Modernization: Lessons Learned

Wedn. July 17, 1:30 p.m.

Jerry Dike, Moderator
6 Expert & Experienced Panelists:

Robert Ide, VT
Nancy Dumais, Conn
Colleen Ogilvie, Mass
Maureen Otto, 3M
Mary Kurkjian, Fast
Michelle Moore, HP
Some Interrelated major issues:

- Risk
- Costs
- Partners
- Personnel
- Technologies
- Data Cleansing
- Implementation
- Vendor involvement
- Planning & Preparation
- Scope, Scope change mgt
- Procurement, Contract mgt.
- Project org. & Management
Rob Ide, Commissioner, Conn DMV

Near 100 Pints!
Vermont DMV

- DMV Commissioner
  1. Bonnie Rutledge (retired 2009)
  2. Robert Ide

- DMV Deputy Commissioner
  1. Howard Deal (retired 2012)

- System Modernization Project Manager
  1. Roger Boissonneau (left DMV)
  2. Jennifer Broe (change of position)
  3. Ellen Hemond (retired)
  4. Howard Deal (while acting as Deputy Commissioner)

- Director, DMV Support Services
  1. Ellen Hemond (retired)
  2. Jeri Mullins

- Director of Operations
  - Linda Snyder (retired)
  - Michael Smith

- Chief of Customer Services
  - Michael Smith
  - Nancy Prescott

- IT Manager
  - Dave Pierson (retired)
  - Dawna Attig
Vendor changes

Corporate Changes
• January 2006, Accel-KKR buys majority stake in Saber
• May 2006, Covansys Corporation begins work on VTDrives
• June 2006, Saber buys Covansys Corp state government practice
• November 2007, Electronic Data Systems (EDS) buys Saber from majority shareholder Accel-KKR
• August 2008, Hewlett-Packard acquires EDS

Project Managers
• Tony Esposito, Covansys/Saber
• Ellen Hall, EDS/HP
• Richard Pellegrino, HP
• Gary Bush, HP
• Debbie Proffitt, HP
• Todd Weinberg, HP
• Michelle Moore, HP
3 year project going on 6 years?

VERMONT, HP REACH DMV SETTLEMENT

December 6, 2012 - MONTPELIER - Gov. Peter Shumlin and Hewlett-Packard today announced an agreement to terminate for mutual convenience the contract to modernize the computer system of the Vermont Department of Motor Vehicles.

The settlement calls for HP to refund the state $8.37 million and the state to return to HP physical and virtual rights to all software and documents created by HP. The state will retain certain components of the solution developed by HP, such as the point-of-sale system now in use, various equipment purchases and upgrades to DMV’s printing capabilities. The refund reflects nearly the entire amount paid to the vendor.

The state and HP entered into the settlement agreement because they recognize that the DMV contract was flawed and that a mutual termination is the best path to resolve outstanding issues.

The legacy DMV computer system that has served the state for over 35 years remains functional and will continue to support the Department as the agency evaluates its options.
$18 million later, DMV returns to archaic computer system

Bailing on the new system? Hop in!
Colleen Ogilvie, Dep Registrar, Mass RMV
Importance of Pre-planning:

Modernization Efforts Start Long Before Procurement Process!

Plan To Get Ready!

- Establish Straw Plan, Schedule, and Budget
- Get the Staff
- Keep Them Busy
Straw Plan, Schedule and Budget

- Must have time bound outcomes
- You must deliver to prove competence
- Identify tasks that will support both modernization & operations
- Build political support

Get the Staff

- Create a temporary organization focused on modernization
- Team needs a senior deputy commissioner, mid level managers, and your rising stars
- Make candidates apply for the roles on the program, don’t assign!
- Create a staffing plan for the program outlining roles, job descriptions, and when needed
Keep Them Busy

- Document your current state
- Consider your stakeholders
  - Interview & conduct focus groups
  - Tell them what you want to do
  - Document the problems and wish list items
- Review your data quality
  - Should you initiate data cleansing & purge activities?
- Plan Next steps
  - Should you hire vendor to help define future state?
  - Should you hire vendor to support procurement creation?
- Market the Program
Connecticut Integrated Vehicle and Licensing System
CT DMV Modernization Program (CIVLS) Program Timeline

- **CIVLS Kickoff**
- **Release 1**
- **Release 1A**
- **Release 2**
- **Release 3**

**Timeline Events**
- **2010**
- **2011**
- **2012**
- **2013**
- **2014**
- **2015**

- Licensing Managed and Regulated Businesses and Core Infrastructure
- Web Renewals – Dealer Licensing
- Vehicle Services: Registration & Title
- Driver Services: Licensing & Sanctioning

**Dates**
- **Mar 2011**: Release 1A
- **Feb 2012**: Release 2
- **Fall 2013**: Release 3
- **Spring 2014**: Licensing & Sanctioning

**Program Focus Areas**
- Licensing
- Managed and Regulated Businesses
- Core Infrastructure
- Web Renewals
- Dealer Licensing
- Vehicle Services
- Driver Services
To re-engineer agency-wide business processes and supporting technology infrastructure – it’s more than just a technology refresh
• Improve timelines and responsiveness to Connecticut’s citizens and DMV Stakeholders and Business Partners
• Streamline business processes
• Standardize and integrate business and systems processes
• Improve DMV operational efficiency in performing key business processes and transactions
• Modernize (all) agency-wide systems and supporting technologies

Supporting Business Functions

Business Support
• Records Management
• Inventory Control
• Audits
• Hearings and Appeals
• Inspections and Enforcements

Business Administration
• Business Rules
• Reporting Capabilities
• Training

Enterprise Electronic Capabilities
• Document Management
• Workflow and Case Management
• Forms and Correspondence
• Appointment / Scheduling

Supporting Technology

Service Delivery
Channels
• Internet Self-Service
• Web Portals

Interfaces: (45)
Internal and External Interfaces, e.g. AAMVA, NMVTIS, IRP, State Police, State Agencies, Insurance Compliance, (169) Tax Town Tax Collectors, Dealers, Leasing Companies, Title/Reg Inquiry, etc.

Data
• Customer-Centric Database
• Data Cleansing
• Data conversion and migration

Hardware, Software, and Network
• Infrastructure Modernization
Lessons Learned

1. Needed a better method to scope the Project work and the extent of MOTS customization required
   - NOT EFFECTIVE: We relied on a 6 month “System Validation Phase (SVP) + Use Cases + …” to develop “requirements gap analysis” and plan for implementation
   - WISH WE HAD worked (hands-on) with the out-of-the-box system for 3 months and the Vendor worked with OUR systems for 3 months, THEN we would mutually have a realistic understanding of the work that needed to be done and would be able to plan accordingly.

2. Needed a stronger PMO – augmented by external Integrator Project Management

3. DON’T assume that “MOTS” customization is “easy” – “just plug in new configuration tables” (NOT!)
   - State resources for 4 year project = 115,200 staff-hours
   - INTERFACES are major area of customization
   - Our initial plan for R2 (Registration and Title) was for 7/2011; current plan is Fall 2013

4. Needed to set Project timelines based on “the work” and NOT “the dates”

5. Needed to require that Vendor be on site at least 50% of the time, AND that Developers need to be on-site for any Design work

6. Needed a better method to fully understand all “drop-downs” and how they really work before design signoff.
   - 1. NOT EFFECTIVE: We relied on “it’s configurable” – it’s more than just “fill in CT dropdowns on screen x.
   - 2. WISH WE HAD done end-to-end scenarios across all screens in order to understand the rules behind each drop-down and how the system functions as a result of the drop-downs

7. Needed a standard, agreed-upon methodology for estimating the hours for change requests
   • Needed to have an overall testing approach that outlines vendor and State team responsibilities better, and identifies technical requirements (e.g. access to test environment(s)
   1. DON’T GO-LIVE with a large number of workarounds and defects
   2. THOROUGHLY CLEANSE conversion data, and don’t allow changes after code freeze
   • Needed a plan on how to handle unconverted or unconvertible records
   1. Business Processes should be “leaned” and documented prior to Go Live.
   2. STOP Legislative changes, and internal agency projects during modernization
      - 1. It’s difficult changing the tires on a car if the car is moving
Mary Kurkjian, Fast Enterprises
3 x 3 Lessons for Successful Projects
1. **Executive Sponsor is a heavy lifting job.**

1. Secure the funding.
2. Assign the best people.
3. Keep the momentum going.
   
   – Minimize (prohibit) change orders.
   – Keep legislative changes at bay.
   – Make decisions quickly.
2. **Focus on the system, not business process reengineering.**

1. Proven systems have built-in best practices—use them.
2. Include line workers in system design and testing stages for reality checks.
3. Adapt after the system goes live.
3. **Data cleansing is a constant task.**

1. Start early, before the project. Re-instate the cleansed data into production.
2. Data conversion generates data cleansing work.
3. 100% purity is not possible; use post-production procedures to clean up.
Maureen Otto, 3M
People make the DMV go-round

- Knowledge Transfer
- Organization Change Management
- Training, Help, Guides
- Involve, Engage
- Communicate
Inventory
Interfaces, Reports, and Correspondence
Data Data Data

• Start before the project
• Clean up in your legacy
• Manual
• Automated
• Don’t leave it all to conversion
• Plan for post conversion “handling”
Michelle Moore, HP

“Queen Kindness” in grade school
DMV Mod. Lessons Learned from Both Sides

- Quick wins build momentum
- Re-engineer first – Define your new business then align the IT systems to the business vision
- Creating a Customer-centric Database requires careful planning
- Historical knowledge and future vision are both key skillsets for the team
- Plan to Dedicate a Project Team, not expect resources to work on the project as collateral duty to their “real jobs”
DMV Mod. Vendor Lessons

• More frequent deployments of smaller sets of functionality are less risky for DMV and the vendor than fewer deployments of massive changes

• Building a custom system for one state and expecting it to work well as a COTS product may be unrealistic

• Plan to provide assistance to DMV for developing test cases/scripts for effective testing
Common DMV Mod. Lessons

- Success is built on strong governance
- DMVs aren’t all the same – need different modernization & implementation strategies
- Change will Happen – Contract flexibility
- Allow more time for data cleansing & migration than you think is needed
- A team approach to success is critical – the agency AND the vendor both need to win
DMV Mod. Lessons, Customer-centric Data

- **Statutory**
  - Differences in name/residence requirements for driver & vehicle records
  - Laws based upon “transaction” premise not “customer” premise

- **Operational/Financial**
  - Potential revenue impact from transaction fees
  - Will/can you require re-issuance/re-print of credentials upon customer data changes

- **Technical**
  - Likely will not get 100% of legacy data mapped to the right customer in new database – different keys, bad data, etc.
  - How confident is confident enough to declare a “match?”
  - Need mechanism to handle incorrectly matched data and “orphans”
Q/A Audience
Thank all y’all!

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