Project Closeout Report
Presented to the IT Committee April 4, 2012

Project Name: AWIN

Agency: Job Service North Dakota

Business Unit/Program Area: Unemployment Insurance

Project Sponsor: Darren Brostrom

Project Manager: Heather Raschke

Objectives	Measurements	
	Met/ Not Met	Description
Acquire a vendor to assist the AWIN consortium in analyzing the requirements of a common core UI Tax and Benefits system and developing planning documents.	Met	Measurement: IAG was contracted with to develop the requirements. The contract with IAG was signed March 29, 2010. Measurement: JSND met all required deliverable deadlines as scheduled in the Idaho project schedule.
Confirm the level of feasibility of developing a common core UI Tax and Benefits system as a consortium of states.	Met	Measurement: A study explaining the level of feasibility of developing a common UI Tax and Benefits system as a consortium of Arizona, Wyoming, Idaho, and North Dakota was completed by December 31, 2011. *Note: The completed use cases were used as the study. The use cases, by their nature, proved that the consortium was feasible.* Measurement: Estimated resources, funding, and time required for the build phase were identified by September 31, 2011 in a Special Budget Request (SBR) to the USDOL to obtain funding for the build.
Identify what a common core UI Tax and Benefits system is.	Met	Measurement: Business functions and processes to be developed in a common core UI Tax and Benefits system were identified by September 30, 2011. Measurement: A complete set of business and technical requirements for the consortium system are defined by September 30, 2011. *Note: The use cases were completed by this date, however, some cleanup work was completed in 2012 due to a switch over in the technology used to house the requirements.*

		Measurement: Individual state compromises, such as business process, technical or law changes, were identified and agreed to by September 30, 2011 and are reflected in the use cases. Measurement: North Dakota custom coding requirements were identified by September 30, 2011.
Ensure the SBR funds are available to finish the project.	Met	Measurement: By September 30, 2011 (the obligation date), all SBR funds allocated to JSND from the Department of Labor were obligated. Measurement: All SBR funds used for the AWIN project were expended by December 31, 2011. Some of the SBR funds were transferred to another project with the approval of the Department of Labor.

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	19	22	20	5% over	7.9% under

Budget Objectives					
Met/ Not Met	Original Baseline Budget	Final Baseline Budget	Actual Costs	Variance to Original Baseline	Variance to Final Baseline
Met	$408,458	$345,006.18	$347,796.36	15% under	0.8% over

Major Scope Changes
Cubicles were paid for with ARRA funds. AWIN funds could be used for other expenses. • Impact – Cost savings of $49,000 but no impact to schedule Reduced Scope for Travel and Resources – • Impact - Obligated $1,500,000 to Wyoming for the WyCAN project. There was no impact to the schedule.

Lessons Learned
Note: As a consortium project, the lead state had ownership of the vendor contract, the overall project plan, and the schedule. As well as being a major contributor to the deliverables of the project, North Dakota managed its own time, money, and resources in support of the overall AWIN project. Lessons Learned • Communication is a key success factor in a consortium project. Keeping everyone informed in the various states can be a challenge. A formal change management plan is required to be adhered.

Best Practice – Assign a communications officer to the project.

- For extremely large projects with many stakeholders and multiple funding agents, consider managing the project through a formalized Project Management Office.
    Best Practice – Clearly define the roles of the Project Management Office. Ensure all major stakeholders are represented.

- When developing a computer system, look to peers in other agencies to gain knowledge and best practices prior finalizing the requirements of the new system.
    Best Practice – If time, money, and resources permit - allow site visits to sister agencies.

- For extremely large projects, consider having a business lead to organize the subject matter experts.
    Best Practice – Identify a skill set generally required for the business lead.

Success Stories
The AWIN project set out to confirm the feasibility of building a modernized unemployment insurance information technology system as consortium. The overall desire was to share the costs and resources associated with such an undertaking – thus, saving tax payer funds. The AWIN project proved what it set out to do. The four states involved in the project (Arizona, Wyoming, Idaho, and North Dakota) were able to learn from each other's best practices, and comprise where necessary, to develop a solid set of requirements for a new system. The USDOL agreed with the outcome and granted funds for the build phase of the project. Other consortiums are being formed with USDOL funds. As a condition of the obtaining the funds, the new consortiums must use either the AWIN or SCUBI consortiums use cases as a starting point for their own requirements.