

Submitted to Large Project Oversight on 01/20/2017

## GENERAL INFORMATION

**Program/Project Name:** Motor Vehicle (MV) System Redesign (DOT STARS)  
**Agency Name:** North Dakota Department of Transportation  
**Project Sponsor:** Russ Buchholz  
**Project Manager:** Darin Anderson

## PROJECT BASELINES

Original And Final	Project Start Date	Baseline Execution Start Date	Baseline End Date	Baseline Budget	Actual Finish Date	Schedule Variance	Actual Cost	Cost Variance
Original Baseline	6/2/2014	4/6/2015	6/30/2016	\$8,514,160,48	6/30/2016	0.0%	\$7,964,837.95	6.4% Under
Final Baseline		4/6/2015	6/30/2016	\$8,514,160,48	6/30/2016	0.0%	\$7,964,837.95	6.4% Under

**Notes:** \$3,548,237.95 was spent by project implementation and an additional \$4,416,600 was paid post implementation for the final 3 milestone payments.

## MAJOR SCOPE CHANGES

No major scope changes.

## PROJECT OBJECTIVES

Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome / Anticipated Benefit(s)
Within the new system, provide monthly system balancing with the BND money market account	When the State Auditor's Office review is held within 6 months of implementation, the existing audit finding is resolved.	Not Met	This will be an on-going operational measurement.
Within the new system, provide capability to balance daily collections with daily deposits at all issuance sites	Within 3 months of system implementation, a daily balance report(s) will be produced from the system. The daily collections will be compared with the deposits in order to confirm system tracking accuracy at both the central office and branch locations.	Met	Within 3 months of implementation, the system was balancing daily.

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<b>Business Objective</b>	<b>Measurement Description</b>	<b>Met/ Not Met</b>	<b>Measurement Outcome / Anticipated Benefit(s)</b>
There will be an accounting reconciliation package available within the new system	Within 4 months of system implementation, accounting staff at the central office will be surveyed to determine whether they have the capability to reconcile the refund account, the money market account, and the online and in-house credit card (cybercash) payments via the new system	Met	This will be an on-going operational measurement. System is balancing daily, weekly, etc. However on-going this will continue to be measured.
The new system will allow branch collections to come across as electronic funds transfers	Within 1 week of system implementation, participating branch fees will be coming in electronically	Met	NDDOT is showing improved financial responsibility. Turnaround time for NDDOT receiving branch funds is improved. This will also help branches follow the requirement to not have "float" in their accounts. It also helps the central office balance sooner.
Procure a motor vehicle system built on a current, sustainable technology platform	During the procurement phase of the project, ITD 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.	Met	NDDOT now has a new system that is less complicated to support and maintain
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.	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.	Met	NDDOT and ITD staff spend less time supporting system issues and errors.
The system will include advanced ad hoc reporting capability with minimal skillset required to generate reports.	Within 2 months of system implementation, users will be able to generate needed reports to retrieve information without IT support.	Met	NDDOT received a new system that users can respond to data requests on their own. The users get the data faster and IT doesn't have to spend as much time supporting retrieval of this data.
User manuals and troubleshooting hints will be built into the system processing workflow.	After User acceptance testing, testers will be surveyed to determine how well the system help answered their questions as they were processing test scripts.	Met	NDDOT continues to eliminate reliance and or dependency on asking others to assist in processing daily work.
The new system will be easy to maintain and support.	Within 4 months of system implementation, IT support staff will be surveyed to determine their comfortable with implementing enhancements and or changes.	Met	NDDOT now has a simplified database structure and system that IT is comfortable making changes to without concern for creating additional errors.
Reduce training time for new system users by 40 hours. Currently, a new system user goes through 80 hours of system training.	Within 6 months of system implementation, the system trainers will be surveyed to determine how many hours of system training is required for new system users.	Met	New system users are trained in less time and thus productive sooner. They also will be better equipped to continue to be productive using the new system.

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Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome / Anticipated Benefit(s)
The new MV system will require streamlining work processes and allow for stopping and starting work at any point in the process.	After User acceptance testing, testers will be surveyed to determine whether their work process has been improved and their processing time has been reduced.	Met	NDDOT now has a system that is user friendly and allows for interruptions, multi-tasking, and improved processing time.
Reduce turnaround time for mail and dealer work from 3 weeks to 5-6 business days	Within 6 months of system implementation, NDDOT consumer staff will review outstanding paperwork to determine if mail and dealer work turnaround time has been reduced to 5-6 days	Met	NDDOT improved customer service
The new system will have an inventory tracking system that will notify of inventory shortages, usage, and supply.	During user acceptance testing, the inventory tracking system will be tested to confirm requirements are met and the system is improved	Met	The old system doesn't supply notifications when inventory is low or when inventory is outdated. It also doesn't track inventory changes. The old system didn't keep an audit log. The system stops during batch processing when inventory is unavailable and determining transactions that still need to be processed is difficult. With a new system, these difficulties have been resolved thus making staff more efficient and improve customer service

## POST-IMPLEMENTATION REPORT

Post-Implementation Reports are performed after a project is completed. A "PIR" is a process that utilizes surveys and meetings to determine what happened in the project 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?" Notable findings are presented in this closeout report.

What Went Wrong? or What Went Right?
Communication to everyone is essential.
I believe that DOT Motor Vehicle staff should have been allowed to be devoted full-time to this project. It was difficult to shift back and forth between the project and regular duties and I feel that often regular duties took a priority over the project.
A new way of efficiently processing any DOT transaction.
Well managed, business analysis was conducted prior to the start of the project helped establish scope and expectations, vendor performed like expected.
Outside parties should be informed early on that there may be costs to them (This could be the branch offices, or the other state agencies)
Communication is key throughout all stages of a project.
How important testing the product is to the success. Using a vendor that is firm on deadlines, sets dates well in advance and works hard to achieve objectives by that date. The format used by FAST worked well.
Vendor's track record is extremely important.
All internal managers' participation and cooperation is absolutely necessary
Starting data conversion as early as they did was essential I believe to the success of the project! I feel sometimes data conversion is an 'after-thought' or a 'well, that shouldn't take too long' when in fact it's a huge part of a project and the success of the project!
Having a long testing period and front-loading the development work makes rollout a lot smoother.

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<b>What Went Wrong? or What Went Right?</b>
Open communication with other agencies early. The conference bridge line on rollout weekend was a great idea.
Hard work pays off.
Perseverance cannot be overestimated. Sticking with a project, even when it gets difficult or hard to face, is the only way to get it done.
It's nice to be able to work with more than one customer at a time if a customer needs to step out and you have a line.
Our staff enjoys the convenience of the checkout, nmvtis, and the printing of drive outs!
There are several functions of the new system that provide checks and safe guards for required information that have saved time and errors while processing work.
Through questions and the daily work of the project, a lot of business practices were discussed/reviewed to see what the correct and/or best way to accomplish something would be. Information is available within STARS much better and more easily found than the previous software. It has created efficiency within the division.
Branch review cases have saved our team a lot of time and have placed more responsibility back on the branch to complete and correct any errors on outstanding transactions.
Response time for the motor vehicle interface is noticeably shorter since implementation.
On roll out weekend a few of the FAST Employees (including myself) did online renewals to make sure the system was working. Everything seemed to go through just fine, but when you get your plate in the mail, it was the best feeling in the world. To know we did that, and it worked!
Great teamwork by so many vendors, divisions, groups and individuals. Big reason for the success.
I'm blown away by the pride everyone involved takes in their work! Thanks for an awesome project, everyone!