DEPARTMENT OF TRUST LANDS INFORMATION TECHNOLOGY SYSTEMS REPLACEMENT PROGRAM ITERATIVE STARTUP AND CLOSEOUT REPORT

Submitted to Large Project Oversight on 8/13/2019

GENERAL INFORMATION

Program Name: Information Technology Systems Replacement Program (ITSR)
Agency Name: North Dakota Department of Trust Lands (DTL)
Program Sponsor: Catelin Newell
Program Manager: Aaron Kielhack

PROGRAM DESCRIPTION

In 1889, the brand-new State of North Dakota, through an act of Congress called The Enabling Act, received a gift of over 3 million acres of land from the Federal Government for funding public education in the State to perpetuity. Typically, that transfer included Sections 16 and 36 in every North Dakota township. To manage the assets, Article IX of the North Dakota Constitution created the Board of University and School Lands, more commonly referred to as the Land Board. The Land Board is comprised of the Governor, Secretary of State, Attorney General, State Treasurer, and Superintendent of Public Instruction.

In 2016 the State of North Dakota Office of the State Auditor conducted an audit of North Dakota Department of Trust Lands (DTL) that identified the need for new IT systems and supporting processes. DTL decided to conduct a Business Process Modeling project with Major Oak Consulting, (now part of Verint), in the second half of 2016, which reconfirmed the findings of the State Auditor. As a result, the Information Technology Systems Replacement (ITSR) program was created. Three distinct projects will comprise the ITSR program: Unclaimed Property Replacement (UPR) project; the Financial Management & Accounting (FMA) project; and the Land Management (LM) project.

DTL conducted a procurement process for UPR in accordance with State laws and signed a contract with Kelmar Associates, LLC on July 12, 2018. The UPR project will include planning, analysis, along with the configuration of the KAPS system, a Software as a Service (SaaS) product as well as any environments, data conversions-migrations, interfaces, testing, training and full production deployment. As of July 25, 2018, the Planning and Analysis phase of the UPR project began. In January 2018, the Execution phase consisting of design, conversion, configuration, testing, training and deployment phase began and is expected to be completed by April 29, 2019 in Q2 2019. The new UPR system went live in production on 04/29/2019 as scheduled. The project is finishing up the Closing phase.

DTL began a procurement process for FMA in Q3 2018 with the assistance of Verint. The Request for Proposals (RFP) were sent out in October 2018. The procurement is ongoing at this point with a Proof of Concept (POC) for FMA being conducted with a vendor that is most susceptible to an award of the contract. DTL is also preparing to start up a procurement project for LM, again with the assistance of Verint.

BUSINESS NEEDS AND PROBLEMS

DTL's information technology (IT) systems developed in the late 1980s and early 1990s for unclaimed property, financial management and the integrated land management have reached their limits in terms of both development and support. DTL plans to procure systems that will meet the unclaimed property, integrated land management and accounting needs of the department.

PROGRAM FORMAT

Program Start Date: 04/26/2017

Budget Allocation at Time of Initial Start Date: $3,600,000 (Special Funds)

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How Many Projects Expected at Time of Initial Start Date: Three projects – UPR, FMA and LM

Estimated End Date for All Projects Known at Time of Initial Start Date: 06/30/2023

PROGRAM ROAD MAP

The program road map shows the high-level plan or vision for the program's projects. It is intended to offer a picture of the lifespan of all the effort that is expected to be required to achieve the business objectives.

Project	Title	Scope Statement	Estimated Duration (months)	Estimated Budget
UPR	Unclaimed Property Replacement	Replacement of the existing unclaimed property system with the KAPS system from Kelmar Associates	9 Months	$320,229
FMA	Financial Management & Accounting	Replacement of the existing for system financial management and accounting	TBD	$500,000+
FMA-Support	Financial Management & Accounting	Verint support for the FMA procurement	6 Months	$103,515
FMA-Support	Financial Management & Accounting	Verint support for the FMA POC	3 Months	$11,825
LM	Land Management	Replacement of the existing asset, trust and land management system	TBD	TBD
LM-Support	Land Management	Verint support for the LM procurement*	6 Months	$70,755

Notes: DTL has the expectation that Verint will be engaged for the evaluation phase of the LM procurement and that will be part of a separate proposal and work order – cost is dependent upon the number of responses to the LM proposal.

PROJECTS BASELINES

The baselines below are entered for only those projects that have been planned. At the completion of a project or phase a new planning effort will occur to baseline the next project/phase and any known actual finish dates and costs for completed projects/phases will be recorded. The startup report will be submitted again with the new information.

Project	Project Start Date	Baseline Execution Start Date	Baseline End Date	Baseline Budget	Actual Finish Date	Schedule Variance	Actual Cost	Cost Variance
UPR	05/31/17	01/03/19	05/03/19	$273,700	05/03/19	0%	$205,987	24.7% Under
FMA	08/16/18	TBD	N/A	TBD	N/A	N/A	N/A	N/A
LM	TBD	TBD	N/A	TBD	N/A	N/A	N/A	N/A

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Notes: Project start dates are the beginning of the planning/procurement phases based on the signing of the project charter documents.

OBJECTIVES FOR THE PROJECTS

Project	Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
UPR	Replace existing front end and back office systems for unclaimed property including data/images	- Full online system - Data conversion of legacy data and images - New reports - Minimal staff interaction with online users	Met	- All deliverables were met and delivered as scheduled - Claims and holders being processed through KAPS system - Transitioned from project to support team
FMA	Replace existing systems for financial management and accounting for the LM and UPR systems	- Retirement of existing Access DB and spreadsheets - All FMA occurs in new system - Ability to interact with LM and UPR as required	TBD	
LM	TBD	TBD	TBD	

POST-IMPLEMENTATION REPORTS

Post-Implementation Reports are to be performed after each project is completed. A "PIR" is a process that utilizes surveys and meetings to determine what happened in the project/phase and identifies actions for improvement going forward. Typical PIR findings include, "What did we do well?" "What did we learn?" "What should we do differently next time?"

Project	Lesson learned, success story, idea for next time, etc.
UPR	Success stories: - Kelmar very prompt on fixing things when issues arose during the project - Excellent work ethic - Appreciated all the SMEs - questions went to the right people - level of communication was good - Team small size at DTL was challenging to deal with while the project was ongoing - Susan show is officially over - lots of manual work gone now - Easy to work with when compared to other states - very flexible - PM had to step in (replaced the previous PM) - was his first go live and same thing with Andrew - Training - state people were well prepared and ready - Andrew will be busy in the near future- more training and reporting (financials) - Reporting approach - working with Tim - Peggy liked the list of reports - very useful (2nd state to use that reporting approach) - Documentation is good - like the step by step process (continuous improvements) - Support team will help with the reporting - spend a lot of time there - Coordinate with Andrew

	15. State Website - (3rd party) - Faced paced - lots of communications - very fast - we held them up if anything 16. Go Live was painless - no problems 17. Cailin usually handles all the support issues for imaging and Andrew 18. There is a ticketing system - easy for DTL to use Lessons learned: 19. Biggest stumbling block was the issue with JetPay and the $10K block (there is workaround) 20. OnBase - still have some wrinkles to work out with the images - still waiting for some that should be there already - Andrew is aware 21. Training -- maybe more for the front office/desk people – identify all stakeholders earlier
FMA	
LM	

COST BENEFIT ANALYSIS

- Improved and more efficient business processes

    o Front-end scanning business processes and validation

    o Performance measurement tools

    o reporting capabilities (UPR)

    o Online services for holders and claimants (UPR)

    o Improved data and images quality (UPR)

    o Utilization of progress dashboard enabling supervisors to track workflow progress

- Technology benefits

    o Retirement of unsupported unclaimed property system (UPR)

    o Vendor hosted system with minimal overhead and less staff (part-time and full-time) needed by DTL (UPR)

REGULAR SOFTWARE UPDATES OF SYSTEM INCLUDING NEW BUSINESS FUNCTIONALITY AND TECHNOLOGICAL ENHANCEMENTS KEY CONSTRAINTS AND/OR RISKS

- Limited DTL Resources constrained due to daily workloads including field work and Legislative Sessions (all projects)