



Case Study: BMV Galaxy Procurement

CHALLENGE

Through independent assessments, the Indiana Bureau of Motor Vehicles (BMV) had identified several inefficiencies and opportunities for improvement related to the agency's core information system, STARS. The BMV immediately addressed portions of the assessments' findings as part of an interim solution. However, as part of a longer-term solution, the agency launched a strategic initiative in 2016 to modernize systems and processes in totality.

The BMV needed assistance determining the procurement approach for the modernization project and for the writing and releasing of the solicitation. Additionally, the BMV was tasked with the immediate implementation of House Enrolled Act (HEA) 1087, which made significant changes to the agency's tax and fee structures, policies, and procedures.

PROBLEM

- Competing operational priorities, including the implementation of mandated legislative changes
- Resource constraints among key BMV stakeholders and subject matter experts
- Complicated competitive procurement requirements
- Lack of clear modernization vision
- Processing in almost every operational area had become manually intensive
- Getting all State of Indiana team members on the same page regarding the BMV's current system in place
- Bringing technology standards at the BMV up to specifications

SOLUTION

A netlogx team was brought in to provide project management support for the large legislative change implementation and, in parallel, to develop and implement the modernized system's procurement approach. As part of this two-pronged approach, netlogx:

- Provided project management oversight and led the HEA 1087 implementation
- Collaborated with BMV leadership to define the vision for the modernized STARS system

- Developed and released a Request for Information (RFI) to encourage vendors to share services and solutions, which may contribute to a modernized system landscape
- Analyzed the information received and identified modernization system components for potential inclusion
- Conducted a cost and options analysis for key modernization components
- Built a modernization roadmap to identify planned future solicitations including high level schedules, cost estimates, and procurement vehicles for each
- Developed and released five (5) solicitations, including Request for Services (RFS) 18-023 STARS System Modernization
- Ensured workarounds were developed and agreed upon for all unresolved Severity 3 level errors
- Released RFS 18-023 in draft format to allow comments and feedback from the vendor community prior to finalization
- Facilitated structured and detailed evaluation process with RFS 18-023 evaluation
- Engaged all team members to understand the BMV's system and its product life cycle
- Developed a productivity and quality monitoring approach to ensure that development activities remained on track

ADVANTAGES

- Eased competing operational priorities by restructuring and streamlining IT and business area release preparation, development, and execution
- The modernization roadmap allowed leadership to take a strategic and measured look at procurement strategy
- The draft RFS allowed vendors to provide comments and feedback to be incorporated into the final documents for a stronger solicitation. In addition, vendors received more time to respond
- The structured evaluation process minimized the impact to evaluation team resources and allowed for earlier identification of clarifications needed

RESULT

As a result of netlogx' practices, the BMV was able to focus on providing more responsive customer service to the citizens of Indiana. The BMV received excellent responses to RFS 18-023 and received praise from stakeholders outside the agency regarding the evaluation process.

Highlights:

- Measured, considered, and objective approach to evaluation
- Strategic approach to procurement
- Smooth evaluation process