Information Technology Department

4201 Normandy Street • Bismarck, ND 58503-1324 • (701) 328-3190

August 28, 2015

TO: Members of the Legislative IT Committee
Legislative Council

RE: Large Project Summary Report

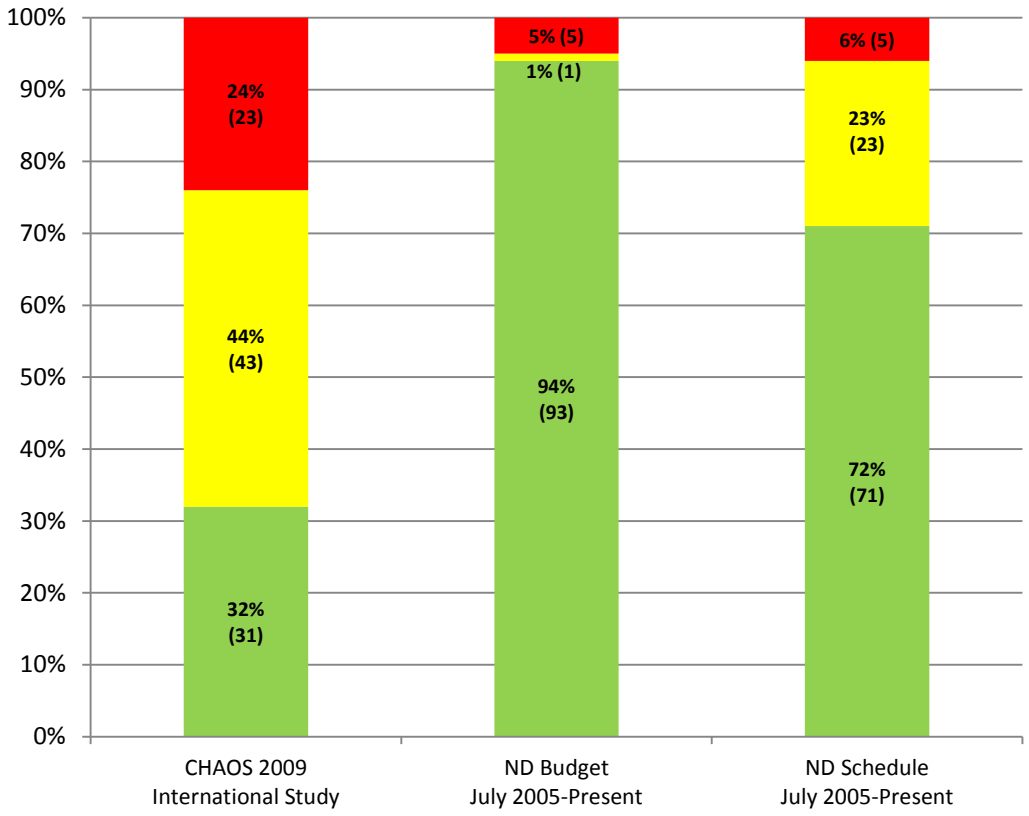
Greetings,

Attached to this cover letter is the Large Project Summary Report for the period ending June 30, 2015.

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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1 project was reported complete this quarter.

Agency	Project	Budget	Schedule
Adjutant General	Statewide Records Management System	Under	Over Variance

4 projects reported in the planning stage this quarter.

Agency	Project
Bank of North Dakota	Managed File Transfer
Department of Human Services	Electronic Health Records
	Operating Rules
Workforce Safety and Insurance	System Replacement Project

3 projects moved into the execution phase this quarter.

Agency	Project
Department of Health	North Dakota Immunization Information System
	WIC Management Information System Upgrade
Department of Transportation	Motor Vehicle System Redesign

The following 5 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
This project has an overall operational status of YELLOW. The budget variance is reported as 21.6% UNDER and the schedule variance is reported as 22.6% BEHIND when measured against their approved baselines. Contract negotiations concluded with Deloitte and planning and analysis work began in Q2, which continued throughout the quarter. When that planning completes, a re-planned schedule and budget will be baselined.	
Agency	**Project**
Department of Human Services	Medicaid Systems Project
This project has an overall operational status of GREEN. The budget variance is reported as 6% UNDER and the schedule variance is reported as 3.9% behind when measured against the current approved baselines. The project was rebaselined in June 2015 with a new go-live date of October 5, 2015, which has been announced to stakeholders, including the providers. The project team is currently working through defects, scope critical to go-live, and final testing. The original end date for the project was July 31, 2009 with an original budget of $62,529,371.	
Agency	**Project**
Information Technology Department	North Dakota Statewide Longitudinal Data System (formerly EdSmart)
This project has an overall operational status of GREEN. The budget variance is reported as 23.7% UNDER and the schedule variance is reported as 0% BEHIND when measured against their approved baselines. The project is currently running on schedule, though trending slightly behind. While the general SLDS scope has been completed, the schedule trend is due to additional scope added to accommodate the goals of the 2012 (postsecondary) grant. The additional scope will be accounted for in a rebaseline of the project that will likely happen in Q3. To assist with meeting the goals, the project was awarded a one-year grant extension in June 2015. The project is well under budget, mainly due to resource constraints at the start of the 2012 grant work. Work continues on maintaining and expanding the existing reports and data. The 2012 (postsecondary) grant Iteration 4 is in progress, and the scholarship portion of eTranscripts has been designed and is now positioned for expansion and maintenance.	
Agency	**Project**
Secretary Of State	SOS File 2.0
This project has an overall operational status of GREEN when measured against the current plan. At the end of Q2 2015, the budget variance is reporting as 1.8% UNDER and the schedule variance is reporting as 2.9% BEHIND (an average of the CIS effort, which is on target, and the BPM effort, which is 5.8% behind). Both efforts have been progressing well and are projected to complete within baseline schedule and budget parameters at this time.	
Agency	**Project**
Department of Transportation	Motor Vehicle System Redesign
This project has an overall operational status of GREEN. The budget variance is reported as 32.8% UNDER and the schedule variance is reported as 1.0% BEHIND when measured against their approved baselines. The project is progressing well at this early stage with no significant risks or issues.	

Of the remaining 7 active projects, 3 were rated as GREEN, 4 were rated YELLOW, and 0 were rated RED. The following 3 active projects are being monitored closely due to budget/schedule variance concerns.

Agency	Project
Department of Health	North Dakota Immunization Information System
The project has reported an overall status of YELLOW. The budget variance is reported as 48% UNDER, and the schedule variance is reported as 41.4% BEHIND when measured against the approved baselines. The project moved into execution this quarter, but is already experiencing vendor delays as neither of the two scheduled deployments have completed. The vendor is working on a recovery strategy.	
Agency	**Project**
Department of Human Services	TMSIS
This project has an overall operational status of YELLOW. The budget variance is reported as 19.4% UNDER and the schedule variance is reported as 37.7% behind when measured against the current approved baselines. The schedule delays are due to the delayed data conversion schedule in the MMIS project, DHS resource conflicts with the MMIS project, and time lags in responses to questions put to CMS and New Wave (CMS vendor). The project team has sent all the mapping documents to CMS for review. The project team has also completed the development of data extraction jobs for Managed Care and TPL, and sent test files for Managed Care, TPL, and Provider to CMS.	
Agency	**Project**
Veterans Home	Electronic Medical Records
This project is reporting YELLOW overall. The project is reporting 173.1% BEHIND schedule and 9.7% UNDER budget when measured against the current baseline. This project has been in production use and providing value since February 3, 2014 for the clinical module and March 1, 2014 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 will be held open until the disagreements are resolved. The project sponsor received feedback from the vendor last quarter that they are working on the functionality the Veteran's Home has been expecting. It is hopeful that the project will close next quarter.	

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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: In the original version of this project, the Office of the Secretary of State (SOS) 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 (CIS), Licensing and Registrations, and Campaign Finance. Unable to deliver a fully customized solution within an acceptable timeframe, that effort was put on hold while a newly available off-the-shelf software solution for CIS was pursued. At the same time, the office began a business process modelling project intended to help the office select appropriate solutions for the rest of the business units moving forward.

Overall Project Status: **Green**

LPO Summary: A revised project plan (including a new re-baselined schedule and a new variance report for CIS and BPM) was approved in the second quarter. The CIS project progressed rapidly all the way into acceptance testing, and "current state" process maps were completed in the BPM effort.

Schedule Variance: 2.9 % Behind **Budget Variance:** 1.8 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
05/08/2012	10/03/2014	11/11/2015	42	$3,468,428	$ 5,354,707	$4,785,401	$5,317,704

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 project is currently running on schedule, though trending slightly behind. While the general SLDS scope has been completed, the schedule trend is due to additional scope added to accommodate the goals of the 2012 (postsecondary) grant. The additional scope will be accounted for in a rebaseline of the project that will likely happen in Q3. To assist with meeting the goals, the project was awarded a one-year grant extension in June 2015. The project is well under budget, mainly due to resource constraints at the start of the 2012 grant work. Work continues on maintaining and expanding the existing reports and data. The 2012 (postsecondary) grant Iteration 4 is in progress, and the scholarship portion of eTranscripts has been designed and is now positioned for expansion and maintenance.

Schedule Variance: 0.0 % Behind **Budget Variance:** 23.7 % 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	$ 8,296,286	$6,278,749	$6,336,723

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 27 years old. This project involves the rewrite of two of these systems to a current technology platform. As a result of the new technology ITD will potentially gain internal efficiencies as well as give State agencies better access to billing details and reports.

Overall Project Status: Green

LPO Summary: Development work completed this quarter. Final testing activities are taking place. The application was originally planned to go live on June 9, 2015. During the course of the project, however, a business decision was made to go live in July to better accomodate the financial transition between the 13-15 biennium to the 15-17 biennium. The application is on track to go live in July.

Schedule Variance: 6.3 % Behind **Budget Variance:** 15.9 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
11/04/2013	06/09/2015	N/A	19	$1,007,061	$ 1,013,641	$1,107,397	$1,061,321

3010 - Department of Health

Project Name: **WIC Management Information System Upgrade**

Description: The North Dakota and Iowa Women, Infants and Children (WIC) Programs are seeking to upgrade their jointly developed management information systems to the Mountain Plains States Consortium (MPSC) system. The two states are in a unique position for an upgrade due to the fact that their systems served as the baseline for the MPSC system. The streamlined upgrade will better position the states for Electronic Benefits Transfer (EBT) and for a long term MIS solution.

Overall Project Status: Green

LPO Summary: The project entered the execution phase this quarter. Deliverables were approved for the implementation, training and transition plans, for the data conversion plan and data map, and for training materials. The project is on track.

Schedule Variance: 3.6 % Behind **Budget Variance:** 25.7 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
03/16/2015	01/14/2016	N/A	10	$450,675	N/A	$105,505	

3010 - Department of Health

Project Name: **North Dakota Immunization Information System**

Description: The Department of Health has received several grants that will improve interoperability, and improve data quality and timeliness of data transferred between the NDIIS and electronic health records. This project will also create a more sustainable immunization information system.

Overall Project Status: Yellow

LPO Summary: The project moved into execution this quarter, but is already experiencing vendor delays as neither of the two scheduled deployments have completed. The vendor is working on a recovery strategy.

Schedule Variance: 41.4 % Behind **Budget Variance:** 48.0 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
05/01/2015	04/30/2018	N/A	35	$3,574,410	N/A	$433,428	$3,142,428

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 3, 2014 for the clinical module and March 1, 2014 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 will be held open until the disagreements are resolved. The project sponsor received feedback from the vendor last quarter that they are working on the functionality the Veteran's Home has been expecting. It is hopeful that the project will close next quarter.

Schedule Variance: 173.1 % Behind **Budget Variance:** 9.6 % Under

Base Start	Base End	Revised End	Total Months
08/01/2013	04/14/2014	N/A	8

Base Budget	Revised Budget	Actual	EAC
$373,465	N/A	$312,062	$327,780

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: **Green**

LPO Summary: The project was rebaselined in June 2015 with a new go-live date of October 5, 2015, which has been announced to stakeholders, including the providers. The project team is currently working through defects, scope critical to go-live, and final testing.

Schedule Variance: 3.9 % Behind **Budget Variance:** 6.0 % Under

Base Start	Base End	Revised End	Total Months
07/01/2005	07/31/2009	10/05/2015	123

Base Budget	Revised Budget	Actual	EAC
$62,529,371	$ 97,930,287	$66,435,407	$97,930,287

3250 - Department of Human Services

Project Name: **TMSIS**

Description: Transformed Medicaid Statistical Information System (T-MSIS) is an expansion of the existing Centers for Medicaid & Medicare (CMS) MSIS extract process. Data from the extracts are used by CMS to assist in federal reporting for Medicaid and Children's Health Insurance Program (CHIP). T-MSIS is mandated by CMS and the Affordable Care Act (ACA). It is an extension of current decision support and data warehouse systems. The primary goals for the refined T-MSIS extract format is for improved timeliness, reliability and robustness through more frequent (monthly) updates and to increase the amount of data requested by CMS.

Overall Project Status: **Yellow**

LPO Summary: The project is behind schedule but under budget. The schedule delays are due to the delayed data conversion schedule in the MMIS project, DHS resource conflicts with the MMIS project, and time lags in responses to questions put to CMS and New Wave (CMS vendor). The project team has sent all the mapping documents to CMS for review. The project team has also completed the development of data extraction jobs for Managed Care and TPL, and sent test files for Managed Care, TPL, and Provider to CMS.

Schedule Variance: 37.7 % Behind **Budget Variance:** 19.4 % Under

Base Start	Base End	Revised End	Total Months
06/01/2014	06/03/2015	N/A	12

Base Budget	Revised Budget	Actual	EAC
$967,216	N/A	$154,727	$894,269

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: **Yellow**

LPO Summary: During this quarter, contract negotiations were completed and the contract Deloitte was signed. CMS and FNS approved the contract and IAPDU. Planning and requirements validation began. Planning was not completed during this quarter, however, so the project schedule and budget have not been re-baselined. Therefore variance for this quarter was measured against the last approved schedule and budget.

Schedule Variance: 22.6 % Behind **Budget Variance:** 21.6 % Under

Base Start	Base End	Revised End	Total Months
05/07/2013	06/30/2017	N/A	49

Base Budget	Revised Budget	Actual	EAC
$59,290,077	N/A	$17,575,882	

5400 - Adjutant General

Project Name: **Statewide Records Management System**

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 procure and implement a statewide Records Management System (RMS) which will be an upgrade or a successor system to the current CJIS Law Enforcement Records Management System (LERMS).

Overall Project Status: **Yellow**

LPO Summary: The project completed in this quarter under budget but behind schedule. The final punch list deliverable was put into production in March 2015, the remaining issue has been corrected and accepted, and the final payment has been made to the vendor.

Schedule Variance: 383.6 % Behind **Budget Variance:** 7.5 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
07/02/2014	10/31/2014	N/A	3	$1,280,018	$ 1,172,579	$1,084,312	$1,084,312

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: The project is currently on schedule and under budget. Key progress this quarter includes continued finalization of data development work, including completing the data development and field verification of the final group.

Schedule Variance: 0.0 % Ahead **Budget Variance:** 11.1 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
07/01/2010	09/28/2012	10/16/2015	63	$1,959,809	$ 3,812,098	$3,236,851	$3,386,239

8010 - Department of Transportation

Project Name: **Motor Vehicle System Redesign**

Description: NDDOT intends to replace the Vehicle Registration and Titling System (VRTS) with a base product built on current-technology that will allow for vehicle registration, titling, dealer regulation, and advanced financial accountability.

Overall Project Status: **Green**

LPO Summary: The project entered execution this quarter. The definition phase of the project has completed as scheduled. Work is in progress for the base configuration, development, conversion, testing, and training phases. The project is progressing nicely.

Schedule Variance: 1.0 % Behind **Budget Variance:** 32.8 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
03/20/2015	06/30/2016	N/A	15	$8,514,160	N/A	$565,135	$8,237,856