



**CSTARS COMMITTEE**

**OPERATING PLAN**

**FISCAL YEAR 2010-2011**

## **CSTARS COMMITTEE**

**Purpose:** The CSTARS Committee provides a collaborative environment to manage the funding streams and facilitate the delivery of the titles and registration system to service citizens, businesses, and governmental consumers.

**Vision:** CSTARS will demonstrate value to our stakeholders through the continuous innovation of services delivered by a sustainable and technologically advanced platform.

**Committee Composition:** The committee is comprised of seven county clerk and recorders, the clerk and recorder in the city and county of Broomfield, or the manager of revenue for the city and county of Denver or such other official of the city and county of Denver as may be appointed by the mayor to perform functions related to the registration of motor vehicles and shall be appointed by the Executive Director of the Department of Revenue pursuant to 42-1-211(4) (a) C.R.S.

Additionally, the CSTARS Committee created a subcommittee, the CSTARS Advisory Review Subcommittee (CARS). Each member of the CSTARS Committee appoints one county motor vehicle employee to represent them on the CARS Committee. The purpose of the CARS Committee is to provide technical expertise and recommendations for programming changes and equipment changes to the CSTARS Committee.

### **Current Committee Members:**

Committee Chairperson: Sara Rosene, Grand County Clerk and Recorder  
Members: Garland Wahl, Washington County Clerk and Recorder; Jack Arrowsmith, Douglas County Clerk and Recorder; Joyce Reno, Chaffee County Clerk and Recorder; Gilbert Ortiz, Pueblo County Clerk and Recorder; Jean Alberico, Garfield County Clerk and Recorder and Darlene Martinez, City and County of Denver Director of Motor Vehicle

CARS Committee Members: Diana Hall, Boulder County representing Grand County; Linda Bishop, Adams County representing Washington County; Carolyn Ringler, Douglas County; Tony Frazzini, Denver County; Pam Nielsen, Larimer County representing Chaffee County; Jean Alberico, Garfield County. The Pueblo County position is currently vacant.

Department of Revenue Participants: Roxy Huber, DOR Executive Director; Maren Rubino, Operations Director DMV Title & Registration Section; David Loewi, Office of Information Technology DOR Chief Information Officer; Rebecca Davis, ???; Laura Sigrist, CSTARS Budget Analyst; Joan Vecchi, Director DMV; Roni White, Deputy Director DMV

## **CSTARS Committee Statutory Authority**

The responsibilities of the CSTARS Committee authorized in CRS 42-1-211 (4) (a) are:

1. Assist in the development of annual operational plans and budget proposals regarding the Colorado state titling and registration system and the CSTARS special purpose account.
2. Give final approval of all plans for the development and operation of the Colorado state titling and registration system and the annual budget and any supplemental budget requests funded the CSTARS special purpose account.
3. Make presentations with the department to the appropriate legislative committees regarding the use of the funds in the CSTARS special purpose account.

The CSTARS special purpose account was created pursuant to CRS 42-1-211(2).

### **Background**

Prior to January 1, 1984 each county processed motor vehicle title and registration transactions using their own separate independent processes. A copy of the ownership and registration documents were sent to the state for retention. Effective January 1, 1984 all counties were required to utilize the distributive data processing system developed by the Department of Revenue (DOR) for motor vehicle registration and titling. The County Clerk Distributive Data Processing Advisory Committee was originally created in statute around 1982. Pursuant to HB01-1101 the committee was renamed the Colorado State Title and Registration Advisory Committee and has operated as the CSTARS Committee since that time.

The CSTARS Committee approves the department's annual budget request. The CSTARS Committee also evaluates and approves or denies county requests for programming changes, equipment replacement and office expansions. In addition, the chair or other members of the committee provide testimony to legislative committees in their role as members of the CSTARS Committee.

On October 31, 2002, a contract between the Department of Revenue Information Technology Division and Avanade, Inc. was signed. The purpose of the contract was to create a new motor vehicle title and registration system to replace the system implemented throughout the State on January 1, 1984. After the contract was signed, the CSTARS Committee placed a moratorium on programming changes (with the exception of changes required due to legislation) to the DDP system because of the pending replacement of the system. On March 26, 2007, the CSTARS Committee was notified that the State would be discontinuing its use of the Avanade created CSTARS application effective April 2, 2007. The system had only been deployed to the State DOR office.

In June of 2007, The North Highland Co. completed and submitted an Assessment of the Colorado State Titling and Registration System (CSTARS, the Avana version). The report identified several causes for the failure of the project. Additional information is included in the CSTARS System Information document.

Beginning in September 2009 and through April 2010, the CSTARS Committee met several times with a facilitator to develop a strategic direction for CSTARS. This Operating Plan and the goals and measures that follow were a result of those strategic planning meetings.

**Goal**

Review and approve DOR annual budget request

Owners: CSTARS Committee Members

**Date Completed:**

**Goal**

Review and approve county equipment and programming requests

Owners: CARS & CSTARS Committee Members

**Date Completed:** Upon presentation monthly

**Goal**

Develop an Outreach Plan by December 30, 2010

Owners: Bo Ortiz & Carolyn Ringler

**Date Completed:**

**Goal**

Achieve: Increase county participation in UAT testing for programming and/or system modifications prior to release to allow county testing and training.

Owners: Darlene Martinez, Diana Hall, Tony Frazzini & Libby DiZerega

**Date Completed:**

**Goal**

Develop Operational Plan by September 30, 2010

Owners: Garland Wahl & Maren Rubino

**Date Completed: Committee approved September 29, 2010**

**Goal**

Develop Permanent Funding Model

Owners: Sara Rosene, Jack Arrowsmith & Roxy Huber

**Date Completed:**

**Goal**

Identify Best Business Practices by March 31, 2011

Owners: Entire Team

**Date Completed:**

### **CSTARS System Information**

In March of 1999, a project team was created for the purpose of writing new motor vehicle system requirements and completing a feasibility study to examine the implementation of the requirements. The project team was comprised of three county members and three members from the state. The objective of the team was to review the title and registration processes, examine system functions and make recommendations on ways to streamline process flow and functionality.

The scope of work for the project was to design a new motor vehicle system. A review was completed of all aspects of title and registration processes performed in all locations including state and county offices and encompassed titling, registration, permits, placards, accounting, inventory and system-wide requirements. Additionally recommendations were to be made to simplify regulatory and statutory processes and include alternatives involving system hardware and software that supported the system requirements.

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### **North Highland Assessment of the CSTARS created by Avanade, Inc.**

On June 29, 2007, The North Highland Co. completed and submitted their Assessment of the Colorado State Titling and Registration System (CSTARS, the Avanade version). The report identified several causes for the failure of the project. The report identified several causes for the failure of the project, which are summarized below:

- Leadership and Organizational Alignment Problems
  - The Department of Revenue was not aligned to enable a successful project.
  - The project was poorly structured
- County Governance
  - The management of the county expectations and the securing county “buy-in” were ineffective.
- Business Process Validation
  - There was not an active effort to re-engineer business processes.
  - The scope was to “re-write” the existing DDP system, not review and improve business processes.

### **North Highland Go Forward Recommendations**

On August 22, 2007, The North Highland Company met with the CSTARS Committee and made a presentation for “Next Steps for CSTARS”. Those steps are summarized below:

- Dedicate resources to stabilize the current CSTARS legacy system.
- Align the organization around the project, including development of a Project Management Office (PMO) and Independent Verification and Validation (IV&V), change management, and system integration and hosting.
- Setup a county governance body and identify ways to improve county involvement.
- Reset the project’s functional baseline by reviewing the end-to-end business processes with a focus on process improvement.
- Agree upon the business process functionality baseline and determine the best technology to meet these needs.