

Justin Data

Enterprise Services Division,
Project Management Office



2016 Q1 Project Status Highlights

- Five projects in execution phase with budgets >\$5M, and they are all reporting green status
- Four other projects in execution: 3 green, 1 yellow, 0 red
- No projects moved from planning phase into execution this quarter
- Four projects in planning
- Two projects completed
- Quarterly cover letter
 - <https://www.nd.gov/itd/sites/itd/files/legacy/services/pm/active-oversight-project-summary-cover-2016-q1.pdf>
- Summary reports
 - <https://www.nd.gov/itd/services/project-management-oversight>



Information Technology Department

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

June 6, 2016

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

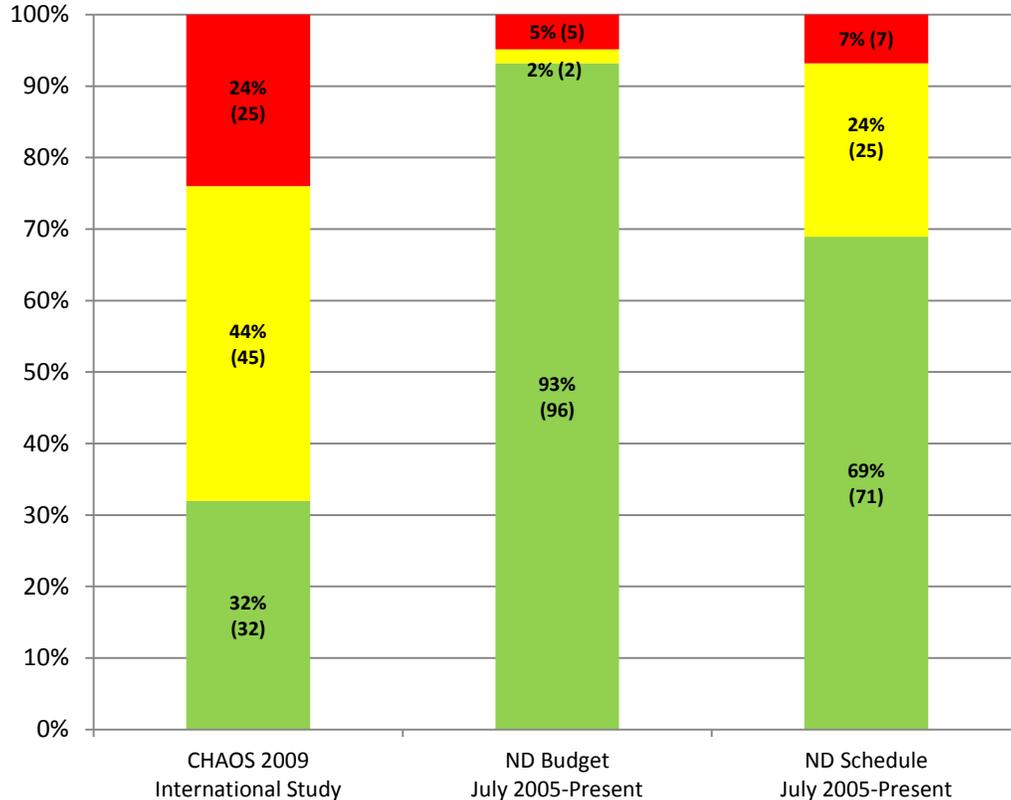
Greetings,

Attached to this cover letter is the Large Project Summary Report for the period ending March 31, 2016.

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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Two projects reported complete this quarter.

Agency	Project	Budget	Schedule
Department of Health	WIC Management Information System Upgrade	Under	Over
Veterans Home	Electronic Medical Records	Under	Over

Four projects reported in the planning stage this quarter.

Agency	Project
Department of Human Services	Electronic Health Records
Department of Human Services	Eligibility System Modernization (SPACES) - Release 2
Department of Human Services	Operating Rules
Workforce Safety and Insurance	Claims and Policy System: PHASE 2, RELEASE 2

No projects moved into the execution phase this quarter.

Agency	Project



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The following **two** items are programs or large, multi-phase projects 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' Self-service Portal and Consolidated Eligibility System (SPACES) project will replace core business applications that determine "eligibility" for Medicaid, Children's Health Insurance, and Temporary Assistance for Needy Families, Supplemental Nutrition assistance, Child Care Assistance, and Low Income Home Energy Assistance programs 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 transfer a system by Deloitte through a phased approach with individually baselined phases. Each phase will finish with the delivery of business functionality (either in "production release" 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 has recently rolled out Release 1, which had an original baseline budget of \$45,436,315, and an original baseline completion date of April 4, 2016. Release 1 has a current baseline budget of \$52,568,066, and a current baseline completion date of May 8, 2016. Release 1 has an overall operational status of GREEN when measured against current plans. At the end of Q1 2016, the budget variance for Release 1 is reporting as 1.7% UNDER and the schedule variance is reporting as 0.07% AHEAD. Release 2 is currently in the planning phase.</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>	
Agency	Program or Multi-Phased Project
Workforce Safety and Insurance	System Replacement Program (SRP)
<p>The Workforce Safety and Insurance (WSI) System Replacement Program (SRP) 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, while a roll up of program costs and schedule status will appear in this cover letter.</p> <p>The WSI SRP PROGRAM completed Phase 1 (an initial program planning phase) on June 30, 2015, on time and under budget (actual costs \$162,093). The WSI CAPS PROGRAM - RELEASE 1 has an overall operational status of GREEN when measured against current plans. At the end of Q1 2016, the budget variance is reporting as 9.6% UNDER and the schedule variance is reporting as 3.8% AHEAD. The program completed PHASE 1 (an initial program planning</p>	



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phase) on June 30, 2015, on time and under budget. **PHASE 2, RELEASE 1** is expected to be completed early in Q2 2016, ahead of schedule and under budget. The program is currently planning **PHASE 2, RELEASE 2**.

*It is currently estimated that the duration for the **TOTAL PROGRAM** may take seven to eight years to complete (2022-2023) and may cost up to \$30,000,000.*

The following **three** projects have budgets in excess of \$5,000,000 and they will 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 4.4% UNDER and the schedule variance is reported as .1% BEHIND when measured against their approved baselines. Iteration 6 is in progress and anticipated to complete May 31, 2016. This iteration focuses on student finance, retention/graduation, teacher education program, and possibly financial aid.	
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 Q1 2016, the budget variance is reporting as .3% under and the schedule variance is reporting on schedule. The BPM effort completed Q3 of 2015 and the Central Indexing System CIS went live 3/1/2016. The project is currently in the procurement phase for a new Licensing, Notary, and Registration system referred to as the Business & Licensing System (BLS).	
Agency	Project
Department of Transportation	Motor Vehicle System Redesign
This project has an overall operational status of GREEN . The budget variance is reported as 15.4% UNDER and the schedule variance is reported as 1.5% AHEAD when measured against the approved baseline. The project continues to progress with no significant risks or issues. The implementation date is set for June 13, 2016.	



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Of the remaining **four** active projects, **three** rated as **GREEN**, **one** rated **YELLOW**, and **zero** as **RED**.

For this quarter, we did not monitor any active projects for budget/schedule variance concerns.

Agency	Project

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 project team completed the BPM project in Q3 2015. The CIS phase went live in production on 03/01/2016 and is now in post-production support. The procurement for a new Licensing, Notary and Registrations system now known as the "Business & Licensing System" (BLS) continued in Q1 2016. Additional funding for the planning and execution of the BLS phase is expected to be added to the project in Q2 2016 from the SOS 2015-2017 Appropriation upon approval by the Executive Steering Committee (ESC). The addition of this scope will result in a the re-baseline of the schedule and budget at the completion of the planning effort.

Schedule Variance: 0.0 % Behind **Budget Variance:** 0.0 % 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	\$5,315,889	\$5,315,889

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. Iteration 6 is in progress and anticipated to complete May 31, 2016. This iteration focuses on student finance, retention/graduation, teacher education program, and possibly financial aid.

Schedule Variance: 0.1 % Behind **Budget Variance:** 4.4 % 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	\$7,222,142	\$7,960,580

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 team has completed work on the Sentinal Site Pan Flu grant and is currently working with both the Veteran's Administration and providers to establish interoperability with the NDIIS. The project has three remaining grants in progress: PPHF2014, Sentinal Site Capacity, and the Annual Immunization Cooperative Agreement.**Schedule Variance:** 6.6 % Behind **Budget Variance:** 5.7 % 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	\$1,500,011	\$3,320,642

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 team received the final two deliverables for the project, conducted closing activities and formally closed the project.**Schedule Variance:** 10.7 % Behind **Budget Variance:** 5.9 % 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	\$424,071	\$424,071

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:** The final deliverable, a report required to be provided to ND auditors, was delivered by the project vendor on 3/17/2016. This delivery was the final item which was keeping the project held open for so long while the rest of the system was being used. With this delivery the project is completed and is closed.**Schedule Variance:** 274.9 % Behind **Budget Variance:** 9.6 % 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	\$312,190	\$312,190

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: Green

LPO Summary: The project is on budget and on schedule. The schedule and budget were rebaselined to accommodate the re-planning effort presented to SITAC and new scope changes. Current accomplishments include starting the pre-operational readiness testing.

Schedule Variance: 0.0 % Ahead **Budget Variance:** 0.2 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
06/01/2014	06/03/2015	09/02/2016	27	\$967,216	\$ 1,563,437	\$282,992	\$1,567,502

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

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: The SPACES (Self-service Portal and Consolidated Eligibility System) project team completed development and user acceptance (UAT) testing of all of the functionality that was necessary for Release 1 (ACA). On February 8th, this portion of the system was released into production. Release 1 included a worker portal for county and state workers, as well as a self-service portal that is open to the public. All ACA eligibility determinations are now being completed in the SPACES system, and all contingency systems previously used for ACA eligibility determinations have been retired.

Schedule Variance: 0.1 % Ahead **Budget Variance:** 1.7 % 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	\$45,436,315	\$ 52,568,066	\$40,010,921	\$52,567,172

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: This quarter, the project has completed load testing, received training documentation, completed the certification process and completed a re-plan of the schedule and budget. The date of the project was pushed out five months and the overall budget remained the same; budget line items were adjusted. Shortly after the project schedule had been rebaselined, including a change request, the vendor informed BND that they were going to be late on delivering the change request work, resulting in an overall three week impact to the project. Although the project is expected to show behind the newly revised schedule by approximately three weeks, the project is expected to meet all of the business objectives.

Schedule Variance: 20.7 % Behind **Budget Variance:** 11.2 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
08/19/2015	05/16/2016	10/07/2016	14	\$646,152	N/A	\$251,822	\$614,281

4850 - Workforce Safety and Insurance**Project Name:** Claims and Policy System: Phase 2, Release 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: Phase 2, release 1 was completed ahead of schedule, with a production go-live scheduled to occur right away in Q2 on April 6 and 7. The new CAPS functionality for phase 2, release 1 includes Forms Listing, Forms Search, Forms Add/Maintain, and Forms Preview/Print (shared components of the system). Additionally, planning activities began for the next release, which will be managed as the Phase 2, Release 2 project of the CAPS program.

Schedule Variance: 3.8 % Ahead **Budget Variance:** 20.7 % 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	\$1,292,069	\$1,298,000

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 Q2 2016.**Schedule Variance:** 8.6 % Behind **Budget Variance:** 0.3 % 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	\$3,776,114	\$3,799,275

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 very well and is ahead of schedule and under budget. The team continues to work on final conversions, data purification, user acceptance testing, interface testing, load testing, training (Computer Based and classroom), and Implementation planning/go-live checklists. Code freeze is on April 25th. The Cutover weekend is on schedule for the weekend of June 10-12 with go-live June 13th.**Schedule Variance:** 1.5 % Ahead **Budget Variance:** 15.4 % 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	\$3,267,279	\$7,879,087