Project Closeout Report
Presented to the IT Committee January 11, 2012

Project Name: Crime Lab Information Management Systems (LIMS)

Agency: Office of Attorney General

Business Unit/Program Area: Crime Lab

Project Sponsor: Cher Thomas, Director, Information Technology Division

Hope Olson, Director, Crime Lab Division

Project Director: Teri Evenson

Project Manager: Brenda Bulawa

Objectives		
	Measurements	
Project Objectives	Met/ Not Met	Description
Implement a LIMS for the Crime Lab that manages both forensic and toxicology processes.	Met	**Measurement:** Selected a COTS product that manages both forensic and toxicology processes. **Result:** The Attorney General Office entered into contract with Forensic Advantage to purchase, install, configure and implement their product on 2/1/10. This product manages both forensic and toxicology processes.
Keep information in one application (without the need of downloading information into spreadsheets).	Met	**Measurement:** The new functionality of LIMS will replace 13 manually created/updated spreadsheets. **Result:** The original 13 spreadsheets have been replaced or integrated into the LIMS. Several other documents that were manually created by discipline have also have been replaced or integrated.
Integrate instrument information and provide reports and statistical analysis.	Met	**Measurement:** 75% of instruments data used in the Crime Lab today will be available in LIMS. **Result:** 100% of the instrument data generated is stored in LIMS either as a .pdf or electronically.

Administer the certification of instruments and law enforcement officers.	Met	**Measurement:** Automate the tracking and certifying over 50 breath alcohol instruments.
		Result: Automated the tracking and certifying of 72 Intoxilyzer 8000's. Also, automated the tracking of 855 Intoxilyzer S-D5 instruments some which were not included in the old system
		Measurement: Automate the tracking and certification of training for over 1400 law enforcement officers.
		Result: Automated the tracking and certifying of training for 1,839 law enforcement and other operators with the new 24/7 program.
Ease of gathering information for statistical and external reporting.	Met	**Measurement:** Automate 100% of current manual statistical report
		Result: The manual statistical reporting required by external agencies (DOT, NIJ grants, and NFLIS) is now automated 100% with the tools available in FA LIMS.
Facilitate the bar coding of evidence and the tracking of evidence from point of submittal till final disposition at the crime lab.	Met	**Measurement:** The Crime Lab will decrease the turnaround time, (from the time evidence is received to disposition) in the toxicology section by at least 10%.
		Result: The workflow for the Toxicology Section has changed significantly because of FA LIMS. For the first three months, a 34% drop in turn-around time was demonstrated.
Meet International Organization of Standardization (ISO) requirements.	Partially Met	**Measurement:** The project sponsor will submit for ISO accreditation after implementation of the LIMS project. The project sponsor will update Legislative IT of its status pending the accreditation audit.
		Result: Crime Lab has submitted the application for ISO accreditation Fall of 2011. The project sponsor will provide Legislative IT the status of the accreditation when it is achieved. The timeframe for achieving ISO accreditation is approx. 9 – 12 months.
To meet the Adam Walsh requirements requiring DNA status being sent to the FBI.	Met	**Measurement:** Automate a service to extract DNA information from LIMS to be forwarded to the FBI monthly. At the time of project closing there will be a successful run of this service.
		Result: The automated service that extracts the DNA information has been successfully tested and implemented.

Schedule Objectives					
Met/ Not Met	Original Baseline Schedule (in Months)	Final Baseline Schedule (in Months)	Actual Schedule (in Months)	Variance to Original Baseline	Variance to Final Baseline
Met	18 Months	18 Months	18 Months	0%	0%

Budget Objectives					
Met/ Not Met	Original Baseline Budget	Final Baseline Budget	Actual Costs	Variance to Original Baseline	Variance to Final Baseline
Met	$700,000	$700,000	$589,541	15.8% UNDER	15.8% UNDER

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Major Scope Changes
No major scope changes occurred during this project.

Lessons Learned

- Once a vendor is selected they should provide a demo to the stakeholders to explain their product and demonstrate the functionality that won them the bid. Often times the entire project team is not included in the RFP selection process.
- This vendor was accustomed to working in an agile environment. Many of the selected vendor's references found this difficult to manage. This project was setup followed a waterfall methodology. The PM needed to manage the vendor continuously.
- During the kickoff meeting and in the Project Plan a terminology section should be included and updated throughout the project so time is not wasted on understanding what the other person was trying to say.
- Onsite support and onsite training would have substantially reduced schedule. Cost would have been significantly increased.
- Evaluate resource leveling for the project team to support their daily work and project work is adequate.
- Well documented communication is essential to the success of any project.
- If you are using SharePoint set up a one hour user training session on why it is used and how to use it.
- When a project takes a long time and you get down to the end of the project there is a tendency just to get it done. You really need discipline to keep on and not compromising just to get it done.
- If the COTS product is modular see if you can do an iterative approach and implement pieces so you can start earning value sooner than waiting for the entire project to be done.
- Vendor should have and make available a subject matter expert who is knowledgeable of their entire COTS product and industry they are trying to serve.
- Vendor needs to participate in the creation of the Project Plan and schedule with detailed explanation of their task/assignments for a clear understanding during execution.
- The vendor should have the right individuals during the status meeting to answer questions and address issues.

Success Stories

- Several BCI Agents reported (at a recent in-service) how much they liked being able to track progress of crime lab reports and access the reports via the AG's link in CJIS.
- This product is almost paperless and requires no storage of physical files reducing greatly the possibility of lost or misplaced documents.
- The system will allow the crime lab and AG to manage DNA and tie it to fingerprints.
- Each individual discipline has case processing available via electronic means.