Iterative Project Report for Programs & Multi-Year Phased Projects

Submitted to Large Project Oversight on 3/30/2020

GENERAL INFORMATION

Program Name: Drivers License (DL) Motor Vehicle (MV) Program

Agency Name: North Dakota Transportation

Project Sponsor: Brad Schaffer

Project Manager: Leila Thompson

PROJECT DESCRIPTION

In 2016, NDDOT implemented the STARS (State Title and Registration System) for the Motor Vehicle Division. STARS is an Off the Shelf system implemented by FAST (FAST Enterprises) and support is shared by FAST and the State. At the time STARS was implemented NDDOT was aware that in order to keep up-to-date we would need to incorporate Service Pack upgrades over time to update the system. These Service Packs are completed in collaboration with Motor Vehicle, State IT Staff, and FAST.

The current DL (Driver License) system is written in ADABAS in 1984 and is becoming increasingly more difficult to maintain as technology is moving into Web-based applications and relational databases. The system, by nature, requires high maintenance due to the impact of frequent legislative changes (both State and Federal) and administrative requirements. It is one of the most important applications within State Government and is accessed by numerous entities for law enforcement, identity verification and insurance purposes.

DL interfaces to the following systems:

- eGovernment applications
- NDDOT's Motor Vehicle System (STARS)
- National Driver Register and AAMVAnet interfaces
- Commercial Driver License System
- Problem Driver Pointer System
- Digital Driver License System integration
- Social Security On-line Verification
- Digital Image Exchange
- Medical Certificate Program
- FileNet
- Law enforcement systems
- Pitney Bowes – mailing system and address verification
- Finalist – system that performs address verification

During the 2019 Legislative Session NDDOT received the funding for a STARS Service Pack Upgrade along with a new DL system which will be called the MV and DL Program.

BUSINESS NEEDS AND PROBLEMS

1. NDDOT wants to implement the Service Pack Upgrade to the current Motor Vehicle STARS system
   a. The current version does not allow some processes to be implemented without a service pack
   b. The Service Pack Upgrade will bring the STARS system up-to-date with the latest updates and better workflow in the system
2. NDDOT wants to have Driver License systems built on modern technology
   a. The DL system is built on a Mainframe platform, which is considered out-of-date technology, and developers are hard to find, resulting in few options for support
   b. The Mainframe is going away and there are very few agencies still using it
   c. The current Driver License system has an interface to Motor Vehicle and it would be beneficial to have both systems on the same platform and database to create a connection
3. NDDOT wants to improve the processing time of the Driver License services and deliverables
   a. Newer technology would provide for additional growth and enhancements
   b. The general public will have the assurance that their records are correct and secure

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PROGRAM/PROJECT FORMAT

Program Start Date: August 1, 2019

Budget Allocation at Time of Initial Start Date: $22.5 million.

How Many Phases Expected at Time of Initial Start Date: Two: Drivers License Business Process Modeling (DLBPM) and Motor Vehicle and Drivers License Consolidation (MVDLC)

Phase Approach Description: The projects/phases will run sequentially

Estimated End Date for All Phases Known at Time of Initial Start Date: DLBPM: 3/30/2020 and MVDLC: 11/30/2023

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
Drivers License Business Process Modeling (DLBPM)	Business analysis of current business processes, desired future state, and requirements for the procurement.	6 months	$240,000
Motor Vehicle and Drivers License Consolidation (MVDLC)	Upgrade MV to latest version and integrate new DL tool, consolidating MV and DL systems (Based on planning efforts project 2 may be broken up into multiple projects.)	43 months	$22,260,000
		Program total budget:	$22,500,000

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	Program/ Project Start Date	Baseline Execution Start Date	Baseline End Date	Baseline Budget	Actual Finish Date	Schedule Variance	Actual Cost	Cost Variance
DLBPM	10/16/2020	1/27/2020	3/27/20	$240,000	3/30/2020	0	202,770.00	0

OBJECTIVES

Project/ Phase	Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
Project 1	1. Reduce training time for new system users by 60 hours. Currently, a new system user	1. Within 6 months of system implementation, the system trainers will be surveyed to determine how	Partially Met	From the business process prospective, the delivery of the current state business process

	goes through 160 hours of system training.	many hours of system training is required for new system users.		model provided an immediate reduction in hours required to train new staff. Once the new DL system is implemented, including integration of the future state business process models, the DL program will achieve a greater reduction in hours required to train new DL staff.
	2. The new DL system will require streamlining work processes and allow for stopping and starting work at any point in the process.	2. After User acceptance testing, testers will be surveyed to determine whether their work process has been improved and their processing time has been reduced.	Partially Met	Several "quick win" process improvements were implemented that streamlined work processes, resulting in a savings of approximately 12 efficiency hours per week.
	3. Simplify some process time of certain tasks and how the system flows.	3. Within 6 months of system implementation, MV users will be surveyed to determine if the new process is saving time.	Not Met	This project set the foundation for achieving this business objective with the implementation of the new DL system.
Project 2	1. Procure a driver license system built on a current, sustainable technology platform.	1. During the procurement phase of the project, NDIT architects will be invited to review the technical solution. They will be asked to consider features such as: database structure, support options, compliance with State standards, system architecture, scalability, etc. When surveyed, the architects will identify the proposed solution as a sustainable technology platform. The system will also be positioned for future needs such as a single identity integration.	NA	NA
	2. The system will be user intuitive, which will decrease errors, and have audit tracking to assist in determining any functional issues. NDDOT will spend 80% less time troubleshooting system issues.	2. Within 6 months of system implementation, WMS reports will be evaluated to determine time spent on resolving issues and errors prior to system implementation and post implementation.	NA	NA
	3. The system will include advanced ad hoc reporting capability with minimal skillset required to generate reports.	3. Within 2 months of system implementation, users will be able to generate needed reports to retrieve information without IT support.	NA	NA
	4. User manuals and troubleshooting hints will be built into the system processing workflow.	4. After User acceptance testing, testers will be surveyed to determine how well the system help answered their questions as they were processing test scripts.	NA	NA
	5. The new system will be easy to maintain and support.	5. Within 4 months of system implementation, IT support staff will be surveyed to determine their comfort level with implementing enhancements and or changes.	NA	NA
	6. NDDOT wants to eliminate monthly downtime due to mainframe upgrades that last from 4-8 hours.	6. Allow customers to have real-time interfaces through webservices.	NA	NA

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POST-IMPLEMENTATION REPORT

Post-Implementation Reports are to be performed after each project or phase is completed. A "PIR" is a process that utilizes surveys and meetings to determine what happened in the project/phase and identifies actions for improvement going forward. Typical PIR findings include, "What did we do well?" "What did we learn?" "What should we do differently next time?"

Project/ Phase	Lesson Learned, Success Story, Idea for Next Time, Etc.
DLBPM	**Lessons Learned:** 1. Identify all SME's up-front and have more smaller working sessions for business process modeling activities 2. Caution should be taken when project phases are in motion concurrently, to facilitate setting all stakeholder expectations earlier on 3. Schedule meetings at times that work well for teams to mitigate taking an overabundance of time 4. Maintain communication across project teams to ensure flexible in scheduling when conflicts arise 5. It is important to have buy-in across the team during the project and continuing forward 6. Ensure all impacted stakeholders participate in working sessions to provide feedback and develop the best future state 7. Implementing interim review of deliverables prior to final submittal reduced 8. Having documented and defined processes is a win for on-boarding of new employees and knowledge transfer/transition 9. Look for quick wins that can be implement with not cost and minimal time and that results in efficiency and/or direct cost savings 10. Ensure new stakeholders are brought up to date on the project to set expectations **What went well:** 1. Great engagement level from the business units 2. The value in getting all impacted parties on processes in the same room to create clarity on current processes but also be able to develop the best future states 3. Great collaboration and working relationship across teams through the project 4. Team is continuing to bring up new ideas for improvement 5. Team felt comfortable in meetings so that they felt they could speak up with ideas and new ways of doing things 6. Good open discussions across the team 7. Implemented/utilized NDVIEW on a new project without too much difficulty **Challenges:** 1. Membership of the ESC was very fluid throughout the project **Major Accomplishments:** 1. Documented over 120 processes with current state maps 2. Laid out an achievable future state that creates efficiencies internally and improves the overall customer experience 3. Discussions brought forward opportunities that were not known by the entire team prior to the discussion 4. Implementation of quick wins to get immediate benefits ○ 10-12 quick wins already implemented 5. Ability of DOT team to provide interim review/feedback before final reviews 6. Buy-in across the team during the project and continuing forward 7. Proved out benefit of process improvement projects and paved path for future projects Improved understanding amongst the different Drivers License divisions

COST BENEFIT ANALYSIS

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KEY CONSTRAINTS AND/OR RISKS

Cost, schedule, scope, and quality are often in conflict during projects. The sponsor elected to prioritize as follows:

1. Quality
2. Cost
3. Schedule
4. Scope