

# Project Closeout Report

## Presented to the IT Committee December 10, 2013

**Project Name:** Electronic Permitting

**Agency:** North Dakota Highway Patrol

**Business Unit/Program Area:** Permitting

**Project Sponsor:** Carrie Oswald

**Project Manager:** Brenda Bulawa

Project Objectives	Measurements	
	Met/ Not Met	Description
To have all permits available online through a web based system	Met	<p><b>DESCRIPTION:</b> By the end of the project 90% of all permits will be able to be obtained on-line</p> <p><b>RESULT: Between June 12, 2013 and October 2, 2013 55,369 permits were purchased, 95% of all permits were obtained through the on-line system.</b></p>
Reduce the current phone wait times because all permits will be able to be obtained on-line	Met	<p><b>DESCRIPTION:</b> 60 days after system implementation average call wait times will be reduced to 30 minutes or less</p> <p><b>RESULT: From June to September the average speed in which an initial call is answered by a permitting officer is 7 minutes.</b></p>
Reduce the amount of postage used by NDHP in mailing out permits	Met	<p><b>DESCRIPTION:</b> 6 months after the project is implemented the postage cost to mail out permits will reduce by 15%</p> <p><b>RESULT: 50% of Highway Patrol (HP) mailing costs come from the permitting office. In May the HP postage costs were \$1045.90, in September postage costs were \$372.93. The permitting office postage costs have decreased by 36% since the routing system has been implemented.</b></p>
To rewrite the PowerBuilder application into a web based system	Met	<p><b>DESCRIPTION:</b> After the system has been implemented the resources pool that will be able to operate and maintain the new technology will increase from three individuals to 20+ individuals</p> <p><b>RESULT: The Information Technology Department (ITD) resource pool has 20 people to support the application.</b></p>
Provide 24 x 7 automated submission for oversize motor carriers	Met	<p><b>DESCRIPTION:</b> 50% of oversize permits do not utilize the automated system. Six months after the project is implemented 75% of all permits will be submitted and processed by the online system</p> <p><b>RESULT: Between June 12, 2013 and October 2, 2013 55,369 permits were purchased, 95% of all permits were obtained through the online system.</b></p>
To provide the permitting office with the tools necessary to increase their efficiency in processing permits	Met	<p><b>DESCRIPTION:</b> Purchase, Configure, and Implement the COTS product</p> <p><b>RESULT: On July 7, 2012 the State of North Dakota (SOND) signed a Technology Services Contract with ProMiles Software Development Corporation. The NDHP implemented the COTS product on June 12, 2013.</b></p>

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		<p><b>DESCRIPTION:</b> Currently 50% of all oversized automated submissions require a permit specialist review. Six months after the project is implemented specialists will only be reviewing 25% of automated submission</p> <p><b>RESULT: The day after implementation, 24% of routable permit submissions required a permit officer specialist review. After 3 months 22% percent of automated permit submissions required a permit officer specialist to review.</b></p> <p><b>DESCRIPTION:</b> With the automation there will no longer be a need to continue the contract for 2 Temporary staff members currently required to keep up with the work load</p> <p><b>RESULT: The permit office was able to return to normal staffing levels on July 1, 2013 with no temporary staff needed.</b></p>
To purchase a COTS product that will interact with the current receipt/permit system to verify height, weight and length of the load movement on state and federal roads	Met	<p><b>DESCRIPTION:</b> The NDHP will sign a contract with a vendor</p> <p><b>RESULT: On July 7, 2012 the SOND signed a Technology Services Contract with ProMiles Software Development Corporation to purchase, configure, and implement a Commercial off the Shelf (COTS) product.</b></p>

Schedule Objectives					
Met/ Not Met	Original Baseline Schedule (in Months)	Final Baseline Schedule (in Months)	Actual Schedule (in Months)	Variance to Original Baseline	Variance to Final Baseline
Met	25	25	25	0%	0%

Budget Objectives					
Met/ Not Met	Original Baseline Budget	Final Baseline Budget	Actual Costs	Variance to Original Baseline	Variance to Final Baseline
Met	\$2,560,000	\$2,560,000	1,824,842	29% Under	29% Under

Major Scope Changes
<p>During the Enhanced Automated Routing the following new scope was added:</p> <ul style="list-style-type: none"> <li>• Mobility – Make the ePermits application more user friendly when using mobile devices.</li> <li>• Portal – Create a single point of reference for information on permitting within the SOND; this includes information for counties and state permits.</li> <li>• Data Sharing – <ul style="list-style-type: none"> <li>○ To create a web interface between North Dakota Highway Patrol (NDHP) Permitting application and the permit application created and maintained by the Association of Oil and Gas Producing Counties. This interface allows a consumer to transfer their basic permit data to the county consortium ePermit system.</li> <li>○ The original intent was to provide a bi-directional transfer of data between the Association of Oil and Gas county consortium. After analysis the project moved forward with only doing a single direction interface between the HP ePermits system with the Oil and Gas county consortium.</li> </ul> </li> </ul>

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### Lessons Learned

- The ePermit project had several subprojects rolled into one; this created coordination challenges, and diluted focus and attention from the limited resources assigned to the project. The subprojects needed to be prioritized and the schedule adjusted to accommodate the challenges.
- The Executive Steering Committee brought experience and insight to the project benefiting the State of North Dakota.
- After selecting individuals for the procurement team a review of State Procurement Guidelines and discussion about their roles and responsibilities needed to occur.
- Do not make any vendor meetings 'required' during the procurement process as this could create a procurement issue.
- More time may have been needed for the creation of the Request for Proposal (RFP). The project had two BAFO exercises; maybe one could have been eliminated if the RFP had been more specific.
- The procurement team felt that doing a Request for Information (RFI) before the RFP would have assisted them in creating a better RFP.
- The procurement team members were asked to score the RFP responses; this was difficult for some, as this was outside their comfort area of expertise.
- In the RFP responses all vendors said they could meet our technical requirements. During vendor demonstrations representative of the technical scoring group should verify that the vendor has experience in working in this environment.
- When you have a project with a tight schedule setup tentative meeting times to ensure availability as resource time may be competing with day to day activity or other projects.
- A monthly newsletter providing status would have helped keep the project team Subject Matter Experts (SME's) more informed on current and upcoming events.
- All side-bar conversations and/or impromptu meetings should have a formal document created to ensure all details and decisions were captured.
- Members of the team felt that their roles and responsibilities identified in the project plan were to high level. Need to have a more granular document for everyone's roles and responsibilities.
- The PMO SharePoint site was in its infancy when the project started, having the flexibility to make changes to the template made it more efficient.
- Refresher training should be provided to SharePoint users throughout the project.
- The ITD Work Management System (WMS) should have been setup at the project start based on the phased project hours for the entire project not by multiple work orders.
- There were several problem logs identified during Receipt/Rewrite User Acceptance Testing the agency scenarios were not included in the logs. During Enhanced Automated Routing this improved making resolution time shorter.
- There was not enough Quality Assurance (QA) test cycles planned into the project schedule. More time needs to be allocated for testing.
- When designing reports a draft layout should be provided to the agency for review and signoff during the design phase of the project.
- Process documentation was limited in some areas, those areas should be identified and the information updated earlier in the project.
- This project was one of the first chosen to utilize the new QA process. The inclusion of QA extended the ITD schedule though no change was made to the overall project schedule.
- When doing an iterative phased project approach, include time and resources to go back and improve upon previously completed phases.
- When conducting usability testing the prototype should include all functionality as it is not a true test of usability.
- Ensure that all business process are documented, tasks should be included in the project to review, add, and update these processes. If this was done during analysis some possible process improvements could have been identified for design and development. During UAT the agency identified some process improvements these were documented for future enhancements.
- Due to the complexity of the project the development objects should have been reviewed and smaller iterations with fewer objects could have been done. This could have saved more time in

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testing.

- Industry training went well; earlier marketing could have brought in more participants.
- Needed to allocate more time for internal training to enhance comfort level of users.
- Having detailed requirements will assist in limiting scope creep. Be prepared address and scope creep in a future enhancement.
- By doing an extensive risk analysis during planning could prevent major issues from occurring during the life of the project.
- When a COTS product is being implemented the vendor should always be onsite.

### Success Stories

- "Reduced workload for Bridge 50% and will reduce more if we incorporate..." - DOT
- "Bridge division has more time for Bridge Division work..." DOT
- Since implementation NDHP field troopers are writing 60% less permits in the field
- "System is fantastic. I utilize it daily and appreciate it." Sanjel Corporation
- "The new system is great, got a super load permit back right away." Transport Permits