



# Staying on Track: Practical Governance for Modernization Projects

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## Agenda

### **What is Governance?**

- What is governance (and what it is not)
- Why governance matters in modernization
- How governance differs by organization and approach

### **Planning & Assessing Governance**

- Core Components & Practical Tools
- Governance Self-Assessment (take-home tool)

# 1. Governance in DMV Modernization

## Definition

### **Governance is:**

The structure, processes, and accountability framework that guides how decisions are made, priorities are set, and resources are allocated throughout a modernization program.

### **Governance provides:**

- Clear decision authority and escalation paths
- Defined accountability and ownership
- Oversight of scope, schedule, budget, and compliance
- Transparency for stakeholders and leadership

# 1. Governance in DMV Modernization

## Clarifying Roles

Governance is not the same as project management.

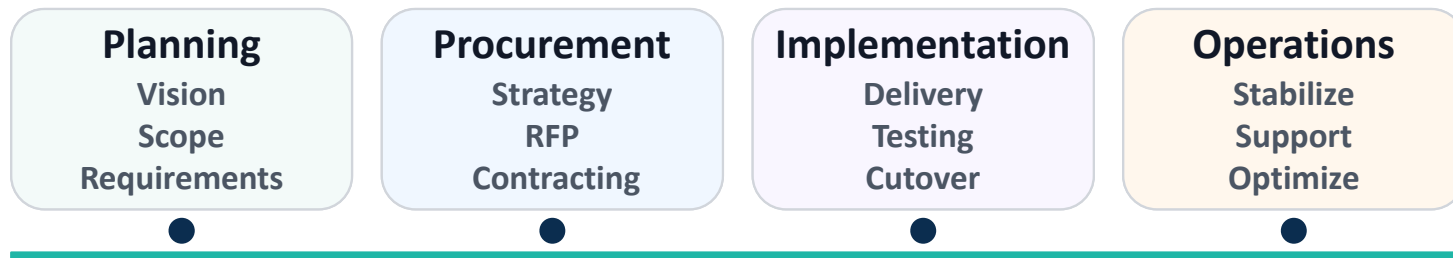
<b>Project Management</b>	<b>Governance</b>
<b>Executes the work</b>	<b>Oversees the work</b>
<b>Plans and tracks tasks &amp; milestones</b>	<b>Sets direction and priorities</b>
<b>Manages day-to-day delivery</b>	<b>Approves major trade-offs</b>
<b>Coordinates teams and vendors</b>	<b>Ensures accountability and escalation</b>
<b>Reports status and issues</b>	<b>Validates risk and compliance posture</b>

Both are required: Modernization succeeds when delivery execution and governance oversight work together.

# 1. Governance in DMV Modernization

## Lifecycle

Governance starts in planning—before implementation begins.



### What governance oversees (everything):

- Vision & strategy alignment
- Scope and requirements discipline
- Data readiness and cutover planning
- Procurement and vendor performance
- Operational transition and support readiness

## 2. Why Governance Matters

### Why it Matters

#### Modernization Risks Can Lead to Failures

##### Modernization programs are high-risk because they involve...

- Multiple stakeholders and competing priorities
- Significant investment over multiple years
- Technology transformation and integration
- Organizational and operational change

##### Without governance, common failure modes include...

- Delayed decisions and stalled progress
- Misalignment between business and IT
- Scope creep and budget pressure
- Risk accumulation and late surprises

#### Bottom Line

**Strong governance reduces uncertainty by making priorities explicit, decisions timely, and accountability visible.**

## 2. Why Governance Matters

### Outcomes

Governance creates the conditions for program success.

#### Alignment



- Connects work to strategic priorities
- Keeps cross-agency initiatives coordinated

#### Decision-Making



- Clear escalation paths
- Trade-offs resolved with the right leaders

#### Strategy & Resources



- Risks surfaced early
- Controls and due diligence are consistent

#### Accountability



- Transparent reporting
- Owners, actions, and deadlines are explicit

## 3. Governance Differs by Organization

### Organizational Context

There is no single governance model that works everywhere.

#### Tailor Governance to Your Environment

- Agency size and org structure
- Program complexity and scale
- Regulatory & legislative oversight requirements
- Technology and operational maturity
- IT and Operations in same/separate orgs

#### Different Starting Points

(some organizations already have...)

- Existing project portfolio oversight and decision forums
- Strong PMOs
- Strong communications across operations and partner agencies
- Collaborative & engaged IT departments

### 3. Governance Differs by Organization

## Modernization Approaches

Different modernization strategies introduce different governance challenges.

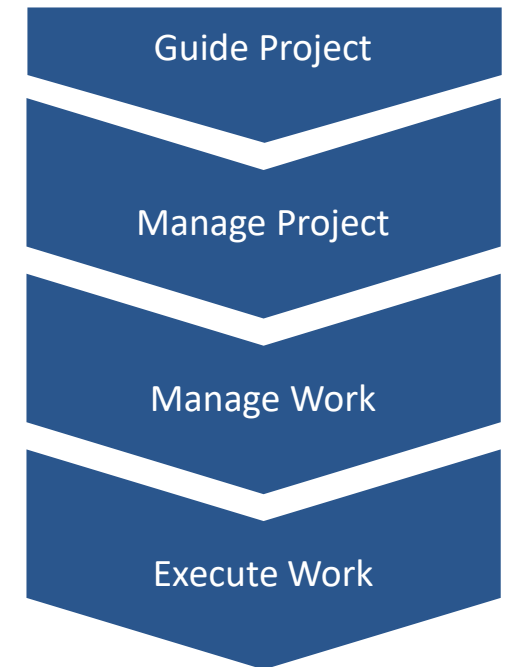
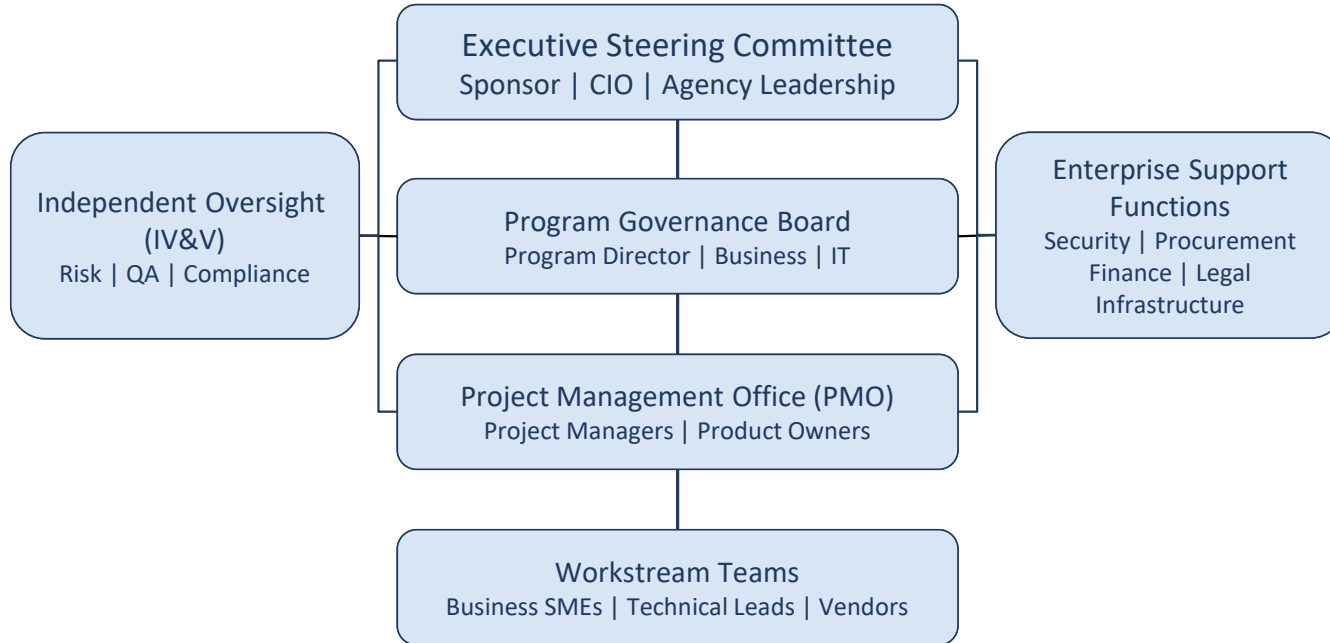
Approach	Typical Governance Focus
<b>COTS Platform</b>	Vendor management • Configuration decisions • Change control
<b>Jurisdiction Transfer</b>	Fit-to-process decisions • Policy alignment • Adoption readiness
<b>Best of Breed</b>	Integration governance • Interface ownership • Cross-vendor coordination
<b>Custom Build</b>	Scope discipline • Technical risk • Architecture and QA gates
<b>Incremental Enhancement</b>	Legacy Constraints • Prioritization discipline • Risk containment

Modernization typically includes transforming operations and governance.

## 4. Components & Tools of Governance

### Governance Structure

A practical structure separates strategic decisions from delivery execution.



## 4. Components & Tools of Governance

### Roles & Responsibilities

Governance works when the right people are at the table—and know what they own.

#### Leadership



- Sets direction
- Removes barriers
- Owns trade-offs

#### Business



- Defines outcomes
- Owns requirements
- Validates readiness

#### IT & Architecture



- Ensures technical fit
- Manages integration
- Maintains reliability

#### Vendors/Partners



- Deliver commitments
- Provide transparency
- Align to governance cadence

#### Controls & Oversight



- Risk & issue assurance
- Quality gates
- Compliance readiness

**Tip: Make decision rights explicit (who recommends, who decides, who is consulted, who is informed).**

## 4. Components & Tools of Governance

### Measure What Matters

Governance relies on consistent measurement and transparent reporting.

#### RESOURCES



- Key roles filled and empowered
- Staffing stability and skill gaps

#### SCHEDULE



- Milestone adherence
- Decision cycle time

#### SCOPE



- Change request trend
- Backlog health and prioritization

#### PROCUREMENT



- Acquisition timelines
- Vendor performance

#### PROJECT MANAGEMENT



- Action item closure rate
- Escalation resolution time

#### RISK



- Open risk exposure trend
- Mitigation progress

#### COMMUNICATIONS



- Stakeholder engagement coverage
- Executive reporting timeliness

#### QUALITY



- UAT readiness
- Release gates met

#### BUDGET



- Burn rate vs. forecast
- Cost variance trend

## 5. Governance Self-Assessment Tool

### Take-Home Tool

Use this quick assessment to identify governance strengths and gaps.

#### Leadership & Structure

- Active executive sponsorship
- Clear governance forums
- Defined decision-making

#### Execution & Alignment

- Business + IT coordination
- Cross-Agency dependencies
- Vendor governance oversight

#### Controls & Discipline

- Proactive risk management
- Single source of truth
- Consistent approval criteria
- Strategic IV&V

## 5. Governance Self-Assessment Tool

### Take-Home Tool

#### Governance Assessment Checklist

Score each statement from 0 (not in place) to 5 (consistently strong).

##### Leadership & Structure

- Executive sponsorship is active and visible
- Governance structure, roles, and meeting cadence are clear
- Decision authority is defined and empowered

##### Execution & Alignment

- Business + IT teams are fully coordinated and recognize priorities, dependencies, and handoffs – and can close gaps
- Dependent Agencies are engaged and participating
- Vendor oversight and performance management are effective

##### Controls & Discipline

- Risks and issues are proactively managed and escalated
- A single repository of truth exists (decisions, actions, metrics)
- Functional and technical (security, procurement, finance, legal) approval criteria are consistently applied
- Independent oversight (IV&V) is a strategic partner

#### Interpretation

40–50 Strong governance

30–39 Moderate Governance

20–29 Weak Governance

0–19 Governance Gap

Use results to prioritize fixes (e.g., decision rights, cadence, tracking tools, or escalation).

# 5. Governance Self-Assessment Tool

## Take-Home Tool

Score each statement from 0 (not in place) to 5 (consistently strong).

Governance Practice		0	1	2	3	4	5
Leadership & Structure	Executive sponsorship is active and visible	█					
	Governance structure, roles and meeting cadence are clear	█					
	Decision authority is defined and empowered	█					
Execution & Alignment	Business and IT coordination across priorities, dependencies, and handoffs	█					
	Dependent agencies are engaged and participating	█					
	Vendor oversight and performance management are effective	█					
Controls & Discipline	Risks and issues are proactively managed and escalated	█					
	A single repository of truth exists (decisions, actions, metrics)	█					
	Functional and technical approvals are consistently applied	█					
	Independent oversight (IV&V) is a strategic partner	█					

Total Score (0–50): 40–50 Strong Governance | 30–39 Moderate Governance | 20–29 Weak Governance | 0–19 Governance Gap

## Questions, Discussion

**Q & A**