

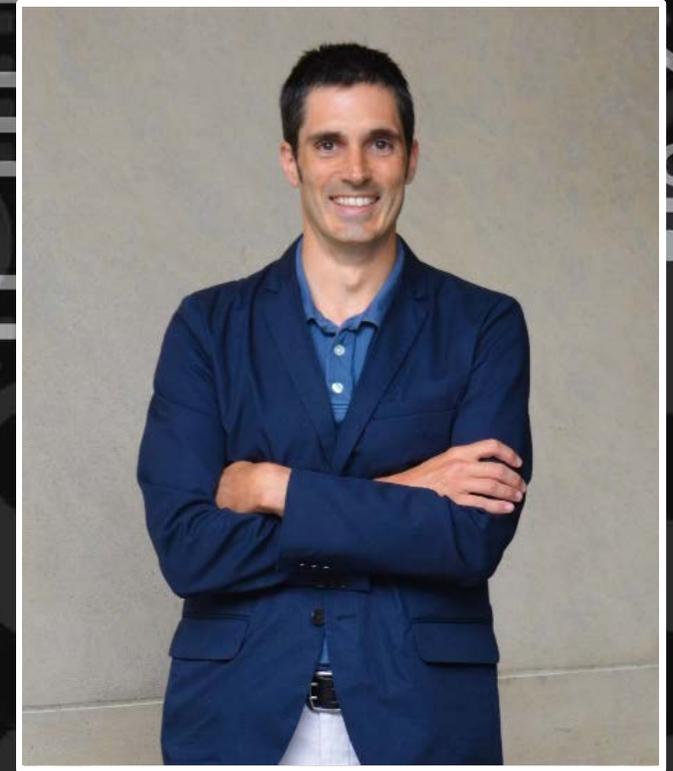
Large IT Project Presentations

Secretary of State: File 2.0

Dept. of Human Services: Eligibility (SPACES), and Medicaid

Justin Data

Enterprise Services Division



Green, Yellow, Red

A refresher on what the stoplight status colors mean

Green: The project is within 20% variance of the currently approved baseline for budget and schedule, and is expected to substantially meet all of the business objectives established in the startup report.

EXECUTIVE SUMMARY				
Overall Summary	Prior Status	Green	Current Status	Green
Green	The project is within 20% variance of the currently approved baseline for budget and schedule, and is expected to substantially meet all of the business objectives established in the startup report.			
Yellow	The project has exceeded 20% variance of the currently approved baseline for budget and/or schedule and is expected to substantially meet all of the business objectives established in the startup report.			
Red	The project is at risk of termination, or at risk of not substantially meeting the business objectives established in the startup report.			
Summary				

Yellow: The project has exceeded 20% variance of the currently approved baseline for budget and/or schedule and is expected to substantially meet all of the business objectives established in the startup report.

Red: The project is at risk of termination, or at risk of not substantially meeting the business objectives established in the startup report.

2015 Q4 Project Status Highlights

- Five projects in execution with budgets >\$5M, and they are all reporting green status
- Six other projects in execution: 3 green, 3 yellow, and nothing reporting red
- No projects completed or moved into execution this quarter
- Two projects in planning: DHS Electronic Health Records, and DHS Operating Rules
- Summary reports
 - <https://www.nd.gov/itd/services/project-management-oversight>



Information Technology Department

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

March 4, 2016

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

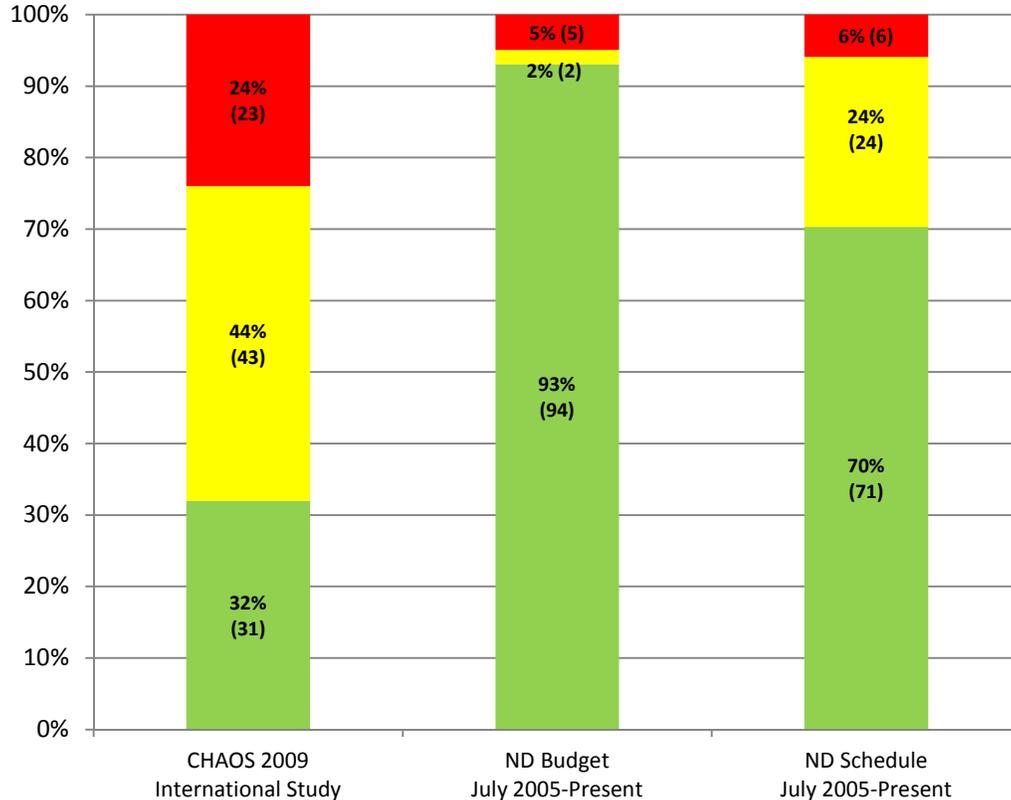
Greetings,

Attached to this cover letter is the Large Project Summary Report for the period ending December 31, 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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No projects reported complete this quarter.

2 projects reported in the planning stage this quarter.

Agency	Project
Department of Human Services	Electronic Health Records
Department of Human Services	Operating Rules

No projects moved into the execution phase this quarter.



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The following two items are programs or large, multi-phase projects that are being managed in an “iterative” fashion. Because they have budgets in excess of \$5,000,000 and represent high-risk, highly complex work, they will receive ongoing cover letter reports regardless of project health. For these items, the cover letter will describe the program approach and the status of the overall program, while the separate summary reports will detail progress against individual baselines.

Agency	Program or Multi-Phased Project
Department of Human Services	Eligibility System Modernization (SPACES)
<p>The Department of Human Services’ (DHS) Eligibility System Modernization project will replace core business applications that determine "eligibility" for medical assistance, children’s health insurance, Temporary Assistance for Needy Families, Supplemental Nutrition assistance, child care assistance and heating assistance which are currently administrated via four legacy systems. Additionally the modernization project will include enhancements needed to support the Patient Protection & Affordable Care Act (ACA).</p> <p>The initial approach to this project was to custom develop a solution in-house between DHS and ITD. That approach was retired in late 2014 based on the availability of new third party solutions. The current approach is to install a system built by Deloitte through a phased, "iterative" approach that breaks out multiple releases into individually baselined phases. Each phase will finish with the delivery of business functionality (either in "production" or completed yet held for a later rollout). Each phase will be reported on individually in the summary reports, while a roll up of program costs and schedule status will appear in this cover letter.</p> <p>The project is currently working on RELEASE 1, which has an original baseline budget of \$45,436,315, and an original baseline completion date of April 4, 2016, with an initial phase of product rollout originally scheduled to occur 12/7/2015.</p> <p>RELEASE 1 has a current baseline budget of \$52,308,066, and a current baseline completion date of May 2, 2016, with this initial phase of product rollout currently scheduled to occur February8, 2016. RELEASE 1 has an overall operational status of GREEN when measured against current plans. At the end of Q4 2015, the budget variance for RELEASE 1 is reporting as 6.6% UNDER and the schedule variance is reporting as 2.7% BEHIND.</p> <p><i>It is currently estimated that the duration for the TOTAL PROJECT may stay active through 2017 and may cost between \$105,000,000 and \$120,000,000.</i></p>	
Workforce Safety and Insurance	System Replacement Program (SRP)
<p>The Workforce Safety and Insurance (WSI) Claims and Policy System (CAPS) will replace core business applications in order to improve customer service, meet WSI’s anticipated demand for growth and enable WSI to remain current with technology.</p> <p>A phased, "evolution" implementation approach will be used in which the overall program is broken into multiple phases, which are then broken into multiple projects. Each project will finish with the delivery of business functionality. Each project will be reported on individually in the summary report, while a roll up of program costs and schedule variance will appear in this cover letter.</p>	



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The WSI CAPS **PROGRAM** has an overall operational status of **GREEN** when measured against current plans. At the end of Q4 2015, the budget variance is reporting as 7.9% UNDER and the schedule variance is reporting as 24.8% AHEAD. The program completed **Phase 1** (an initial program planning phase) on June 30, 2015, on time and under budget. The program is **currently working on Phase 2, Project 1**.

It is currently estimated that the duration for the entire program may take seven to eight years to complete (2022-2023) and may cost up to \$30M.

The following 3 projects have a budget in excess of \$5,000,000 and will also receive ongoing cover letter reports regardless of project health.

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 11.9% UNDER and the schedule variance is reported as .1% BEHIND when measured against their approved baselines. Key accomplishment is the completion of Iteration 5. The team is continuing to expand the data warehouse for College Admissions, NDUS Teacher Education Program, and Student Finance data; and continuing to train NDUS staff.	
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 Q4 2015, the budget variance is reporting as 3.3% under and the schedule variance is reporting 8.7 behind (an average of the CIS effort and the BPM effort.) The BPM effort completed Q3 and the CIS is scheduled for go live Q1 of 2016 (March 1).	
Agency	Project
Department of Transportation	Motor Vehicle System Redesign
This project has an overall operational status of GREEN . The budget variance is reported as 14.3% UNDER and the schedule variance is reported as 0.2% AHEAD when measured against their approved baselines. The project continues to progress with no significant risks or issues.	



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Of the remaining 6 active projects, 3 were rated as **GREEN**, 3 were rated **YELLOW**, and 0 were rated **RED**. The following active project is being monitored closely due to budget/schedule variance concerns.

Agency	Project
Veterans Home	Electronic Medical Records
<p>This project is reporting YELLOW overall. The project is reporting 245.1% BEHIND schedule and 9.5% 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 are being held open until the disagreements are resolved.</p>	

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: The Central Indexing Services effort of the overall project completed user acceptance testing this quarter. Secretary of State certified the CIS application was ready for production. Production GO LIVE date is set for March 1, 2016 to accommodate the 90 day certification required by the legislature.

A new procurement for a new Licensing, Notary and Registrations (now known as "Business & Licensing System" (BLS)) product began in Q4 2015. The team worked on requirements for COTS product and the development of the RFP. The COTS product will replace the existing business registration, licensing and notary application running on an AS400 (a midrange computer system)

Schedule Variance: 8.7 % Behind **Budget Variance:** 3.3 % 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	\$5,241,125	\$5,242,169

1120 - Information Technology Department**Project Name:** North Dakota Statewide Longitudinal Data System

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. Project was formerly known as EdSmart.

Overall Project Status: Green

LPO Summary: The project is on schedule and under budget. Key accomplishment is the completion of Iteration 5. The team is continuing to expand the data warehouse for College Admissions, NDUS Teacher Education Program, and Student Finance data; and continuing to train NDUS staff.

Schedule Variance: 0.1 % Behind **Budget Variance:** 11.9 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
02/01/2011	12/21/2012	09/30/2016	67	\$1,929,000	\$ 8,296,286	\$6,787,694	\$7,379,359

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 continued on track with the finalization of testing and training, and with the production rollout of the system. It is expected that the remaining deliverables will be completed in the first quarter and that the project will move into the closing phase.

Schedule Variance: 0.0 % **Budget Variance:** 4.2 % 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	\$365,782	\$464,485

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: Green

LPO Summary: The project is currently ahead of schedule and under budget. Due to the negative schedule variance in Q2, the project presented a replan strategy to SITAC and has rebaselined the schedule this quarter.

Schedule Variance: 9.1 % Ahead **Budget Variance:** 6.3 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
05/01/2015	09/29/2017	11/21/2017	30	\$3,574,410	N/A	\$1,224,094	\$3,329,413

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: A conference call was conducted between the state and the vendor in November during which time a potential workaround was discussed for the item that is holding the project open. At this time, however, there remains no delivered solution, and the final payment remains outstanding.

Schedule Variance: 245.1 % Behind **Budget Variance:** 9.5 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
08/01/2013	04/14/2014	03/31/2016	31	\$373,465	N/A	\$312,317	\$328,047

3250 - Department of Human Services**Project Name:** Eligibility System Modernization (SPACES) - RELEASE 1 ONLY

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 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 county eligibility workers and constituents.

Overall Project Status: Green

LPO Summary: During this quarter, the SPACES (Self-service Portal And Consolidated Eligibility System) project team completed development of all of the core functionality that was agreed upon in the design sessions. Numerous deliverables were analyzed and accepted. Due to various reasons, including the addition of required scope needed to meet Affordable Care Act requirements, the schedule was re-baselined with a February 8, 2016 go-live date.

Schedule Variance: 2.7 % Behind **Budget Variance:** 6.6 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
05/07/2013	06/30/2017	05/05/2016	36	\$59,290,077	\$ 52,308,066	\$33,340,021	\$49,169,582

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 under budget and behind schedule. 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). Due to schedule variance, the project presented to SITAC this quarter and is currently re-planning.

Schedule Variance: 13.8 % Behind **Budget Variance:** 3.3 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
06/01/2014	06/03/2015	01/06/2016	19	\$967,216	\$ 1,253,356	\$275,694	\$912,761

4710 - Bank of North Dakota**Project Name:** Managed File Transfer

Description: As part of the Bank of North Dakota (BND) mission to support and promote agriculture, commerce and industry in North Dakota, the purpose of this project is to implement a suitable enterprise-level managed file transfer (MFT) platform and associated policies, processes, and procedures as a replacement for existing file transfer systems and practices. The goal is to partner improved and streamlined processes with a product providing the security, visibility, auditability, and scalability to meet BND's needs. This solution will also provide integral support to BND partners now and well into the future so that secure transfer of data facilitates BND and North Dakota growth rather than challenging or inhibiting it.

Overall Project Status: Yellow

LPO Summary: Configuration of the modules caused a significant delay to the project. Because of the length of the delay, the project cannot recover and will be working to replan during the next quarter. Overall, the project team has been effective in identifying and resolving challenges and the project is expected to meet all of business objectives.

Schedule Variance: 54.6 % Behind **Budget Variance:** 13.6 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
08/19/2015	05/16/2016	05/16/2016	9	\$646,152	N/A	\$208,488	\$557,929

4850 - Workforce Safety and Insurance**Project Name:** Claims and Policy System (CAPS) – (formerly, System Replacement Program): PHASE 2, PROJECT 1

Description: Utilizing an "evolutionary" approach to system replacement, CAPS (the Claims and Policy System) focuses on replacing WSI's core business applications with web-based technology by re-architecting and re-developing key components of existing Injury Services and Employer Services business systems.

Overall Project Status: Green

LPO Summary: The project has been moving forward ahead of schedule and under budget. The first release which began in November for "Project 1" will deliver forms functionality. At the same time planning is beginning for future releases related to a number of shared components and database consolidation efforts. Additionally, the software system-to-be has been given a formal name: CAPS (Claims and Policy System).

Schedule Variance: 24.8 % Ahead **Budget Variance:** 7.9 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
07/01/2015	05/19/2016	N/A	10	\$1,630,288	N/A	\$504,375	\$1,586,899

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 slightly behind schedule and under budget. All work has been completed, except for finalization and editing of various data. The state is working with the vendor to finalize these items, and when this has been done satisfactorily, the final acceptance payment will be issued. This is likely to occur in Q1 2016.

Schedule Variance: 3.8 % Behind **Budget Variance:** 0.8 % 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	\$3,873,774	\$3,812,098

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 is progressing nicely ahead of schedule and under budget. The base configuration phase of the project was completed on schedule as reported in 3rd quarter. Development phase of the project was completed on schedule this quarter. The team is now working on conversion, testing, training phases, and go-live checklists.**Schedule Variance:** 0.2 % Ahead **Budget Variance:** 14.3 % 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	\$3,007,807	\$8,058,701