Government of Bermuda:

How to pitch, plan, and build a citizen-centric web portal with Drupal

HELLO!

I am Steve Lavigne

I am a tech lead at OPIN Software and I am a certified Drupal Developer. I have worked exclusively with Drupal for the last 5 years.

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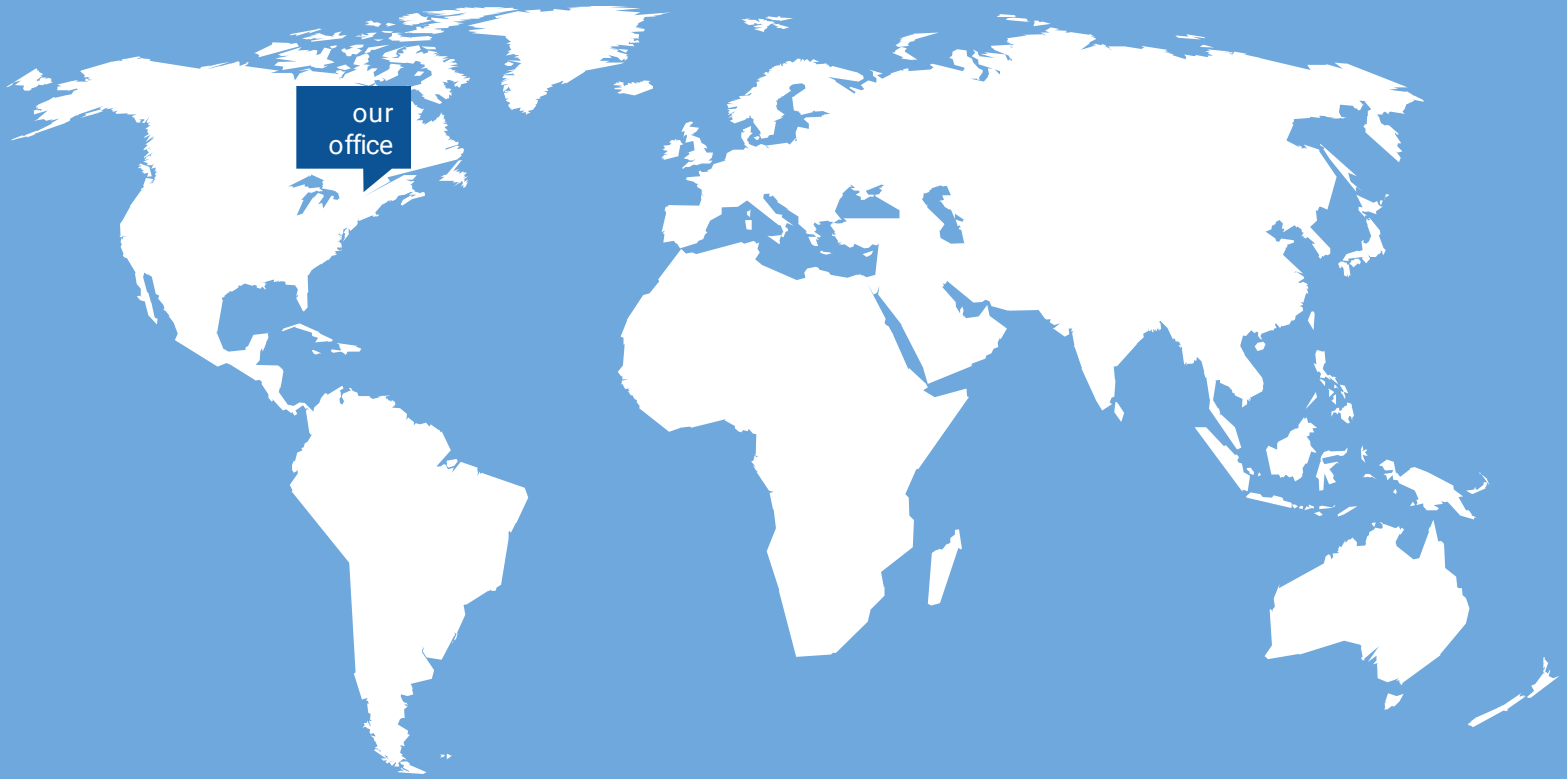
OPIN Software

Ottawa, ON Canada



GOOD AFTERNOON!

I am Martin Walsh

I am the acting Director of eGovernment with the Government of Bermuda. I have been working in government for 8 years and in systems for over 30.

TIP: Drop the ‘R’ when selling to 30 yr. IT vets.

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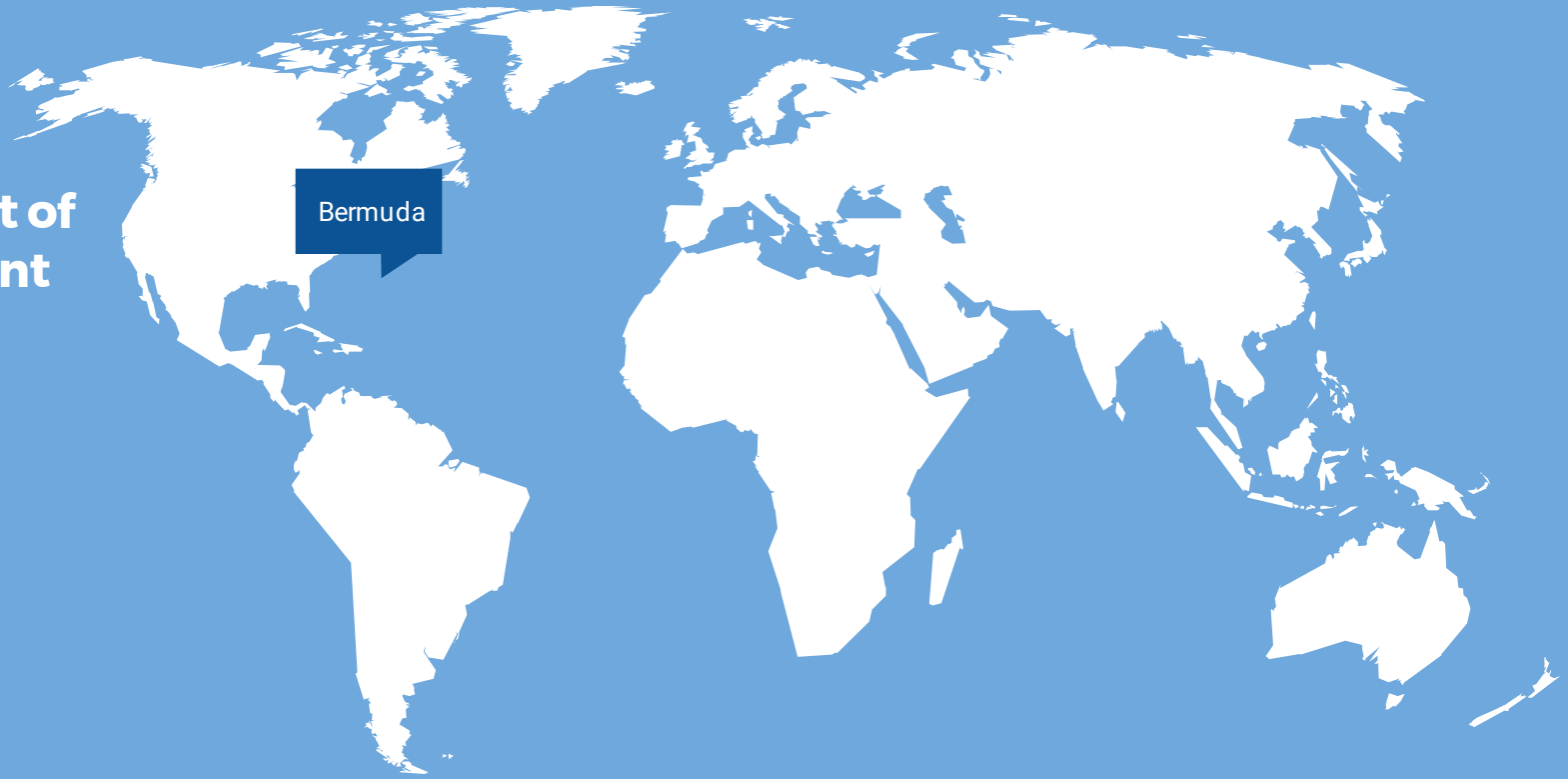
Department of eGovernment

Bermuda



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AGENDA

What are we talking about today

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AGENDA

- Intro. & Background
- Response from OPIN
- Selection Process
- Planning Process
- Build Process
- What’s Next
- Conclusion(s)

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INFO & BACKGROUND

How the project came to be

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PROBLEM STATEMENT

Problems with Current Plumtree (Oracle) Portal

- Out of Date Content
- Not User-Friendly & poor search
- Unreliable
- Lack of Services
- Costly Oracle maintenance
- Never configured properly
- Many Departments left the Portal & built their own Web Sites

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PROJECT OBJECTIVES

3 Strategic Customer-facing Goals

- Becoming a trusted info source.
- Convenient & Mobile
- Public/Business Engagement

4 Strategic Operational Goals

- Self Maintaining
- Measured (Analytics/Surveys)
- Back-end Interfaces
- Digital Services

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OPIN'S RESPONSE

How we pitched the project

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THREE KEY AREAS

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SELLING DRUPAL

Community & Existing Technology

The community was one item that was pitched and it went a long way. We focused on the sheer volume of the community and everything that has been built over the years.

Gov. Adoptions; Bermuda Not Alone

Government adoption was a big push forward ensuring the Bermuda stakeholders that they were not alone. A number of Governments have also adopted Drupal.

Price, Licensing Fees, and Recurring Costs

Price, as I am sure you can image, came into play. We continuously reminded the Bermuda team about the the lack of licensing fees and recurring costs.

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SELLING OPIN

Experience

One way we sold OPIN was by selling our experience with other Governments. We have worked with the federal government of years and was able to relate that experience to Bermuda.

Expertise

We also sold OPIN by ensuring Bermuda knew about our certifications and promoted our standards and best practices.

Partnership

We positioned ourselves as partners. In the sales presentation, we didn't only send sales staff. We ensuring the technical team was present and was able to discuss the actual approach.

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SELLING OFF-ISLAND

Check-ins

Not being on the island was a consideration for the Bermuda team when selecting a new vendor. Since we were remote, we had to sell the fact that we would constantly be checking-in.

Approach

Collaboration was our approach. On the island or across the world; it should not matter. We ensured the Bermuda team we would be collaborative throughout the ensure project.

Travel

We discussed travel plans right from kick-off. We ensured that the OPIN team would be on-island at key phases in the project. Some of these phases where discovery, content migration, and go-live.

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SELECTION PROCESS

How open source won the bid

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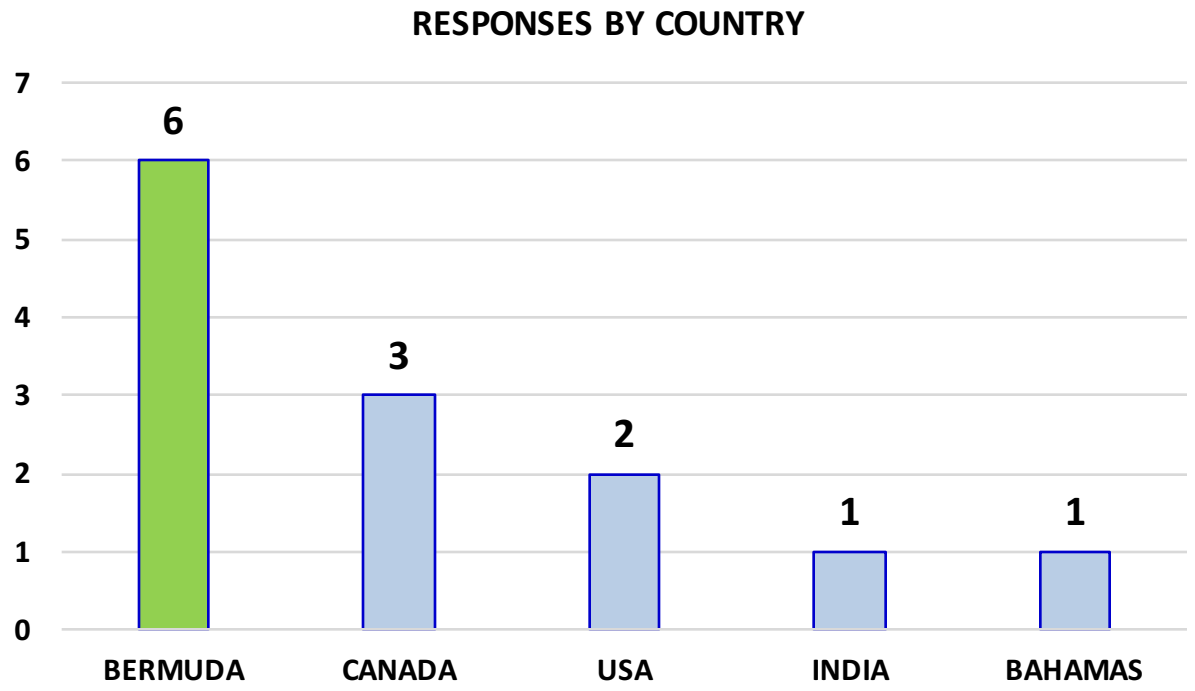

13 Responses Received

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How **Open Source** Won the Bid Process

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HOW OPEN SOURCE WON THE BID PROCESS…

CHOICES FOR DIGITIZATION	Own	Functional Flexibility	Cost	R t W	Speed to Market	Support Staff	Technical Flexibility
BUILD							
BUY							
SUBSCRIBE							
OPEN-SOURCE							

.....Revolution?.....

= strong advantage

= pros & cons

= advantage

= weakness

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...HOW OPEN SOURCE WON THE BID PROCESS

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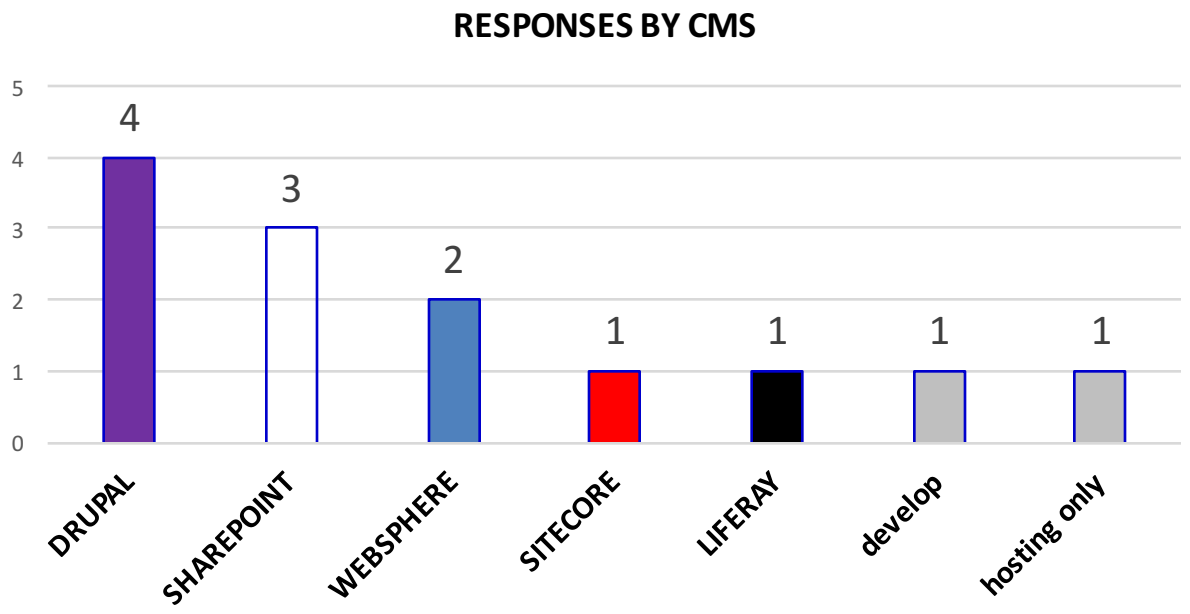

1 build from scratch, 6 buy, 1 hosting as a service in the cloud (& 4 others including this aspect)

4 Open Source

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...HOW OPEN SOURCE WON THE BID PROCESS

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BUILD							
BUY							
SUBSCRIBE					AC	QU	IA
OPEN-SOURCE	O	P	I	N			

.....Evolution.....

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WHY OPIN & ACQUIA...

Many Government Clients

- Many Canadian govt. clients
- Excellent references
- Priminister's Office
- Canadian Transportation Agency.

Extensive Modules & Community

- Extensive library
- Very community driven.
- Canadian Govt. WxT Kit
- Potentially others e.g. Australia's Government

Impressive Staff & Inclination for a Partnerships

- Right size – young, lean, hungry
- OPIN had a inclination for a partnership rather than just a simple client-vendor relationship.

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...WHY OPIN & ACQUIA

Low Cost & Within Our Budget

- The proposed system was at a lower cost and fit within our budgets.

Out of the Box Analytics

- One of the few areas that Drupal lost to Sitecore.

Acquia Came Later

- Acquia had already been proposed as a partner in another bid.
- Scored high in evaluation, but ruled out with US only hosting
- Launch of global product during evaluation phase changed this.

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$1.9M

Multi-year Project – Capital Budget

$1M

Anticipated Cost of System

$500K

Capital Budget for 2015/2016 Only

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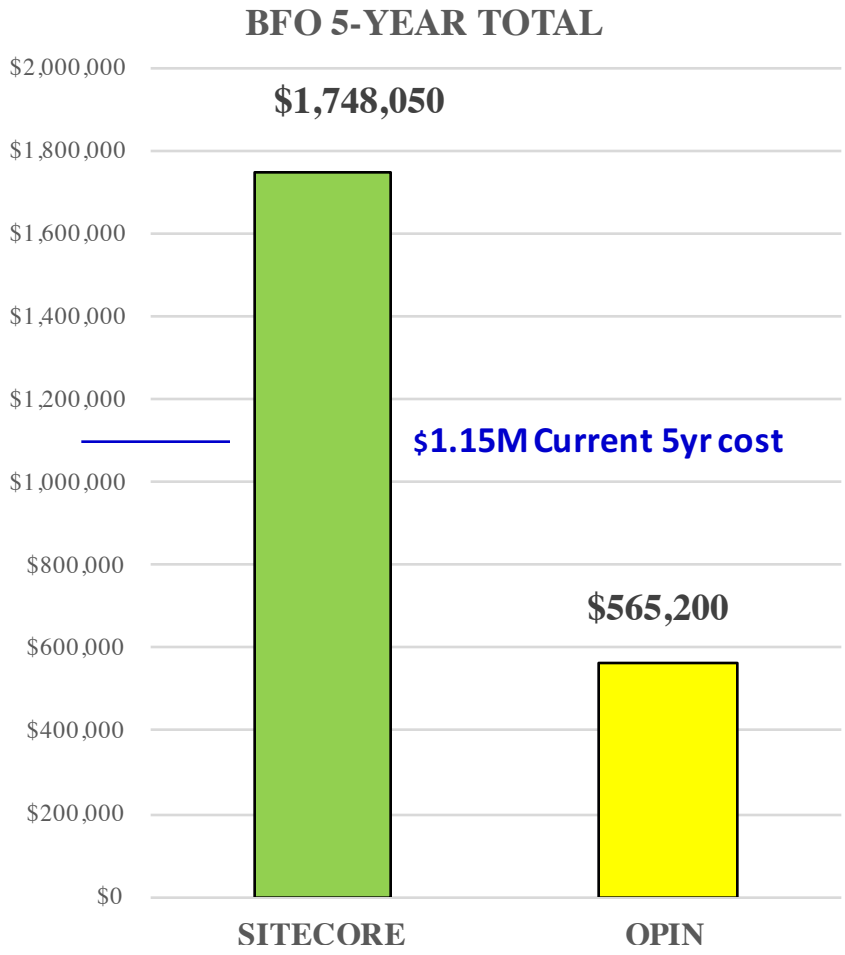
PROJECT CHALLENGE; COST



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PLANNING & BUILD

How we transformed a government

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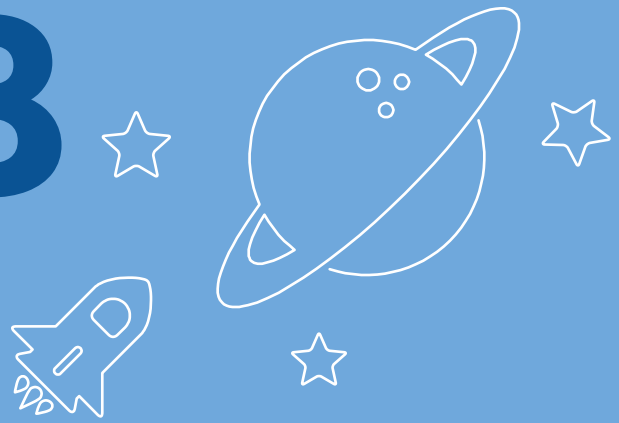

WE WON

Now that we won the RFP and contracting took place, what do we do next? How do we move forward with transforming an entire Government?

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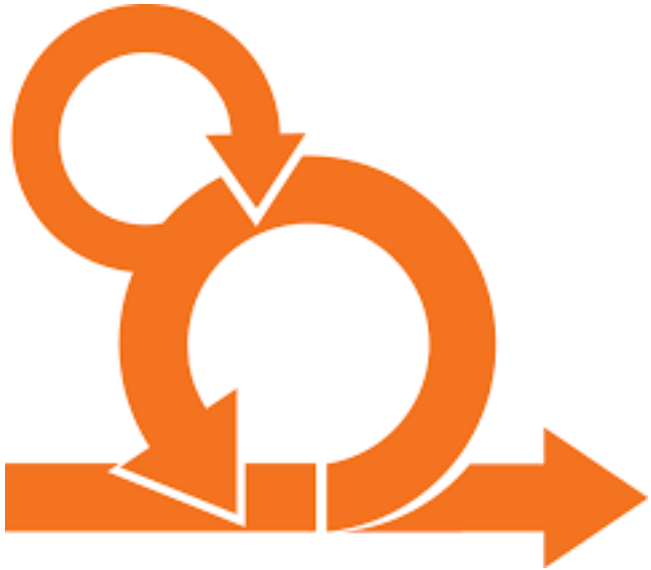
P/M METHODS



Agile (Scrum) will be used to manage this project and the timelines.

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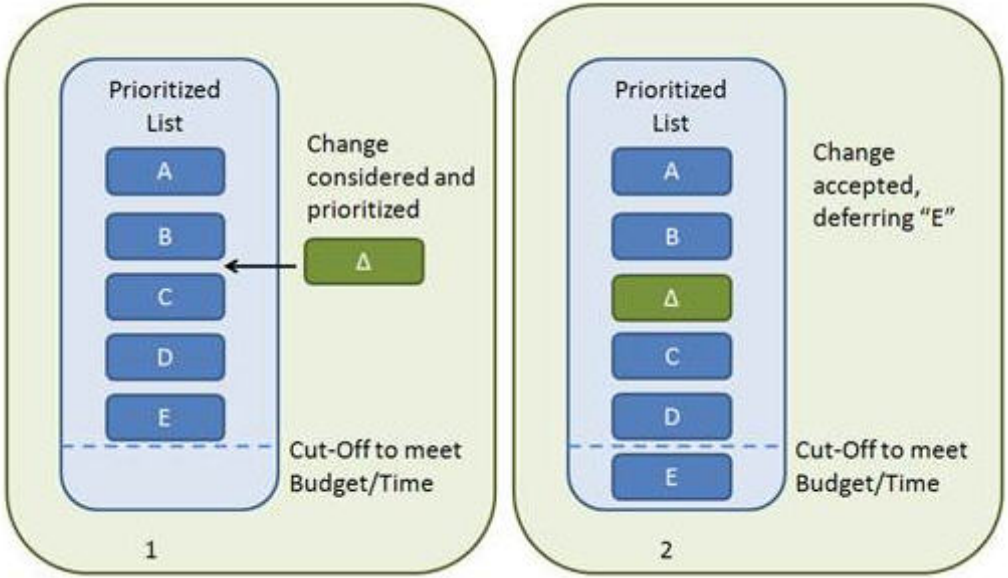
P/M METHODS - PRIORITIES



Prioritization methods were used to ensure delivery on time and on budget.

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CMS PLATFORM

Drupal™

Drupal 7 + Contributed Modules

Very little custom code or implementations.

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KEY MODULES - SECURITY

Key security modules where implemented such as Security Kit, Secure Pages, Password Policy, and Honeypot

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KEY MODULES - UX

Key UX modules/themes where implemented such as Navbar, Style Guide, and Adminimal

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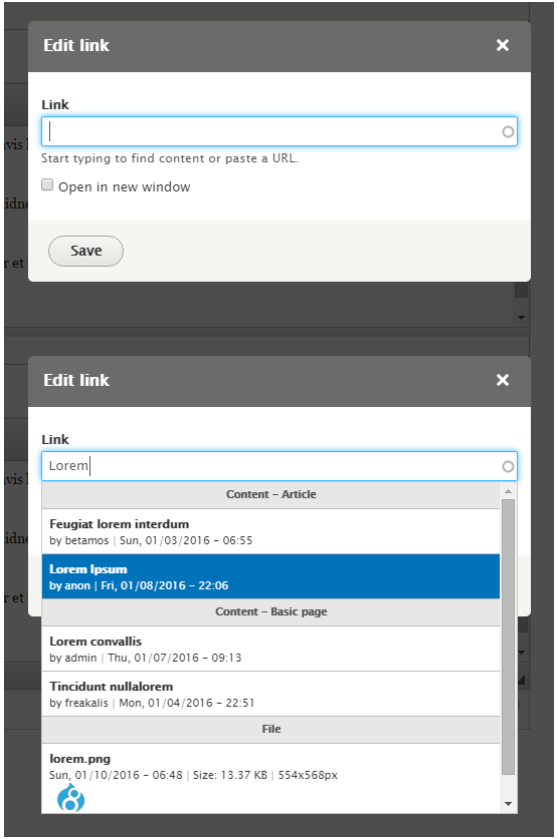
KEY MODULES - ASSETS



Key asset type modules where implemented such as Media and LinkIt

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SEARCH ENGINE

Apache Solr

A better searching experience on the new portal.

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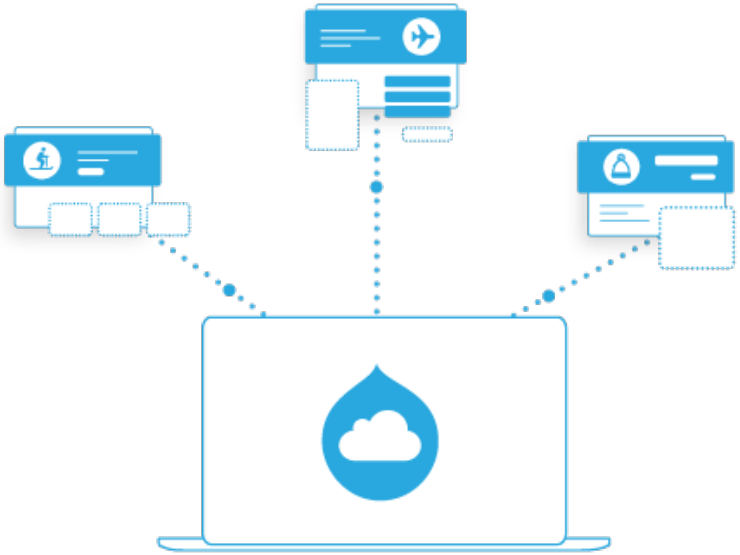
HOSTING PLATFORM



Acquia Cloud Enterprise, using their UK datacenter, was chosen.

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“OPIN provided an excellent service and the Bermuda team is extremely proud of the end product. We have a world class website, www.gov.bm, which came in on time and on budget”

- ADERONKE WILSON

DIRECTOR, DEPARTMENT OF COMMUNICATION AND INFORMATION AT GOVERNMENT OF BERMUDA

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LOOKING FORWARD

What’s next

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DIGITIZED SERVICES IS THE WAY FORWARD

Live Now

- Portal links to all existing O/L services from other systems.
- Two-way communication channel by email.

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DIGITIZED SERVICES IS THE WAY FORWARD

In-Progress

- Standard “cookie-cutter” services & business processes.
- Standard e-payment gateway & O/L bank bill payment links.
- Mulesoft ESB Pilot Using RESTful APIs.
- Using RESTful APIs to connect to back-end legacy systems
- Standard Reporting

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CONCLUSION(S)

The portal as it is today

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DATES & TIMES

HOW DID WE DO – AGAINST SCHEDULE?

	VENDOR CONTRACT SIGNED	HOSTING SET-UP	BUILD & QA (Agile)	U.A.T.	NEW PORTAL LIVE
TARGET DATE	OCT 2015	DEC 2015	FEB 2016	MARCH 2016	APRIL 1st 2016
ACTUAL					

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DATES & TIMES

HOW DID WE DO – AGAINST SCHEDULE?

	VENDOR CONTRACT SIGNED	HOSTING SET-UP	BUILD & QA (Agile)	U.A.T.	NEW PORTAL LIVE
TARGET DATE	OCT 2015	DEC 2015	FEB 2016	MARCH 2016	APRIL 1st 2016
ACTUAL	OPIN DEC 21st	ACQUIA DEC 31st	OPIN/E-GOV FEB 29th *(2 months!)*	*USER DEPTS* *MARCH 23rd* *(2 weeks!)*	***APRIL 1st***

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PROJECT CHALLENGE; COST

DRUPAL SOLUTION	ACTUAL SPEND	%	ANNUAL COST
REQS, RFP, DESIGN	170k	26%	-
PORTAL BUILD/ MAINTENANCE	170k	26%	44k
PORTAL HOSTING	10k	2%	42k
PORTAL CONTENT	200k	31%	-
DIGITAL SERVICES	40k	5%	tbd
OTHER COSTS	70k	10%	
TOTAL	**$660k**		**$86k**

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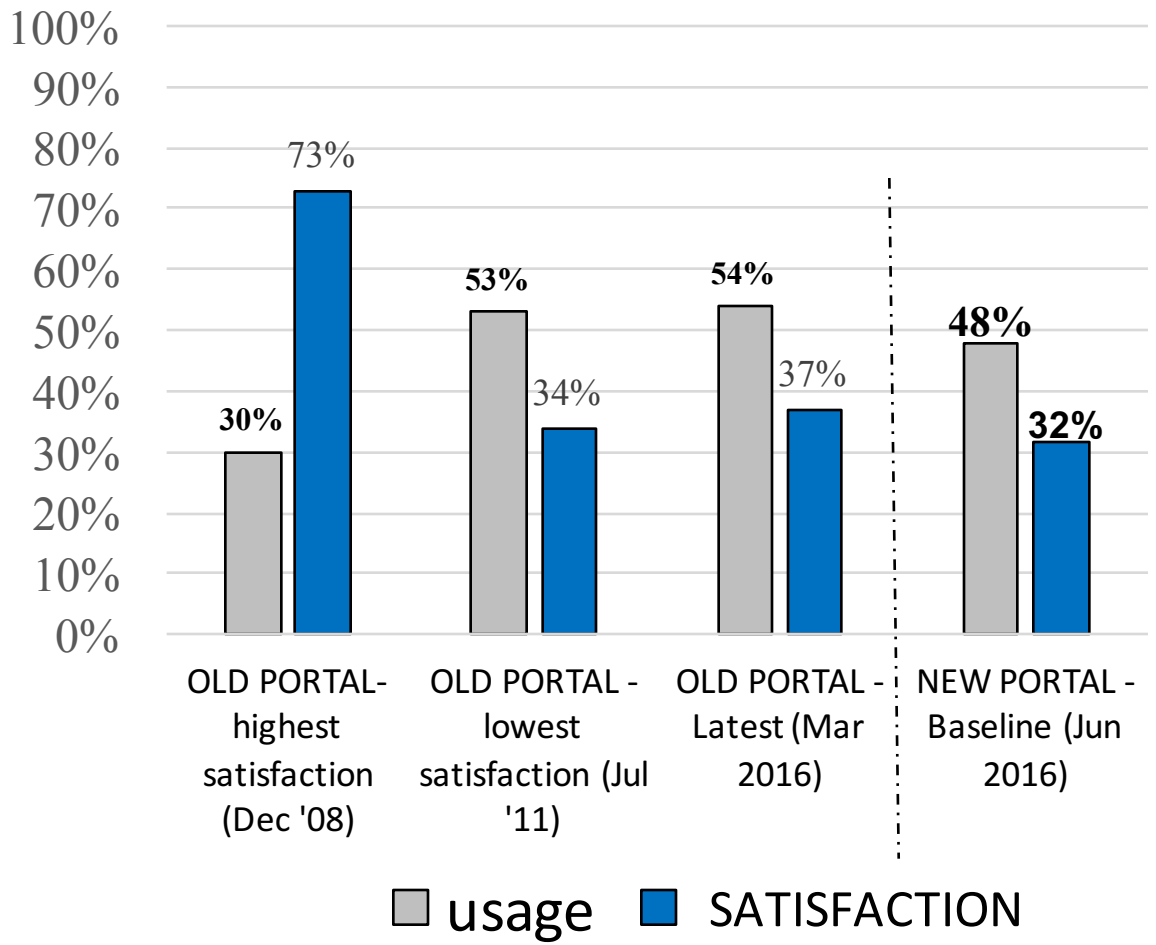
INITIAL RESULTS



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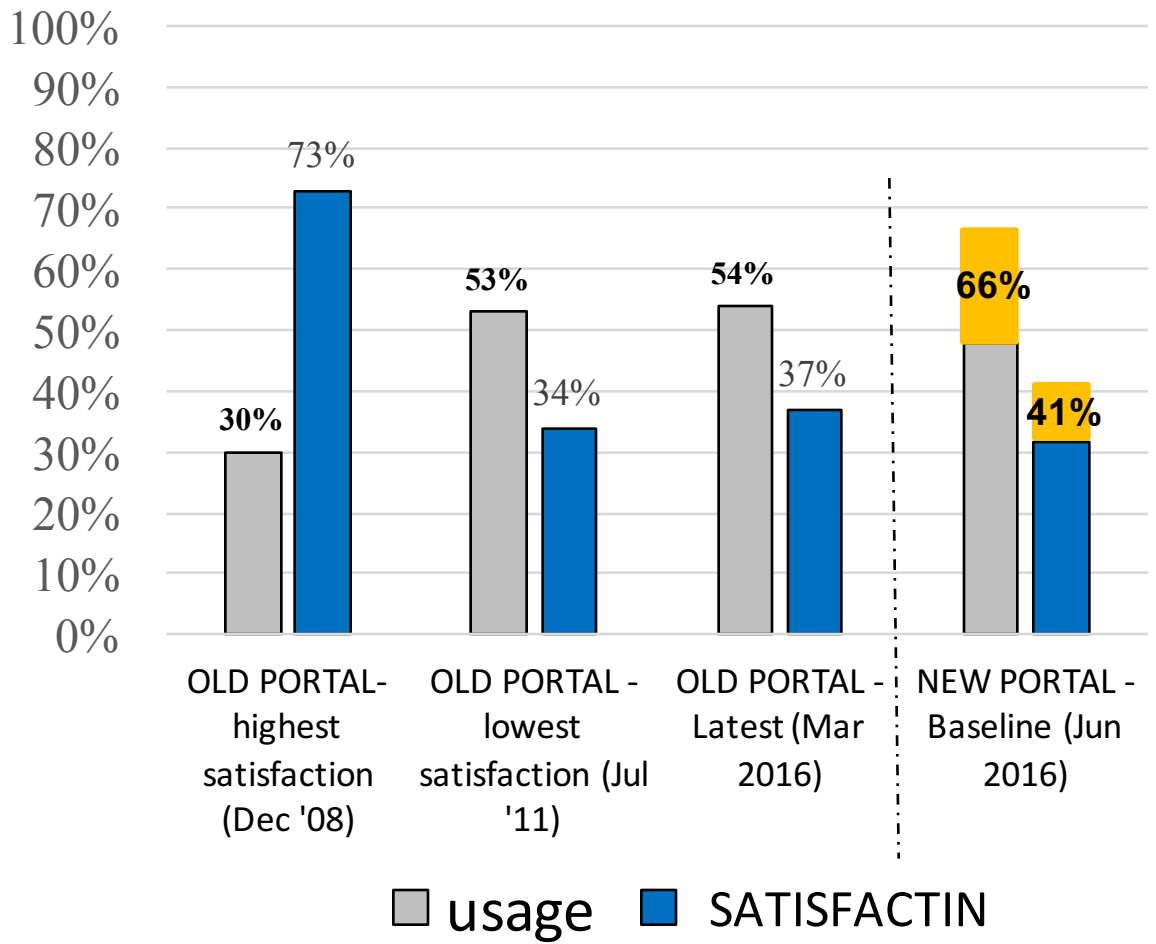
UPDATED RESULTS



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LESSONS LEARNED

Resources, Budget, Time

- Open Source
- Cloud
- Agile
- Motivated project team

Vendor Should be Partner

- Vendor's records
- Size and people
- Not just lowest price.
- Leverage your new partner's PARTNERS.

Keep Momentum Going

- The most beneficial and rewarding work comes after you are live.

Build for the Future

- You'll be judged on new content and services; not fixing past problems.
- Don't underestimate the work to raise public satisfaction.

One Size Does Not Fit All

- Don't underestimate resistance to change.
- Measure, listen, fix, and iterate.
- Public satisfaction isthe true measure ofsuccess.

How you sell the solution

- Horses for courses
- Functionality first
- Stress low risk
- Save Low Cost to last
- This will clinch the deal

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Mobile Optimized

The portal is now easily navigatable on all mobile devices.

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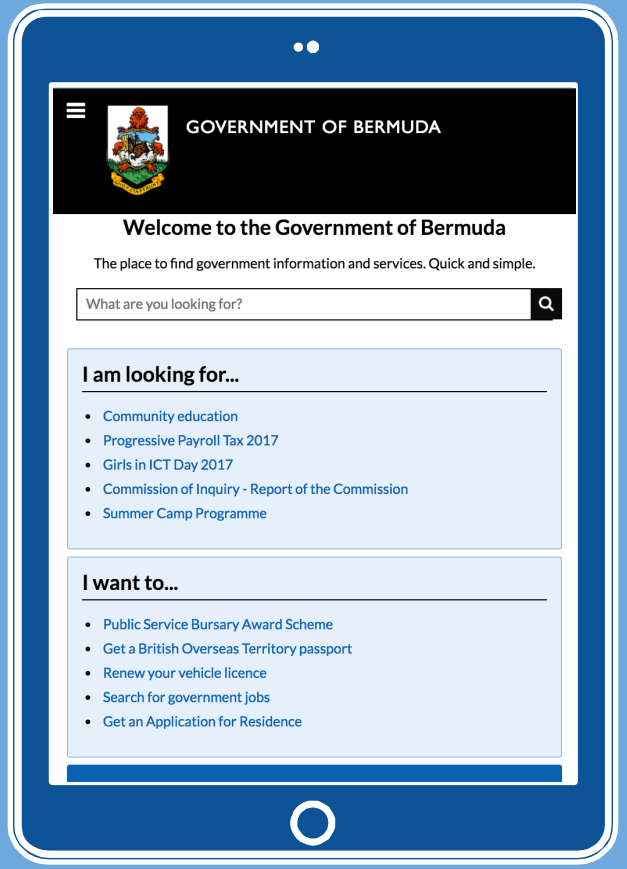
Tablet Optimized

The portal is now easily navigatable on all portable devices.



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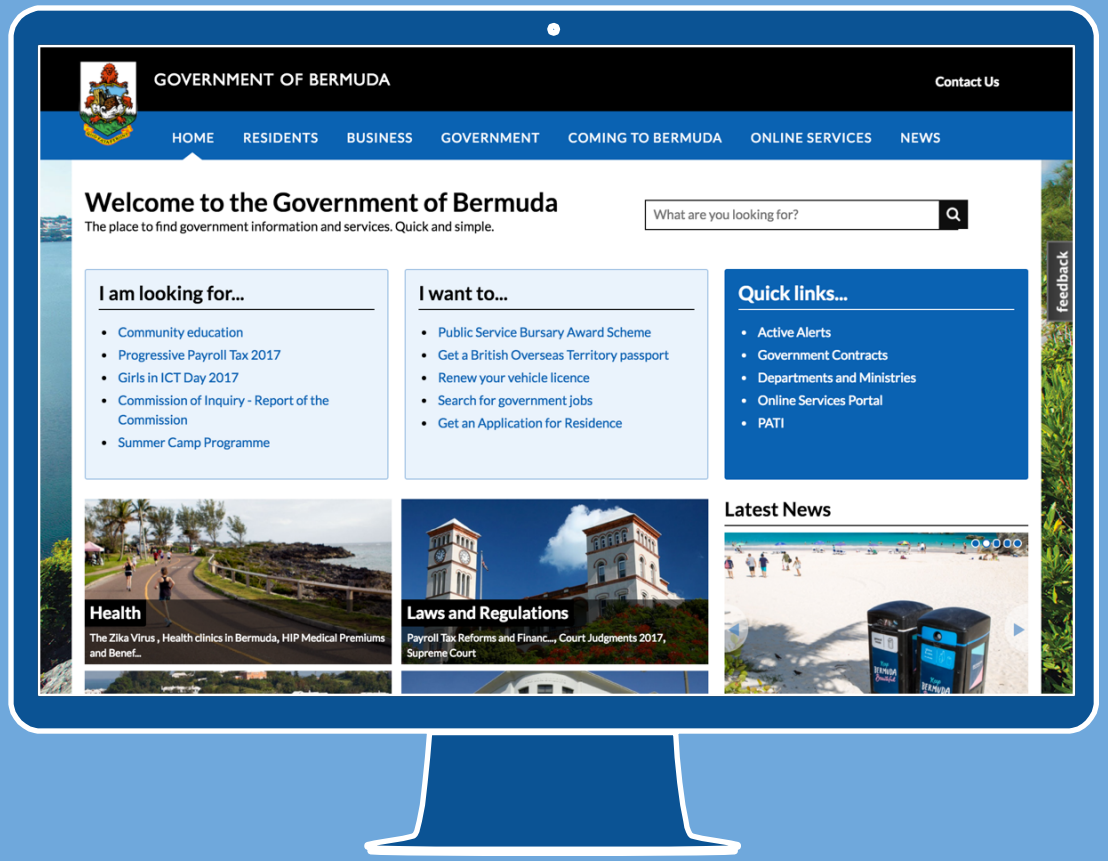
Desktop Optimized

The portal is now easily navigatable on all desktop and laptop devices.

www.gov.bm

Every page has a feedback tab…..send us some!



THANKS!

What did you think?

Locate this session at the DrupalCon Baltimore website:
http://baltimore2017.drupal.org/schedule

Take the survey!
https://www.surveymonkey.com/r/drupalconbaltimore

52 Sprints

Friday, April 28th, 2017

First-Time Workshop
9:00am-12:00pm
Room: 307-308

Mentored Core Sprint
9:00am-12:00pm
Room:301-303

General Sprints
9:00am-6:00pm
Room:309-310

#drupalsprints

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Module

Content Synchronization

The **content synchronization** module provides a mechanism to export single content items, or all content items, from an environment, and move them to another, effortlessly.

https://www.drupal.org/project/content_sync

Q&A

Any Questions?

Drupal.org: Nugg

Twitter: @PappaLavinge

Email: steve.lavigne@opin.ca

Email: mjwalsh@gov.bm