North Dakota
Information Technology
Functional Consolidation
Project

Project Charter

Prepared by: Jennifer Kunz

Project Manager

Information Technology Department

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Purpose of this Document

A project charter provides a summary of the project, and serves as the basis for the more detailed project plan, which will include details on all aspects of the project and how the project will be managed. The approval of the project charter indicates a formal initiation of the project.

Project Overview

Business Case

The purpose of the IT Functional Consolidation Project is to meet the legislative intent of Sections 10, 11, and 16 of ND House Bill 1505, of the 58th Legislative Assembly.

- Section 10 requires that 24 full-time equivalent positions relating to information technology services, including email, file and print server administration, database administration, storage, application server, and hosting services, be reduced and transferred from 15 various agencies to the Information Technology Department (ITD), unless exempted by the Chief Information Officer, Curtis Wolfe. Each affected agency shall purchase these services from ITD.

- Section 11 requires the Office of Management and Budget (OMB) to achieve efficiencies during the 2003-05 biennium, relating to the required consolidation of information technology functions. OMB and ITD are to achieve accumulated net savings totaling $1,400,000, but may exercise full discretion in any necessary modifications.

- Section 16 requires that each state agency and institution, excluding the legislative and judicial branches, the institutions under the control of the state board of higher education, the Public Employees Retirement System (PERS), the Retirement and Investment Office (RIO), the Attorney General's Office, and any entity exempted by OMB and ITD, shall obtain email, file and print server administration, database administration, storage, application server, and hosting services through a delivery system established by ITD and OMB.

Goals

The goals of this project are listed below and organized by phases:

Phase 1

1.1 By June 30, 2003, assess the impact of consolidation on ITD and the 15 agencies listed in Section 10; and deliver an implementation plan for the project.

1.2 For all remaining agencies (except those specifically exempted), assess the impact of consolidating services and further detail the implementation plan per Section 16, by August 1, 2003.

1.3 Develop a Projected Savings Report, which estimates efficiencies, cost savings, and improved services, by September 1, 2003.

1.4 Develop a Systems and Services Migration Plan for the consolidation by September 1, 2003.

1.5 Identify and transfer necessary FTE's no later than Nov. 1, 2003. This is subject to individual agency review and assessment.

Phase 2

2.1 Migrate all required agencies (according to the Systems and Services Migration Plan) to obtain consolidated services from ITD by June 30, 2004.

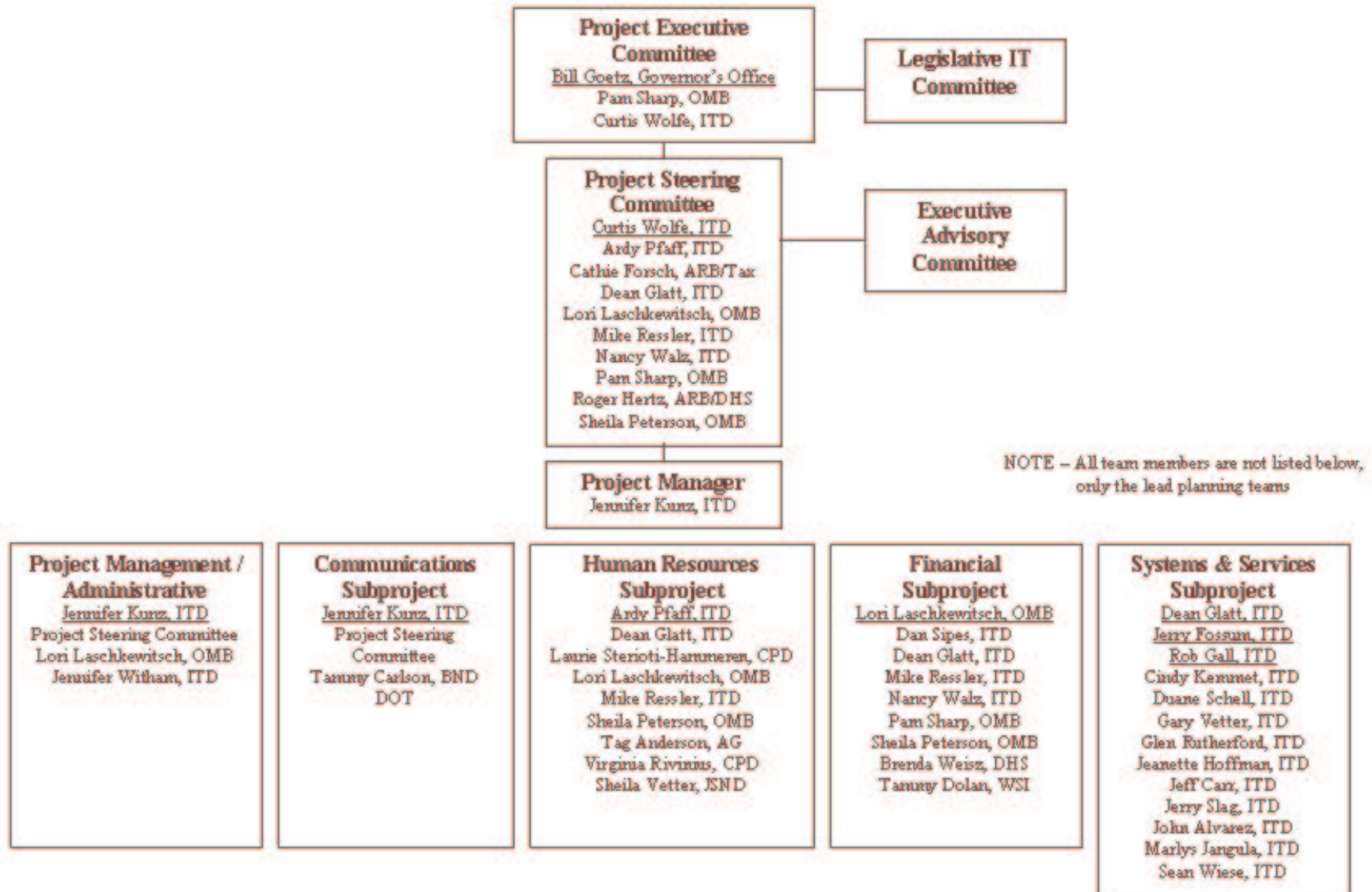2.2 Deliver cost savings no later than June 30, 2005.

Stakeholders

This project will involve the managers and employees of most state agencies, the Legislative Information Technology Committee, the Executive Advisory Committee, and most Enterprise Architecture (EA) teams.

Critical Success Factors

The actions that must occur in order for the project to be a success are the project's critical success factors.

Critical Success Factor	Measurements
1. Customers must continue to receive equivalent (or better) consolidated services from ITD, as when they were performed by their own employees. This includes cost and response service measures.	Define and agencies agree to Service Level Objectives.
2. The needs and concerns of employees whose positions are being transferred, must be a high priority.	Provide assistance with job placement and other needs Communicate pertinent information to employees in a timely manner.
3. Project-related decisions must be made and communicated on a timely basis	Timely means prompt and without delay, and will be defined in the schedule where possible
4. Communication of critical information is performed on a timely, regular basis.	Issue weekly project status reports Hold weekly lunch meetings that are open for questions and discussions Maintain current information on ITD's web site Issue regular communication statements from the Project Executive Committee and Project Manager.
5. The consolidation needs to be an objective, fair process, to ensure success now and in potential future consolidations.	Survey the agencies for satisfaction (level to be determined by Steering Committee) with the consolidation process and migrated services.
6. Agencies should realize cost savings.	We must measure costs before and after to determine cost savings.
7. To the greatest extent possible, employee turnover should be minimized.	Communicate pertinent information to employees in a timely manner to enable informed decision-making by employees.

Organizational Chart

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│   Project Executive         │          ┌──────────────────┐
│   Committee                 │──────────│  Legislative IT  │
│   Bill Goetz, Governor's    │          │  Committee       │
│   Office                    │          └──────────────────┘
│   Pam Sharp, OMB            │
│   Curtis Wolfe, ITD         │
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┌─────────────────────────────┐
│   Project Steering          │          ┌──────────────────┐
│   Committee                 │          │  Executive       │
│   Curtis Wolfe, ITD         │──────────│  Advisory        │
│   Ardy Pfaff, ITD           │          │  Committee       │
│   Cathie Forsch, ARB/Tax    │          └──────────────────┘
│   Dean Glatt, ITD           │
│   Lori Laschkewitsch, OMB   │
│   Mike Ressler, ITD         │
│   Nancy Walz, ITD           │
│   Pam Sharp, OMB            │
│   Roger Hertz, ARB/DHS      │
│   Sheila Peterson, OMB      │
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│   Project Manager           │
│   Jennifer Kunz, ITD        │
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NOTE – All team members are not listed below, only the lead planning teams

Project Management / Administrative	Communications Subproject	Human Resources Subproject	Financial Subproject	Systems & Services Subproject
Jennifer Kunz, ITD	Jennifer Kunz, ITD	Ardy Pfaff, ITD	Lori Laschkewitsch, OMB	Dean Glatt, ITD
Project Steering Committee	Project Steering Committee	Dean Glatt, ITD	Dan Sipes, ITD	Jerry Fossum, ITD
Lori Laschkewitsch, OMB	Tammy Carlson, BND	Laurie Sterioti-Hammeren, CPD	Dean Glatt, ITD	Rob Gall, ITD
Jennifer Witham, ITD	DOT	Lori Laschkewitsch, OMB	Mike Ressler, ITD	Cindy Kemmet, ITD
		Mike Ressler, ITD	Nancy Walz, ITD	Duane Schell, ITD
		Sheila Peterson, OMB	Pam Sharp, OMB	Gary Vetter, ITD
		Tag Anderson, AG	Sheila Peterson, OMB	Glen Rutherford, ITD
		Virginia Rivinius, CPD	Brenda Weisz, DHS	Jeanette Hoffman, ITD
		Sheila Vetter, JSND	Tammy Dolan, WSI	Jeff Carr, ITD
				Jerry Slag, ITD
				John Alvarez, ITD
				Marlys Jangula, ITD
				Sean Wiese, ITD

Roles and Responsibilities

ROLE	NAME/AGENCY	RESPONSIBILITIES	TIME COMMIT-MENT
Executive Committee	Bill Goetz, Office of the Governor Pam Sharp, OMB Curtis Wolfe, ITD	o Assess and review recommendations for the Project Steering Committee o Make final business decisions for project	<5%
Project Steering Committee	See Org. Chart	o Review the project's status on a regular basis o Guide the direction of the project and assist the project manager with project issues	<5%
Project Manager	Jennifer Kunz, ITD	o Serve as overall coordinator for the project Ensure project meets objectives and is on time and on budget	40 - 80%
Project Leads	Jennifer Kunz, ITD Ardy Pfaff, ITD Lori Laschkewitsch, OMB Dean Glatt, Jerry Fossum, Rob Gall, ITD	o Lead the planning and implementation of a subproject o Coordinate team meetings and distribute information	10-40%
Team Members (general)	All team members listed on Project Organizational Chart	o Attend and participate in team meetings o Complete tasks as assigned o Communicate project information to stakeholders	5-10%
Legal Counsel	Tag Anderson, Office of Attorney General	o Provide legal advice to ITD, OMB, and other impacted agencies regarding the consolidation	5%
Systems & Services Lead Team	Cindy Kemmet, ITD Dean Glatt, ITD Duane Schell, ITD Gary Vetter, ITD Glen Rutherford, ITD	o Lead the planning and migration of the technical consolidation of systems and services o Define processes and services o Participate in one or many sub-team activities	5%

	Jeanette Hoffman, ITD		
	Jeff Carr, ITD		
	Jerry Fossum, ITD		
	Jerry Slag, ITD		
	Marlys Jangula, ITD		
	Rob Gall, ITD		
	Sean Wiese, ITD		
Systems & Services sub-teams:			
Email Team	Gary Vetter Enterprise Architecture (EA) Groupware Domain Team	o Lead the planning, assessment & migration activities for the consolidation of email administration services	5-10%
Database Team	Jeanette Hoffman EA Database Domain Team	o Lead the planning, assessment & migration activities for the consolidation of database administration services	5-10%
Helpdesk Team	Cindy Kemmet John Alvarez HEAT Users Group Dirk Huggett	o Lead the planning, assessment & migration activities for new/revised help desk support functions	5-10%
Server Team	Duane Schell Marlys Jangula Tim DeGraf Sean Wiese Members of the EA Platforms & Operating Systems Domain Team	o Lead the planning, assessment & migration activities for the consolidation of file, print, web, and application servers and application hosting	5-10%
Storage Team	Jerry Slag EA Storage Domain Team	o Lead the planning, assessment & migration activities for the consolidation of storage services	5-10%
EA Architecture Team (AT) Leadership	Jeff Carr Kyle Foerster Glen Rutherford Al Veit Phil 'Boris' Miller	o Participate in one or many sub-team activities o Communicate EA information and concerns to the project and vice versa	5-10%

Project Costs

At this time, it can only be estimated that the costs of the *project* are related directly to the employee time and labor, required to implement the IT Functional Consolidation Project. These costs will be estimated in the implementation project plan, and the procedures for tracking costs will also be included in the project plan.

The costs of the *project* are not the same as the costs of *consolidation*. The costs of consolidation for example, may include actual technical costs, required in order to migrate to consolidated services. The estimation and tracking of these costs will be a deliverable of this project, meaning the project will ensure that consolidation costs are estimated, tracked, and used in cost/benefit analyses.

Project Risks

Risks are uncertain events or conditions that may affect the project. Risk is made up of two components: (1) The probability that the project will experience an undesired event such as cost overrun, schedule slippage, safety mishap and failure, and (2) The consequence, impact or severity of the undesired event.

Risks for the IT Functional Consolidation Project known to date and the actions to be taken are listed below. NOTE – Project Risks will be further detailed in the implementation project plan:

Risk ID	Risk	Risk Probability	Risk Impact	Risk Priority	Risk Assign- ment	Risk Response Plan
1	The high number of questions / variables in the project cause the project deliverables and schedule to slip.	Moderate	High	1	Jennifer Kunz	As questions are reviewed and answered, the information produced should be communicated and the project scope, schedule, and costs aligned where necessary.
2	Employees will leave their positions prior to consolidation, causing loss of valuable employees and gaps in service.	Moderate	High	1	Ardy Pfaff	Human resource-related processes and assistance should be communicated to employees as soon as it is available.

Risk Priority Table			
	Impact (on cost, time, or scope)		
Probability	Low	Moderate	High
High	2	1	1
Moderate	3	2	1
Low	3	3	3

Project Charter Approval

I approve the Project Charter as outlined in this document, and commit staff resources in order to meet the project goals.

_____   _____

Bill Goetz, Chief of Staff, Office of the Governor   Date

_____   _____

Pam Sharp, Interim Director, Office of Management and Budget   Date

_____   _____

Curtis Wolfe, CIO, Information Technology Department   Date