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Lucia A. Nixon, Ph.D, Director  
Office of Program Evaluation &  
Government Accountability  
Maine State Legislature

March 10, 2021

Dear Dr. Nixon,

Firstly, thank you for your phone call on Monday, March 8th and for your email on Tuesday, March 9th.

Per your request in your email, I am providing written responses to the outstanding questions posed in the OPEGA Review Request Form. Per our conversation, I will only be discussing the fiscal issues I raised in the March 4, 2021 Appropriations and Financial Affairs Work Session.

**3. What specific questions would you like an OPEGA review to answer?**

- In the previous administration, what were the original appropriation, personnel, contracting, and timeline plans proposed to DAFS and the committee of jurisdiction?
- In the previous administration, in which ways did the appropriation, personnel, contracting and timeline plans proposed to DAFS and the committee of jurisdiction change?
- In the current administration, what were the appropriation, personnel, contracting, and timeline plans proposed to DAFS and the committee of jurisdiction in the 2020-2021 Biennial Budget?
- In the current administration, in which ways did the appropriation, personnel, contracting and timeline plans proposed to DAFS and the committee of jurisdiction change?
- For which reasons was there an additional appropriation needed, as proposed in the Supplemental Budget?
- Including state employees and contractors what has leadership turnover looked like? How does it compare to other initiatives within DAFS?

- Including state employees and contractors what has overall employee turnover looked like? How does it compare to other initiatives within DAFS?
- At any point in time, was contractor pay cut? If yes, how did this impact the program? What process was used to determine the impact?
- What were the terms of the original contract with Workday? How has the original contract with Workday changed over time?
- How many times has partial and/or full implementation of the Workday been delayed?
- Has the program achieved its goals as they were stated to the committee of jurisdiction within the 2020-2021 Biennial Budget?
- Was the status of the program clearly stated and updated to the committee of jurisdiction throughout the 2020-2021 Supplemental Budget process?
- What are the current outstanding debts to vendors? Were these debts, both the types and amounts, originally planned or unplanned?
- Have there been any internal reviews of the program? If so, what prompted them? What were the results?
- Have there been cost-benefit analyses and/or financial audits of the program? If so, what prompted them? What were the results?
- The committee of jurisdiction was notified that Workday will be going 'live' next calendar year. Even given the change of the prime contractors no longer working on the program, the committee was told there was no change to the timeline. Is this, in fact, true?

Additionally, I would be more than welcome to working with OPEGA to craft more questions. These initial questions will provide OPEGA with some initial information in order to determine what the next questions might be.

#### **4. What potential beneficial outcomes do you expect may come from OPEGA performing a review?**

The benefit would be to determine if this program has been a proper use of public funds or not.

#### **5. Have you pursued other avenues to address your concerns?**

I have asked the Commissioner of DAFS probing questions during the Supplemental Budget process. I have asked others with knowledge of the program about the history of the program.

**6. What else, if anything, would you like to add to help the GOC and OPEGA understand your concern?**

I believe either GOC or OPEGA should consider recommending an employee climate survey as a part of the fact-finding process. This should include former employees of the program when possible.

Respectfully,

A handwritten signature in black ink, appearing to read "Justin Fecteau". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Rep. Justin Fecteau