Project Closeout Report
Presented to the IT Committee Sept. 25, 2014

Project Name: Website Migration

Agency: Department of Commerce

Business Unit/Program Area: Tourism and Commerce

Project Sponsor: Sara Otte Coleman and Sandra McMerty

Project Manager: Sarah Lee

Objectives		
	Measurements	
Project Objectives	Met/ Not Met	Description
1.1 Websites are compatible with new technology	Met	Measurement 1.1.1 Websites display and operate appropriately on mobile devices *Met – Tourism website was built as a responsive design; Commerce's most-visited sites are built to operate on mobile devices (Commerce, ND Business, and Experience ND)* Measurement 1.1.2 Social media elements are incorporated into the websites as appropriate *Met – Commerce and Tourism's social media and Tourism's partner's social media are incorporated (e.g., Facebook, Twitter, and YouTube)*
1.2 Improve search capabilities on websites	Met	Measurement 1.2.1 Certain pages/posts can be tagged to return on a search *Met – Tourism performed four different searches using both the old site and the new site:* • *City search – ran on Bismarck with the new site delivering more refined results* • *Packages search – new site delivered more refined results* • *Hostfest search – purposely misspelled the name to test the search, old site had no return on the search, new site offers a "did you mean…" prompt and refined results* *Theodore Roosevelt search – purposely misspelled the name to test the search, old site had no return on the search, new site offers a "did you mean…" prompt and refined results*
2.1 Improve integration between databases and current user interface (MS Dynamics CRM)	Met	Measurement 2.1.1 Existing system (Datamine) is no longer used by end of project *Commerce's and Tourism's component is complete and working*

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3.1 Improve administrative usability on the websites	Met	Measurement 3.1.1 Less steps required to upload and place video
		Met – the process to upload video was improved: • *Old process: site administrator uploaded video to the YouTube account, then upload video in the content management system (CMS); then administrator used CMS to upload video link to YouTube, and place on applicable pages one at a time* • *New process: site administrator only needs to upload video to YouTube account and place appropriate tags; then the application performing interface (API) updates the media gallery and displays the video* Measurement 2.1.2 Ability for visual content editing *Met – Commerce and Tourism have the ability for visual content editing*

Schedule Objectives					
Met/ Not Met	Original Baseline Schedule (in Months)	Final Baseline Schedule (in Months)	Actual Schedule (in Months)	Variance to Original Baseline	Variance to Final Baseline
Not Met	14 months	16 months	20 months	39.2% over	17.7% over

Budget Objectives					
Met/ Not Met	Original Baseline Budget	Final Baseline Budget	Actual Costs	Variance to Original Baseline	Variance to Final Baseline
Met	$512,780	$546,530	$507,120	$507,120	7.2% under

Major Scope Changes
1. ITD hosting the NDTourism.com website instead of the vendor – the denial of the request to have the vendor host the website resulted in an eight-day push of the go live date (from 4/19/13 to 5/01/13; this scope change did not affect Tourism's planned maintenance costs post-project   2. Adding the data center on to the Commerce websites scope – while the data center was a known element, the exact scope of the work was not known during planning and therefore was added to the project later, resulting in a cost increase of $23,250 and no impact to the overall schedule   3. Changing the scope of the Community Profiles section of the Partner Access system of the database building for NDBusiness.com to allow all fields to function the same instead of having some static and some pushing/pulling data from CRM, resulting in a cost increase of $10,500 and a 2 month impact to the overall schedule

Lessons Learned
1. When hosting a vendor product at ITD include additional risk time to work through compatibility issues and testing.   Example: While the team thought that we had enough explanation of the ITD hosting requirements, there were still issues that arose during the implementation that seemed to be caused by misunderstandings of each other's tools and processes. The team felt rushed and in hindsight did not take enough time to walk through all the individual linkages and stages.

2. Having a common work request system for all project team members would make tracking and following work requests an easier process.

   Example: The vendor was not able to access the State's Work Management System (WMS) and so did not have visibility into work requests/tickets, and so needed to handle all requests and explanations via email.

3. A clear and shared understanding of the agency's expectations and requirements facilitate an easier RFP process and a better product selection.

   Example: Tourism had a good knowledge of the marketplace and what they liked and didn't like in other websites; and they had a unified understanding of their requirements and their expectations for a vendor engagement, resulting in a successful vendor engagement.

4. When working with a vendor who uses agile practices, baseline the functionality to be supplied in each sprint and then payment points as deliverables (possibly as groups of sprints). This worked well as a way to marry the agile development with North Dakota's project reporting requirements.

   Example: Miles provided a sprint plan at the beginning of the project in order to define what functionality would be accomplished in what sprint. Then, functionality could be moved to other sprints if there were delays in completion, while keeping all sprints to 2 weeks. To comply with ND reporting, the baselined sprints were not marked at 100% until all the functionality originally in that sprint was complete (even if that functionality was completed in a later sprint). Payments/deliverables were in groupings of 3-4 sprints.

5. Agencies may be unfamiliar with the requirements surrounding large/major projects and so it is important to explain those requirements to the agency and vendor in your project, along with understanding and addressing their concerns. Also, consider being flexible where allowed and appropriate to allow the process to work for the agency instead of against it.

6. When applying for waivers from the Architecture Review Board (ARB), allow time in the process to do a demonstration speaking to the need for the waiver to make sure that the board truly understands the individual situation of the business.

7. If work is needed from ITD's security, architect, or computer services staff, assign an owner of the work within ITD to confirm technology assumptions and follow up on technology work.

   Example: Commerce needed .NET coding for LDAP security, and was told by ITD that the code would be ready, however, when the code was needed two months later, the project team found that it was not written yet.

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Success Stories
1. While there were issues that arose during the transition of the NDTourism.com site to ITD hosting, the positive attitude of the vendor, ITD, and Tourism allowed for open communication and group resolution of the problems.
2. The agile development processes used by the Tourism vendor, and Commerce's communication with the vendor, allowed for ongoing production and continual progress regardless of changes or holdups.
3. The Tourism vendor's willingness to understand the ND project management processes, and to assist in marrying their agile practices with the baseline and variance requirements, allowed for accurate reporting of the project's progress.
4. The future-focused tool sets implemented in the Tourism portion of the project were a good match with Tourism's progressive vision, and will allow Tourism's leverage of the system to grow over time.
5. With the implementation of the new NDTourism.com website, ND has seen an increase in visitors, and Tourism is hoping for growth in all their analytics, along with having a more user-friendly system for their administrators to operate.
6. The CRM vendor and the Commerce vendor were given direct access to each other at a team member level, which allowed for direct communication and efficient work without going through multiple chains of command.