Iterative Project Report for Programs & Multi-Year Phased Projects

Submitted to Project Oversight on 7/3/2025

GENERAL INFORMATION

Program/Project Name: Business and Citizen Gateway

Agency Name: North Dakota Information Technology

Project Sponsor: Evonne Amundson

Project Manager: Jacob Chaput

PROJECT DESCRIPTION

North Dakota Information Technology (NDIT) and partner agencies seek to implement a Business and Citizen Gateway to save businesses and the State time, money, reduce confusion, improve reputation, and help grow North Dakota's economy.

BUSINESS NEEDS

- State entities lack a single, consistent, source of information and services for citizens and businesses.
- Many state entities have unique systems, requiring citizens to create multiple logins that can create a poor experience and require State resources to support.

PROGRAM/PROJECT FORMAT

Program/Project Start Date: August 1st, 2023

Budget Allocation at Time of Initial Start Date: $5,000,000

How Many Phases Expected at Time of Initial Start Date: 2

Phase Approach Description: The program/solution will be accomplished in four phases. The first phase will focus on exploring technology solutions that will collect data and share between participating agencies. The second phase will combine the chosen solution with existing State architecture to create a single identity authentication method that can be used across all agencies for a citizen to log-in and get access to all services that have been connected to the Business and Citizen Gateway.

Phases three and four will be a separate project and is dependent on future additional funding. Phase three will be an effort to normalize the citizen experience with the state government of North Dakota and moving away from different agencies having different looks and feel. Phase four will invite all agencies to join their services to the Business and Citizen Gateway.

Estimated End Date for All Phases Known at Time of Initial Start Date: June 30th, 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
Phase 1	Requirements Gathering	The phase will produce comprehensive requirements for a minimum viable product Business and Citizen Gateway to be completed in a subsequent project.	3	$759,829.00
Phase 2	Implementation	This phase will implement approved scope from Phase 1 as a Minimum Viable Product.	7	$1,883,089

Notes:

Future phases cancelled due to no additional funding in 2025-2027 biennium.

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	08/1/2023	08/23/2024	$759,829	State	12/19/2024	23% Over	$759,829	0%
Phase 2	09/15/2024	05/23/2025	$2,426,467	State	07/02/2025	13% Over	$2,462,656	1% Over

Notes:

Phase 2 rebaselined for additional scope for a customized business registration process required for future agency-led projects being built on the platform.

OBJECTIVES

Project/ Phase	Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
Phase 1	Develop comprehensive requirements for a minimum viable product.	Requirements successfully integrated into the implementation of a subsequent project.	Met	A statement of work was created and approved using requirements from Phase 1.
Phase 2	Reduce the number of duplicate identities needed by citizens and businesses to access participating agency services.	Achieve a reduction to a single identity by comparing the total number of unique identities before and after Go-Live of Phase 2.	Not Met	State single sign-on for constituents and business personas requires unique logins for each. ND Gateway platform technology cannot handle switching personas out of box but is on the development roadmap.
Phase 2	Reduce the online locations citizens and businesses need to visit to access participating agency services.	Achieve the reduction to a single location by comparing the total number of unique locations information and services before and after Go-Live of Phase 2.	Not Met	NDIT Leadership focus has been updated to a "no wrong door" approach. ND Gateway provides guidance to businesses where those services are located as well as context via a Business Quiz and Checklist.
Phase 2	Decrease the amount of manual data entry of citizens, businesses, and State.	Compare in-scope agency service baseline total time spent on manual data entry before and one month after implementation of Phase 2.	Not Met	Connecting ND Gateway with agencies supporting starting a business was not feasible due to ongoing system upgrades at multiple agencies and reduced future funding for Gateway.

Template Version 9/08/21

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
Project 1	- Getting buy-in from agency stakeholders, including having NDIT CIO meetings to help them understand the goals and benefits is critical for future phases. - Recording all meetings between State and vendor project teams for referencing. - Define roles when new technology is involved may make implementation easier to have the right people involved for decision making. - An iterative approach implementing new technologies will help ensure business needs are being met while proving the technology.
Phase 2	- The Business and Citizen Gateway MVP (now called ND Gateway) creates an easier process for business of all sizes to get started by providing a single location that guides them on their journey toward working with partnered agencies. - ND Gateway provides the foundation for the future building of citizen and business services. - Change in administration part-way through the project brought uncertainty for the platform's future and buy-in by partner agencies. Project sponsorship recommends engaging with new administration earlier to reaffirm vision and priority. - Lack of specific language requiring vendor to regression test prior to user acceptance testing led to multiple testing cycles straining the budget and schedule. - On-site requirements gathering and design workshops with agencies were successful in understanding current processes, interactions with customers, and addressing priorities. - Code deployments went quickly due to dedicated developer meetings to promote code along with State staff being made available to focus on project activities.

Template Version 9/08/21