

Iterative Project Report for Programs & Multi-Year Phased Projects

Submitted to Project Oversight on 11/21/2023

GENERAL INFORMATION

Program/Project Name: Website Uplift

Agency Name: Department of Transportation

Project Sponsor: Nicole Peske

Project Manager: Daryl Andes

PROJECT DESCRIPTION

In 2020, the State IT Advisory Committee (SITAC) reviewed and ranked the “Website Drupal Uplift and Enhancements” initiative as part of the statewide information technology initiatives and planning processes. SITAC affirmed the recommendation and communicated the results to the Office of Management and Budget and to the 67th Legislative Assembly for appropriations input. The appropriation was approved with 2021-2022 regular session of 67th legislative assembly.

This program is driven by the need for Department of Transportation (DOT) staff to administer website content through a self-service solution, the need to reduce DOT’s public and internal websites’ legacy IT system dependencies, the need for a consistent design across multiple divisions’ online presences and build a better experience for consumers.

BUSINESS NEEDS

1. Internal staff cannot update content directly on public and intranet websites. Content update requests are submitted manually and processed by development resources. As such, the numerous content requests take significant time to complete and cause delays to delivering critical communications to the public and staff alike.
2. The public website does not align with North Dakota state government branding. Website users may become confused and uncertain while navigating through the website due to branding misalignment and multiple design themes.
3. Currently, administering website updates must be performed on multiple websites separate from dot.nd.gov. The divided online presence:
 1. Creates additional constraints to execute communication strategies (e.g., crisis communications)
 2. Causes confusion among citizens seeking agency services or information
 3. Decreases DOT’s online security posture by introducing potential security vulnerabilities
 4. Violates the state’s Domain Name Standard (e.g., .com or .org instead of nd.gov)
4. The current intranet and public websites contain outdated information and content. Website users often retrieve or locate information that the agency is unaware of whether the information exceeded retention policy limits, the information is representative of current services, and/or the information may be considered outdated.

PROGRAM/PROJECT FORMAT

Program/Project Start Date: March 3rd, 2022

Budget Allocation at Time of Initial Start Date: \$500,000

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

Phase Approach Description: The program will be segmented into three phases. The first being initiating, procurement, and planning for the projects in phases two and three. Phase two will focus on the public website, and phase three will focus on the intranet website.

Estimated End Date for All Phases Known at Time of Initial Start Date: May 30th, 2025.

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	Initiation, Procurement, and Planning	Program initiation and planning	12	\$60,980
Phase 2	Public Website	Replace the Department of Transportation (DOT) public website (dot.nd.gov) with Content Management System (CMS) solutions. This includes user experience (UX) testing and design, content management strategy development, development, and migration of content and webpages.	12	\$264,313
Phase 3	Intranet Website	Replace the DOT intranet website (mydot.nd.gov) with Content Management System (CMS) solutions. This includes user experience (UX) testing and design, content management strategy development, development, and migration of content and webpages.	14	\$324,346

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	03/03/2022	03/28/2023	\$60,980	Special	03/31/2023	<1% Over	\$56,775	7% Under
Phase 2 – Release 1	01/27/2023	08/11/2023	\$84,525	Special	08/23/2023	<1% Over	\$73,456	13% Under
Phase 2 – Release 2	03/29/2023	11/1/2023	\$97,561	Special	10/17/2023	<1% Over	\$58,970	40% Under
Phase 2 – Release 3	08/14/2023	01/22/2024	\$133,971	Special				

Notes:

Phase 2 and 3 will include multiple projects known as releases. Releases are treated as projects underneath the program.

OBJECTIVES

Project/Phase	Business Objective	Measurement Description	Met/Not Met	Measurement Outcome
Phase 1	N/A	N/A	N/A	N/A
Phase 2	Decrease time spent performing content updates on public and intranet websites.	During the public website's execution, the work effort to administer content on the public website will be baselined. 3-Months after go-live, an assessment to determine work effort administering content on the new solution will execute. A 90% improvement on overall time spent administering content is targeted.	Not Met	Outcome to be determined in March 2024.
Phase 2	Authorized users perform content updates directly via self-service.	At public website's solution go-live, authorized users will verify content updates can be performed directly.	Not Met	Outcome to be determined in January 2024.
Phase 2	Public website will align with state branding and IT (e.g., Web Development) standards.	Before public website's solution go-live, program team will verify branding alignment and IT standards are met.	Not Met	Outcome to be determined in December 2023.
Phase 2	Unify all agency business areas and divisions to singular source of content and online presence.	During program planning activities with partnered vendor teams and state teams, all separated websites will be identified, analyzed, and planned for unification. After the public website's solution go-live, program team will verify no separate business area/division websites exist.	Not Met	Outcome to be determined in December 2023.
Phase 3	Review and assess website content inventory to provide holistic overview of information available to public and staff.	During program execution, the state and vendor teams will execute tasks to review and assess content inventory. Based upon the assessments, the state team will confirm review completion.	Not Met	Outcome to be determined in January 2025.
Phase 3	Purge content determined to have exceeded retention limits or deemed unneeded for future publication.	During content migration activities, content targeted for deletion will be purged or content will be curated on new solution. The state team will confirm purge/curation completion.	Not Met	Outcome to be determined in January 2025.

Project/Phase	Business Objective	Measurement Description	Met/Not Met	Measurement Outcome
Phase 3	Administer content to website from files that are identified as unneeded once content transfer completes.	During content migration activities, content targeted for deletion will be purged or content will be curated on new solution. The state team will confirm purge/curation completion.	Not Met	Outcome to be determined in January 2025.

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	N/A
Phase 2	Lessons Learned will be gathered during Release 3 Closing phase (01/04/2024-01/22/2024)

KEY CONSTRAINTS AND/OR RISKS

Program Risks

- Missed Scope/Design - This risk represents missed scope of work and/or solution design for business processes associated with the public website.
- Implementation Preparedness - This risk derives from the assumption in Release 2-Web Dev plan that development and testing for web applications and State Website Platform will complete prior to website implementation (Release 3).
- Resource Allocation - This risk derives from program plan assumption that program and project teams can maintain resource allocation commitments to program tasks as assigned. The presenting risk is if the allocated resources cannot fulfill commitments to program tasks.
- Content missed during migration - This risk derives from the Release 3 project plan assumption that all approved content will be migrated, administered, and published prior to implementation. The presenting risk is if legacy website content is missed during migration and/or not approved prior to the public website implementation.
- State Website Platform Upgrade - The current Drupal version (9.x) for the State Website Platform (SWP) will be end-of-life for security and system support by 11/30/2023. The SWP is also end-of-life for the Bootstrap front end framework on 11/30/2023. As such, Scrum Team 5 must upgrade Drupal to version 10.x and Bootstrap to version 5.x before the security and system support is terminated. The presenting risk is the upgrades must be planned, developed, tested, and implemented while the Release 3 Content Migration team moves legacy dot.nd.gov website content to the new SWP (staging environment) website, and the upgrade efforts must complete before Release 3 Acceptance Testing Start of 11/15/2023. This risk potentially impacts critical tasks that may delay website production environment implementation (e.g., Go Live). If website production implementation delays are introduced, then the schedule impact is predicted to be 24 business days resulting in a 22% schedule variance. Notably, the baselined Implementation range is 11/29/23 - 12/13/23 and the predicted schedule impact is 1/8/24 – 1/24/24.
- GovDelivery/Website Go-Live - GovDelivery consumes Events and News RSS feeds from the Drupal website. Communications sent out via GovDelivery is based upon the configurations made in Drupal. As such, the

presenting risk is GovDelivery must be designed, configured, tested, and implemented in accordance with the Release 3 - CM, Train, Go-Live schedule.