

PROJECT STARTUP REPORT

Submitted to Large Project Oversight on 09/09/2015

GENERAL INFORMATION

Project Name: Managed File Transfer.

Agency Name: Bank of North Dakota.

Project Sponsor: Joe Herslip.

Project Manager: Tom Harris.

PROJECT DESCRIPTION

Project Purpose

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.

Summary

BND consistently utilizes file transfers to securely and verifiably send sensitive information between BND and its partners, impacting over thirty (30) different BND business processes. However, no single in-use product provides the full spectrum of capability required to support all business processes for an enterprise-based need. As a result, BND initiated and has awarded a procurement contract to Globalscape Inc. to deliver and install a multifunctional secure file transfer solution. At the conclusion of this project, the Project Team will have successfully delivered the managed file transfer tool, completed training of in-house technical support, rolled out tool access to BND staff and partners. Additionally, the project team will have implemented a means of operations and maintenance support, overseen by the BND IT staff and supported by contract from Globalscape.

BUSINESS NEEDS AND PROBLEMS

The specific primary business needs to be met (with measurements detailed in the next section) through the program are as follows:

- Need to identify a replacement file transfer system with the ability to mitigate outstanding audit requirements (to be outlined in the RFP) and provide necessary security functions holistically for BND.
- Need a file transfer system to provide functionality to complete adhoc transfer requests by the business areas without requiring IT intervention.
- Need a file transfer system with the capacity to provide traceability and reporting on file transfers in all stages of process; providing assistance with research and location of file transfer errors.
- Need a file transfer system with the functionality to establish and maintain individual user IDs (password/login), with specified group file permissions per location in order to maintain security and reporting requirements.

As described in the project charter, this project aligns exceptionally well with BND's organizational purpose and mission.

PROJECT BASELINES

Baseline Start Date	Baseline End Date	Baseline Budget
8/19/2015	5/16/2016	\$646,152

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OBJECTIVES

Business Objective	Measurement Description
Business Need 1: Need to identify a replacement file transfer system with the ability to mitigate outstanding audit requirements and provide necessary security functions.	
Objective 1.1: Mitigate outstanding audit requirements.	Measurement 1.1.1: At implementation, a functioning Multi-factor authentication process that manages 100% authentication of users.
	Measurement 1.1.2: At implementation, enable audit functionality and provide file transfer governance that can provide audit capability to all transfer functions.
	Measurement 1.1.3: At implementation, provide the ability to establish and maintain 100% of individual user IDs (password/login), with specified group file permissions per location in order to maintain security and reporting requirements.
Objective 1.2: Provide a file transfer system with traceability and reporting functionality at all stages of the process.	Measurement 1.2.1: At implementation, provide the ability to track and report 100% on file transfer(s) from start to finish, providing status and error information.
Business Need 2: File transfer system to provide functionality to complete adhoc transfer requests by the business areas without requiring IT intervention.	
Objective 2.1: Enable adhoc file transfers performed by Business areas	Measurement 2.1.1: Ability to perform adhoc transfers within the business areas.

COST BENEFIT ANALYSIS

Anticipated Benefits of Resolving Business Need 1:

- Outstanding audit requirements will be mitigated.
- Provide business users with the ability to research and track file transfers without the need for IT intervention.

Anticipated Benefits of Resolving Business Need 2:

- Improve response time to customer needs.

KEY CONSTRAINTS AND/OR RISKS

Risks:

- ITD ability to provide services; Changes in ITD services offered could result in schedule delays, the project being unable to meet charter needs, or increased costs.

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- Personnel changes; depending on the timing and position, personnel changes could require familiarization or training for new staff and result in errors that would have been spotted by someone with more experience in the project, resulting in quality impacts
- Competing non-project requirements; Competing non-project requirements for the same BND resources could result in a schedule impact due to availability

Constraints:

- This project is not able to buy unique software or hardware for BND Partners in order to utilize the MFT Platform
- Cost, schedule, scope, and quality are often in conflict during projects. The Sponsor elected to prioritize as follows:
 1. Quality
 2. Scope
 3. Cost
 4. Schedule