
Electronic Real Estate Recording (ERER) Task Force

Proposal for Coordinator Services

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.1.1 5.1 Overview

McInerny Consulting, LLC is excited to present its capabilities, experience, and approach to assist the Electronic Real Estate Recording Task Force (ERER Task Force) in their initiative to develop a state-wide automated process for accepting and recording documents electronically. Beth McInerny is a skilled and certified project coordinator with over ten years of customer information management experience. Beth will serve as the project coordinator for this effort.

.1.1.1.1.1 Understanding of Your Goals

The ERER Task Force was established as a result of recent trends in land development, mortgage financing, conveyances and other areas having an effect on Minnesota's land record system. Currently documents are managed with varying degrees of technology and automation throughout Minnesota counties.

The automation of these processes throughout all counties and the development of a statewide electronic real estate recording system, is the goal of this task force. This optimized system of processes and records will reside in a hosted environment and will incorporate the needs, standards, and legal framework currently in use by Minnesota county registration offices.

A pilot project is desired in order to examine the impact such a document management system would have on increasing efficiencies in these registration offices.

.1.1.1.1.2 Proposal Content

The Task Force is seeking a Project Manager to facilitate the work of a consulting team to reach the milestones necessary to implement an electronic recording system.

This proposal outlines the effective management of tasks and milestones to reach that goal. A compliance matrix to the details identified by the Coordinator Services Request for Proposal is included in **Appendix C**.

1. This proposal first details the approach that McInerny Consulting, LLC will use in the project. The Model of Approach articulates the clear and concise milestone based approach to project management that will be used. A proven process of communication and risk mitigation is systematically woven throughout the project to strengthen this approach.
2. The project plan will provide milestones and a time



Electronic Real Estate Recording Task Force

line for surveys, vendor selection, and implementation based on requirements identified for a pilot test.

3. The methodology section will detail the technique that McInerny Consulting, LLC developed for managing such projects. This methodology will establish the experience and industry knowledge necessary to successfully manage a project of this size and complexity.
4. Beth McInerny's resume will be included in this proposal. Beth McInerny's experience and training in project management, along with her industry experience in the area of electronic content management, makes her an excellent selection for this role.
5. Under separate cover is the pricing component of this proposal. Pricing for the role of project management, the Coordinator position, is required for this proposal.

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.2.1 5.2 Approach

As an experienced project coordinator, Beth McNerny has reviewed the ERER Task Force request for proposal and recommends the following approach model for this initiative.

In working with clients to effectively implement various technology projects, Beth employs a project management discipline built on a strong foundation of communication, clearly articulated expectations, and a knowledgeable approach to risk identification and mitigation.

Beth's experience and professionalism enhances her capabilities and most importantly strengthen her partnerships with clients. Continuous client involvement is woven into the process using quality checks at each delivery point in the methodology. This approach allows for higher quality systems in time frames that more accurately meet the actual business needs of the client.

.3 MODEL OF APPROACH

The approach model is broken down into distinct phases that are milestone-driven. This model is concerned with the processes necessary to successfully deliver application implementation milestones both on time and on budget. The characteristics of this model are:

- **Milestone-Based Project Management:** Both external and internal milestones drive the application implementation process. These are checkpoints used to guide the project and ensure that information is communicated effectively and feedback is regularly collected and applied to the project.
- **Clear Strategy for Communication:** This project will be driven by a strategy that ensures regular and clear communication between the Task Force, consultants, and the user community. The project manager will act as a liaison between these groups. Regular communication will provide each team with necessary information to keep the project moving forward.
- **Vendor Selection:** Conducting vendor selection programs is a differentiating capability of McNerny Consulting, LLC. Vendors are asked to follow crafted scripts that will detail the county's needs specifically. These day-in-the-life scenarios will provide the Task Force with familiar views on which to form opinions on an application's effectiveness. The Task Force will then be able to base selections on informed knowledge of capabilities and issues.

McNerny Consulting is also experienced in negotiating vendor contracts. Information and findings collected in the vendor demos will be



Electronic Real Estate Recording Task Force

critical when negotiating the pricing of modules and the cost of customization and support. Please see resume, Appendix B, for details of experience with vendor negotiations.

- **Risk-Driven Scheduling:** The high-risk components of this project will be completed as early as possible. This process serves to reduce the risk of project budget or time overflow. Regular discussions of issues and concerns will allow for the effective identification and mitigation of these issues throughout the life of the project.
- **Pilot to Production Releases:** The implementation of a pilot release is a critical phase for a project of this size. This will serve as an indicator for how expectations are set and for how the entire implementation is improved and accepted.



.3.1 5.3 Project Plan .3 Project Plan

The project plan for the EREER Project Coordinator will be conducted under a tested approach model, based on established assumptions and risks. The assumptions and risks detailed here are based on the readings of the WorkPlan Report to the Legislature dated January 15, 2001, the Coordinator Services Request for Proposal published on September 24, 2001 and the Addendum to this RFP published September 28, 2001.

Assumptions and Risks are identified and documented in the following pages. The Project Plan will be included in **Appendix A**.

Assumptions

These are broad assumptions that are subject to change with changes to budget, schedule or specifications identified by the Task Force.

- Data will be migrated from legacy applications to the new application.
- The Task Force members will conduct User Acceptance Testing prior to rolling application to pilot offices.
- Pilot host location will not be the same as the production host site.
- The application chosen for this initiative will allow for customization to accommodate specific county needs.
- The application vendor will perform customizations and will be managed by the EREER Task Force project manager.
- Customizations and unit testing will be completed on the pilot host server. Code will not need to be transported to a production site for pilot use.
- A consulting firm will conduct surveys and create a business plan for the introduction of an EREER system.
- Pilot counties will include those with the strongest technology fit to the new application allowing for shorter implementation times
- This will be a Web access client only, no synchronization processes will be necessary
- Project Plan tasks and milestone will change depending



Electronic Real Estate Recording Task Force

on service commitment of consultants and application vendor

- This project will be initiated on or about October 15, 2001.

Risks

- Technology requirements may be a significant expense to some counties vs. others.
- Countywide standards may cause hardship on counties that currently differ dramatically from those standards.
- Each county has a unique process for recording real estate documentation. These processes may include integration with multiple other data sources. This could potentially make a standard look and feel very complex.
- Web access can experience significantly different response time issues compared to a typical client server or standalone products in use at county offices. This may result in anxiety and slow buy-in from these counties.
- Considering the scope and size of this project, this project is scheduled very aggressively. With this time frame, the project's specifications and budget will need to be closely monitored. Specifications could include, reducing the duration of pilot testing-- currently set to six months, reducing functionality developed for the pilot application, reducing the number of application vendors that are reviewed, etc. Budgeting may also need to be modified to include additional resources to complete the initiative on time.
- This project will be managed on an aggressive implementation timetable. This may cause functionality or pilot times to be reduced. This could result in issues such as: bugs not identified because of a reduced pilot timeframe, reduced functionality in the application to be tested.



5.4 .4 Application Architecture Methodology and Standards

There are four major project phases addressed in this approach model that result in an Assessment, Design, Develop and Implementation milestone. These milestones are completed only after a quality check performed with the Task Force. This quality check assures that goals and objectives have been met in this phase and that expectations are in line as the project progresses to the next phase.

Recurring Project Activities

There are recurrent activities throughout the project that the project manager will be responsible for. Those recurring activities include:

- Regular status meetings / reports to the Task Force
- Regular updates between the consultants, the county offices and the Task Force
- Regular evaluation of the project scope and objectives with the Task Force and consultants
- Regular communication with all members of the project team



Electronic Real Estate Recording Task Force

- **Assessment Phase → Milestone: Assessment Approved**

The assessment of business requirements and goals is conducted in the analysis phase. This information can be collected through facilitated group sessions, one-on-one interviews and / or questionnaires. It is from this information that a baseline of requirements is made.

These requirements allow for a common understanding of the project's scope, the business objective of the project, its underlying risks, assumptions and constraints. It also serves to identify any additional efforts required when building a detailed design specification for an application.

A likely and common secondary outcome will be the identification of best practices in the document collection, storage and retrieval processes currently used at the county level. The Assessment phase includes the following:

- ◆ Evaluate documentation detailing current processes, technology and transaction volumes at the county offices
- ◆ Standardize survey approach to ensure informed picture of all county offices
- ◆ Assess the electronic recording systems used in other jurisdictions
- ◆ Evaluate any national standards for electronic document management
- ◆ Identify best practices from aggregate county and national information
- ◆ Identify legal, security and infrastructure requirements
- ◆ Identify business processes, workflow, automated processes, and operational needs
- ◆ Assess vendor solutions that support a hosted solution for records management
- ◆ Identify legacy data migration needs and data cleansing issues
- ◆ Identify functionality requirements necessary for a successful pilot implementation
- ◆ Identify reporting needs / requirement for county offices
- ◆ Identify technical requirements for developing



Electronic Real Estate Recording Task Force

hosted pilot application

- ◆ Formally document assessment findings



Electronic Real Estate Recording Task Force

- **Design Phase → Milestone: Features and Standards Approved**

The design phase is an opportunity for the Task Force and the project team to agree on deliverables for the pilot and to establish priorities and expectations. It also provides opportunity for risk assessment and for a reevaluation of initial estimates of schedule and resources.

Vendor applications will be evaluated during the design phase. Based on requirements collected in the Assessment phase, scripts are created that will depict the day-in-the-life, common user scenarios at county offices. Vendor applications will be evaluated based on their ability to accommodate the needs in these scenarios. A question and answer session will follow for vendors most closely fitting county requirements.

Once approved vendor negotiations will include cost structures and service commitments. Service level agreements will be established and costs and payment options solidified.

Included in the design phase will be the prioritization of the functionality needs identified for a pilot release. A phased implementation approach will be discussed at that time if the need is apparent. The Design phase includes the following:

- ◆ Complete vendor selection process and negotiations
- ◆ Identify business functionality gaps between ERER requirements and vendor package functionality
- ◆ Identify technology gaps between county offices and vendor package requirements
- ◆ Select pilot and production hosting locations
- ◆ Design data migration specifications
- ◆ Design workflow model for manual and automated processes
- ◆ Define automated processes, calculations and screen pops
- ◆ Design functionality and report requirements identified for pilot
- ◆ Document scenarios that will allow pilot testing while at the same time allowing county offices to continue business using current technology/process
- ◆ Design a communication plan that includes educating all counties on operational changes, security standards, training dates, status of



Electronic Real Estate Recording Task Force

pilot implementation progress

- ◆ Formally document design features, standards and implementation plan



Electronic Real Estate Recording Task Force

- **Development Phase → Milestone: Development Approved**

The development phase takes the design from a pilot test to a full production implementation. Both the pilot and production development environments will be tested to ensure a high level of functionality and stability.

At this point, it can then be determined if the technology and implementation plans meet the scope of the original objectives. The pilot should meet the following conditions:

- All necessary features, business requirements and workflow have been coded
- Infrastructure needs for both county office and host client are complete
- Communication of benefits has been clearly articulated to all users
- Status has been reported regularly and pilot offices are prepared
- Pilot application is accessible from pilot offices

The Development phase includes the following:

- ◆ Develop a pilot application for testing and validation
- ◆ Develop reports
- ◆ Develop data migration process
- ◆ Document detailed implementation plan for pilot host site and county offices
- ◆ Develop pilot test scripts to ensure thorough and consistent measures
- ◆ Develop communication plan for pilot and full rollout
- ◆ Formally document development tasks, known issues, and risks



- **Implementation Phase → Milestone: Pilot Complete**

The implementation phase includes the application rollout to pilot offices and the completion of test scripts at the pilot offices. During this phase, testing is used to identify, track and fix bugs in the application.

The Implementation phase includes the following:

- ◆ Implement application on host environment
- ◆ Test accessing from pilot sites
- ◆ Migrate data if applicable for pilot
- ◆ Train pilot counties on new application
- ◆ Test application according to developed scripts
- ◆ Perform stress, load, and capacity tests to ensure county offices and host client pass usability standards
- ◆ Communicate regularly with pilot sites and document findings
- ◆ Communicate feedback to application vendor with bugs and usability issues
- ◆ Formally document pilot results
- ◆ Finalize features and standard definitions for Task Force approval



.3.2 5.5 Proposer Profile

Beth McInerny

Beth McInerny will serve as the Project Manager / Coordinator for the EREER Task Force initiative. Beth's experience in information management and managing complex, large-scale projects to client satisfaction is a significant asset to this project (see Appendix B).

Beth's experiences include large-scale project management and business analysis. She has managed projects that have included a phased approach to ensure quality products and implementations to the larger user community. A phased approach implementation provides a significant test of the initiative's ability to effectively satisfy user's expectations, testing and deployment strategy, and the vendor's commitment.

Most large initiatives necessitate the use of multiple vendors and consultants. Beth has years of experience working with many vendors and consulting firms in this industry. She has managed teams from different consulting firms, vendor companies and teams of her own consultants. This experience allows her to understand the complexity of issues, concerns and constraints when working as a cohesive team for a client. Beth uses a solid communication process to articulate requirements, identify issues, and provide mediation between clients and consultant teams, resulting in successful projects.

The EREER pilot project will involve the skills of other consulting firms and vendor organizations. Beth has knowledge of the cost structures and skill levels of many organizations in the Twin Cities. This knowledge will provide valuable negotiating leverage in the Task Force's search for a solution provider. Beth is experienced in negotiating vendor contracts for software and services. Her knowledge of service level agreement parameters and pricing structures will enable the Task Force to confidently enter into agreements with vendors.

See Beth's resume in **Appendix B**.



References

Carlson Companies – Collaboration of Sales Force Information

Beth was the project manager for Carlson Company's "Carlson Collaborates" initiative. This initiative implemented a sales force automation tool that coordinated the disparate sales forces of Carlson Companies including Carlson Wagonlit Travel, Carlson Marketing Group, Carlson Hospitality and Leisure.

In this project, Beth was responsible for contract negotiations relating to cost and service levels of application development, application accessibility, and yearly maintenance and support. Beth managed the communication of application bugs and the resolution of these issues as specified in the service level agreement.

As project manager, Beth managed costs and timelines against the agreed upon project parameters. The consultant team consisted of developers from the vendor product ClearSales, developers and network architects from Ambient Consulting and infrastructure consultants from Carlson Companies. Beth managed the project from analysis through implementation. This project was managed on time and within budget.

Beth reported directly to Ms. Darcy Worley in Carlson Wagonlit Travel. This is the most current contact information on file for Ms. Worley.

Darcy Worley, Carlson Wagonlit Travel

612-812-8397



Cotelligent USA, Inc. – Migration and Implementation of Consultant Information System

Beth acted as lead Business Analyst and Project Manager for this initiative. ESP Consulting Services had recently been purchased by Cotelligent USA and was required to begin using the corporate standard for consultant information management.

Beth worked with all divisions of Cotelligent Minneapolis to identify business needs and information requirements. Beth managed the customization and deployment of the corporate solution, EZ Access - an application hosted in the Seattle WA office and accessed using Citrix in the Minneapolis offices.

Beth reported directly to Ms. Natalie Ostrom. She is no longer working with Cotelligent but current contact information is provided.

Natalie Ostrom

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