



# Information Technology Department

600 E Boulevard Ave., Dept 112 • Bismarck, ND 58505-0100 • (701) 328-3190

May 29, 2014

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

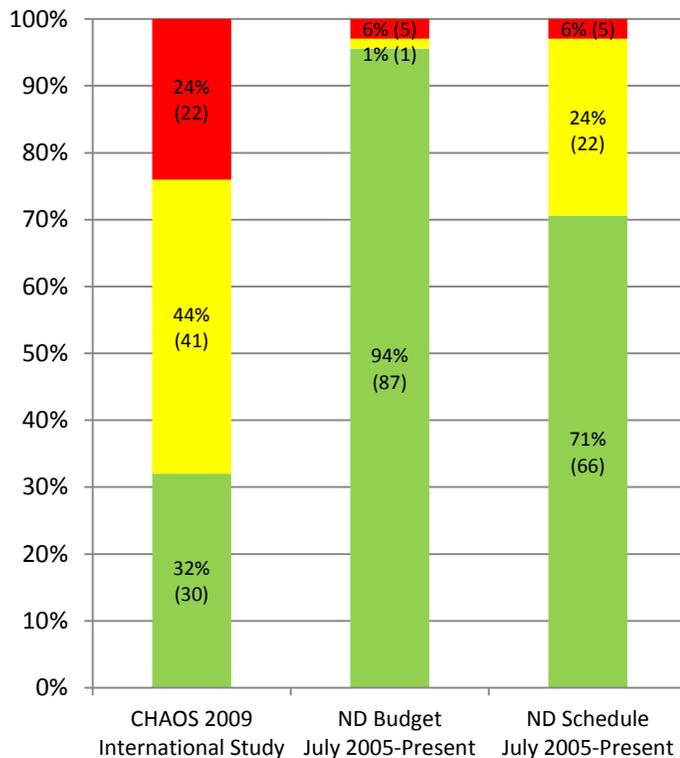
Greetings,

Attached to this cover letter is the Large Project Summary Report for the period ending March 31, 2014.

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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4 projects were reported complete this quarter.

| Agency                           | Project  | Budget          | Schedule        |
|----------------------------------|--|-----------------|-----------------|
| Department of Human Services     | Vocational Rehabilitation Information System Replacement | Under           | On              |
| Department of Public Instruction | eTranscripts   | Within Variance | Within Variance |
| Job Service North Dakota         | Workforce Data Quality Initiative                        | Within Variance | Within Variance |
| Office of Management and Budget  | PeopleSoft Recruiting Solutions                          | Under           | On              |

5 projects were reported in the planning stage this quarter.

| Agency                            | Project                                   |
|-----------------------------------|---|
| Adjutant General                  | Statewide Records Management System       |
| Department of Human Services      | Operating Rules                           |
| Department of Health              | WIC Management Information System Upgrade |
| Information Technology Department | STAGEnet Transport 2015                   |
| Information Technology Department | K-12 Identity Management Services         |

1 project moved into the execution phase this quarter.

| Agency                   | Project  |
|--------------------------|--|
| Job Service North Dakota | Wyoming, Colorado, Arizona, North Dakota UI Consortium (WyCAN) |



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The following 4 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                               |
| <p>This project has an overall operational status of <b>YELLOW</b>. The budget variance is reported as 7.5% UNDER and the schedule variance is reported as 17.4% BEHIND when measured against their approved baselines. This project is being done using a phased approach, phase 1 is the work associated with the Affordable Care Act (ACA) and the remaining phase(s) will be the work associated with Medicaid, TANF, LIHEAP, Child Care and SNAP. The project is significantly behind the original baselined schedule for Phase 1 and is expected to be significantly over budget for phase 1. DHS continued to utilize the contingency process and will need to for quite some time. Rescheduling activities now suggest a Phase 1 completion date of the 3rd or 4th quarter 2015. As a result, many enhancements were needed and will be needed in order to process applications, maintain cases and ensure DHS has data needed for state and federal reporting. ITD and DHS staff were unable to devote the planned amounts of time to Phase 1 of the project due to work on contingency related activities. Progress was made in the design, development, and system testing areas. User acceptance testing of the Streamlined Application (only) began in late February and revealed relatively few defects. The project team continues a significant re-planning effort for Phase 1 to adjust the deployment strategy, scheduled timelines based on lessons learned to-date and to acknowledge the increase in software development effort. The completion date(s) for the remaining phase(s) still have yet to be determined. Therefore, the Executive Steering Committee has not baselined the entire project until the completion dates have been determined. In the interim, the project continues to operate out of compliance with STD009-05 as they are executing without a completed project plan. The re-plan for phase 1 will allow the project team to effectively control the project including monitoring of cost/schedule variance.</p> |  |
|  |  |
| Department of Human Services   | Medicaid Systems Project                                       |
| <p>DHS is reporting the project as <b>RED</b> overall. The project is reporting 14.8% BEHIND schedule and 2.2% UNDER budget when measured against the current baseline of October 1, 2013. The state and Xerox have not been able to agree to a new schedule so the project continues to operate without appropriate project management controls in place. The last approved schedule (May 2012) had the project going live October 2013. Current estimates reflect a Sept 1, 2014, date. The project is currently overlapping testing phases; increasing risks in the project success and adding additional strain on state staff. The Executive Steering Committee is engaged in meetings and decisions about project actions and vendor communication. CMS has approved additional funding on new scope items. The project completed a major testing phase (SIT) during this period. In early April, a revised detailed schedule was submitted for state review for the Sept 1 go-live.</p>   |  |
|  |  |
| Job Service North Dakota   | Wyoming, Colorado, Arizona, North Dakota UI Consortium (WyCAN) |
| <p>This project has moved into the execution phase and is reporting <b>GREEN</b> overall. The project is reporting 3.7% BEHIND schedule and 18.4% UNDER budget when measured against the current baseline. Gap sessions are underway and have been held for several business functions. The outcome of these sessions has necessitated a re-plan of the manner in which the work is organized to gain maximum efficiency. North Dakota has completed documentation of current state interfaces and data conversion is progressing with little to no rejects or errors.</p>   |  |



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|  |              |
|--|--------------|
| Secretary of State   | SOS File 2.0 |
| <p>This project has an overall operational status of <b>GREEN</b> when measured against the newly re-baselined plan. At the end of quarter 1, 2014, the budget variance is reported as 1.2% UNDER and the schedule variance is reported as 5.2% AHEAD. Only work for Phase 1 (back office), Phase 2 (system framework and online customer forms), and Phase 4 (campaign finance) have been re-planned at this time. Phase 3 work (central indexing) and Phase 5 work (additional functionality) were not re-planned because additional analysis needs to be conducted on those phases in order to provide accurate information. When measured against the project's original baseline, variance measurements are 29.9% behind schedule and 6.0% over budget.</p> |              |

Of the remaining 13 active projects, 12 were reported as **GREEN**, 1 was rated **YELLOW**, and 0 were rated **RED**. The following active project is being monitored closely due to budget/schedule variance concerns.

| Agency   | Project         |
|--|-----------------|
| Department of Commerce   | Website Rewrite |
| <p>This project has an overall operational status of <b>YELLOW</b>. At the end of Quarter 1, 2014, the budget variance is reported as 8.1% UNDER and the schedule variance is reported as 26.1% BEHIND when measured against their approved baselines (which are also the original baselines). The Tourism website went live in May 2013. The Commerce websites, however, are approximately three months behind.</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