

# Justin Data

Enterprise Services Division,  
Project Management Office Supervisor



# 2016 Q2 Project Status Highlights

- Quarterly cover letter:  
<https://www.nd.gov/itd/sites/itd/files/legacy/services/pm/reports/active-oversight-project-summary-cover-2016-q2.pdf>
- Summary reports:  
<https://www.nd.gov/itd/sites/itd/files/legacy/services/pm/reports/active-oversight-project-summary-2016-q2.pdf>
- Five projects in execution phase with budgets >\$5M, and they are all reporting green status
- Three other projects in execution: 2 green, 1 yellow, 0 red
- One project moved from planning phase into execution this quarter
- Three projects in planning
- One project completed



# Information Technology Department

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

August 19, 2016

TO: Members of the Legislative IT Committee  
Legislative Council

RE: Large Project Summary Report

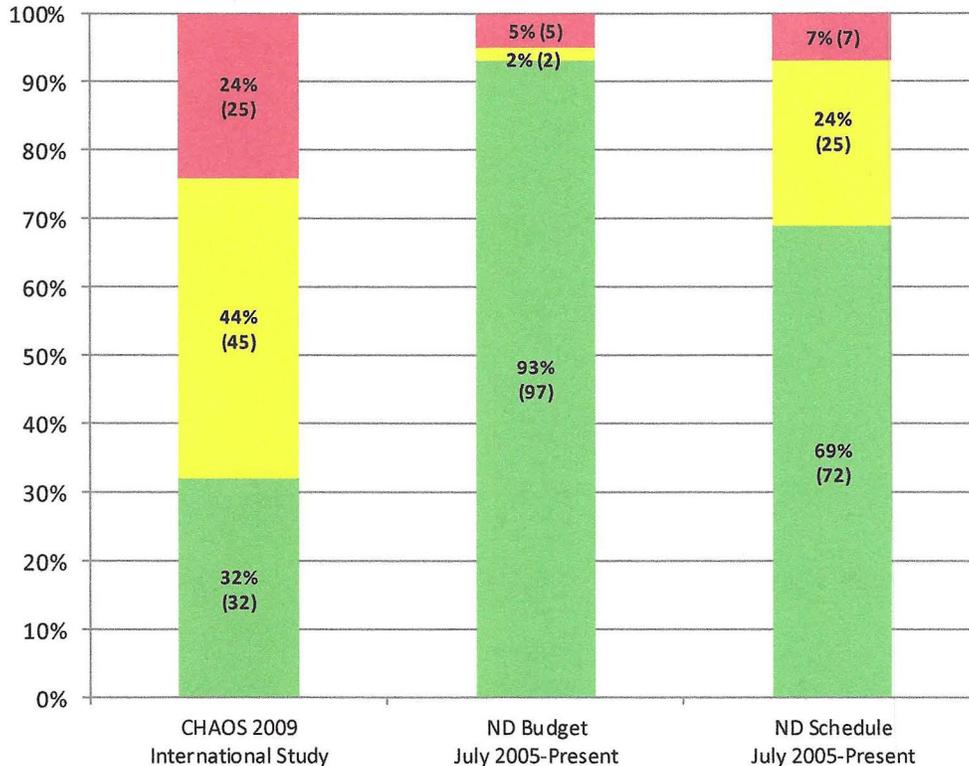
Greetings,

Attached to this cover letter is the Large Project Summary Report for the period ending June 30, 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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One project reported complete this quarter.

Agency	Project	Budget	Schedule
Adjutant General	Statewide Seamless Base Map	Under	Over

Three projects reported in the planning stage this quarter.

Agency	Project
Department of Human Services	Electronic Health Records
Department of Human Services	Health Enterprise Operating Rules
Information Technology Department	SLDS Data Utilization Project

One project moved into the execution phase this quarter.

Agency	Project
Workforce Safety and Insurance	Claims and Policy System: PHASE 2, RELEASE 2



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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 &amp; Affordable Care Act (ACA).</p> <p>The current project approach is to transfer a system by Deloitte through a phased approach with individually baselined phases. 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 resolving key post-production issues from the <b>Release 1</b> rollout while also planning <b>Release 2</b>. <b>Release 1</b> had an original baseline budget of \$45,436,315, and an original baseline completion date of April 4, 2016. <b>Release 1</b> has a current baseline budget of \$50,943,770, and a current baseline completion date of May 8, 2016. <b>Release 1</b> has an overall operational status of <b>GREEN</b> when measured against current plans. At the end of Q2 2016, the budget variance for <b>Release 1</b> is reporting as 7.5% UNDER and the schedule variance is reporting as 0.1% BEHIND. <b>Release 2</b> is currently in the planning phase. This planning phase has a budget baseline of \$21,366,296, and is expected to be completed Oct. 31, 2016. At that time, the cost to implement the <b>Release 2</b> product will be baselined.</p> <p><i>It is currently estimated that the duration for the <b>TOTAL PROJECT</b> may stay active through 2017 and may cost up to \$112,000,000.</i></p>	
Agency	Program or Multi-Phased Project
Workforce Safety and Insurance	System Replacement Program (SRP)
<p>The Workforce Safety and Insurance (WSI) 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, while a roll up of program costs and schedule status will appear in this cover letter.</p> <p>The WSI CAPS <b>PROGRAM - PHASE 2, RELEASE 2</b> is in progress and has an overall operational status of <b>GREEN</b> when measured against its current plans. At the end of Q2 2016, the budget variance is reporting as 10.5% UNDER and the schedule variance is reporting as 1.4% AHEAD. The program completed <b>PHASE 1</b> (an initial program planning phase) on June 30, 2015, on time and under budget. <b>PHASE 2, RELEASE 1</b> completed on April 7, 2016, also ahead of schedule and under budget.</p>	



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*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 <b>GREEN</b> . The budget variance is reported as 3.6% UNDER and the schedule variance is reported as 0% AHEAD when measured against their approved baselines. Grant funding was extended so the remaining dollars could be used to finish the project. Iteration 6 completed and Iteration 7 is scheduled to complete September 30, 2016. Iteration 7 focuses on completing the student finance domain and creating reports for NDUS end users. Project closeout is anticipated in October 2016.	
Agency	Project
Secretary Of State	SOS File 2.0
This project has an overall operational status of <b>GREEN</b> when measured against the current plan. At the end of Q2 2016, the budget variance is reporting as 1.3% OVER 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 business registration and licensing system referred to as Business and Licensing System (BLS).	
Agency	Project
Department of Transportation	Motor Vehicle System Redesign
This project completed execution and will move into the status of closing in Quarter 3 with an overall status of <b>GREEN</b> . The budget variance stands at 6.4% under budget and the schedule variance at 0.0% as the system was implemented on the planned date of June 13, 2016.	



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

For this quarter, we are monitoring **one** active projects for budget/schedule variance concerns.

Agency	Project
Bank of North Dakota	Managed File Transfer
This project has an overall operational status of <b>YELLOW</b> . The budget variance is reported as 22.3% UNDER budget and the schedule variance is reported as <b>RED</b> with 26.7% behind schedule when measured against the approved February 2016 revised baseline. The recovery plan is send a letter to the vendor and to re-plan the remaining effort, to include incorporating the deliverable acceptance criteria items in the schedule in order to get better vendor participation.	

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:** During 2nd quarter of 2016, SOS, Major Oak and the State Procurement Office continued working on the procurement effort for the next phase of the SOS File 2.0 project known as "Business & Licensing System" (BLS). The intent to award was issued to Tecuity, Inc. Contract negotiations, including the creation of the Scope of Work are underway.

**Schedule Variance:** 0.0 % Behind **Budget Variance:** 1.3 % Over

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	\$5,425,641	\$5,446,183

**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. Grant funding was extended so the remaining dollars could be used to finish the project. Iteration 6 completed and Iteration 7 is scheduled to complete September 30, 2016. Iteration 7 focuses on completing the student finance domain and creating reports for NDUS end users. Project closeout is anticipated in October 2016.

**Schedule Variance:** 0.0 % Ahead **Budget Variance:** 3.6 % 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	\$7,371,728	\$8,003,052

## 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 running slightly behind schedule and under budget. The project has three grants in progress: PPHF2014, Sentinel Site Capacity, and the Annual Immunization Cooperative Agreement. The federal government provided approval to carry over Year 1 activities in the Sentinel Site Capacity and approved a one-year no-cost extension of the PPHF2014 grant. The project team moved four elements into production (browser compatibility/neutrality, smallpox module, real-time forecaster, and automated client de-duplication), and completed separating the NDIIS system from Noridian's THOR network.

**Schedule Variance:** 4.9 % Behind      **Budget Variance:** 6.9 % 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	\$ 3,412,962	\$1,866,447	\$3,273,173

## 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 final closeout of the Release 1 phase is contingent on the resolution of all severity 1 and 2 defects in the production system. The resolution of these defects, which are covered under Deloitte's warranty services, are still outstanding. Once completed, DHS will officially closeout this phase and make final payment to Deloitte on the 10% holdback associated with the completion of phase 1 clearance. Meanwhile, all ACA and CHIP eligibility determinations are being completed in the SPACES system. Daily operational reports provide inbound application metrics, application and case status, case aging metrics, eligible client counts by benefit plan, outbound notice counts, batch processing activity, and system performance metrics.

**Schedule Variance:** 0.1 % Behind      **Budget Variance:** 7.5 % 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	\$47,116,244	\$49,876,027

## 3250 - Department of Human Services

**Project Name:** Eligibility System Modernization (SPACES) - Release 2

**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 has baselined the Release 2 planning and design phase of this project, and is scheduled to be complete in Q4 2016. During this phase, the State and Deloitte teams are working together to complete all requirement validation (RV) and joint application design (JAD) sessions for all requirements in Release 2. Release 2 includes the integration of the remaining Medicaid eligibility groups (non-ACA groups), Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), Low Income Home Energy Assistance Program (LIHEAP), Basic Care Assistance Program (BCAP) and Child Care Assistance Program (CCAP). The project team has completed all of the RV sessions in this quarter and the first JAD sessions have been held.

**Schedule Variance:** 1.6 % Behind      **Budget Variance:** 26.4 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
02/08/2016	10/31/2016	N/A	8	\$21,366,296	N/A	\$3,060,848	\$20,266,396

## 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 behind schedule. The budget was rebaselined to accommodate the new scope requirements from the federal government. Current accomplishments include submitting three rounds of files for testing, completing development and implementing the five mandatory changes, and development of the non-mandatory changes.

**Schedule Variance:** 7.5 % Behind      **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	\$ 1,581,050	\$288,137	\$1,567,627

**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:** The project started out this quarter behind schedule due to Globalscape delivering the Multi-Factor Authentication (MFA) changes late. Because of this and other factors, the project ends this quarter significantly behind schedule with a variance of 26.7% behind schedule. Contributing factors to the schedule variance include: the late delivery of MFA, late completion of subsequent tasks and tasks taking much longer to complete than planned. Due to the inability to accept deliverables, the project is showing a variance of 22.3% under budget.

**Schedule Variance:** 26.7 % Behind      **Budget Variance:** 22.3 % 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	\$284,460	\$564,201

**4850 - Workforce Safety and Insurance****Project Name: Claims and Policy System: PHASE 2, RELEASE 2**

**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. Phase 2, Release 2 is the second project in the CAPS Program. Phase 2 work focuses on re-facing shared application components of the legacy systems. The scope for Release 2 includes Work Management Part 1 (Core) functionality.

**Overall Project Status: Green**

**LPO Summary:** The team has made significant progress with Release 2 in Q2. The scope for Release 2 includes the Work Management Core functionality including the viewing, maintaining, and launching of work events. This release began April 11, 2016 and is approximately 65% complete. It is on schedule and under budget. The target timeframe for go-live is early September 2016.

**Schedule Variance:** 1.4 % Ahead      **Budget Variance:** 10.5 % Under

Base Start	Base End	Revised End	Total Months	Base Budget	Revised Budget	Actual	EAC
04/11/2016	09/30/2016	N/A	5	\$1,640,320	N/A	\$662,255	\$1,466,707

## 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 finished slightly behind schedule and on budget. All work on the project has completed and the final acceptance was signed.

**Schedule Variance:** 9.2 % Behind      **Budget Variance:** 0.1 % 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	\$3,900,000	\$3,900,000

## 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 STARS system experienced a smooth implementation on June 13, 2016 as planned. Final acceptance is scheduled for August 12, 2016, at which point the remaining 3 milestone payments totaling \$4,416,600 are due. As of June 30th, 26,900 transactions were processed via the new system. With the payments of the final milestones, the project will move into closing in August at 6.4% under budget, while awaiting the final measures to be collected over the next months.

**Schedule Variance:** 0.0 % Behind      **Budget Variance:** 6.4 % 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	\$3,548,238	\$7,964,838