

Appendix H - DMV FACE Program

Abstract

In May 2011, DMV initiated the FACE (For All Customers and Employees) program to modernize DMV's end-of-life technology. The DMV executive sponsors initiated the FACE program to modernize, improve the usability, and lower the cost of DMV's aging systems. The approach is one that encompasses the incremental delivery of value to the organization over a period of years through a series of projects.

Prioritization of projects anticipated under the FACE program will be ongoing and flexible to meet the changing demands of the agency. The FACE leadership team approached the program definition with a clear recognition of the importance of leveraging DMV's investment in CSI. Since 2005, DMV has invested substantial resources in the design and implementation of the CSI project. Within that context, the FACE leadership team conducted an exhaustive review of the CSI functional objectives and the DMV strategic goals they supported.

Through Accenture, DMV invested \$7,296,213 in hardware and software to support the Accenture solution. The FACE solution, while divergent from that proposed by Accenture meets the overarching business drivers and fully leverages the hardware and software license investment from the CSI project. In addition to understanding and aligning this program to the fundamental goals of the CSI project, the leadership team adopted the following core principles for program design: *Simplify business through technology; create and support an enterprise architecture that is adaptable and industry-standard; deliver value frequently; fix broken first.* The resulting themes of the FACE solution are: Standard Business Components, Physical Architecture, Iterative Migration, and Governance. In combination, these will create the foundation for system modernization.

The FACE leadership team is confident in the solution, methodology, and governance of the proposed system modernization program. With agency leadership support and business involvement, DMV will recognize the benefits of a flexible system and the associated cost and efficiency savings.

Program

Description

DMV current operations depends on a computer infrastructure comprised of a wide variety of programs, running across a number of systems, some of which are more than 20 years old. Many of the systems and software in use are unsupported, antiquated, and cumbersome, resulting in longer transaction times (and thus longer wait times) for our customers. DMV recognized the need to redesign its backbone. Previously, that redesign was to come under the auspices of the multi-year CSI Program, through a contract with Accenture.

DMV engaged in a three year, \$36 million dollar system redesign project with Accenture beginning November 15, 2010. Several months into the project, DMV discovered that Accenture planned to send 75% of the project development overseas and that 38% of DMV's system requirements were considered by Accenture to be out of scope or unclear. Those issues led DMV to terminate the contract with Accenture for convenience, pursuant to the terms of the agreement.

In coordination with Virginia's CIO, Sam Nixon, and VITA's Project Management Division (PMD), the project was suspended in mid-May for six months to give DMV time to contractually end the partnership with Accenture and re-evaluate next steps regarding scope, investment to date, technological resources and team resources. On June 11, 2011, DMV reached a settlement with Accenture, which involved no financial penalties to either party. As a result, the CSI project came to an end. An alternative approach was adopted and DMV recognized the need to modernize its technology through a program-based transitional method. The FACE (For All Customers and Employees) program was formed to transition the agency through a series of projects while continuing to meet the operational needs of the agency.

The FACE leadership team approached the definition of a strategic roadmap with a clear recognition of the importance of leveraging DMV's investment in CSI. It was equally important to understand the commitments made by CSI to DMV partners. Within that context, the FACE leadership team conducted an exhaustive review of the CSI functional objectives and the DMV strategic goals they supported. The FACE alignment to CSI objectives and financial investment is detailed below in a separate section. In addition to understanding and aligning this program to the fundamental goals of the CSI project, this leadership team adopted the following core principles for program design:

- Simplify business through technology
- Create and support an enterprise architecture that is adaptable and industry-standard
- Deliver value frequently
- Broken first

Background

The Department of Motor Vehicles (DMV) is an agency of the Commonwealth of Virginia. Under the direction of the Secretary of Transportation, DMV administers motor vehicle and tax related laws for the continued benefit of all citizens of the Commonwealth of Virginia. Specifically, DMV administers motor vehicle titling and licensing laws, driver licensing laws, transportation safety laws, tax laws, and other motor vehicle-related laws and regulations as directed by the Code of Virginia and Federal laws.

DMV employs approximately 1,800 full and part-time employees to collect transportation revenues and issue numerous types of credentials for all Virginia residents. These employees also support the processing of tax filings for fuel and rental taxes, International Fuels Tax Agreements, and International Registration Plans for motor carriers. DMV employees provide services through a network of locations dispersed throughout the Commonwealth including a centralized Headquarters office, 74 Customer Service Centers (CSCs), two mobile Customer Service Center Units, and 13 Motor Carrier Service Centers/Weigh Stations (MCSCs). In addition, some limited services are provided at 57 DMV Select offices located throughout the Commonwealth, run by local governments or private entities under contract with DMV to provide secure, select DMV transactions. DMV customers may also conduct approximately 30 transactions 24 hours a day, seven days a week at DMV's virtual CSC – the *DMVNow* website or the Interactive Voice Response (IVR) system.

DMV provides a multitude of services to a variety of clients, including Virginia residents, transportation entities, courts, law enforcement agencies, government agencies, motor carriers, grant recipients, motor vehicle dealers, and insurance companies. The primary services provided by DMV involve:

Credentialing – This includes the provision of driver testing and licensing, vehicle titling and registration, credentialing of commercial motor carriers, and regulatory licensing functions such as fuel distributors, rental car companies, dealers, commercial driver training schools, driver improvement clinics, and third party testers.

Tax processing – This includes support for the calculation, collection, accounting, and reporting statistics for all tax filings (including IFTA, tax on fuel, and tax on motor vehicle rentals) as well as support for an external/taxpayer audit function.

Information Provisioning – This includes appropriately disseminating information about 5.4 million drivers and more than 7 million vehicles to external entities as authorized by the General Assembly. Securing this information and ensuring its integrity are among the most important functions of this agency.

DMV annually issues over 1.7 million driver's licenses, registers almost 6.4 million vehicles, weighs approximately 17.5 million trucks, and collects over \$2.2 billion in revenue. Currently, all of this is accomplished using disparate and outdated automated systems that run independently and on multiple, diverse platforms.

Due to the nature of DMV business processes, DMV requires substantial use of automated systems to support and perform its functions in an efficient manner. The agency needs to incorporate into its operation those technological developments and automated solutions that will enhance the delivery of services to DMV's various transportation customers. The current set of automated solutions is outdated and the FACE program through a series of projects will satisfy the upgrade, improvement and future maintenance of DMV's automation needs.

In May 2011, DMV initiated the FACE program to modernize DMV's end-of-life technology and modernize, improve the usability of, and lower the cost of DMV's aging systems. The approach is one that encompasses the incremental delivery of value to the organization over a period of years through a series of projects.

The FACE Strategic Plan and Roadmap was developed to outline an application architecture, project deliverable approach, implementation governance and alignment with the functional and financial goals of the former CSI project. The end-state vision is described and specificity around projects and deliverables recommended in the near term were included. General objectives were also addressed for the long-term horizon that will, in aggregate, accomplish the overarching goal for modernizing DMV's existing systems, deprecating the mainframe and maintaining the new architecture. Prioritization of projects anticipated under the F.A.C.E. program will be ongoing and flexible to meet the changing demands of the agency.

Scope

The FACE Program is comprised of the projects and procurements listed in Table 1 to be prioritized and phased in as appropriate to the needs of the agency.

Table 1 List of Projects and Stand alone Procurements

ID	Name	Project/Procurement
1	Select Proof of Concept (SPOC)	Project
2	Oracle Licensing	Procurement
3	DMV Physical Architecture Build-out	Project
4	mySelect Pilot Evaluation	Project
5	mySelect CSC Implementation	Project
6	mySelect Direct and HQ Transaction Build-out	Project
7	Transform Intelligent Business Layer Pilot (TRIBBLE)	Project
8	Motor Carrier Blueprint development	Project
9	mySelect Direct Implementation	Project
10	mySelect HQ Implementation	Project
11	Computer Telephony Integration (Avaya PBX; for mySelect Direct)	Project
12	Motor Carrier Portal I	Project
13	DMV Correspondence Transformation / Business Logic group 2	Project
14	Mail Processing	Project
15	Dealer Board Integration	Project
16	Business Logic Transformation Group 3	Project
17	Virginia State Police – VCIN Integration	Project
18	Business Logic Transformation Group 4	Project
19	AAMVA Integration – including but not limited to CDLIS, Digital Image, SSOLV, PDPS, VLS, NMVTIS	Project
20	Supreme Court of VA Integration CAIS – convictions	Project
21	CVR, triVIN, TitleTech integration for the Online Dealer Program	Project
22	On- demand temp tags integration for all vendors	Project
23	NCIC integration	Project
24	Driver Training school integration	Project
25	Business Logic Transformation Group 5	Project
26	Commonwealth Credential Integrations e.g. hunting and fishing licenses	Project
27	Dept of Social Services Integrations –	Project
28	Local Government Integration e.g. parking ticket stops	Project
29	Business Layer Transformation Group 6	Project
30	Data Conversion Pilot	Project
31	Data Conversion	Project

It is important to note that FACE is being managed as a multi-year program. The program ties projects together to meet the overall objectives of the agency, but allows for the flexibility to prioritize as the business environment and demands dictate. It also has the benefit of keeping the focus more narrow to reduce risk for each individual project while continuing to meet the end-state vision.

The FACE Program will not address minor enhancements, upgrades, or improvements to existing systems that are considered part of the agency’s “business as usual” operations or needed to address critical legislation except to the extent of how those initiatives can be achieved in parallel with the major program initiatives.

Financials

Base on the totals identified in the table below, program cost is expected to be \$9,146,767, with contingency /risk funds of \$915,000 for an anticipated total program cost of \$10,061,767.

Table 2 List of Program Project and Stand-alone Procurement Costs

ID	Name	Staff	Est. Cost	Biennium
1	Select Proof of Concept (SPOC)	14	\$417,000	2013/2014
2	Oracle Licensing	N/A	\$ 4,255,246.61	2013/2014
3	DMV Physical Architecture Build-out	VITA/NG	TBD	2013/2014
4	mySelect Pilot Evaluation	5	\$ 96,000	2013/2014
5	mySelect CSC Implementation	5	\$ 117,000	2013/2014
6	mySelect Direct and HQ Transaction Build-out	12	\$ 471,000	2013/2014
7	Transform Intelligent Business Layer Pilot (TRIBBLE)	7	\$ 211,000	2013/2014
8	Motor Carrier Blueprint development	4	\$ 96,000	2013/2014
9	mySelect Direct Implementation	5	\$ 80,000	2013/2014
10	mySelect HQ Implementation	5	\$ 160,000	2013/2014
11	Computer Telephony Integration (Avaya PBX; for mySelect Direct)	4	\$ 64,000	2013/2014
12	Motor Carrier Portal I	12	\$ 1,797,120	2013/2014
13	DMV Correspondence Transformation / Business Logic group 2	12	\$ 1,382,400	2013/2014
14	Mail Processing	TBD		
15	Dealer Board Integration	TBD		
16	Business Logic Transformation Group 3	TBD		
17	Virginia State Police – VCIN Integration	TBD		
18	Business Logic Transformation Group 4	TBD		
19	AAMVA Integration – including but not limited to CDLIS, Digital Image, SSOLV, PDPS, VLS, NMVTIS	TBD		
20	Supreme Court of VA Integration CAIS – convictions	TBD		
21	CVR, triVIN, TitleTech integration for the Online Dealer Program	TBD		
22	On- demand temp tags integration for all vendors	TBD		
23	NCIC integration	TBD		
24	Driver Training school integration	TBD		
25	Business Logic Transformation Group 5	TBD		
26	Commonwealth Credential Integrations e.g. hunting and fishing licenses	TBD		
27	Dept of Social Services Integrations –	TBD		
28	Local Government Integration e.g. parking ticket stops	TBD		
29	Business Layer Transformation Group 6	TBD		
30	Data Conversion Pilot	TBD		
31	Data Conversion	TBD		

Program Office

It is important to note that FACE is being managed as a multi-year program. This is distinct from a project in that the program is defined in terms of goals that will be met through the execution of myriad projects.

Through consultation with VITA PMD, the FACE program will follow a Rolling Wave Development approach. Each project within the program will be independently reviewed, approved and allocated the appropriate resources. Each project will follow the VITA PMD Project Management Guideline. The program ties these projects together to meet the overall objectives of the agency, but allows for the flexibility to prioritize as the business environment and demands dictate. It also has the benefit of keeping the focus more narrow to reduce risk for each individual project while continuing to meet the end-state vision.

Purpose

To coordinate the FACE projects ensuring that priorities are evaluated and projects/work organized to meet these. The program office will ensure that each project within the FACE program will independently deliver value to the organization while meeting the over-arching business objectives and goals of the program.

Vision

The FACE Program is intended to support the overall mission to provide a system architecture and set of processes by which DMV can develop, evolve, scale and maintain software that is flexible and meets the changing needs of our customers and employees.

Focus Areas

Governance: Creates the structure and practices to guide the FACE program. To provide senior-level leadership, oversight, and control. The program function encompasses all the decision-making roles and responsibilities involved in executing the program effort.

Management: Provides a point of accountability to executive sponsors and the oversight committee for schedule, budget, and quality of all program elements and functions as the communications conduit. Leads high-level sessions for program plan and schedule development and reviews all project plans for alignment with the overall program objectives.

Financial Management: Implementation of specific fiscal practices and controls which conform to DMV-internal and Commonwealth policies and regulations for significant expenditures.

Infrastructure: Implementation and management of a collection of management and technical roles, tools, and practices that are required to provide services and support for software development.

Planning: Creation and review of individual projects in compliance with the VITA PMD standard and the integrated representation of significant planned activities and the dependencies, if any, between individual projects to provide project managers and stakeholders with a window into the cumulative work effort of the program.

Goals and Objectives

Customer Service: Implement a Customer-Centric Model to better serve DMV customers and staff by providing a single logical view of customer information (customer-centric) including the ability to provide a seamless service to all DMV customers, whether that customer is an individual citizen, business, or other government organization. This single logical customer view can be used to more quickly respond to customer requests, promote consistency in customer treatment across service channels, and help deter fraudulent activities.

Flexible Application Framework. Design an integrated, easily customizable system framework with the expectation and ability to deal with policy or legislative changes experienced within the DMV. The framework should provide a flexible application architecture and data capture process that will provide a high degree of security, stability, and reliability and improve the maintainability of the applications

Improved Access to Information. Develop an environment that allows access to information based on user agreements, authorized levels, and user roles. Allowing this type of access will lessen the burden on other areas of the organization as the users become more familiar with how to access the data they need.

Enhance Security, ID Verification and Fraud Prevention. Maintain a continual focus on the authenticity and security of the DMV identity and vehicle credentials for continued support of overall security and fraud prevention. This may include the ability to share photos, imaged documents, and potentially biometric data within DMV and with external partners, including Law Enforcement, other states, dealers, and financial institutions as authorized by the General Assembly.

Consolidate Disparate Applications. Develop framework that will integrate disparate applications to automate processes and integrate information from outside entities to eliminate or minimize redundant data entry and manual paper-intensive processing.

Transaction bundling. Application that will allow customers to pay for multiple transactions with one payment transaction resulting in fewer VITA transactions and reduced costs and resource time

Increase Low-Cost Access Channel Usage. Support and enhance DMV's network of services and technologies to offer DMV products and services in the most efficient and effective access channels to reach customers. This will allow DMV to focus on providing services through the lowest cost channels (e.g., external access channels) with an ultimate goal of being able to focus CSC work on the provision of more complex services.

Build to Accommodate Interoperability/Integration with Business Partners. Utilize an open architecture that will promote interoperability and integration with other Commonwealth Agencies and other business partners (e.g., Commissioners of Revenue).

Provide an Integrated Financial Component. Utilize a financial component that will provide a consolidated view of a customer and his associated financial transactions. This will allow DMV to understand customer account balances and provide a better understanding of costs. The financial component should also be able to allocate funds to the appropriate revenue fund source code.

FACE Reference Documentation

FACE Strategic Roadmap \\dmv-hq-fs01\data\MISADATA\FACE\FACE Strategic Plan1_2.pdf

FACE Program Charter <\\dmv-hq-fs01\data\MISADATA\FACE\FACE Program CharterFinal.docx>