

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

Submitted to Project Oversight on 2/21/2025

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 The current intranet and public websites contain outdated information and content.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 (Complete)	\$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.	13 (Complete)	\$285,044
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.	16	\$288,526

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	03/06/2024	11% Over	\$152,618	14% Over
Phase 3 – Release 4	03/04/2024	02/23/2025	\$123,321	Special	2/21/2024	6% Over	\$98,840	20% Under
Phase 3 – Release 5	03/04/2024	02/04/2025	\$102,696	Special	2/21/2024	5% Under	\$56,936	45% Under
Phase 3 – Release 6	01/21/2025	06/27/2025	\$132,750	Special	TBD	TBD	TBD	TBD

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.	Met	Confirmed on 2/13/2024
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.	Met	Confirmed on 2/13/2024
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.	Met	Confirmed on 2/13/2024
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.	Met	Confirmed on 2/13/2024
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.	Met	Confirmed on 10/18/2024
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 May 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 May 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	<p>Lessons:</p> <ul style="list-style-type: none"> • Problem: Content migration quality assurance roles and responsibilities were unclear and/or not followed. Resolution: Create, review, and approve project deliverable specific to content migration planning and quality assurance processes. • Problem: Testing phases did not identify and remediate varying degrees of bugs discovered after go-live. Resolution: Conducted closeout retrospective to identify, plan, and remediate software development lifecycle related issues. Revise future Website Uplift testing approaches and plans to include corrective actions identified in retrospective event.
Phase 3	To-be-determined. Closing Phase anticipated for June 2025.

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.
- 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.
- User Experience Testing – This risk derives from Release 4's assumption that only a single round of testing is needed. The presenting risk is triggered if the in-scope single round does not yield sufficient data to proceed with information architecture design.