

Project Closeout Report

Presented to the IT Committee January 2011

Project Name: Direct Certification

Agency: Department of Public Instruction

Business Unit/Program Area: Food and Nutrition

Project Sponsor: Linda Schloer

Project Manager: Brenda Bulawa

Objectives		
Project Objectives	Measurements	
	Met/ Not Met	Description
Enumerate STARS data into the Enterprise Master Data Engine	Met	<ul style="list-style-type: none"> • Measurement: Loading of data will be evaluated to verify one for one record transfer. Result(s): The initial data load consisted of 163,843 STARS record. There were 163,843 records enumerated in the Enterprise Data Engine. • Measurement: After implementation of this project the existing manual process will be ran and a query will be run to ensure those students that were matched in the manual process are linked in the Master Data Engine. Result(s): A report was generated by the manual direct certification along with a report from the new system. A comparison of these reports showed that those students identified in the manual process were linked in the new system. • Measurement: A query of those that were not matched in the manual process will be reviewed to ensure they have been linked in the Master Data Engine. Result(s): All students identified on the manual report were linked in the new system. No further action was required. • Measurement: A report will be ran after implementation to verify on POC findings that the automated system will improve matching by 2%. Result(s): The automated system improved matching by 5%
Schools are able to use STARS to obtain direct certification on enrolled students immediately after eligibility is determined.	• Met	<ul style="list-style-type: none"> • Measurement: Verify that messages are being sent out when a match is found and districts are acknowledging notification. The emailing process will log all steps, and DPI will monitor the not found addresses and the logging will indicate when a school acknowledges the email message. Result(s): Core project team has followed a sampling of notifications and verified that notifications are being sent to all districts when a match is found. The team has also verified that logging is registering all steps as they occur till final resolution. • Measurement: When a family receives FS and TANF benefits and

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		<p>there is no match schools will be broadcasted about notification of eligibility. The emailing process will log all steps, and DPI will monitor the not found addresses and the logging will indicate when a school acknowledges the email message.</p> <p>Result(s): Core project team has followed a sampling of notifications and verified that notifications are being sent to all districts when a match is not found. The team has also verified that logging is registering all steps as they occur till final resolution. DPI is monitoring the 'NOT FOUND' addresses on a daily basis and are resolving immediately.</p>
Identify all publicly and participating private enrolled students that have been identified to the State that are eligible for program participation.	Met	<ul style="list-style-type: none"> Measurement: Compare current manual Direct Certification participation results with an automated result report to determine that there is an increase of eligibility. <p>Result(s): After implementation the manual match recognized 18,223 students eligible for direct certification. Direct Certification matched 19,134; all 18,223 were linked in the Master Data Engine. Overall automated matching for Direct Certification has increased by 5%.</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
Not Met	14 Months	14 Months	18 Months	29.2% Over	29.2% Over

Budget Objectives					
Met/ Not Met	Original Baseline Budget	Final Baseline Budget	Actual Costs	Variance to Original Baseline	Variance to Final Baseline
Met	\$655,784	\$655,784	\$549,813	9.5% Under	9.5% Under

Major Scope Changes
There were no scope changes for this project.

Lessons Learned
<ul style="list-style-type: none"> To assess the overall impact on the stakeholders has been slow. Stakeholders were not entirely aware of what changes would occur regarding their daily work responsibilities. A training video was made available but until they actually performed the duties they did not under From Initiate perspective, the most significant issue we worked through with SOND team was the creation, configuration and implementation of our Clover Graph, which was highly customized for SOND. ITD Technical Lead, ITD MCI Program Manager and Initiate Consultant worked closely together to ensure all business requirements were clearly defined, implemented -- including post-development configuration and subsequent testing issues. With limited resources it was a good investment to hire the ITD Quality Assurance group to manage and dedicated a tester for User Acceptance Testing. When setting up the test system for Direct Certification the database that the STARS test utilizes was being used by another project group for testing. Sharing a single test database caused erroneous errors. A new database was created for Direct Certification. Due to core staffing change, the DPI IT Director was transferring to another agency. The IT Director did not include all Subject Matter Experts during analysis which several key requirements were not caught and were not rectified until User Acceptance Testing. Need to define deliverables more thoroughly with outside vendors. The description tends to be vague and no sample templates available. More time needed to be scheduled for signoff.

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- When using many products a code deployment guide needs to be generated for future code deployments in DPI. When upgrading MCI and STARS Direct Certification needs to be remembered.
- Being the sponsor and subject matter expert was overwhelming at times. The sponsor recognized that the SME had to be completely immersed and performing other duties became overwhelming at times.
- Project Sponsor was unaccustomed to project management process and procedures at the beginning. Working with the Project Manager at the end of the project things went smoother.
- Incomplete use cases were created during analysis leaving several key elements not configured until User Acceptance Testing. Outside vendors need to participate in use case review asking for further details or clarifications.
- When using an outside vendor it would be preferred to do a fixed bid not a time and material.

Success Stories

- DPI, Food and Nutrition Program, has been running a manual process to match students in direct certification in cooperation with DHS for several years. One of the team's project objectives was that the automated system would improve matching by 2%. After thorough analysis the Project Sponsor has identified that the new system is matching 5% more students throughout the state. The following are a sampling of various school districts:
 - Grand Forks – Increase 7%
 - Beulah – Increase 12%
 - Jamestown – Increase 30%
- In the Mountain Plains Region, SOND was the only state out of ten that does real-time direct certification eligibility determination and notifications.