controls will be identified, checklist review will be sent to CJIS team. Complete all project planning documentation for Gate 3. Incorporate desktop services in future planning meetings to develop test plan. Work with CJIS to review Law Enforcement training requirements in the new process.</p>

Current Risks

Risk	Description	Response Plan
No risks to report at this time		



DPA HRWorks - Agile - Closed 5/19/2020

OIT Project Manager Scott Holland
 OIT Sponsor Daniel Santangelo
 Business Sponsor Kara Veitch
 Business Lead Tobin Follenweider
 Project Phase Execute



This project replaces PROJ008841, which was scoped to be a single roll-out of six work streams. This project has been now renamed HRWorks - Agile (PROJ012830) as the project will be adopting an Agile methodology moving forward. This project will implement Human Capital Management and a Time and Leave system. We are also using the guidelines from Colorado Digital Service assessment and using CDS as a active partner on project as they bringing their product management and contracting expertise to the table. On May 19, 2020, the project was canceled due to lack of state funding. The State will continue to assess critical Human Resource and Payroll ecosystems for the need of ongoing investments.

Scope	Schedule	Budget	Policy
 <p>Project was rescoped to include Human Capital Management and CGI Time and Leave.</p> <p>Minor Issues</p>	 <p>Start Date: 6/25/18 Delivery Date: Dependent on POC Finish Date: Dependent on POC % Complete: Dependent on POC</p> <p>Minor Issues</p>	 <p>Total Budget: \$43,160,698 Spent to Date: \$39,141,007 Remaining: \$4,019,691 % Spent: 91%</p> <p>Major Issues</p>	 <p>Project stakeholders are aligned. Project is in alignment with OIT's Project Lifecycle Methodology and with all applicable state & federal laws, policies.</p>

Status Report Update

Project accomplished the Proof of Concept (POC) and was stopped on May 19, 2020

- Scope: Yellow - POC was successful
- Schedule: Yellow - POC was delivered on the target date
- Budget: Red - HRWorks has \$4M remaining in the project budget.
- Mitigation: To bring the project, scope, and schedule back into green is contingent upon the POC

Key Accomplishments	Plans For Next Period
<ul style="list-style-type: none"> - Worked thru Sprint 10-16 - Sprint Planning - Daily scrum ceremonious - POC was successful. The team successfully integrated the two HR systems to transfer data from one system to the next in a real-time matter. - Closing the project - Decommissioning systems - Terminating contracts with vendors - Documenting lesson learn 	<p>-DPA and OIT are assessing existing critical HR and Payroll systems and the need for ongoing investment</p>

Current Risks

Risk	Description	Response Plan
No risks to report at this time		



Enterprise - Active Directory Consolidation - CLOSED 6/30/2020

OIT Project Manager Shelly Porter
 OIT Sponsor Debbi Blyth
 Business Sponsor Yvette Florez
 Business Lead Jim Karlin
 Project Phase Execute



The AD Consolidation project will span all Executive Branch Agencies. Each agency will have the opportunity for a complete AD Migration into the Colorado forest, or be federated into an Enterprise directory system. PROJ010686 is completed which reflects Phase one of the Azure AD synchronization. Azure Active Directory Connect (AAD) has been deployed in the OIT domain and is connected to the Active Directory (AD) forests and domains for the following 5 State agencies: CDA, CDOT, CDPHE, CDPS, and OIT Phase 2: DPA, DORA, DOR, DOC, DNR, CDLE and CDHS. Phase 3: Remaining Agencies.

Scope	Schedule	Budget	Policy
 No changes to scope On Track	 Start Date: 2/13/17 Delivery Date: 5/31/20 Finish Date: 5/31/20 % Complete 84% On Track	 Total Budget: \$* Spent to Date: \$* Remaining: \$* % Spent: * On Track	 Project stakeholders are aligned. Project is in alignment with OIT's Project Lifecycle Methodology and with all applicable state & federal laws, policies. On Track

Status Report Update

-The AD Consolidation project is 100% complete 6/30/20.

* All resources working on this project are covered by common policy.

Key Accomplishments	Plans For Next Period
-Project completion -The following agencies are now consolidated into Azure: CDPS, DPA, DORA, CDOR, DOC, DNR, CDLE, CDHS, HCPF, DOLA, GOV	s

Current Risks

Risk	Description	Response Plan
Resource availability due to COVID-19 tasks	Resources may be redirected to COVID-19 tasks and not able available to complete AD Consolidation tasks.	Mitigation plan may be to extend the project end date.



Enterprise - Firewall Migrations

OIT Project Manager	Joe Jackson
OIT Sponsor	Don Wisdom
Business Sponsor	Bernadette Pasillas
Business Lead	Alfrich Anderson
Project Phase	Execute



As part of the Secure Colorado initiative, OIT will migrate agency perimeter firewalls in the Denver area to the enterprise firewall solution.

Scope	Schedule	Budget	Policy																
 <p>No changes to scope</p> <p>On Track</p>	 <table border="1"> <tr> <td>Start Date:</td> <td>4/21/14</td> </tr> <tr> <td>Delivery Date:</td> <td>6/30/20</td> </tr> <tr> <td>Finish Date:</td> <td>12/31/20</td> </tr> <tr> <td>% Complete</td> <td>95%</td> </tr> </table> <p>On Track</p>	Start Date:	4/21/14	Delivery Date:	6/30/20	Finish Date:	12/31/20	% Complete	95%	 <table border="1"> <tr> <td>Total Budget:</td> <td>\$*</td> </tr> <tr> <td>Spent to Date:</td> <td>\$*</td> </tr> <tr> <td>Remaining:</td> <td>\$*</td> </tr> <tr> <td>% Spent:</td> <td>*</td> </tr> </table> <p>On Track</p>	Total Budget:	\$*	Spent to Date:	\$*	Remaining:	\$*	% Spent:	*	 <p>Project stakeholders are aligned. Project is in alignment with OIT's Project Lifecycle Methodology and with all applicable state & federal laws, policies.</p> <p>On Track</p>
Start Date:	4/21/14																		
Delivery Date:	6/30/20																		
Finish Date:	12/31/20																		
% Complete	95%																		
Total Budget:	\$*																		
Spent to Date:	\$*																		
Remaining:	\$*																		
% Spent:	*																		

Status Report Update

Overall project status is Green as we have completed 16 of 17 agencies. A decision was made to postpone CDLE until FY21 and that migration will be a new project. In spite of COVID-19 pandemic, OIT was able to provide sufficient technical resources to allow the project to work towards completing the aggressive migration schedule and keep the overall project on time and on budget. CDOR, CDHS, OIT, GOV, DORA, CDPS, DPA, & CST to have a new FY21 Project designated for Firewall Rules Cleanup lasting through December 2020.

* All resources working on this project are covered by common policy.

Key Accomplishments	Plans For Next Period
<ul style="list-style-type: none"> - Successfully migrated: Treasury (6/20); DPA (6/13); CDPS (6/9); DORA (5/16); GOV (5/2); OIT (4/25). - All 31 CDLE Site2Site tunnel migrations have been completed. 	<ul style="list-style-type: none"> - Continue post-migration monitoring efforts for CDOR, CDHS, OIT, GOV, DORA, CDPS, DPA and CST.

Current Risks

Risk	Description	Response Plan
COVID-19 Pandemic	Pandemic presents unique challenges in building access, and technical resources.	see Business Continuity Plan (COOP)



Enterprise - Mainframe Decommission

OIT Project Manager Shelly Porter
 OIT Sponsor Don Wisdom
 Business Sponsor Dan Santangelo
 Business Lead Bill Smith
 Project Phase Plan



Effort to compile all mainframe applications, processes, and data, track status of ongoing projects for modernizing these applications and processes, and actively work toward retirement of the mainframe service.

Scope



On Track

Discovery is underway to determine complete project scope.

Schedule



Minor Issues

Start Date: 1/4/18
 Delivery Date:
 Finish Date: 12/31/21
 % Complete 25%

Budget



On Track

Total Budget: \$*
 Spent to Date: \$*
 Remaining: \$*
 % Spent: *

Policy



On Track

Project stakeholders are aligned. Project is in alignment with OIT's Project Lifecycle Methodology and with all applicable state & federal laws, policies.

Status Report Update

The project scope has been redefined to focus on on CyberFusion/Managed File Transfer (incoming file from the Social Security Administration) migration tasks as directed by Dan Santangelo in January. The timeline for the migration will be determined after the SSA certification of the migration plan is complete.

Full decommissioning of the mainframe is dependent on the migration/replacement of CPPS and the Identity Resolution project.

* All resources working on this project are covered by common policy.

Key Accomplishments

- New server for SSA Managed File Transfer file request is complete
- New server configuration and firewall request in progress

Plans For Next Period

- Next Steps:
- Determine acceptable outage dates to complete work
 - Complete new server configuration and begin testing
 - Complete Security Evaluation Questionnaire and submit to SSA

Current Risks

Risk	Description	Response Plan
Outage window	Currently have only a small number of possible dates for the outage.	Project team is coordinating with IT Directors and Agencies to determine acceptable date and mitigations plans.



Enterprise - Wireless Solution

OIT Project Manager Joe Jackson
 OIT Sponsor Dan Santangelo
 Business Sponsor Don Wisdom
 Business Lead Bernadette Pasillas
 Project Phase Execute



Enterprise Wireless directly addresses Department goals to provide “Customer Success, Innovation, and Service Excellence” by creating an Enterprise service that has high demand, meets growth, allows for new features, and gives customers the convenience and flexibility.

Scope	Schedule	Budget	Policy
 No changes to scope On Track	 Start Date: 9/7/16 Delivery Date: 2/21/20 Finish Date: 12/4/20 % Complete 73% Major Issues	 Total Budget: \$72,027 Spent to Date: \$72,000 Remaining: \$27 % Spent: 100% On Track	 Project stakeholders are aligned. Project is in alignment with OIT's Project Lifecycle Methodology and with all applicable state & federal laws, policies. On Track

Status Report Update

Red status due to COVID-19 preventing building physical access and technical resources busy with KSO tasks.
 9 Agency Wireless migrations completed
 9 Agency Wireless migrations still pending

Project to remain in Red status until additional technical resources are available.

Key Accomplishments	Plans For Next Period
1. Build out Core Enterprise Wireless Network for DNR and DOLA. 2. Firewall rules implemented and tested communication between the Enterprise Shared Service Platform Network and Enterprise Identity Service Engine which verifies user and hardware before allowing access to the state network.. 3. Tested DNR and DOLA domain users authentication, association and ability to reach internal agency resources.	Plan migrations for remaining 9 agencies - remaining work to be done with common policy resources.

Current Risks

Risk	Description	Response Plan
COVID-19 Pandemic	Pandemic presents unique challenges in building access, and technical resources.	see Business Continuity Plan (COOP)



DOR-TAX - Sales and Use Tax Simplification

OIT Project Manager Stephen Maguina
 OIT Sponsor Debbie Thibault
 Business Sponsor Brendon Reese
 Business Lead Scott McKimmy
 Project Phase Execution



Under SB19-006;
 "Concerning an electronic sales and use tax simplification system, and, in connection therewith, requiring the Office of Information Technology to conduct a sourcing method for the development of the system and requiring the Department of Revenue to establish the implementation of the system for the acceptance of returns and processing of payments for the sales and use tax levied by the state and any local taxing jurisdictions, and making an appropriation."

Scope	Schedule	Budget	Policy
 On Track No changes to scope	 On Track Start Date: 7/1/19 Delivery Date: Finish Date: 3/1/21 ¹ % Complete 70%	 On Track Total Budget: \$9,650,000 ² Spent to Date: \$4,485,436 ³ Remaining: \$5,164,564 % Spent: 46.5%	 On Track Project stakeholders are aligned. Project is in alignment with OIT's Project Lifecycle Methodology and with all applicable state & federal laws, policies.

Status Report Update

The project has completed the implementation of the software with the soft launch on May 6th. Focus has now shifted to the remaining scope of the project which is the on-boarding of the Home Rule jurisdictions.

¹ "Finish Date" has been updated to reflect current targets for onboarding the majority of all Home Rules. Prior date of 6/30/20 was reflective of the implementation of the software only.

² "Project budget" has been updated to reflect recent General Fund reversion commitments of \$4.5M in FY19-20 and \$4.6M in FY20-21

³ "Spend to Date" has been updated to remove encumbrances for some out-year prepayments that were originally planned

Key Accomplishments	Plans For Next Period
System "soft launched" on 5/6 as scheduled. Functionality exceeded the minimal viable product established at the start, allowing lookups of sales and use tax but also credits and exemptions with a robust remittance service. As of July 6, 2020, twelve (17%) Home Rule jurisdictions have already signed on, 24% more are in the process of approval, and 48% more are in the evaluation stage.	Continued onboarding of Home Rule jurisdictions.

Current Risks

Risk	Description	Response Plan
None		



OIT Project Manager Olga Klinger
 OIT Sponsor Theresa Szczurek
 Business Sponsor Russell Castagnaro
 Business Lead Mike Dixon
 Project Phase Execute



myColorado™ is the State of Colorado's official mobile app™. One of the app's core features, Colorado Digital ID™, allows Coloradans to create and store an electronic version of their Colorado driver license or state ID on their smartphone as proof of identity within the state. It provides residents with secure and convenient access to digital identity and state services anytime, anywhere. The app also allows users to renew a Colorado driver license, link to other important agency services such as Colorado PEAK and 17 additional DMV services, easily search state services, and receive notifications for important state information such as COVID-19.

Scope	Schedule	Budget	Policy
 No changes to scope 	 Start Date: 1/1/16 Delivery Date: 11/30/20 Finish Date: 12/31/20 % Complete 62% 	 Total Budget: \$3,693,184 Spent to Date: \$2,735,226 Remaining: 957,958 % Spent: 74% 	 Project stakeholders are aligned. Project is in alignment with OIT's Project Lifecycle Methodology and with all applicable state & federal laws, policies. 

Status Report Update

The myColorado updates offer residents convenient access to vehicle registration and insurance cards, COVID-19 information with a menu of multiple helpful links, Colorado PEAK®, 17 additional Division of Motor Vehicles (DMV) services, State of Colorado job opportunities and Chat Support. Additionally, Coloradans can receive COVID-19 alerts and other important information in real time through myColorado push notifications.

Key Accomplishments	Plans For Next Period
<ul style="list-style-type: none"> - myColorado mobile app adoption since public launch: 55,579 opened accounts - Driver License or State ID Card renewal since public launch: 1,149 - myColorado Release 1.2.4: Access to insurance card within the digital wallet - myColorado Release 1.2.3: Access to COVID information, PEAK, State Jobs, Sex Offender, Medical Marijuana Registry, and MyBizColorado agency services - myColorado Release version 1.2.2: Colorado Digital ID redesign - myColorado Release version 1.2.1: Access to vehicle registration card within the digital wallet 	myColorado Release 2.0 phase planning: <ul style="list-style-type: none"> - Selfie verification design enhancements - Digital ID education and adoption by Colorado state agencies - Law enforcement and Merchant integration to meet Executive Order of accepting Colorado Digital ID by November 30, 2020

Risk	Description	Response Plan
FY 22 Budget	FY22 (and beyond) budget is not approved	Drafted a myColorado budget concept paper for JBC



CBMS Transformation

OIT Project Manager Stephen Fogel
 OIT Sponsor: Herb Wilson
 Business Sponsor CDHS & HCPF EDs
 Business Lead Ki'i Powell
 Marivel Kueckman
 Project Phase Optimization



The CBMS Transformation project provided an opportunity to re-design the existing user experience / user interface to take advantage of enhanced workflow and UI capabilities. The system now resides in a cloud infrastructure that removed the need for CBMS to be housed in the State data center. The impacts will be measured through collection of county user data and monitoring post-Transformation, as detailed in the Impact Assessment Plan. The new system provides a more robust and secure environment, a modern user experience, and the ability to make case management more efficient and effective. Note: CBMS is an ongoing product with program updates and enhancements occurring monthly. This slide refers to the transformation project itself.

Scope



No changes to scope

On Track

Schedule



On Track

Start Date: 11/1/17
 Delivery Date: 8/26/19
 Finish Date: 5/14/20
 % Complete 100%

Budget



On Track

Total Budget: \$44,252,134
 Spent to Date: \$44,252,134
 Remaining: \$0
 % Spent: 100%

Policy



On Track

Project stakeholders are aligned. Project is in alignment with OIT's Project Lifecycle Methodology and with all applicable state & federal laws, policies.

Status Report Update

The project completed the migration to AWS in September 2018 and delivered the 470+ new user screens in Salesforce on August 26, 2019. Since then the focus has been optimizing the new system for the users. Over 600 enhancements and fixes have been implemented since going live. This will continue until counties report that the new system is as efficient as the previous CBMS user interface. Most counties little to no case backlog and a return to 95% of cases processed timely. The Independent Validation & Verification (IV&V) vendor SLI reports that this project is in **green status in the categories of schedule, scope, budget, resources and quality.** SLI now reports CBMS is in normal operational mode. Note, based on its past performance and impact, CDHS and HCPF Executive Directors rate CBMS as **red.**

Key Accomplishments

- June major build with 47 projects representing approximately 38,000 hours of work was deployed successfully into production on 6/14.
- April major build with 37 projects representing approximately 16,000 hours of work was deployed successfully into production on 4/12.
- Implemented a total of 23 emergency projects in support of COVID-19 crisis to extend or renew benefits and other program changes.
- As of the end of June county timeliness in the delivery of benefits in all categories exceeds 95% for the first time since transformation.
- Most counties are reporting little or no backlog as of the end of June.

Plans For Next Period

- Major build on target for July 18 release to production with 16 projects and 48 other fixes and enhancements.
- Preparing a August major release with 29 projects and 35 other fixes or enhancements representing 28,725 hours of work.
- Preparing for the expiration of the federal COVID-19 waivers and subsequent increasing application volumes, redeterminations and significant increase in workload for the county caseworkers.

Current Risks

Risk	Description	Response Plan
Timely delivery of benefits to clients	The COVID-19 crisis continues to impact counties in varying degrees. Counties are compensating through adjusted work hours, working remotely and federal waivers on certain case processing requirements.	OIT, CDHS, and HCFP are supporting counties with emergency changes, extending benefits, automating work like food assistance redeterminations, and implementing enhancements almost weekly.