

I. Project Identification

Project Title:

Agency Name	Agency Business Unit
Dept. of Economic and Community Development	ECDM1

Your Name (Submitter)	Phone	Email
Karen Bosse	860-270-8112	Karen.Bosse@ct.gov

Agency Head	Phone	Email
Catherine Smith	860-270-8010	Catherine.Smith@ct.gov

Agency CIO / IT Director	Phone	Email
Jim Watson	860-270-8182	Jim.Watson@ct.gov

Agency CFO	Phone	Email
Joyce Heriot	860-270-8042	Joyce.Heriot@ct.gov

Project Manager (if known)	Phone	Email
Karen Bosse, IT Systems	860-270-8112	Karen.Bosse@ct.gov

OPM Budget Analyst	Phone	Email
Jessica Cabanillas	860-418-6337	Jessica.Cabanillas@ct.gov

II. Project Details

A. Project Dates

Proposed Start Date (MM/DD/YYYY)	Expected Completion Date (MM/DD/YYYY)	Project Duration (in months)
06/01/2014	8/31/2014	3

B. **Project Description** - This information will be used for listings and report to the Governor and General Assembly on capital funded projects.

Allow the department to secure outside IT consultant services as part of its first phase to assist with its planning and integration of major applications which are in need of upgrading in order for the agency to meet its demanding strategic plan.

- The project will be divided into three parts: first, the consultant will be provided with our strategic plan and the need for improved systems to handle the ever increasing volumes and complexity of our work.
- Second -- the strategic assessment of our systems array and infrastructure and a road map of how best to reinvent the core components in the most cost effective and efficient manner (expected timeframe is 3 months).
- Third -- The implementation of this strategy over the ensuing 18 months.

C. Summary.

Summary - Describe the high level summary of this project in plain English without technical jargon

This is a critical juncture for the agency as it faces an enormous uptick in the volume of work carried out by many of its departments. As an example, while only 118 loans were entered into during the 9 years prior to the Malloy administration, we have already handled nearly 1,600 loan closings in just over two years. This increased demands on all our systems, coupled with the need for better data management and communication IT systems, make work more complicated and human resource demanding than we can currently manage. And, despite 11 LEAN events in DECD in the last year, we cannot achieve all our goals through process improvement alone.

We need several new major IT improvements, including the adoption of a CRM system and other IT enterprise-wide applications to help us attain the response rates needed by our customers/constituents. With these improvements, we can shorten turnaround times, ensure timely and accurate information to customers, legislators, reporters, and better track the programs we have in place. Further, we can focus our small staff on serving our constituents rather than pushing paper, searching in numerous files for information and hand gathering data.

Finally, we need to have outside help to ensure an effective project. Given our limited IT staffing and capacity, the department needs to acquire professional services to assist with the planning, implementation and integration of several major applications within its IT strategic plan.

Purpose – Describe the purpose of the project

To acquire professional services to ensure that the department is making informed decisions on how to proceed with a myriad of IT application projects that will improve the way it interacts with and services its diverse customer base. This will be the best way to effectively address the agency's IT needs in the short- and long-term. The project will help direct the agency's IT efforts in a coordinated, strategic and time-efficient way.

Importance – Describe why this project is important

The lack of the right IT systems and current applications being outdated and unsupported in the agency does not permit them to utilize efficient processes, and current systems are ineffective in maintaining its mandated funding programs. Agency staff, in a variety of areas, need new IT applications to allow them to properly administer programs and meet customer needs.

While we have improved our business processes through LEAN events, we believe in order to more productively manage our workload, which has grown exponentially in the last 2 years, its critically mandatory that we optimize our systems.

Outcomes – What are the expected outcomes of this project

The professional services acquired for DECD's IT Major Application Planning & Integration Support will result in dramatic improvements in efficiency, reporting and customer service. Specifically the following areas will be targeted for review and improvement:

- Customer Relationship Management (CRM) -- we have antiquated systems for keeping track of contact information. Many staff find it difficult to use due to lack of interfaces with other systems and the ability to create reports.

- Workflow tools to improve application processing and approvals – this is all done by paper, often taking days to get information from one step in the process to another. In most programs, we have either mandated or self-determined processing times and we can easily fall behind due to this heavily manual effort.
- Enterprise Content Management /Database – again, our older system has limitations and lacks the ability to look across different departments for similar documents/contacts. Often it takes a substantial amount of time to track down information.
- Loan system – we would like to upgrade the system to handle more volumes and with more automation. Today it takes one full-time person to manage the loans (we are adding about 10 loans per week).
- Geographic data management – new and more customer-friendly online tools are needed to showcase sites (be they historic, brownfield, etc).
- Improved reporting tools and implement dashboards integrated between systems.
- Infrastructure to support all of the above.

Approach and Success Evaluation – Provide details of how the success of the project will be evaluated

- Increased customer satisfaction.
- Shorter processing times for constituents.
- Better internal and external reporting.
- A more robust and up-to-date infrastructure that will be more resilient and upgradable.
- An ROI on the investment.

D. **Business Goals.** List up to 10 key business goals you have for this project, when (FY) the goal is expected to be achieved, and how you will measure achievement, Must have at least one. Please use action phrases beginning with a verb to state each goal. Example: "Reduce the Permitting process by 50%". In the Expected Result column, please explain what data you will use to demonstrate the goal is being achieved and any current metrics.

Business Goal (Action Phase)	Target FY for Goal	Current Condition	Expected Result
To develop and implement strategies to increase the state's economic competitiveness. A full set of metrics will be developed in the first phase of creating the road map for future investments and upgrades.	FY2015	Systems in place are out of date and need replacement.	Efficiencies in servicing the agency's diverse customer base as described above.

E. **Technology Goals.** From a technical perspective, following the above example, list up to 10 key technology goals you have for this project and in which Fiscal Year (FY) the goal is expected to be achieved. Please use action phrases beginning with a verb to state each goal. Example: "Improve transaction response time by 10%".

Technology Goal	Target FY for Goal	Current Condition	Expected Result
The strategic plan for implementation of the major applications to implement and their seamless or ease of integration will come out of this.	FY2015	Current applications do not integrate and are ineffective. Additionally, since they are so dated, many are challenging to maintain and upgrade.	Effective systems for managing the agency's programs.
A full explanation of goals will be developed during the strategy portion of the project for next phases of selection and implementation of the appropriate systems to fulfill the agency's business goals.			

F. **Priority Alignment.** The criteria in this table, in concert with other factors, will be used to determine project priorities in the capital funding approval process. Briefly describe how the proposed projects will align with each criterion.

Priority Criterion	Y/N	Explanation
Is this project aligned with the Governor's Key Priorities?	Yes	Making the state of CT an easier place to do business with
Is this project aligned with business and IT goals of your agency?	Yes	It is reflective of its agency business plan and its statutory requirements and will assist in managing increased volumes and new programs
Does this project reduce or prevent future increases to the agency's operating budget?	Not specifically known at this time but expected to create productivity gains	We believe efficiencies will be gained so we do not need to add staff to handle the tremendous increases in volumes we are experiencing
Will this project result in shared capabilities?	Yes	Across the agency's offices; State Enterprise-wide systems where possible ; with some partners (e.g. CERC)
Is this project being Co-developed through participation of multiple agencies?	Department of Housing will be a co-developer; we may engage other agencies too	We will learn more about what can be shared in the first phase of strategy creation
Has the agency demonstrated readiness to manage project of this size and scope?	Yes	We will likely need assistance from a consultant in portions of the design and installation work
Is the agency ready to deliver the business value proposed?	Yes	Will improve overall effectiveness of the agency.

G. **Organizational Preparedness.** Is your agency prepared to undertake this project? Is senior management committed, willing to participate, and willing to allocate the necessary time, energy and staffing resources? How will the project be managed and/or governed and who will make the key project decisions?

Yes. Idea came from commissioner, who will make key project decisions. But several areas within the department have been clamoring for upgrades and new systems. Rather than randomly replace and upgrade, this strategic planning work will help us layout a clear roadmap and make appropriate priorities along the way.

H. **Project Ramp Up.** If capital funds are awarded for this project, how long will it take to ramp up? What are the key ramp-up requirements and have any off these already been started? For example, has a project manager been identified? Has an RFI been issued? Is a major procurement required such as an RFP?

We expect to complete the strategy portion in the next 3 months and then turn to implementation quickly thereafter. We would like suggestions from BEST on potential consultants to retain for the roadmap development. Once the road map is done, we can identify and implement new software and hardware as needed .

I. **Organizational Skills.** Do you have the experienced staff with the proper training to sustain this initiative once it's a production system? Do you anticipate having to hire staff to sustain this? What training efforts are expected to be needed to maintain this system?

During the first portion of this effort, we will identify all staffing requirements for the initial work and the ongoing maintenance. We do not anticipate long term adds to staff, but may require some consultant support in the installation and training portions of the work.

J. **Financial Estimates.** From IT Capital Investment Fund Financial Spreadsheet

Estimated Total Development Cost	Estimated total Capital Funding Request	Estimated Annual Operating Cost	One Time Financial Benefit	Recurring Annual Financial Benefit
TBD	\$150,000	TBD	TBD	TBD
Explanation of Estimates				
We will need assistance in determining the total cost of the estimate. Our initial request is for \$150,000 to complete the strategic road map. When that is complete, we will provide an estimate of the rest of the project cost.				
Assumptions: Please list key assumptions you are using to estimate project development and implementation costs				

III. Expanded Business Case

A. **Project Impact.** Beyond the top business goals identified in Section II, 1) What impacts will this project have, if any, in the targeted areas below, 2) What would be the impact of not doing this project, 3) How will the project demonstrate benefits are achieved.

(1) Impact Area (Vision)	Y/N	Description of Project Impact
Will this project provide efficient and easily accessible services for all constituents?	Yes	Improved business processes will speed turnaround times on loans, approvals, information requests, etc
Will this project promote open and transparent government with the citizens of the state?	Yes	Improved reporting tools will aid in our online delivery of information to constituents
Will this project establish efficient and modern business processes?	Yes	Yes, current systems in use are antiquated.
Will this project increase accuracy and timeliness of data for policy making, service delivery and results evaluation?	Yes	Yes – few sources of information will ensure we don’t have conflicting information; expected to dramatically improve our tracking and reporting; current systems do not provide accuracy or timeliness.

2) What is the expected impact of NOT doing this project?
Inaccuracies, slower delivery of services to customers, lower worker efficiency, poor internal and external management of data and reporting. Current systems do not meet agency’s business plan goals.

(3) How will you demonstrate achievement of benefits?
New technology support systems will allow DECD to produce improved metrics that are critical to measuring progress and ensuring that the department stays on path to becoming the “best in class” state of economic development. Improvements to internal and external reporting. Track employee and customer satisfaction. Produce shorter timeframes in processing services and funding. Report on ROI.

B. **Statutory/Regulatory Mandates.** 1) Cite and describe federal and state mandates that this project in intended to address. 2) What would be the impact of non-compliance?

(1) Statutory / Regulatory Mandates:
Implementation of these major applications address many of the required agency statutory/regulatory mandates for its state and federal programs.

(2) Impact of non-compliance:

The agency would become less and less timely and effective in managing its funding programs.

C. Primary Beneficiaries. Who will benefit from this project (citizens businesses, municipalities, other state agencies, staff in your agency, other stakeholders) and in what way?

The state's citizens, businesses, municipalities and agency staff all benefit. The agency is focused on helping businesses grow and succeed, revitalizing communities and neighborhoods, and promoting tourist attractions, the arts and historic preservation. An improved IT architecture with current systems to meet and fulfill the agency's needs is a necessity in meeting its business goals.

Important:

- If you have any questions or need assistance completing the form please contact Jim Hadfield or John Vittner
- Once you have completed the form and the [IT Capital Investment Fund Financial Spreadsheet](#) please e-mail them to Jim Hadfield and John Vittner

John Vittner, (860) 418-6432; John.Vittner@ct.gov

Jim Hadfield, (860) 418-6438; Jim.Hadfield@ct.gov