

# Iterative Project Report for Programs & Multi-Year Phased Projects

Submitted to Project Oversight on 9/09/2024

## GENERAL INFORMATION

**Program/Project Name:** Lighthouse Program

**Agency Name:** NDIT

**Project Sponsor:** Kim Weis

**Project Manager:** Justin Anderson

## PROJECT DESCRIPTION

The goal of the Lighthouse program is to provide the basis for a statewide data strategy and governance and develop the technical basis for any agency to store and combine data in a meaningful way. This project will result in a comprehensive data strategy designed to build out cloud data assets keeping in line with best practices in data management. The data strategy will also identify which relevant source systems will need to migrate to cloud in future.

## BUSINESS NEEDS

- There are currently multiple sources of data in the state, however, current reporting does not provide North Dakota Department of Public Instruction (NDDPI) the information they need to make informed predictions about the trajectory of a student's educational career.
- Data systems throughout the state are disparate and have no common structure or convention.

## PROGRAM/PROJECT FORMAT

**Program/Project Start Date:** 4/2022

**Budget Allocation at Time of Initial Start Date:** \$4,890,000

**How Many Phases Expected at Time of Initial Start Date:** 3

### Phase Approach Description:

- Program Initiation (4/2022 – 6/2023)
  - Business Analysis
  - Procurement
  - Proof of Concept
- Phase 1 (7/2023 – 4/2024)
  - Statewide Comprehensive Data Strategy creation
  - Implementation Roadmap
  - Use case definitions for NDDPI and Health and Human Services (HHS)
- Phase 2 (5/2024-TBD)
  - Implementation of data system architecture
  - Implementation of use cases
  - Establishment of Data Governance Council
  - Dissemination of the Statewide Data Strategy to State Agencies
- Phase 3 (TBD)
  - Optimization
  - Enhancement
  - Future Planning

**Estimated End Date for All Phases Known at Time of Initial Start Date:** 6/2026

## 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
Project 1	Lighthouse - Initiation	What the project or phase will produce	10	\$180,057
Project 2	Lighthouse Phase 1	Phase 1 of the Lighthouse Program will define the data strategy, architecture and governance for NDIT while defining the technical infrastructure and data capabilities for Phase 2. Phase 1 will also elicit the business requirements for the use cases created in Phase 2 to help educators with early indicators and educational policy makers make more informed, data-driven decisions.	7	\$557,963
Project 3	Lighthouse Phase 2	Phase 2 will be the implementation of the new data system based on the agreed upon outcomes from the Implementation Roadmap deliverable from Phase 1	TBD	\$2,323,733
Project 4	Lighthouse Phase 3	Phase 3 will focus on enhancements and optimization of the data system developed in Phase 2 and the development of additional use cases.	TBD	\$197,625

### Notes:

The vendor Guidehouse was contracted for all three phases. Estimates provided for Phases 2 and 3 are only for their continued services. Hardware and software costs identified from Phase 2 would be an additional cost. Phase 2 estimate has been updated to reflect current costs estimates, not RFP estimates.

## 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
Initiation	4/4/2022	7/6/2023	\$180,057.00	General	7/6/2023	0%	\$180,057.00	0%
Phase 1	7/3/2023	3/28/2024	\$588,692.50	General	4/15/2023	6%	\$576,141.50	-2%
Phase 2 – Data Governance and Stewardship	5/5/2024	4/22/2025	\$1,186,858.60	General				
Phase 2 – Data Culture and Literacy	5/5/2024	4/22/2025	\$44,674.40	General				

**Notes:**

## OBJECTIVES

Project/ Phase	Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
Initiation	Thought leadership in developing the business (use) cases that could be a starting point for a larger system development	An appropriate vendor can be found and procured.	Met	Guidehouse was contracted for all 3 phases
	A partner (vendor) with public sector experience navigating the challenges of blending several sources of protected data and the technical knowledge and abilities to take us from start to finish	An appropriate vendor can be found and procured.	Met	Guidehouse was contracted for all 3 phases

Project/ Phase	Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
Phase 1	Agency partners need the ability to implement data governance activities to enhance data quality and empower data-driven decision-making	<p>The Comprehensive Data Strategy will be created in a way that relevant suggestions can be provided to agencies that are creating new data systems or updating existing systems.</p> <p>NDIT will measure this by reviewing the Comprehensive Data Strategy and creating a guide for these endeavors within 3 months</p>	Met	Guidehouse provided NDIT a PowerPoint presentation and slide deck. This is being used as a template for the “Strategy in a Box” for specific agencies that will be a part of Phase 2.
	NDIT needs an actionable technical plan to move forward with the Lighthouse Program	<p>Upon review, NDIT will determine if the presented roadmap will be feasible for implementation.</p> <p>NDIT will measure this by beginning Lighthouse Phase 2 within 2 months of the close of Phase 1.</p>	Met	Guidehouse provided NDIT with a PowerPoint Implementation Roadmap that will serve as the template for the projects and timeline that will become Phase 2 of the Lighthouse Program.
Phase 2 – Data Governance and Stewardship	The State does not have a statewide governance program.	Creation of a standing Statewide Data Governance Council (DGC) that meets regularly to discuss policies, procedures, and forms. Have at least working 3 sessions before the end of 2024.		

## 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	Finding an experienced vendor has allowed us to expand the original scope to help ensure success. We added a Readiness Assessment to Phase 1 to ensure that we identified both the current skills that were available in NDIT and any gaps that needed to be filled to help ensure a successful Modern Data Platform in Phase 2.

## KEY CONSTRAINTS AND/OR RISKS

The current budget may not be sufficient to complete all 3 phases of the program. Currently all vendor cost estimates are not known.