

Project Closeout Report

Presented to the IT Committee January 11, 2012

Project Name: LEGEND

Agency: North Dakota Legislative Council

Project Sponsor: Jason Steckler

Project Manager: Sonja Olson

Objectives		
Project Objectives	Measurements	
	Met/ Not Met	Description
Reduce the risk of the system becoming obsolete and/or unusable due to subject matter expertise obsolescence for maintenance and enhancement of the system.	Met	System maintenance and administration expertise now shared across multiple personnel at the State level. ND staff did everything required to configure and support the system for the 2011 special session.
Document Management	Met	System now utilizes a document management system. Users are accessing documents that appear on their "dashboard" in the system and access and ease of use is high.
Model Office Utilization	Met	Users used the product knowledge for the 2011 special session.
Hosting costs will be reduced.	Met	2009 Session Mainframe costs (Jan-Apr) totaled \$186,104. 2011 Session LEGEND hosting costs (Jan-Apr) totaled \$39,913.
Leveling costs throughout biennium.	Met	Do not have any mainframe costs associated with Bill Drafting any longer.
Maintenance costs will be reduced.	Met	Mainframe consultant costs since 2007 totaled \$32,136. This was for expertise/maintenance that was no longer available within normal support channels. Have not paid a mainframe consultant cost since the new product has been in use.
Enhance level of service to NDLC stakeholders.	Met	Requirement met.
Enhance level of service to legislators during session.	Met	Requirement met.
Remove the system from the mainframe in order to avoid technology obsolescence and exponentially increasing costs.	Met	Actual number of mainframe applications eliminated is toward the 90% to 95% range.

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	24	24	28	-15.4%	-15.4%

Budget Objectives					
Met/ Not Met	Original Baseline Budget	Final Baseline Budget	Actual Costs	Variance to Original Baseline	Variance to Final Baseline
Met	\$5,318,181	\$5,752,497	\$5,474,497	-3%	4%

Major Scope Changes
The inclusion of the Daily Chamber Journals application.

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Lessons Learned

Agile project management – Proved to be difficult to manage, but the iterative nature provided more insight to users. The ability for analysts and developers to meet with user-base proved to be very beneficial and effective. Without this interaction, the project would have suffered from failed deliverables.

Schedule / Project Management – As with any project, management tendencies push schedule as the driving focus for priorities of work. LEGEND was no different. There were challenging iterations that tested scope, schedule and quality. If it was not for allowing technical leads and architects to set priorities rather than simply allowing schedule to dictate, there would have been milestone failures.

Business Processes - Throughout analysis and design of LEGEND, current business practices were recorded and analyzed. Each was evaluated under criteria by business analysts to determine why it was being done, if it was still necessary and if it was important to enforce quality. Doing this resulted in much efficiency while ensuring quality gates were still implemented within office procedures.

Project Organizational Structure – Organizational structure must allow for decisions to be made quickly and at the lowest possible level. When schedule constraints are prevalent, enabling those who are responsible for delivery fosters communication and ownership.

Training – More time for training of Legislative Council staff should have been allocated. With some of the deliverables being provided “just in time”, Training became a challenge. Despite this challenge, staff did an excellent job of learning and adapting to the new system.

Success Stories

Mainframe Costs – Mainframe costs especially during session months would surge due to billing by CPU cycle usage. LEGEND servers / applications have a static hosting rate which has decreased cost and provided a manageable budgeting figure.

Subject Matter Experts (SME) – Identifying and engaging SME from the Legislative Council proved to be very successful. The ability to have immediate access to these staff members to provide information was a huge contribution to the successful implementation of LEGEND. All SMEs were very engaged with the project.

Knowledge transfer - Requirement for the project was to conduct joint development with the vendor. This was intended to encourage “ownership” and to provide knowledge transfer to state resources. At end-state, this knowledge would be used to maintain and enhance the system post a successful implementation rather than be tied to a vendor with maintenance contracts for out years.

Technology obsolescence – The project goal was to remove 75% of the mainframe applications. To date, this number is closer to 90%.

Enhance ease-of-use – LEGEND now provides a dashboard and user interface for Legislative Council staff to manage workload, work-flow and create documents. Drafters can access the system locally or remotely. Documents are displayed in a WYSIWYG format enhancing usability. Drafters have ability to create a digital work requests and self-assign or provide to division manager for assignment. Office services staff can make changes or corrections that in the past required assistance by IT personnel.

Document versions – LEGEND provides drafters, legislators, and the public a marked-up version of each bill modification, allowing everyone to easily identify and review modifications to legislation.

LEGEND outputs – LEGEND outputs such as bill drafts, amendments, engrossments, and enrolled bills were all produced in a timely manner. Daily journal publication and bill status posting were completed each day within a several hours of each daily session adjourning.

Communication – Skype was used by project team members to communicate project or environment (SIT, Model Office, and Production) information quickly and easily, allowing tasks to be completed much more quickly than waiting for email responses. Basically, real-time responses to every posting became the norm. With several project team members being located in Ireland, communication generally occurred 24x7 which kept the project moving. Another nice feature was the fact that you could access the conversations on your mobile phone and if you did happen to be offline for an extended period of time the conversation was echoed back to you upon your next login.

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