



**Mark Molesworth
Project Manager**

**Enterprise
Architecture**





Large Information Technology Projects



THANK YOU!!!



Information Technology Department

600 E Boulevard Ave., Dept 112 • Bismarck, ND 58505-0100 • (701) 328-3190

August 26, 2014

TO: Members of the Legislative IT Committee
 Legislative Council
 RE: Large Project Summary Report

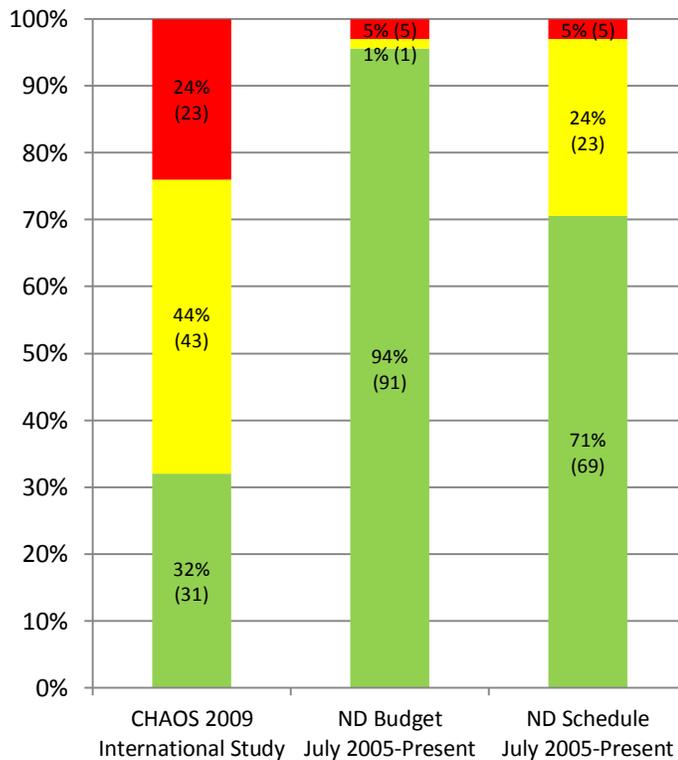
Greetings,

Attached to this cover letter is the Large Project Summary Report for the period ending June 30, 2014.

A historical review of projects completed to date can be viewed graphically below. The legend for this graphic is defined below and aligns North Dakota's mandated thresholds with the criteria of The Standish Group CHAOS Report 2009 (Column 1). Columns 2 & 3 represent those projects that have completed since July 2005, representing the application of budget/schedule variance in accordance with NDCC 54-59-23.

- Green** = Within Threshold
- Yellow** = Beyond Threshold But Obtained Strategic Objectives
- Red** = Terminated or Did Not Obtain Strategic Objectives

Completed Projects Historical Analysis by Percentage (Project)





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Large Project Summary Report
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4 projects were reported complete this quarter.

Agency	Project	Budget	Schedule
Department of Commerce	Website Migration	Under	Within Variance
Department of Health	Women, Infants, and Children Electronic Benefits Transfer (WIC EBT)	Under	Over
Department of Public Instruction	ND State Longitudinal Education Data System (ndSLEDS)	Within Variance	On
Information Technology Department	ND Health Information Network	Under	Within Variance

5 projects were reported in the planning stage this quarter.

Agency	Project
Adjutant General	Statewide Records Management System
Department of Health	WIC Management Information System Upgrade
Department of Human Services	Operating Rules
Department of Transportation	Motor Vehicle System Redesign
Information Technology Department	K-12 Identity Management Services

No projects moved into the execution phase this quarter.

Agency	Project



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The following 4 projects have a budget in excess of \$5,000,000 and will receive ongoing cover letter reports regardless of project health.

Agency	Project
Department of Human Services	Eligibility System Modernization
<p>This project has an overall operational status of RED. The budget variance is reported as 3.5% UNDER and the schedule variance is reported as 15.2% BEHIND when measured against their approved baselines. The project continues to focus its efforts on completing the work associated with ACA. The project is significantly behind the original baselined schedule for Phase 1 and is expected to be significantly over budget for phase 1 (ACA). DHS continued to utilize the contingency process and will need to for quite some time. Rescheduling activities now suggest a Phase 1 completion date of the second and third quarter 2015. Progress was made in the design, development, and system testing areas. The project team continues a significant re-planning effort for Phase 1 to adjust the deployment strategy and scheduled timelines. CMS conducted an onsite visit in April 2014 which included discussions on contingency plan, risk reduction, reusability options (other state built solutions), COTS products, and project schedule. CMS made several recommendations, of which one was to look into a system transfer in order to improve the state's timeline. A team visited Montana and Michigan to determine if there was a system in production that could be transferred in order to improve upon our timeline while maintaining our long term goals. As a result of these state visits, it was decided to proceed with releasing an RFP to further explore options. It was also decided to place Phase 2 on hold pending the results of the procurement effort. Since entire project will not be baselined until the completion dates for the entire project have been determined, the project continues to operate out of compliance with STD009-05 as they are executing without a completed project plan. The re-plan for phase 1 will allow the project team to effectively control the project including monitoring of cost/schedule variance.</p>	
Department of Human Services	Medicaid Systems Project
<p>DHS is reporting the project as YELLOW overall. The project is reporting 10.8% BEHIND schedule and 2.3% UNDER budget when measured against the current baseline of September 1, 2014. The state and Xerox have agreed to a new schedule. This is the first approved schedule since the October 2013 schedule was approved in November 2012. The current schedule reflects a Sept 1, 2014, go-live date. The September date will have the project complete 179% BEHIND schedule and 31.0% OVER budget when measured against the original baseline. However, they are already missing milestone dates on this new schedule. The project continues to overlap testing phases; increasing risks in the project success and adding additional strain on state staff. At this point the state is not clear on the relationship between Xerox and their sub-vendor, Cognizant and how that impacts the requirement of Xerox being the primary contractor.</p>	
Job Service North Dakota	Wyoming, Colorado, Arizona, North Dakota UI Consortium (WyCAN)
<p>This project has moved into the execution phase and is reporting YELLOW overall. The project is reporting 22.4% BEHIND schedule and 7.0% UNDER budget when measured against the current baseline. The vendor, HCLA and WyCAN are re-planning the methodology and project schedule. This is in an effort to gain efficiencies in the work in hopes of positively impacting the existing schedule variance. Work on the North Dakota tasks continues to progress well.</p>	



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Secretary of State	SOS File 2.0
This project has an overall operational status of GREEN when measured against the newly re-baselined plan. At the end of quarter 2, 2014, the budget variance is reported as 3.1% UNDER and the schedule variance is reported as 1.3% AHEAD. When measured against the project's original baseline, variance measurements are 32.8% behind schedule and 11.9% over budget.	

Of the remaining 5 active projects, 4 were reported as **GREEN**, 1 was rated **YELLOW**, and 0 were rated **RED**. The following active project is being monitored closely due to budget/schedule variance concerns.

Agency	Project
Veteran's Home	Electronic Medical Records
This project is reporting YELLOW overall. The project is reporting 30.3% BEHIND schedule and 10.1% UNDER budget when measured against the current baseline. This project has been in production use and providing value since February 3rd for the clinical module and March 1st for the financial module. However, due to disagreements with the vendor regarding functionality which the Veteran's Home expected to be included in the project, the project and contract were held open until discussions were exhausted, resulting in the large schedule variance. This project is expected to complete in the 3rd quarter of 2014.	

Please refer to the Large Project Quarterly Report for more information about each project. Feel free to contact me with any questions.

Sincerely,

Mike Ressler

Mike Ressler
Chief Information Officer

1080 - Secretary Of State**Project Name:** SOS File 2.0

Description North Dakota's Office of the Secretary of State (SOS) has partnered with the North Dakota Information Technology Department (ITD) to build from scratch a web-based software system to manage SOS processes for Central Indexing, Licensing and Registrations, and Campaign Finance. This new business solution will allow SOS personnel, public users and other third parties the ability to view, update, search, and manage information related to these lines of business via web browsers. Additionally, the new web server-based application will replace and retire the existing mainframe, AS400, and WebSphere based legacy systems.

Overall Project Status: Green

LPO Summary: The project team has continued to conduct user acceptance testing for phase 1 (back office) while documenting design requirements for phase 2 (public online, fillable pdf forms and subscriptions). A campaign finance solution was deployed on 5/1 and is currently in use.

Schedule Variance: 1.3 % Ahead **Budget Variance:** 3.1 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
05/04/2012	10/03/2014	11/12/2015	42	\$ 3,684,889	\$ 5,500,135	\$ 3,764,875	\$ 5,378,278

1120 - Information Technology Department**Project Name:** Billing System Rewrite

Description ITD currently has three legacy billing systems that run on two separate legacy technology platforms. These systems are over twenty-seven years old. This project involves the rewrite two of these systems to a more current technology platform. ITD would also like to potentially gain some internal efficiency as well as give State agencies better access to billing details and reports.

Overall Project Status: Green

LPO Summary: Phase 4 of 5 phases of design completed this quarter with only one task in Phase 5 remaining. The business staff have been working on the data conversion preparation and communications activities. The project is on schedule and under budget.

Schedule Variance: 3.3 % Ahead **Budget Variance:** 22.5 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
10/07/2013	06/30/2015	N/A	20	\$ 1,007,061	\$ 1,009,505	\$ 231,580	\$ 944,247

1120 - Information Technology Department

Project Name: HITC Health Information Network

Description A Health Information Network (HIN) provides the capability to electronically move clinical information among disparate health care information systems while maintaining the meaning of the information being exchanged. ITD, on behalf of the Health Information Technology Advisory Committee (HITAC), is the entity that will administer the State of North Dakota's HIN cooperative effort. The project will be completed in two phases: In Phase One, the objective will be to develop and finalize strategic and operational plans. Upon approval by the Office of the National Coordinator for Health Information Technology (ONC), Phase Two will commence. The objective of Phase Two will be the implementation of the Health Information Exchange model identified in the Strategic and Operational Plan.

Overall Project Status: Green

LPO Summary: This project has been completed successfully. It should be noted that both budget and schedule variance are reflective of and include the time and effort spent with the first vendor. The project ESC chose not to cancel and restart the project, but to accept the variances caused by the time spent with vendor 1, the selection of vendor 2, and the restart processes. The project still finished within the tolerance level for schedule and under budget.

Schedule Variance: 18.6 % Behind **Budget Variance:** 5.6 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
04/22/2013	03/20/2014	N/A	11	\$ 4,732,246	\$ 5,437,277	\$ 5,129,562	\$ 5,129,562

1120 - Information Technology Department

Project Name: North Dakota Statewide Longitudinal Data System (formerly EdSmart)

Description The State of North Dakota (ND) is working towards the goals of improving student achievement in K-12 schools and ensuring that K-12 students transition successfully from K-12 to postsecondary education and the workforce. Currently, each agency collects some type of performance data, however data collected within each agency does not always provide a full picture of longitudinal outcomes (how participants fared over a length of time). While ND has experience linking educational and workforce data with the current Follow-up Information on North Dakota Education and Training (FINDET) System, ND needs to develop an architecture to provide the longitudinal data required to perform the research for program evaluation over time. ND has made progress toward planning a Statewide Longitudinal Data System (SLDS) and is prepared to initiate the building of this system.

Overall Project Status: Green

LPO Summary: The SLDS project is slightly behind schedule and under budget. The project has completed the 2009 K-12 grant requirements and continues work on maintaining and expanding the existing reports and data. The 2012 postsecondary grant work for iteration 1 continues.

Schedule Variance: 6.6 % Behind **Budget Variance:** 28.9 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
02/01/2011	12/21/2012	06/30/2015	52	\$ 4,691,649	\$ 4,654,257	\$ 3,088,294	\$ 6,477,413

1270 - Tax Commissioner**Project Name:** Taxpayer Access Point

Description Taxpayer Access Point (TAP) is a module within GenTax which provides secure taxpayer self-service functions via the Internet. The scope of the project includes implementation and configuration of TAP and modification of existing components and configuration in GenTax to integrate sales, withholding, restaurant, and restaurant and lodging taxes. It will also include some business registration functions.

Overall Project Status: Green

LPO Summary: Testing has continued on the project according to the schedule. The look and feel of TAP continues to be refined. The marketing group has met and developed a brochure that will go out to the public. All development work is complete.

Schedule Variance: 0.0% **Budget Variance:** 32.4% Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
10/16/2013	10/14/2014	N/A	12	\$ 1,000,000	\$ 979,285	\$ 88,480	\$ 936,723

2010 - Department of Public Instruction**Project Name:** North Dakota State Longitudinal Education Data System

Description The project will implement a data warehouse and analysis tools to evaluate and deliver data. This data will be comprised of kindergarten through secondary education (P-12) data to meet the needs of federal and state reporting, the No Child Left Behind Act (NCLB), policymakers, school districts, educators, and the public. The purpose of the project is to provide the data and analysis tools which can be used to measure the effectiveness of policies, curriculums, and programs intended to improve student outcomes. The data will be usable by other State entities for their individual initiatives. Due to the complexity of the scope of work, it was determined to divide this work into two separate projects: a planning project (ndSLEDS Phase 1) and an execution project (ndSLEDS Phases 2-5).

Overall Project Status: Green**LPO Summary:** This project has completed successfully, on time and minimally over budget.**Schedule Variance:** 0.0% **Budget Variance:** 2.0% Over

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
12/01/2010	06/28/2013	08/22/2014	44	\$ 4,915,680	\$ 4,625,552	\$ 4,721,496	\$ 4,721,496

3010 - Department of Health

Project Name: Women, Infants, and Children Electronic Benefits Transfer

Description The Special Supplemental Nutrition Program for Women, Infants and Children (WIC) is administered by the United States Department of Agriculture (USDA) Food and Nutrition Service (FNS). At the state level, the WIC Program is administered by the State WIC office, located within the Department of Health. The State WIC program contracts with local public health departments, hospitals, clinics and some non-profit agencies to operate local clinics that provide families with nutrition screening and education and issue WIC benefits, currently via paper checks that the families then bring to their local grocery store for their foods. The goal of this project is to determine the viability of Electronic Benefits Transfer (EBT) for the North Dakota WIC Program by conducting a feasibility study. The two outcomes of the feasibility study will be whether or not EBT is a viable solution for WIC and, if so, which technology is the best solution.

Overall Project Status: Green

LPO Summary: This project completed successfully. The project variance was extended due to circumstances beyond the control of the project team, including lengthy and unplanned delays for Federal reviews. In the absence of those issues, when analyzing the project activities within the control of the team the project variance would have fallen within the 20% tolerance level.

Schedule Variance: 36.6 % Behind **Budget Variance:** 21.5 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
11/29/2012	11/29/2013	01/21/2014	14	\$ 258,697	\$ 259,512	\$ 270,673	\$ 270,673

3130 - Veterans Home

Project Name: Electronic Medical Records

Description The North Dakota Veterans Home (NDVH) plans to upgrade its medical records program to a new electronic health records (EHR) program. The EHR system includes point of care (POC), electronic medication (eMAR), electronic treatments (eTAR), minimum data set (MDS) process, care planning, assessments, charting, reports, physician orders, electronic lab requests / results, resident census, accounts receivable, trust accounts and electronic insurance claims. This EHR system would comply with federal electronic health records requirements, state health information exchange and auditor's requirements.

Overall Project Status: Yellow

LPO Summary: This project has been in production use and providing value since February 3rd for the clinical module and March 1st for the financial module. However, due to disagreements with the vendor regarding functionality which the Veteran's Home expected to be included in the project, the project and contract were held open until discussions were exhausted, resulting in the large schedule variance. This project is expected to complete in the 3rd quarter of 2014.

Schedule Variance: 30.3 % Behind **Budget Variance:** 10.1 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
08/01/2013	04/14/2014	N/A	8	\$ 373,465	N/A	\$ 310,553	\$ 326,195

3250 - Department of Human Services

Project Name: Medicaid Systems Project

Description This project is to replace the current Medicaid MMIS, POS & DSS/DW systems.

Overall Project Status: Yellow

LPO Summary: The state and Xerox have agreed to a new schedule. This is the first approved schedule since the October 2013 schedule was approved in November 2012. The current schedule reflects a Sept 1, 2014, go-live date. However, they are already missing milestone dates on this new schedule. The project continues to overlap testing phases; increasing risks in the project success and adding additional strain on state staff. At this point the state is not clear on the relationship between Xerox and their sub-vendor, Cognizant and how that impacts the requirement of Xerox being the primary contractor. The project is reporting 10.8% BEHIND schedule and 2.3% UNDER budget from the September 1 baseline. The September date will have the project complete 179% BEHIND schedule and 31.0% OVER budget when measured against the original baseline.

Schedule Variance: 10.8% Behind **Budget Variance:** 2.3% Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
07/01/2005	07/31/2009	09/01/2014	110	\$ 62,529,371	\$ 81,918,736	\$ 58,799,382	\$ 81,918,736

3250 - Department of Human Services

Project Name: Eligibility System Modernization

Description The Department of Human Services currently determines eligibility for medical assistance, CHIP, cash assistance (Temporary Assistance for Needy Families -TANF), supplemental nutrition assistance program (SNAP), child care assistance and heating assistance (Low-Income Home Energy Assistance – LIHEAP) in four separate information systems. Two of these systems (TECS and Vision) will be heavily impacted by the modifications required to comply with the 2010 Patient Protection & Affordable Care Act (ACA). The objective of this project is to replace the current eligibility systems with a single system that will meet the requirements of the ACA as well as streamline the application process for constituents.

Overall Project Status: Red

LPO Summary: The project continues to focus its efforts on completing the work associated with ACA. The project is significantly behind the original baselined schedule for Phase 1 and is expected to be significantly over budget for phase 1 (ACA). DHS continued to utilize the contingency process and will need to for quite some time. Rescheduling activities now suggest a Phase 1 completion date of the second and third quarter 2015. Progress was made in the design, development, and system testing areas. The project team continues a significant re-planning effort for Phase 1 to adjust the deployment strategy, scheduled timelines based on lessons learned to-date and to acknowledge the material increase in software development effort. CMS conducted an onsite visit in April 2014 which included a discussion on the contingency plan, risk reduction, reusability options (other state built solutions), COTS products, and project schedule. They made several recommendations, of which one was to look into a system transfer in order to improve the state's timeline. Two state visits took place in June. A team visited Montana and Michigan to determine if there was a system in production that could be transferred in order to improve upon our timeline while maintaining our long term goals. As a result of these state visits, it was decided to proceed with releasing an RFP to further explore options. It was also decided to place Phase 2 on hold pending the results of the procurement effort. Since the Executive Steering Committee has not baselined the entire project until the completion dates for the entire project have been determined, the project continues to operate out of compliance with STD009-05 as they are executing without a completed project plan. The re-plan for phase 1 will allow the project team to effectively control the project including monitoring of cost/schedule variance.

Schedule Variance: 15.2% Behind **Budget Variance:** 3.5% Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
05/07/2013	06/30/2017	N/A	49	\$ 59,290,077	N/A	\$ 11,143,143	

3800 - Job Service North Dakota**Project Name:** Wyoming, Colorado, Arizona, North Dakota UI Consortium (WyCAN)**Description** This consortium is to build a new UI tax and benefits system to be used by all members of the consortium.**Overall Project Status:** **Yellow****LPO Summary:** The vendor, HCLA and WyCAN are re-planning the methodology and project schedule. This is in an effort to gain efficiencies in the work in hopes of positively impacting the existing schedule variance. Work on the North Dakota tasks continues to progress well.**Schedule Variance:** 22.4 % Behind **Budget Variance:** 7.0 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
03/23/2012	12/31/2016	N/A	57	\$ 70,408,055	\$ 67,917,144	\$ 9,761,160	\$ 63,137,297

5400 - Adjutant General**Project Name:** Statewide Seamless Base Map**Description** To obtain a statewide, seamless, spatially accurate, and complete base map dataset of the State of North Dakota that is to be accessible by all state agencies. The State, local and tribal governments, and the private and public sectors would benefit from a seamless base map data set that is spatially accurate and contains the necessary attributes to be used by multiple applications and users that have a need to leverage mapping services.**Overall Project Status:** **Green****LPO Summary:** This project is proceeding according to plan. Key progress this quarter includes continued image processing, centerline development, and data development. The department is in process of validating all data that has been received from GeoComm and working with local jurisdictions on reviewing the data.**Schedule Variance:** 1.4 % Behind **Budget Variance:** 17.1 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
07/01/2010	09/28/2012	04/22/2015	57	\$ 1,959,809	\$ 2,608,990	\$ 2,518,859	\$ 3,282,441

6010 - Department of Commerce**Project Name:** Website Rewrite**Description** The North Dakota Department of Commerce (Commerce) manages multiple websites across its divisions. The main sites of the agency (NDCommerce.com, NDTourism.com, NDCommunityServices.com, NDBusiness.com, NDWorkforce.com, and ExperienceND.com) were last reviewed and built over a period of five to seven years ago. To maintain both progressive and friendly web structures, Commerce will redesign its main websites, along with backend feeder sites, to better meet advancements that have been made in technology since 2006. These efforts will help Commerce address two critical issues: 1) move all sites from Active Server Pages (.asp) to new languages to better integrate with internal data management, and 2) allow Commerce to have a progressive online presence that will better support its mission to attract, retain, and expand wealth in North Dakota.**Overall Project Status:** **Green****LPO Summary:** The project completed on 5/30/2014 with both the Tourism and Commerce websites deployed and in use by the public. The tourism website is ndtourism.com, and the commerce websites include Main Commerce, Experience, Community Services, Workforce, and Business (ED&F).**Schedule Variance:** 17.7 % Behind **Budget Variance:** 7.2 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
09/14/2012	12/04/2013	N/A	15	\$ 512,780	\$ 536,030	\$ 507,120	\$ 507,120

Project Startup Report

Presented to the IT Committee September 25, 2014

Project Name: Statewide Records Management System

Agency: ND Department of Emergency Services (NDDDES) / ND Criminal Justice Information Sharing (CJIS)

Business Unit/Program Area: State Radio

Project Sponsor: Mike Lynk

Project Manager: Jeffrey Metzger

Project Description

This project is a joint effort between the North Dakota Criminal Justice Information Sharing Program (CJIS) and the Department of Emergency Services (DES), Division of State Radio, to implement a statewide Records Management System (RMS) as an upgrade or a successor system to the current CJIS Law Enforcement Records Management System (LERMS).

The objective of this Project Charter is to, working with the vendor Motorola, develop a viable RMS product. The success of meeting this objective will be determined by developing a viable RMS system, with three specific data interfaces (Call For Service, TraCS and SAVIN), to be deployed to a select group of organizations within the project constraints as listed in this Project Charter

Business Needs and Problems

Business need is to develop a statewide RMS system that can serve as a model on how best to potentially integrate all the ND criminal justice agencies. The system should be updated or replaced to meet the needs of the State of ND.

1. The need is to expand or replace the current system to better meet the needs of the majority of the ND criminal justice agencies
2. Provide a system which would provide a cost competitive solution, with the same or greater functionality for these agencies

Key Metrics

Project Start Date	Project End Date	Original Baseline Budget
07/02/2014	10/31/2014	\$1,280,018

Objectives

Project Objectives	Measurement Description
Develop a holistic system that saves time and reduces errors in order to increase record accuracy and increase efficient sharing of select information for participating agencies.	<ol style="list-style-type: none"> a) At project implementation, establish a configurable system that can accurately and effectively share information between participating agencies. b) At project implementation, 100% of all records can be shared between participating agencies, to include increased identity accuracy, as required by participating agencies. c) At implementation, provide a system that is individually configured and approved by 100% of the participating pilot test agencies.
Build a cost effective system that meets the needs of the participating agencies	At project implementation, field a system that provides increased visibility of all development and maintenance costs for a records management system that can be used by multiple agencies across North Dakota.

Cost/Benefit Analysis

The following will be used as budgeting guidelines during the planning phase of the project:

- The total funds available for the project are: \$1,280,018. Cost to be divided by \$1,000,000 (DES) and \$280,018 (CJIS) excluding management reserve funding.
- The initial risk contingency to be used for project planning will be \$100,000 (CJIS funded). The risk contingency percentage may change during the project execution phase as additional organizations may be added to cover additional risks associated with data conversion and new hardware costs.
- The funds available for management reserve will be \$50,000 (CJIS funded). The actual management reserve amount may change during the project execution phase, pending change request approval and the approval of the final budget by the project sponsor.

Project Startup Report

Presented to the IT Committee September 25, 2014

Key Constraints or Risks

Risk: Incomplete System Architecture Discussion: some of the agency interfaces are under revision and will not be ready by the “cut over” date. Significant changes to the development design documents may result in a delay to “go-live” dates for these systems.

Impact: Limited services/development until interfaces are thoroughly evaluated

Response: Phased approach, starting with 14 participating agencies; thorough communication/testing and documentation

Risk: Development resources: Due to the diverse systems (inputs) that will interact with the Premier1/RMS, key personnel, such as architecture/developers are in demand on multiple projects.

Impact: Limited support by key personnel (e.g., developers) through the planning phase

Response: Develop a phased approach, focusing only on the critical interfaces and prioritizing agencies and their associated interfaces.

Risk: Meeting participating agency’s needs: The Premier1/RMS system is highly configurable, thus it can be adjusted for each agencies specific needs, however, this must be done early in the process to gain the greatest flexibility. Significant reconfiguration later on in the process is not practicable.

Impact: participating agencies, after being fielded the system, determine the new systems does not meet their needs and/or is not an improvement to the old system.

Response: Continuous and early interaction with the client to understand their needs, as well as a detailed, responsive provisioning process that will ensure client’s expectation management and their individual (agency) configuration of system.

Risk: Lack of joint/enterprise consensus on the overall RMS solution: As we make specific system capability decisions, all members input must be considered, however, with a system that will support so many there will be capabilities or attributes that do not make “the cut line”.

Impact: Partnership consensus on system requirements and interfaces may not be tenable

Response: Establish a subset of ND agencies to assist in the development and deployment of the new system to ensure critical capabilities/attributes are included, while providing a “path to citizenship” where additional agencies can submit a request and follow the established requirements in order to eventually join the participating agencies

Project Closeout Report

Presented to the IT Committee Sept. 25, 2014

Project Name: Website Migration

Agency: Department of Commerce

Business Unit/Program Area: Tourism and Commerce

Project Sponsor: Sara Otte Coleman and Sandra McMerty

Project Manager: Sarah Lee

Objectives		
Project Objectives	Measurements	
	Met/ Not Met	Description
1.1 Websites are compatible with new technology	Met	<p>Measurement 1.1.1 Websites display and operate appropriately on mobile devices</p> <p><i>Met – Tourism website was built as a responsive design; Commerce’s most-visited sites are built to operate on mobile devices (Commerce, ND Business, and Experience ND)</i></p> <p>Measurement 1.1.2 Social media elements are incorporated into the websites as appropriate</p> <p><i>Met – Commerce and Tourism’s social media and Tourism’s partner’s social media are incorporated (e.g., Facebook, Twitter, and YouTube)</i></p>
1.2 Improve search capabilities on websites	Met	<p>Measurement 1.2.1 Certain pages/posts can be tagged to return on a search</p> <p><i>Met – Tourism performed four different searches using both the old site and the new site:</i></p> <ul style="list-style-type: none"> • <i>City search – ran on Bismarck with the new site delivering more refined results</i> • <i>Packages search – new site delivered more refined results</i> • <i>Hostfest search – purposely misspelled the name to test the search, old site had no return on the search, new site offers a “did you mean...” prompt and refined results</i> <p><i>Theodore Roosevelt search – purposely misspelled the name to test the search, old site had no return on the search, new site offers a “did you mean...” prompt and refined results</i></p>
2.1 Improve integration between databases and current user interface (MS Dynamics CRM)	Met	<p>Measurement 2.1.1 Existing system (Datamine) is no longer used by end of project</p> <p><i>Commerce’s and Tourism’s component is complete and working</i></p>

Project Closeout Report

Presented to the IT Committee Sept. 25, 2014

3.1 Improve administrative usability on the websites	Met	<p>Measurement 3.1.1 Less steps required to upload and place video</p> <p><i>Met – the process to upload video was improved:</i></p> <ul style="list-style-type: none"> • <i>Old process: site administrator uploaded video to the YouTube account, then upload video in the content management system (CMS); then administrator used CMS to upload video link to YouTube, and place on applicable pages one at a time</i> • <i>New process: site administrator only needs to upload video to YouTube account and place appropriate tags; then the application performing interface (API) updates the media gallery and displays the video</i> <p>Measurement 2.1.2 Ability for visual content editing</p> <p><i>Met – Commerce and Tourism have the ability for visual content editing</i></p>
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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
Not Met	14 months	16 months	20 months	39.2% over	17.7% over

Budget Objectives

Met/ Not Met	Original Baseline Budget	Final Baseline Budget	Actual Costs	Variance to Original Baseline	Variance to Final Baseline
Met	\$512,780	\$546,530	\$507,120	\$507,120	7.2% under

Major Scope Changes

	<ol style="list-style-type: none"> 1. ITD hosting the NDTourism.com website instead of the vendor – the denial of the request to have the vendor host the website resulted in an eight-day push of the go live date (from 4/19/13 to 5/01/13; this scope change did not affect Tourism’s planned maintenance costs post-project 2. Adding the data center on to the Commerce websites scope – while the data center was a known element, the exact scope of the work was not known during planning and therefore was added to the project later, resulting in a cost increase of \$23,250 and no impact to the overall schedule 3. Changing the scope of the Community Profiles section of the Partner Access system of the database building for NDBusiness.com to allow all fields to function the same instead of having some static and some pushing/pulling data from CRM, resulting in a cost increase of \$10,500 and a 2 month impact to the overall schedule
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Lessons Learned

	<ol style="list-style-type: none"> 1. When hosting a vendor product at ITD include additional risk time to work through compatibility issues and testing. <p>Example: While the team thought that we had enough explanation of the ITD hosting requirements, there were still issues that arose during the implementation that seemed to be caused by misunderstandings of each other’s tools and processes. The team felt rushed and in hindsight did not take enough time to walk through all the individual linkages and stages.</p>
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2. Having a common work request system for all project team members would make tracking and following work requests an easier process.

Example: The vendor was not able to access the State's Work Management System (WMS) and so did not have visibility into work requests/tickets, and so needed to handle all requests and explanations via email.

3. A clear and shared understanding of the agency's expectations and requirements facilitate an easier RFP process and a better product selection.

Example: Tourism had a good knowledge of the marketplace and what they liked and didn't like in other websites; and they had a unified understanding of their requirements and their expectations for a vendor engagement, resulting in a successful vendor engagement.

4. When working with a vendor who uses agile practices, baseline the functionality to be supplied in each sprint and then payment points as deliverables (possibly as groups of sprints). This worked well as a way to marry the agile development with North Dakota's project reporting requirements.

Example: Miles provided a sprint plan at the beginning of the project in order to define what functionality would be accomplished in what sprint. Then, functionality could be moved to other sprints if there were delays in completion, while keeping all sprints to 2 weeks. To comply with ND reporting, the baselined sprints were not marked at 100% until all the functionality originally in that sprint was complete (even if that functionality was completed in a later sprint). Payments/deliverables were in groupings of 3-4 sprints.

5. Agencies may be unfamiliar with the requirements surrounding large/major projects and so it is important to explain those requirements to the agency and vendor in your project, along with understanding and addressing their concerns. Also, consider being flexible where allowed and appropriate to allow the process to work for the agency instead of against it.

6. When applying for waivers from the Architecture Review Board (ARB), allow time in the process to do a demonstration speaking to the need for the waiver to make sure that the board truly understands the individual situation of the business.

7. If work is needed from ITD's security, architect, or computer services staff, assign an owner of the work within ITD to confirm technology assumptions and follow up on technology work.

Example: Commerce needed .NET coding for LDAP security, and was told by ITD that the code would be ready, however, when the code was needed two months later, the project team found that it was not written yet.

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Success Stories

1. While there were issues that arose during the transition of the NDTourism.com site to ITD hosting, the positive attitude of the vendor, ITD, and Tourism allowed for open communication and group resolution of the problems.
2. The agile development processes used by the Tourism vendor, and Commerce's communication with the vendor, allowed for ongoing production and continual progress regardless of changes or holdups.
3. The Tourism vendor's willingness to understand the ND project management processes, and to assist in marrying their agile practices with the baseline and variance requirements, allowed for accurate reporting of the project's progress.
4. The future-focused tool sets implemented in the Tourism portion of the project were a good match with Tourism's progressive vision, and will allow Tourism's leverage of the system to grow over time.
5. With the implementation of the new NDTourism.com website, ND has seen an increase in visitors, and Tourism is hoping for growth in all their analytics, along with having a more user-friendly system for their administrators to operate.
6. The CRM vendor and the Commerce vendor were given direct access to each other at a team member level, which allowed for direct communication and efficient work without going through multiple chains of command.

Project Closeout Report

Project Name: Electronic Benefits Transfer (EBT) - Phase 1 Feasibility Study

Agency: North Dakota Department of Health (DoH)

Business Unit/Program Area: Women Infants and Children (WIC)

Project Sponsor: Kristi Miller

Project Manager: Brandi Fagerland

Objectives		
Project Objectives	Measurements	
	Met/ Not Met	Description
<p><u>Business Need/Problem 1:</u> USDA/FNS has mandated the implementation of EBT as the delivery method of food benefits for WIC by October 1, 2020. USDA/FNS requires that each state must first conduct an EBT feasibility study before implementation.</p> <p><u>Phase 1 Objective 1.1:</u> Complete an EBT feasibility study.</p>	Met	<p><u>Measurement 1.1.1:</u> The Planning Contractor will deliver a final version of the feasibility study to the Project Sponsor. The Project Sponsor will provide acceptance of the feasibility study.</p> <p><u>Results:</u> The Planning Contractor did deliver a feasibility study that was reviewed by FNS and accepted by the Project Sponsor.</p>

Project Closeout Report

<p><u>Business Need/Problem 1:</u> USDA/FNS has mandated the implementation of EBT as the delivery method of food benefits for WIC by October 1, 2020. USDA/FNS requires that each state must first conduct an EBT feasibility study before implementation.</p> <p><u>Phase 1 Objective 1.3:</u> If the North Dakota WIC Director makes the decision to implement EBT, then complete, review, and approve an IAPD. Also, complete the grant request for funds for implementation and author an implementation contractor RFP.</p>	<p>Met</p>	<p><u>IAPD Measurement 1.3.1:</u> The Project Sponsor will present the IAPD to the WIC Director for approval to submit to the FNS regional office.</p> <p><u>Results:</u> The Project Sponsor presented the IAPD to the WIC Director who approved submission to the FNS regional office for their review.</p> <p><u>IAPD Measurement 1.3.2:</u> The WIC Director will present the IAPD to the FNS regional office for approval to prepare the grant request.</p> <p><u>Results:</u> Since the start of the project, the IAPD has now become the requesting vehicle for FNS EBT funding.</p> <p><u>Grant Measurement 1.3.3:</u> The Project Sponsor will present the grant application for implementation funds to the WIC Director for approval to submit to the FNS regional office.</p> <p><u>Results:</u> n/a (See IAPD Measurement 1.3.2)</p> <p><u>Grant Measurement 1.3.4:</u> The WIC Director will present the grant to the FNS regional office for approval to submit to USDA.</p> <p><u>Results:</u> n/a (See IAPD Measurement 1.3.2)</p> <p><u>Grant Measurement 1.3.5:</u> After receiving approval from the FNS regional office, the WIC Director will submit the grant application to USDA for funding.</p> <p><u>Results:</u> n/a (See IAPD Measurement 1.3.2)</p> <p><u>RFP Measurement 1.3.6:</u> The Project Sponsor will present an implementation contractor RFP to the WIC Director.</p> <p><u>Results:</u> The RFP was taken out of scope for the project because while authoring the IAPD, it became evident that DoH WIC would be best served to cooperatively work with another state or consortium of states to implement EBT. DoH WIC will utilize another consortium or state's contract and thus an RFP is not necessary.</p>
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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
Not Met	12 months	14 months	19 months	58% Behind	36% Behind

Project Closeout Report

The final schedule variance is primarily due to a couple of factors.

The first factor was that in order to complete the draft of the IAPD, Maximus and DoH WIC felt it was important to get ahold of the cost data from a Wyoming RFP process that was in progress. This information impacted the technology decision that needed to be made. As a result, the IAPD draft could not be completed until this data was available and analyzed. This factor caused an 8 week or 14% schedule delay.

The second factor was that FNS asked for a 60 day IAPD review period. Their review period actually turned out to be 102 days. This caused a 6 week or 11% schedule delay.

Budget Objectives

Met/ Not Met	Original Baseline Budget	Final Baseline Budget	Actual Costs	Variance to Original Baseline	Variance to Final Baseline
Met	\$259,697	\$326,663	\$270,673	4.2% Behind	21.5% Ahead

Major Scope Changes

The contract with Maximus outlined two optional deliverables (IAPD and RFP) that were originally not planned to be within the scope of the project. In July of 2013, both optional deliverables were added to the scope of the project. After the IAPD was completed it became clear that the RFP would not be needed. Then in January of 2014, the RFP was taken back out of scope for the project.

Lessons Learned

- There is a risk of delay in FNS review times. For this project, the FNS reviews, at times took more than the 60 days that FNS requests for review periods.
- Expect the unexpected because the industry is evolving and FNS regulations are still being developed. For example, this project was impacted by continuous enhancements to retailer systems and the farm bill.
- All EBT feasibility planning projects usually result in writing an RFP but the option to work with other states or agencies was realized and thus an RFP not necessary.

Success Stories

- Wyoming wrote into their contract the ability for other states to piggy-back off of their contract.
- North Dakota WIC leveraged information from their value-added resellers to estimate the level of retailer enablement necessary.

Project Closeout Report

Presented to the IT Committee September 25, 2014

Project Name: DHS Vocational Rehabilitation Information System Replacement

Agency: Department of Human Services

Business Unit/Program Area: Division of Vocational Rehabilitation

Project Sponsor: Russ Cusack

Project Manager: Pamela Anderson

Objectives

Project Objectives	Measurements	
	Met/ Not Met	Description
1.1 Address challenges to staff inefficiencies and the case service delivery process as noted in RSA 2009 Observation 1	MET	Automatic real time notification capability to advise staff in place. Spell check capabilities and higher level word processing in place
3.1 Be prepared for the eventual and strategic planned event for the discontinuation of use of mainframe technology.	MET	Mainframe CPU CICS usage costs against VRIS data has decreased by 75% after two months from implementation and will decrease to zero after 4 months. (Only 1 signon remains with access. VRIS will be removed from mainframe)

Project Objectives	Measurements	
	Met/ Not Met	Description
1.1 Address challenges to staff inefficiencies and the case service delivery process as noted in RSA 2009 Observation 1	Survey in 6 months	80% of survey respondents will indicate added efficiencies and system is not cumbersome
2.1 Reports submitted to RSA are in compliance with reporting requirements	Submit in Nov 2014	FFY2014 RSA911, RSA2 and RSA70B Federal reports will be accepted

Schedule

Met/ Not Met	Baseline Schedule Start	Baseline Schedule End	Actual Schedule (in Months)	Variance Baseline
Met	Execution start 11//2012	Execution end 4/2014	18 months	On Schedule
	Planning start 4/2012	Planning end 10/2012	7 months	No variance

Project Closeout Report

Presented to the IT Committee September 25, 2014

RFP phase start 7/1/2011	RFP phase end 3/2012	9 months	
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Cost

Budget Objectives					
Met/ Not Met	Original Baseline Budget	Final Baseline Budget	Actual Costs	Variance to Original Baseline	Variance to Final Baseline
Met	Planning: \$337,310.67 Execution: \$2,062,689.33 Mgmt Res \$100,000 TOTAL \$2,500,000	Planning: \$337,310.67 Execution: \$2,062,689.33 Mgmt Res \$100,000 TOTAL \$2,500,000	Planning: \$337,310.67 Execution: \$1,653,684.39 Mgmt Res 0 TOTAL \$1,990,995	19.7 % UNDER	19.7 % UNDER

Scope

Number of baseline deliverables.	52
Number of deliverables delivered at project completion.	52
Number of scope changes in the post-planning phases.	0

Major Scope Changes

Only scope changes that occurred were during planning phase. This resulted in the removal of some functional requirements as the result of a decision to remove interface between VR system and MMIS and the additional of Social Security Reimbursement module. The combined change was did not affect the schedule and adjusted the overall contract costs with vendor.

Quality

Number of defects/quality issues identified after delivery.	3 medium / minor
Number of success measures identified in the Business Case that were satisfied or achieved at project completion.	14 All were met

Project Closeout Report

Presented to the IT Committee September 25, 2014

Lessons Learned

Areas of consideration to AVOID or MITIGATE challenges for future projects

1. Just in time training(s) and awareness for project team members on orientation, functionality and contextual use of new tools
2. Awareness of technology issues that can arise and impact to training when using wireless network connections during end user classroom training situations. Consider pros and cons of holding training onsite in a classroom using hard wired computers.
3. Consider timing and challenges when authoring online courses as part of the statewide training strategy.
4. When using vendor provided templates, give careful review to ensure they are modified to account for specific needs, workflows and requirements

Areas of consideration to MAXIMIZE outcomes and reduce challenges for future projects

1. Appropriate staffing of project. The right number of resources with the right skills.
2. Effective organizational adoption and communication strategies to and with all stakeholders, especially the staff who will be using the system.
3. Detailed and thoughtful approach for data conversion to ensure data is successfully converted.
4. Select best of breed vendor with demonstrated experience and successful implementation history. Ensure RFP is well written to include detailed functional requirements, clearly defined scope and points assigned to sections of RFP to weight areas appropriately. Ensure contract includes detailed acceptance criteria for all deliverables and outlined clear expectations for both vendor and agency.
5. Ensure stakeholders are ready and prepared for the change.

Success Stories

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Alliance Enterprise Executive comments:

- I appreciated having the acceptance criteria outlined in the statement of work. From a contract perspective, it ensured that all contractual requirements were in 'one place.' I'm not sure of how this helped/impeded the Requirements Traceability Matrix because I was not part of that process
 - I think the team formed by DHS/DVR was exceptional! I appreciated the organizational structure:
 - PM (Pam) that was very experienced in PM, experienced with DHS and also a DHS executive
 - PM separate from the primary business lead (Warren)
 - Primary technical lead (Gary) throughout the project insured consistency and helped coordinate others
 - Second PM resource to help with day-to-day management and testing (Erik)
- Project sponsor (Russ) who stayed involved (ex: attended most team meetings) and would make quick decisions

Closeout Stakeholder survey results.

- 83.3% of respondents identified all business needs and objectives were accomplished. Happy with outcome.
- General survey comments include:
 - I loved working with the project team. You brought together a great mix of people (VR, ITD, Alliance, etc.) so project decisions could be worked out efficiently.
 - I do like the finished product. Have had positive feedback from co-workers. Everyone really worked hard on this long and tedious process. Thank you to Everyone that was involved in the project.
 - Add "incredibly" in-front of the Successful word and I think you have it
 - Having the acceptance criteria on each deliverable was wonderful.
 - This has been one of the most successful projects and one of the best project teams I've had the pleasure to work with. The project was very well managed, there was support from the top down and from the bottom up. All involved were good to work with and dedicated to the project. With all having a positive attitude and working towards success, I believe we accomplished what we set out to do in a very good way.

Project Closeout Report

Project Name: eTranscripts

Agency: Department of Public Instruction

Business Unit/Program Area: SLDS

Project Sponsor: David Massey

Project Manager: Jennifer Kunz

Project Objectives	Measurements	
	Met/ Not Met	Description
Enable participating local school districts to electronically transfer student transcript information to other participating ND school districts or colleges	Met	DESCRIPTION: System implemented, yes or no RESULT: Yes, the eTranscript system was implemented in January 2014 and enables participating local school districts to electronically transfer student transcript information to other participating ND school districts or colleges
All participating school districts will utilize one, standard print format	Met	DESCRIPTION: Single print format achieved, yes or no RESULT: Yes, a single, standard print format is available through the eTranscript system
Establish and maintain a continued growth trend.	N/A	DESCRIPTION: Baseline will be taken in the first fall quarter after the "go live" date to determine the number of school districts using the system initially A second measurement will be taken the next year, also during fall quarter, to verify an increase in use RESULT: N/A at this time

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	27	27	28	3.7% Behind	3.7% Behind

Budget Objectives					
Met/ Not Met	Original Baseline Budget	Final Baseline Budget	Actual Costs	Variance to Original Baseline	Variance to Final Baseline
Met	\$424,757	\$608,265	\$615,295.70		5.1% Over

Major Scope Changes
<ol style="list-style-type: none"> Scope and Budget Change: formally add the security/infrastructure work into the project and add \$186,829 to complete the current and added scope Remove Scholarship Application from Scope Add Phase 4 to Project: to provide student and parent access to the eTranscript system now that school access (phase 3) is completed

Lessons Learned
<ol style="list-style-type: none"> The project expectations were well met; however, the project became way more complex than originally planned. Although a lot more was added to the originally planned project, the end product should serve well. When fully implemented the project will save time and serve each student, parent and each institution well. Gathering of information went well; understanding of needs and final product went well

Project Closeout Report

3. Establishing a communication path with NDUS up front would have been helpful in the transition; asking the subcommittee for an enhancement priority list as testing began proved helpful in identifying what work would be included in the project and setting expectations as to what would happen later.
4. It was a great collaboration.
5. Staff from many different areas, institutions, organizations worked well together.

Success Stories

1. The initiation of an education portal that spans eTran and has the capability of expanding communication and information exchange with students.
2. It was remarkable that many stakeholders were able to agree upon how the final product will look and function.
3. When I sent an e-transcript today it was nice not to get up and make a paper copy, address an envelope, put it in the mail, etc. It almost felt as if I didn't do it. (Is that good.) I believe it is a real savings of paper, time and money (stamp).
4. At the close-out of the project, there are already schools and institutions that are interested in using this optional system.
5. Collaboration and testing
6. If all high schools get on board with this, it will make assessment of the transcript much quicker for higher education institutions, along with more consistent evaluations of those transcripts.
7. This project/process of eTranscripts delivered electronically will save time, money and reduce error.

Other Comments

1. Project was well managed and completed on time. Bravo.
2. Thank you to all of you for your dedication to this project. A job well done!
3. The State of North Dakota IT Department should be commended for completing a very large project that will provided a needed service to North Dakota students for many years to come. Well done!

Project Closeout Report

Project Name: ND Health Information Network (NDHIN)

Agency: Information Technology Department

Business Unit/Program Area: Health Information Technology Office

Project Sponsor: Sheldon Wolf

Project Manager: Jennifer Kunz

Project Objectives	Measurements	
	Met/ Not Met	Description
Business Need 1: Connect North Dakota for a healthier future, encourage and sustain health information sharing, and ensure that all eligible providers have options to meet federal meaningful use requirements		
Objective 1.1: Increase electronic prescribing (e-prescribing)	Met	<p>DESCRIPTION: Increase the number of community pharmacies e-prescribing to 95% and increase the percentage of physicians routing prescriptions electronically to 50% by December 31, 2013</p> <p>RESULT: For the month of December 2013, 168 of 177 (95%) community pharmacies were activated with Surescripts and 167 (94%) received e-prescribing transactions.</p> <p>Based upon Surescripts reporting, North Dakota had 98% of physicians routing prescriptions electronically as of December 2012. The latest report available.</p>
Objective 1.2: Increase electronic Lab Exchange	Met	<p>DESCRIPTION: Develop the capability of the reference labs that handle 95% of the reference lab work to be able to exchange bi-directional data by March 14, 2014</p> <p>RESULT: As of March 14, 2014, reference labs have two ways to exchange lab requests and results. They are through Direct and query based services using health language 7 transactions.</p>
Objective 1.3 Increase the exchange of Patient Care Summaries	Met	<p>DESCRIPTION: Providers, have, at a minimum, one method to securely, electronically exchange patient care summaries</p> <p>RESULT: Providers can share patient care summaries securely using Direct.</p>
Objective 1.4 Increase electronic immunization transactions	Met	<p>DESCRIPTION: By March 14, 2014, the number of practice-based electronic immunization transactions reported to the North Dakota Immunization Information System will be 50% of all reported transactions</p> <p>RESULT: For the period beginning September 1 and ending December 31, 2013 the average number of practice-based electronic immunization transactions reported to the NDIIS each week is 12,308, representing 56.5 percent of all transactions.</p>
Objective 1.5 Develop goal-specific evaluation tools to ensure that the goals identified in the work plan are met in a timely manner and as opportunities for improvement are identified that they are incorporated into the work plan goals	Met	<p>DESCRIPTION: Work with stakeholder groups to identify tracking mechanisms to complete evaluations; obtain approved budget from ONC to include additional funding for surveys and evaluations.</p> <p>RESULT: Approved budget was obtained from ONC, which included surveys and evaluation funding. The surveys and evaluations were completed by the Center for Rural Health.</p>
Business Need 2: Health improvement in North Dakota beyond the ONC grant period		

Project Closeout Report

(ONC breakthrough health improvement goal): By 2014, increase annual use of the North Dakota Tobacco Quitline (Q-line) and North Dakota QuitNet (Net) to at least 2 percent of all smokers and smokeless tobacco users	Met	<p>DESCRIPTION: Within six months (of Phase 1 completion), identify process to use to refer smokers to the North Dakota Tobacco Quitline using an automated approach (i.e. Direct) and identify process for Quitline to be able to respond back to providers with progress reports on referred smokers.</p> <p>RESULT: Direct is set up to be used by the Quitline for referrals.</p>
	Met	<p>DESCRIPTION: Within one year (of Phase 1 completion), a process is in place for providers to refer smokers to the North Dakota Tobacco Quitline and providers are using the new process; a Process is in place for the Quitline to submit reports to providers using an electronic process.</p> <p>RESULT: Completed, the Quitline vendor has Direct capabilities, can receive referrals and submit reports amongst providers.</p>
	N/A - In Progress	<p>DESCRIPTION: Within five years (of Phase 1 completion), the process to refer smokers to the North Dakota Tobacco Quitline is automated into the workflow for providers and referrals are made automatically by the EHR systems; progress reports are submitted directly by the Quitline system to the providers EHR system for their use within that system.</p> <p>RESULT: Task still in progress. We continually work on establishing a process to complete this task.</p>

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	17	17	19	18.6% behind	18.6% behind

Budget Objectives					
Met/ Not Met	Original Baseline Budget	Final Baseline Budget	Actual Costs	Variance to Original Baseline	Variance to Final Baseline
Met	\$4,479,405.00	\$5,437,277.41	\$5,129,561.85		5.6% under

Major Scope Changes
CR1 PDMP Integration CR4 Sanford Bismarck Integration CR7 Altru Integration CR8 Family Healthcare Integration CR10 Essentia Health Integration CR11 Mid Dakota Clinic Integration CR12 Trinity Health Integration CR15 Deliverable 4 - Patient Portal Schedule Change / Scope split CR18 Deliverable 7 – eHealth Exchange Gateway Schedule/Scope split CR20 Participant Interfaces Change (Scope removal) CR21 Deliverable 9 – Business Intelligence modified deliverable schedule / Scope split CR22 eHealth Exchange Certification (7B) – Scope removal

Project Closeout Report

Lessons Learned

Collected via the Team Lessons Learned Meeting
1. Building a diverse, positive team was a key lesson learned; the NDHIN team aligned to achieve a goal and worked together
2. Following through on all contract requirements and documenting all discrepancies via issues was another key lesson learned; involving legal counsel with applicable steps (Dave Schaibley was excellent) and pursuing a mutual contract termination can be beneficial
3. Maintaining a strong working relationship with the vendor on a COTS/SaaS solution and focusing on collaboration and relationship-building were key lessons learned
4. Taking time as a team to celebrate and promote success is also key
5. When a vendor team changes personnel, take time to engage them and share history of the project, explain the bigger picture; Chad Peterson was excellent at creating awareness about the NDHIN, both to external and internal stakeholders
6. Engaging in external user groups was another positive lesson learned
Collected via Post Implementation Survey
7. I think the communications on this project were excellent and were very key in the success; the team kept all the stakeholders well informed
8. No complaints
9. The interface specialists were very knowledgeable and great to work with; for the testing and training it was easy to work with the NDHIN resource and they answered all of our questions; they have been a great team to work with
10. Need to actively monitor the work of the vendor to ensure they are getting this accomplished according to the timelines; build a project team where the vendor and the team all work together as one; work with the vendor to ensure project is moving along, if it is not, don't be afraid to change vendors; sometimes, in the long run it may be the best alternative
11. I learned that this was a collaborative project that involved many different disciplines within the healthcare setting
12. Technical review at start of each engagement was a good learning and would have helped eliminate a few of the smaller issues that came up later

Success Stories

Collected via the Team meeting
1. The Legislative and Administrative support for the project was a huge factor for success – the appropriations were critical
2. The engagement and support of the HITAC were vital to the success of the project
3. Procurement success – the quick turnaround of procuring a new vendor after the mutual termination with the first vendor was a huge success; the team worked very well together and quickly; Brandy Peterson was a key player for that success
4. The ability and commitment of all teams (NDHIN and participants) to accomplish work and get tasks completed was a key success
5. In the March 2014 ND Evaluation of Health Information Exchange report by the Center for Rural Health <ul style="list-style-type: none">• The Stakeholder Interviews section states that “the most common theme was praise for NDHIN staff”• The Takeaways section, it was stated

Project Closeout Report

- There is “high awareness of NDHIN amongst hospitals, clinics, public health; results illustrate need to increase education with other providers; however, there is an increased interest in wanting more information” as well as the “NDHIN staff/team has been valuable in NDHIN progress and NDHIN users should be re-evaluated in 2015”

6. Also refer to the March 5, 2014 presentation to the HITAC where Sheldon Wolf provided a summary of the accomplishments of the HITAC/NDHIN Project

- Excellent Governance Board and workgroups
- Hired excellent staff
- Built trust amongst Stakeholders
- Built the query based services and established interfaces with multiple participants
- Built integration with the Immunization Registry and Public Health Reporting
- Assisted providers to meet Meaningful Use
- Created a reputable NDHIN
- Established Direct Secure Messaging service and integration with the NDQuits program
- Working on integration with the ND Early Detection and Intervention Program
- Working on connections of Healthway
- Federal Agency collaboration – SSA, VA, IHS (6 months) DOD (unknown)
- Large Project Oversight Process
- HISP services for Large Providers
- Early Adopter Program with Orion Health
- Prescription Drug Monitoring Program integration
- Interaction with other states regarding inter-state issues
- Provider and consumer education material, training program for participants
- Working on an Imaging solution (view PACS images)
- Advance Care/Directive Planning Initiative
- User Group Meetings
- Communication: Newsletters, Project updates, Tradeshow

Collected via the Post Implementation Survey

7. The communication with NDHIN

8. Practitioners are able to access the NDPDMP directly from their patient interface

9. One success is for providers to electronically submit immunizations directly to the NDIIS system from their EHR system; this eliminated duplicate entry by the nurses, saving time; other areas of success include lab results being sent directly to the NDDOH

10. I feel there are many success stories, but the most important one was the incredible teamwork and support displayed by the NDHIN team, making the March 14 push into Production for so many participants possible

Project Closeout Report

Presented to the IT Committee Sept. 25, 2014

Project Name: Workforce Data Quality Initiative (WDQI)

Agency: Job Service North Dakota

Business Unit/Program Area: Entire agency

Project Sponsor: Kevin Marchus

Project Manager: Mike Fisher

Objectives		
Project Objectives	Measurements	
	Met/ Not Met	Description
<p>JSND shall have a regular schedule for data collection and reporting generally based on state and federal reporting requirements.</p>	<p>Met</p>	<p>Measurement: Identify the processes for collecting data, develop and implement a JSND data warehouse.</p> <p>Response: For each dataset, a time schedule has been developed that will upload data from its source. For datasets whose source is a spreadsheet, a timeframe has been determined that Job Service must place the spreadsheet in a secure location prior to the upload.</p> <p>Measurement: Enforce individual privacy through business rules programmed into the system.</p> <p>Response: Privacy of data in the data warehouse has been setup at the data element level for all data using Cognos Framework Manager and Security. All source data except mainframe data has been moved to a new share with access limited to Job Service staff that need access. Privacy of mainframe source data is controlled using the mainframe's security features.</p> <p>Measurement: Maintain operational systems and ensure data quality processes are followed after implementation.</p> <p>Response: Data from all programs are on a schedule to load data automatically. Load errors are monitored by ITD.</p>

Project Closeout Report

Presented to the IT Committee Sept. 25, 2014

Upgrade the reporting technologies.	Met	<p>Measurement: Expand the Business Intelligence reporting tool within JSND to deliver reports not only in fixed format, but also to give authorized users increased ability to generate ad hoc reports, create charts, and further analyze the data.</p> <p>Response: The Microsoft Business Intelligence tools and SharePoint were selected to create ad hoc reports, charts, and further analyze data.</p> <p>Measurement: Provide training for 3 people on the data warehouse and the usage of the data by Nov. 30, 2013.</p> <p>Response: During the project, it was determined that only 2 people from Job Service needed training. Two Job Service staff received instructor led online training.</p> <p>Measurement: Provide 100% role based security to ensure that all State and Federal privacy and confidentiality regulations are followed by implementation.</p> <p>Response: Security of data in the data warehouse has been setup using Cognos Framework Manager and Security.</p>
Provide stakeholders information about the quality of their data.	Met/In progress	<p>Measurement: Develop a data validation process that will ensure the data elements supplied conform to their definitions.</p> <p>Response: The data elements were verified during user acceptance testing. A high level data validation report was developed for each dataset. Detailed data validation reports were not part of the scope of the project, however, a set of detailed data validation reports are being developed post-project.</p> <p>Measurement: Report data quality issues that were identified during the data validation process.</p> <p>Response: Detailed data validation reports were not part of the scope of the project, however, a set of detailed data validation reports are being developed post-project.</p>
Demonstrate how longitudinal data can be used to improve workforce and training programs.	Met	<p>Measurement: Create a report that shows the outcomes of JSND workforce training programs by showing the change in salary, change in employment status, and program cost per participant by Nov. 30, 2013</p> <p>Response: Two reports were created. The Wage Change report and Employment Status report were developed, tested, and implemented.</p> <p>Measurement: Create a report that shows high school drop-outs and graduates who do not attend college and their ability to find employment in North Dakota by Nov. 30, 2013. Wages and high school courses taken will be included in the analysis.</p> <p>Response: The High School Dropout report was developed, tested, and implemented.</p> <p>Measurement: Create a report that represents the effectiveness of programs that are utilized by UI claimants and the effectiveness of the educational and training programs to facilitate rapid re-employment by</p>

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		<p>Nov. 30, 2013.</p> <p>Response: The UI Claimant Program Participation report was developed, tested, and implemented. On 11/30/13, Job Service decided to spend additional time on user acceptance testing. The additional testing was completed on 02/21/14.</p> <p>Measurement: Create a report that provides the supply/demand of job seekers and their ability to obtain employment in North Dakota, including an analysis of job seeker characteristics and industries with openings by Nov. 30, 2013.</p> <p>Response: The Job Seek Supply/Demand report was developed, tested, and implemented.</p>
<p>Support agencies collecting the data they believe is needed to inform and improve program information.</p> <p>Support agencies ability to automatically match data files with other agencies.</p>	Met	<p>Measurement: Provide the needed workforce data from 8 JSND workforce data sets to ND SLDS which allows for the evaluation of outcomes of the workforce and education participants, and programs by Nov. 30, 2013.</p> <p>Response: The following datasets were added to the data warehouse:</p> <ol style="list-style-type: none"> 1. Wagner-Peyser data (Job Orders and Job Seekers) 2. WIA program and participant data 3. Trade Adjustment Assistance (TAA) program data 4. Employer data 5. Wage data 6. UI claims and payments data 7. Workforce 20/20 data 8. New Jobs training data. <p>Measurement: Control 100% access to the data in the JSND data warehouse using role based security by implementation.</p> <p>Response: Security of data in the data warehouse has been setup using Cognos Framework Manager and Security.</p> <p>Measurement: Access to the JSND data set will be controlled by the data sharing agreement signed 12/28/10.</p> <p>Response: During the project, an authorization to perform a study of high school drop outs and graduates and their ability to find employment was signed and attached to the data sharing agreement. All future data requests will be controlled by the Job Service Data Governance committee utilizing the data sharing agreement signed 12/28/10.</p>
<p>Create data definitions, rules, and processes needed to ensure data consistency, quality, and reliability via data governance councils at the State and agency level.</p>	Met	<p>Measurement: Establish data governance processes within JSND.</p> <p>Response: A Data Governance Plan was developed. The Data Governance Plan contains data rules and definitions, roles and responsibilities, controls, data request flow chart, area of expertise. A Data Governance committee was established to process all data requests and ensure data quality.</p> <p>Measurement: Participate at the SLDS level in establishing processes that define available data and usage per the data sharing agreement.</p> <p>Response: WDQI project team members from Job Service and SLDS technical team members coordinated the technical strategy for the</p>

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		WDQI data warehouse master person index (MPI) to ensure it will work with SLDS data warehouse MPI. Job Service participated and continues to participate in regular scheduled SLDS committee meetings and the SLDS Executive Steering Committee meetings.
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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	20	20	23	15.1% behind	15.1% behind

Budget Objectives					
Met/ Not Met	Original Baseline Budget	Final Baseline Budget	Actual Costs	Variance to Original Baseline	Variance to Final Baseline
Met	\$1,005,000	\$1,005,000	\$1,067,028.42	6.1% over	6.1% over

Major Scope Changes
There were no major scope changes.

Lessons Learned
<ol style="list-style-type: none"> 1. Plan for earlier involvement of key subject matter experts. 2. Identify, document and communicate roles and responsibilities to all parties earlier in the project. 3. Identify knowledge gaps and arrange training to gain skills in those areas. 4. Plan for more on-site involvement of vendors during requirements analysis. 5. Define the requirements and needs of all stakeholders prior to starting design. 6. Allow adequate time for knowledge transfer. 7. Document obligated and actual expenses for each iteration as payment requests are received and include a review of obligated versus actual budget information at all core team meetings where payments are approved.

Success Stories
<p>The WDQI grant project provided resources that helped merge data from two distinct systems (workforce data and education) into a single unified data repository. This provided an additional module to the larger SLDS environment.</p> <p>Additionally, this strengthened the data familiarity and relationships amongst data owners. A positive effect was fostering conversations on how the data can be melded into products and reports revolving around program outcomes, even beyond the specific deliverables of the grant.</p> <p>Work accomplished during the grant process enabled master person index creation. This has allowed better job seeker identification for purposes of attributing demographic detail to them from other internal databases. This will allow reports to be available to Job Service North Dakota local office staff in working with job seekers as they come into their offices. The demographic trends of job seekers, and the tracking of their economic outcomes, will be valuable as scarce resources are allocated. Information can also be shared with Department of Commerce as they work to attract out-of-state job seekers with their different programs and initiatives.</p> <p>Also, due to the groundwork done with this project, a college graduate outcome/accountability report for the ND Department of Commerce and the ND University System can now be pursued by the SLDS research subcommittee.</p> <p>The grant process and steps, has given Job Service staff exposure and training in Business Intelligence tools and processes. Data validation, SQL programming, and report building all occurred during the process that increased the knowledge and skills of staff.</p>

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Project Name: Office of Management and Budget(OMB)-Recruiting Solutions(RS) Project

Agency: Office of Management and Budget(OMB)-Recruiting Solutions(RS) Project

Business Unit/Program Area: Human Resource Management Services (HRMS)

Project Sponsor: Laurie Sterioti Hammeren / Darin Schorsch

Project Manager: Darin Anderson

Objectives		
Project Objectives	Measurements	
	Met/ Not Met	Description
Implement an enterprise-level software system for recruiting and hiring employees	Met	Within 3 months of implementation 100% of state agencies that currently utilize PeopleSoft, will use the system templates for job postings.
	Met	Upon implementation the RS system will store an electronic record of all candidates who applied for the position.
Online application process for candidates to submit applications with the ability to save a profile to apply for multiple positions.	Met	Upon implementation the candidate portal will be available 24/7 for candidates to apply for positions at any time.
	Met	Upon implementation paper application submissions will be reduced by 85%.
Online prescreening process for candidates to ensure they meet the minimum qualifications for the position.	Met	Upon implementation, If applicant does not meet minimum qualifications or standard criteria, they are disqualified. The qualified applicants are identified in the system and proceed through the application screening process.
RS will deliver job offers to applicants with notification via email and job offers posted in the applicant's portal. This will include the status of the application and job offers.	Met	Upon implementation RS will use templates for job offer letters and emails to communicate with candidates
Use RS to define the interviewing team, generate Certificate of Eligibles, schedule interviews with the interviewing team and applicant(s), maintain record of the interview guides, and update applicant status.	Met	Within seven days of the Certificate of Eligibles being created, the RS system will notify Recruiters and Hiring Managers through email. Recruiters and Hiring Managers will then have the ability to use RS to schedule interviews with applicants. Applicants will be notified within 24 hours (via email).
	Met	RS system will maintain a record of interview guides for the interviewing team
	Met	RS system will integrate with current scheduling systems such as MS Outlook for scheduling interviews
Track all applicants that have applied for each position based on EEO/ Affirmative Action categories	Met	Once the position filled the required statistics will be available to the requesting agency(s) within RS.

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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	3	3	3	0	0

Budget Objectives

Met/ Not Met	Original Baseline Budget	Final Baseline Budget	Actual Costs	Variance to Original Baseline	Variance to Final Baseline
Met	\$885,542	\$870,902	\$573,894.60	13.7% Under	**12.1% Under

***Budget to actuals in terms of Variance include initiation, Planning and post production support costs. Variance calculations only reflect project execution percentages.*

Major Scope Changes

1. Reduced Training payment due to lack of training staff by the vender.

Lessons Learned

1. Use SME's for training. Train the trainer works out the best.
2. Involve project manager earlier in the project (initiation phase) to assist software development with estimates.
3. Be careful doing projects and upgrades at the same time. Doing projects and upgrades at the same time added changed the whole upgrade path and introduces risk to projects.
4. Cross training developers helped the project. When issues arose, more developers available to assist
5. Allow for more timing during application upgrades and implementation.
6. For acceptance management, review deliverables/milestones periodically at our status meetings.

Success Stories

1. Paperless application system for state government
2. Applicants like the notice they receive when applications are submitted
3. Sharp increase of the number of applicants (number of quality applicants (min quals screening))