

CT Enterprise eLicense Analysis Project

Summary & Recommendations

Background: The Connecticut (CT) eLicense Steering Committee embarked on a 10 month effort to review and document the current state of the enterprise credential management environment. The current eLicense product is owned and supported by Iron Data Solutions.

Purpose: To ensure the CT credential management solution is sufficient to meet our long-term enterprise objectives.

Approach: Interviews with and surveys of all agency stakeholder groups, detailed assessments of the eLicense configuration, and a product feature evaluation based on business needs.

Goal and Objectives

Goal: Prepare a recommendation to either replace or enhance the current enterprise solution.

Objectives: The following objectives were identified as integral for any future credential management solution.

- Viability – Solution for the long-term (15 years)
- Stability - Consistent and predictable performance
- Quality Controls – Minimal issues with regular upgrade release schedules
- Features – Advanced and meeting industry standards
- Administration – Ease of use and flexible administration by CT resources
- Expandability – Easy to add / implement other potential enterprise credential groups

Findings: The analysis review identified two categories summarized as Connecticut Implementation or Product related findings.

Connecticut Implementation findings

- Configuration is inconsistent and lacking
- Business process not well defined or documented
- Limited product acceptance
- Inconsistent management buy-in
- Agency resource constraints
- Roles & policies not well defined for support, maintenance, and configuration
- Proven best practices exist in some divisions

eLicense Product Findings

- Quality issues continue to impact users
- Functional feature gaps exceed competitors'
- Vendor resources are limited with high turnover
- Enhancements are slow to realize
- Maintenance pricing model is inconsistent with other industry products
- Stability has been inconsistent for over 3 years
- Long-term product viability is in question

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Recommendation: The Enterprise Licensing Steering committee is recommending replacement of the eLicense system.

Basis: CT needs a viable long-term licensing solution that meets current and future needs. The eLicense system does not currently meet these criteria, and has not shown the ability to improve in a timely manner.

Funding: The estimated cost assessments outlined in the business case document will guide the project request. Adequate funding for replacement will be the first priority before solidifying the project approach

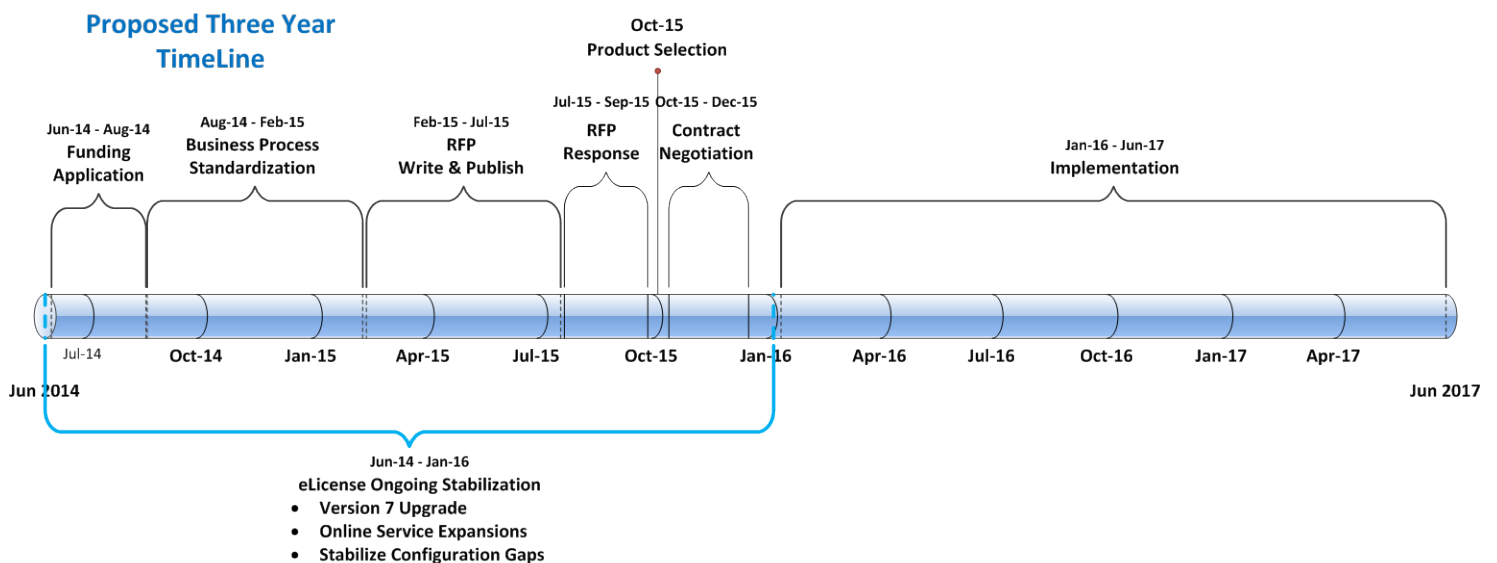
Project Approach: The eLicense replacement approach will require coordinated efforts of both product replacement activities, as well as ongoing eLicense stabilization efforts. These two tracks can run simultaneously. The stabilization work is necessary to maintain and prepare the CT environment for migration once a product is selected. Business process standardization will provide an opportunity for each Agency to refine and document processes to be included with the RFP requirements. Multiple stakeholder checkpoints will occur at specified milestones. Two key milestones will be at the completion of the Business Process Standardization and the RFP responses, where agency participation agreements will be solidified before moving forward.

CT Ongoing Stabilization Tasks

- Upgrade to eLicense version 7
- Stabilize configuration gaps
- Continue to roll out online services that are in demand

Product Replacement Tasks

- Apply of IT Investment Funds
- Business Process Standardization
- RFP preparation and release
- Product selection
- Implementation and data migration



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Agency & Stakeholder Recommendations: These recommendations tie back to the current state findings. It is integral that these are addressed during the planning process and commitments are in place.

1. **Business Process Standardization:** Each agency will participate in a business process standardization effort. This effort will focus on refining legacy processes and establishing a basic credential management framework that can be leveraged across the enterprise. Resources will need to be available for process definitions, while evaluating change recommendations. This will be done in coordination with statewide LEAN initiatives.
2. **RFP Requirements:** Agency licensing, enforcement, and management resources will need to assist in detailed requirement gathering. These resources must articulate all required business functions to be evaluated against each responding vendor product.
3. **Enterprise & Agency Roles:** Well defined roles and responsibilities will need to be established as part of the project. These definitions will lead to the long-term resource model used in supporting the enterprise licensing environment.
4. **Agency Sponsorship:** It is recommended that agency leadership promotes a cohesive message of participation and openness to change. Enterprise projects have shown better success when there is both a top down and bottom up support model in place and a partnership established at each division level.
5. **Memorandum of Understanding (MOU):** All participating agencies will enter into MOU as a group signifying enterprise participation. The MOU will define roles and responsibilities to be shared as members of the Licensing community.