

Iterative Project Report for Programs & Multi-Year Phased Projects

Submitted to Project Oversight on 10/23/2025

GENERAL INFORMATION

Program/Project Name: Refugee Resettlement Data Management System (RDMS)

Agency Name: Health and Human Services

Project Sponsor: Holly Triska-Dally

Project Manager: Michael Thiessen

PROJECT DESCRIPTION

The purpose of this project is to build a compressive data management system to meet the needs of the Office of Refugee Resettlement (ORR) in managing the information of refugees in North Dakota and the contractors that provides them services.

BUSINESS NEEDS

1. An integrated system that facilitates initial refugee enrollment for programs such as Medicaid, Supplemental Nutrition Assistance Program (SNAP), and Refugee Cash Assistance (RCA).
2. The ability to track refugees over time to understand needs and outcomes in order to effectively coordinate programs and ensure that required periodic assessments are being completed in a timely manner.
3. The ability to manage and monitor the outcomes and success of those programs as well as funding spent/available.

PROGRAM/PROJECT FORMAT

Program/Project Start Date: 8/12/2022

Budget Allocation at Time of Initial Start Date: \$971,660.97

How Many Phases Expected at Time of Initial Start Date: One

Phase Approach Description: It will take 3 phases to complete all work.

Estimated End Date for All Phases Known at Time of Initial Start Date: 7/15/2024

PROGRAM/PROJECT ROAD MAP

The program road map shows the high-level plan or vision for the program/projects/phases. 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/ Phase	Title	Scope Statement	Estimated Months Duration	Estimated Budget
Phase 1	RDMS	Build a compressive data management system to meet the needs of the Office of Refugee Resettlement.	31	\$971,660.97
Phase 2	RDMS Enhancements	Enhance already in place tools within the RDMS.	12	\$400,000
Phase 3	Unaccompanied Refugee Minor	Expand RDMS platform to incorporate URM needs.	TBD	

Notes:

This is an evolving program and this report will grow as the program proceeds.

PROJECT BASELINES

The baselines below are entered for only those projects or phases 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 iterative report will be submitted again with the new information.

Project/ Phase	Project/ Phase Start Date	Baseline End Date	Baseline Budget	Funding Source	Actual Finish Date	Schedule Variance	Actual Cost	Cost Variance
Phase 1	8/12/2022	7/15/2024	\$1,136,985.90	Federal	3/26/2025	172 Days	\$1,071,261.40	\$65,724.50
Phase 2	3/4/2025	3/26/2026	\$450,614.50	Federal				
Phase 3			\$0					

Notes:

Add text here, if necessary.

OBJECTIVES

Project/ Phase	Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
Phase 1 Objective 1	80% of refugees reach a 3-4 English level before moving on to workforce. English Language outcomes improve; most refugees exit Adult Learning Centers at a 3-4 English level prepared to enter the workforce. Incentives built into the Refugee Cash Assistance Program that support early English acquisition.	Trending reports will be conducted based on Adult Learning Center Monthly Progress Reports - 6-month, 12-month, and 2-year Well-being inventory 6 and 12 months after go-live.	Met	6-month report shows an upward trend of refugees reaching the 3-4 English level while utilizing the Refugee Cash Assistance Program.
Phase 1 Objective 2	80% of clients are on a pathway to rejoining their career field or launching a new career by 6 months in country. Clients with level 3-4 English are referred to Job Service for training, apprenticeships, education, and other services that connect to their sector of interest. Clients enroll in Integrated Education and Training programs at Adult Learning Centers.	Trending reports will be conducted based on 6-month and 12-month Well-being inventory, Adult Learning Center Monthly Progress Reports, and Job Service Monthly Progress Reports. 6 and 12 months after go-live.	Met	6-month report shows more clients enrolling in Integrated Education and Training programs at Adult Learning Centers.
Phase 1 Objective 3	Demonstrate that 90% of youth have identified new career and education pathways and know people and local resources that will help them achieve their goals. Youth ages 15-24 participate in the Youth Mentorship program to increase their social capital and awareness of local education and career opportunities that meet their interests	Trending reports based on Pre and Post Youth Mentorship Survey Results will be conducted 6 and 12 months after go-live.	Met	6-month survey results show increase of youth participating and utilizing Youth Mentorship program.

Project/ Phase	Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
Phase 2 Objective 1	Reconfigure and fine tune the following systems from Phase 1 to better fit the needs of the Office of Refugee Resettlement: • Client Record • Wellbeing Employability Inventory (WEI) • Refugee Cash Assistance (RCA) • Adult ELL, Employment Support, Job Placement, RSI, Immigration, Youth Mentoring, Community Workshops, Funds, Expenses, Contracts and Awards • Reports • Refugee Medical Screening • Refugee Health Promotions	All new additions to system and all changes to existing properties will be reviewed by state refugee office for final acceptance.		
Phase 3 Objective 1				
Phase 3 Objective 2				

KEY LESSONS LEARNED AND SUCCESS STORIES

A lessons learned effort is performed after each project or phase is completed. This process uses surveys and meetings to determine what happened in the project/phase and identifies actions for improvement going forward. Typical findings include, “What did we do well?” and “What didn’t go well and how can we fix it the next time?”

Project/ Phase	Key Lessons Learned and Success Stories
Phase 1	Product has fulfilled needs and works great
Phase 1	Great collaboration between the vendor and the project team
Phase 1	More internal team meetings to ensure State team is in line with status and project requirements being met

KEY CONSTRAINTS AND/OR RISKS

Add text here.