

I. Project Identification

Project Title:

Agency Name

Agency Business Unit

Your Name (Submitter)

Phone

Email

Agency Head

Phone

Email

Agency CIO / IT Director

Phone

Email

Agency CFO

Phone

Email

Project Manager (if known)

Phone

Email

OPM Budget Analyst

Phone

Email

II. Project Description

A. Project Dates

Proposed Start Date (MM/DD/YYYY)

Expected Completion Date (MM/DD/YYYY)

Project Duration (in months)

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

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

The Department of Rehabilitation Services (DORS) requires a Department-wide Caseload Management and Information System to support the work of 11 of its 13 distinct Programs. In aggregate these programs serve roughly 14,000 Consumers and will support approximately 300 Users. With funding provided by the I.T. Capital Investment Fund, the Department has conducted a requirements gathering and competitive procurement process that led to the selection of a solution from Consilience. The implementation of the new technology will replace the legacy Case Management System and will support the majority of the unique business needs of the agency and its underlying programs. This system will optimize the communication and workflow between the programs of this recently consolidated Department. It will also provide caseload management tools and capabilities to programs presently unsupported by any technology. The primary project goals include: enhanced data management and reporting, uniform and streamlined fiscal processing, and the promotion of data sharing between both the DORS programs and other State Agencies, e.g. DSS, DMHAS. Additional short term project goals include increased and efficient public access to services through enabling consumers to initiate the process of referring themselves to specific programs. Longer term goals could include using this same system and approach as a model for other state Social/Human Services Departments with multiple programs and funding sources, such as the required core partner programs under the Workforce Innovation and Opportunity Act (WIOA).

The Department Of Rehabilitation Services (DORS) is requesting funding to implement the selected centralized Case Management System that will support the business requirements of the agency and many of the individual programs it administers. This new system would supersede existing DORS systems and processes, and allow many of the DORS programs to standardize operations using a centralized information management system. Additional goals include more efficient fiscal processing, improved data reporting and optimized agency workflows, enabling cross-program data sharing and allowing consumers the option of self-referral to programs and services.

Our new Case Management system will be rolled out in three phases, which will start delivering value at the conclusion of Phase 1.

Phase 1: 7/13/2016 – 01/25/2018 19 months

Phase 1 is the longest phase. It comprises the Conversion of both of the largest DORS program's Case Management Systems (System 7, supporting BESB and VR General), the voucher interface to CORE financials, the integral internal systems Budget/Fiscal capabilities and all project artifacts (e.g. traceability matrix). At the conclusion of Phase 1, we will have a fully-functional Case Management system that will supplant System 7.

Phase 2: 11/22/2017 – 8/1/2018 9 months (concurrent with Phase 1)

Phases 2 (and 3) will add additional program data to the new Case Management system. Phase 2 will contain the following program data:

- Counselors for Deaf and Hard of Hearing Consumers (DHOH)
- Benefits Counseling
- Employment Opportunities Program
- CRP-Annual Review Database

At the conclusion of Phase 2, the above programs will all be able to use the new Case Management system.

Phase 3: 5/29/2018 – 02/21/2019 9 months (concurrent with Phase 2)

Phase 3 will add additional program data to the new Case Management system. Phase 3 will contain the following program data:

- Employment Division
- Vehicle Modification Program
- Independent Living
- Assistive Technology Device Program
- Ticket to Work
- Driver Training Program
- Assistive Technology Loan Program
- Workers Rehabilitation
- DORS will also seek to meet any applicable business needs of the newly acquired Office of Protection and Advocacy – Abuse and Investigations Division

At the conclusion of Phase 3, all DORS programs within the scope of this project will be able to use the new Case Management system.

Purpose – Describe the purpose of the project

The intention of the Integrated Consumer Service and Reporting System project is to drive expense reduction and agency efficiency through the use of a common technology platform, shared data, shared services and the ability for consumers to start the program referral process online. The project is also intended to deliver modern caseload management tools and capabilities to department programs, creating necessary conditions for efficiencies to be realized across many day to day processes. The majority of the expense reductions will be realized through these greater efficiencies, as well as through the enhancing inter- and intra-program communication and creating more effective, reuseable business workflows. Some “hard” savings will be achieved through the consolidation of vendor contracts. Additionally, DORS has a number of programs that are completely unsupported in terms of a case management system. For example, the Driver Training Program for Individuals with Disabilities tracks its information using MS Excel. A second example is the Workers Rehabilitation Program. They are currently using the Workers Compensation Program’s case management system, which is undergoing a system conversion facilitated by the Workers Compensation Commission. A third example is the Counseling Program for Deaf and Hard of Hearing Services, which has no application supporting the staff necessitating the exclusive use of paper files to maintain records. Each of these programs are in need of a case management system to adequately perform their unique duties and to meet the reporting requirements.

Importance – Describe why this project is important

The most widely used Caseload Management System within DORS is System 7. This commercial off the shelf system has been developed, implemented and maintained by an outside Vendor and has been used by multiple DORS programs for many years. In November of 2015 the vendor announced that they had consolidated with another software and system provider and will not support System 7 beyond December of 2017. This action necessitates that DORS implements a replacement system prior to that date.

The programs comprising DORS each have different supporting technology at various levels of sophistication. Some programs have case management systems while others rely on the MS Office suite of applications or other manual processes for their data tracking needs. For example, to fulfill reporting requirements of the Social Services Block Grant (SSBG), one of the DORS programs recently relied upon a manual physical count of records to obtain the necessary data. As a short-term solution, DORS has been able to develop a simple MS Access based tool for basic data collection, but there is no integration with other DORS systems or business processes.

The main issue resulting from multiple systems is a fragmentation of workflow, particularly in the fiscal processing and data reporting areas. Without a more centralized system, there is limited ability for DORS to respond efficiently to OPM and OSC directives for the development of fiscal processing workflows, or to standardize reports across DORS Programs. This lack of efficient processing and data reporting increases time and costs. The use of multiple systems also inhibits cross-program communication and the sharing of consumer data while still maintaining program data privacy. A centralized Case Management System for the DORS agency would not only promote shared consumer data within DORS, but allows for the possibility of other core partner programs under the Workforce Innovation and Opportunity Act (WIOA) and other social services agencies to share our data should the opportunity arise in the future.

In addition, maintaining multiple systems places an increased burden on DORS staff responsible for the technology and application support. Maintaining multiple support and maintenance contracts with outside vendors is more costly than a single vendor.

With the procurement to replace the current legacy case management system now completed, the development and implementation of a centralized Case Management System solution for multiple DORS programs within the necessary timeframe is possible. Although certain highly specialized systems must remain intact, this system implementation will alleviate reporting issues, promote overall greater efficiency, better program interoperability and deliver cost savings through consolidation of contracts.

Outcomes – What are the expected outcomes of this project

The following outcomes can be expected with the successful implementation of the Integrated Consumer Service and Reporting System project:

Enhanced caseload management capabilities – the modernization of case management tools will reduce administrative burdens, eliminate the need for paper-based or alternative technology sub-systems and will deliver to front-line staff the conditions necessary for real efficiency gains across many day to day processes that at present are time consuming and inefficient.

More efficient fiscal processing: With most DORS programs on one Case Management System, workflows can be designed and fiscal processing can be simplified, reducing processing time and expenses. Compliance with OPM and OSC directives and data needs can be readily achieved with this new system.

Improved data reporting: Federal and State reporting requirements must be met, as defined in Federal regulation and/or by state statute. Just as with fiscal processing, the use of a consolidated Case Management System will also be expected to facilitate improved reporting, as the data from multiple programs will reside in one system. Reporting expenses will be reduced and reports will be more accurate as we gain the ability to aggregately report on many programs across the DORS by utilizing a common data dictionary.

Improved workflow within and between programs: Implementing a centralized Case Management System for multiple DORS programs will allow for more efficient communication between programs. Currently, there are no interfaces between any systems within the DORS programs. All interaction between staff in different programs is done “manually”. Consolidating multiple DORS programs under a centralized System will allow for development of efficient workflows between programs, saving time and reducing expenses. Cross-program referrals would be expedited and efficiencies could be obtained through standardized processes, forms and shared consumer data. The ability for program staff to view which other programs are serving a consumer would improve efficiency and would allow a more holistic view of a consumer under the DORS umbrella.

The potential exists to create an interface to the DORS website, allowing consumers to initiate the process of requesting services online.

Cost savings from vendor contract consolidation: Consolidating the multiple systems currently within DORS into a centralized system will reduce application support, system maintenance and administrative expenses. Total licensing fees may be reduced through bulk purchase of licenses needed for DORS staff.

Sharing of consumer Data: Implementing a shared Case Management System offers the potential for leveraging consumer data across multiple DORS Programs, and potentially multiple state social services programs such as the WIOA Core Partner programs. Counselors can save time and effort if a consumer "profile" is available in the system, particularly in the case of repeat consumers.

Opportunity for consolidation of other Social Services systems: A centralized Case Management System for the DORS agency would not only promote shared consumer data within DORS, but allows for the possibility of other core partner programs under the Workforce Innovation and Opportunity Act (WIOA) and other social services agencies to share our data. This creates additional opportunities for the realization of further efficiencies through electronic processes and file/data sharing.

As a recently formed agency, DORS strives to provide services at the level of quality identical to, or better than, that which was present prior to the consolidation. This has been difficult given the fragmentation of programs and processes that presently exists because of the uniquely developed workflows and systems that support them. Perhaps the most

important outcome of this project, one achieved by taking the aggregate of the combined outcomes listed above, would be improved customer service. By analyzing program synergies, removing silos that presently exist, developing common processes and eliminating duplication of efforts DORS will be able to better apply resources to the effective and efficient provision of services to the citizens of Connecticut whom we serve.

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

The Integrated Consumer Service and Reporting System will be deemed successful if the following criteria are met:

- A Caseload Management System is implemented that supports multiple federal and state programs in a manner that is efficient and in compliance with all applicable regulations and statutes.
- Fiscal processing for DORS and programs within DORS is performed in an efficient, reliable and compliant manner, using a LEAN process, resulting in significant time savings in carrying out functions.
- Data reporting for DORS and programs within DORS is performed more efficiently and reliably, using a LEAN process, resulting in time and cost savings. Improved cross-program reporting will add to overall agency transparency. We will have the ability to accurately respond to the Federal and State reporting requirements.
- Communication within and between the programs of DORS is more effective, resulting in time savings that allows for increased allocation of employee time to consumer services. Data sharing with WIOA Core Partner programs and other social service agencies will be feasible.
- The new system demonstrates expense savings from vendor contract consolidation. The replacement of most DORS systems with a centralized system, and having to manage only a single vendor relationship should save on contracting, support and maintenance fees.
- Consumers will potentially have the ability to initiate a self-referral process for programs and services.

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
Improve the efficiency of DORS Program Fiscal Processing	FY18	Current average is 2-3 days, and is accomplished using manual processes.	Reduce the Fiscal Processing time to 1-2 days, reducing costs.
Decrease the time it takes to produce monthly data reports	FY18	Reports are compiled manually. In some cases, data is pulled from up to 7 operational	Reduce the time it takes to compile reports by an estimated 75%. This

		systems and manipulated in MS Access/Excel. In others, manual counts of consumers are performed, and entered into MS Excel. Both of these methods take excessive time (5+ hours) and incur unneeded expenses.	percentage is based on some simple MS Access automation that cut the reporting time by 50% .
Create common data elements between DORS Programs	FY19	With DORS being a newly created Agency, there has been no facilitated opportunity to establish common terminology between DORS programs or create a data dictionary, both of which would greatly benefit data reporting in both accuracy and timeliness.	Reduce the time it takes to compile ad- hoc reports by 75%, while increasing the accuracy by 25%. Percentages are estimates based on some of the MS Access automation we have done.
Improve workflow and data sharing within and between Programs, allowing individual DORS Programs to better "partner" when assisting consumers needing multiple services. Position Department to share data with outside programs, such as the CORE Partner programs under WIOA	FY19	The need for programs within DORS to interoperate is becoming imperative. Currently, when programs collaborate to assist a consumer, there is no cross-agency system or centralized electronic file for that consumer. Tracking a given consumer across programs is difficult. WIOA highlights the need for data sharing.	Enhanced ability to track Consumers combined with effective workflows will reduce the time and cost around Program partnering by an estimated 25%
Implement a Case Management System for those programs not having one.	FY19	There are programs within DORS that do not have a Case Management System. For example, the Workers Rehabilitation Program is currently using the Case Management System from the Workers Compensation Program, which is outside of the DORS Agency. Neither the Driver Training nor the Counseling for Deaf and Hard of Hearing programs are supported by a technology solution.	Improve the efficiency of DORS programs through the implementation of a Case Management System instead of relying on manual processes. Counselors for Deaf and Hard of Hearing Consumers formerly spent a week counting paper forms to generate their annual numbers. Through automation, those metrics can be generated in 30 minutes. DORS has many such opportunities to save time and money.
Improve Communication within and between programs, reducing expenses.	FY19	When programs collaborate to assist a consumer, communication is done via email and telephone. Often,	Estimated 25% reduction in communication efforts and data entry time by using communication and

		these forms of communication result in information that has to then be manually managed, i.e. tracked on paper, manually entered into a system.	automation tools within a common system.
Potentially allow consumer self-referral for Programs and Services via agency website.	FY19	Consumers can view service information on agency websites, but are required to contact a program staff person to move forward with receiving services. At this point, consumers are often at a loss for who to contact and are frequently passed around between people in various programs. We want consumers to be able to answer some questions on a website and be directed to the proper program efficiently.	Estimated 25% decrease in time and effort through self-referral for Programs and services.
Reduce Vendor contract costs.	FY18	DORS now has two versions of System 7- one for BESB, one for VR general. We pay separately for both systems as they are not integrated.	Reduce system maintenance and contract costs by 10% through consolidation of systems.
Reduce Internal System Administration costs.	FY18	Current DORS systems require a burdensome level of effort to maintain. Constant testing and processing of programming/development is required.	Consolidation into a centralized system will reduce staff time and costs by 25%

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
Conversion of our existing Case Management system to Consilience	FY18
Create new interfaces to the Fiscal and CORE systems	FY18
Consolidate most DORS system data into a centralized system.	FY19
Create a data environment within DORS that is conducive to implementing a data warehouse.	FY18
Implement a system that is accessible by users of Assistive Technology and adheres to current ADA Compliance standards, including section 508.	FY19
Create a data dictionary for DORS programs to assist with data reporting. (In support of Technology Goal above.)	FY18
Establish the new DORS system as the common platform for both DORS and other social services agencies.	FY19

Allow consumers to self-refer themselves to programs. (In support of Business Goal above.)	FY19
Configure websites of programs within DORS to support consumer program and service self-referral. (In support of Business Goal above.)	FY19
Implement a system interface to CORE for the Fiscal unit to upload Purchase Orders (PO), requisitions and non-PO vouchers.	FY18

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?	Y	<p>This project aligns with the Governor's priorities from many perspectives:</p> <p>In 2012 the Governor consolidated agencies statewide in an effort to create efficiencies. DORS was created as part of this initiative. The addition of a consolidated system for DORS programs will function as an enabler of the true intent of this program consolidation. A new Case Management System will lead to more efficient processing of consumer information and faster cross-agency referrals, resulting in cost savings and a better experience for consumers. Allowing consumers to initiate self-referral for programs and services on the agency's website will allow the consumer to gather information about services from the website, and will expedite contact with staff by securely forwarding their information to the proper program.</p> <p>Implementing a modern Case Management System with built-in workflows (e.g. consumer information gathering, payroll submission) that supports best practices and can be shared across DORS programs will promote more efficient service delivery and lower costs.</p> <p>With the ability to share consumer data across multiple programs, and potentially multiple state agencies, in a secure and confidential manner, we will have a much more "holistic" view of consumers and the programs serving them. Client outcomes, costs and service effectiveness can be more effectively measured when consumers can be tracked across programs.</p>
Is this project aligned with business and IT goals of your agency?	Y	<p>This project aligns with our Agency's need for a unified system that will allow DORS programs to more effectively interoperate. Data reporting and fiscal processing will be more efficient if the majority of the DORS programs use the same system.</p>
Does this project reduce or prevent future increases to the agency's operating budget?	N	

Will this project result in shared capabilities?	N	At this point in time, any shared capabilities, e.g. common workflows, will be within the DORS agency but will foster the opportunity for shared capabilities in the future.
Is this project being co-developed through participation of multiple agencies?	N	<p>As a recently consolidated agency, DORS can be viewed as a conglomerate of individual programs. Thus we would consider DORS as the perfect candidate for implementing BEST's ideas around shared data and IT Services.</p> <p>Furthermore, DORS functions under multiple MOAs with other social services agencies. This new system will be conducive to participating in data sharing agreements with agencies having common consumers, such as with core partner programs under WIOA.</p>
Has the agency demonstrated readiness to manage project of this size and scope?	Y	<p>DORS has taken the following steps in preparation for managing this project:</p> <ul style="list-style-type: none"> • Selected a vendor via RFP • Have identified subject matter experts and involved select staff from all impacted DORS programs in competitive procurement process • The project has been identified and endorsed by Department Management as a specific track of work in the DORS overall Strategic Plan • Documented Business Requirements/Processes • Examined the need for complimenting existing staff with contracted project resources (PM, BA) • High-level discussions around application training • High-level discussions around "train-the-trainer" candidates • High-level discussions about forming a steering committee • The Department has experience through its prior implementation of System 7
Is the agency ready to deliver the business value proposed?	Y	DORS is ready to realize the business value of this project as soon as possible. With the consolidation of multiple programs into DORS, we need an overarching Case Management System to tie these programs together so we can operate effectively. DORS continues to struggle in areas such as data collection and reporting, and with multiple fiscal processes. We need to implement a comprehensive Case Management System to meet the business needs 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?

The agency Commissioner, bureau chiefs and directors, as project stakeholders, are all invested in making this project a success, and will allocate the necessary time and staff resources, whether internal or external. This project has been identified as a key tracker of work within the Department's Strategic Plan, as identified in the DORS budget sessions. The need to engage in this project is well known to all Senior Management and status updates are provided at monthly Management meetings. Prior to engaging in the RFP process, Managers identified staff to participate in interviews with Business Analysts to document business requirements and act as subject matter experts throughout the project. It will be necessary to augment existing staff with contracted IT resources such as a dedicated Project Manager and Business Analysts. DORS has been in contact with Master Agreement contractors informing them of the potential need so that they may proactively recruit candidates. Through an RFP process DORS has selected a vendor and is ready to begin implementation of the selected solution. DORS needs to start reaping the benefits of a consolidated system as soon as possible. This group of stakeholders will make all key project decisions necessary. The project will require a project manager to handle the day-to-day project tasks and oversight of the project plan, two business analysts and a business systems analyst to analyze and document requirements, workflows, and support testing and user training. We held some discussions about forming a steering committee and identifying Subject matter experts.

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 of 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?

This project was initiated in July of 2013. The Department spent considerable time and resources documenting requirements, engaging with DAS Procurement and issuing an RFP. The RFP phase of this project has been completed resulting in a selection of a vendor with whom a contract with the State already exists. Therefore, it will not be necessary to negotiate a new contract, but rather to arrive at a Statement of Work specific to our project. We have currently defined the scope, deliverables, timelines and project costs, and have been provided a draft Statement of Work from Consilience.

The ramp up time to get all resources in place for the implementation will take 1-2 months, and will include staffing for the project (project manager, business analyst), the project charter, and official project kickoff.

- 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 additional staff to sustain this? What training efforts are expected to be needed to maintain this system?

DORS will need to train and redeploy existing personnel from current assignments to support the new shared system. It is expected that any training needed to support a new system will be provided by the system vendor.

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
\$7,793,303	\$5,564,600	\$ 446,451	\$0	Hard Cost Avoidance = <u>\$188,244</u> Soft Savings = <u>\$858,905</u> Total Benefit = <u>\$1,047,149</u>
Explanation of Estimates				
All estimates are based on the financial submission of the vendor selected through the RFP process that has been completed by DORS, under the guidance and direction of DAS Procurement Services. The figures represent the most accurate estimates available, prior to the final scope and deliverable negotiation being finalized.				
Assumptions: Please list key assumptions you are using to estimate project development and implementation costs				
<p>As part of the business/requirements analysis, we will need to rework/redesign our business processes. DORS is comprised of 13 distinct programs having many commonalities. We will need to streamline all of our program processes, and leverage the program commonalities to obtain the cost savings listed.</p> <p>We will need to have multiple data conversions from existing systems, and potential data entry from programs that do not currently have a system. In order to promote more efficient and accurate data reporting, we will need to create a cross-program data dictionary.</p> <p>The implementation, customization and testing of the Consilience Case Management System will be a 2+ year effort, and has a high level of complexity. A significant testing effort for this new system will be required. In addition, we will need to train employees on the new system and its underlying technology. Training will need to be extensive, as this new system has a completely different look, feel and function than our current Case Management system. We will also need to train those staff who are not currently using any system.</p> <p>In addition to the Consilience implementation team, we anticipate the need to contract the following resources to augment our staff: 1 Project Manager, 2 Business Analysts, 1 Business Systems Analyst.</p>				

The majority of our cost savings and recurring annual financial benefits are in the form of “soft” cost savings, i.e. savings through greater efficiency of operation and enhanced productivity. Having no current DORS-wide Case Management system makes it difficult to demonstrate harder costs, e.g. the existing DORS system costs “x”, Consilience costs “y”, savings are “x” - “y”.

The calculated soft savings expressed in the brief are based on the costs of the current lengths of time it takes to accomplish tasks compared with an estimate of the costs of the lengths of time it would take to accomplish the same tasks using a more efficient case-management system.

For example, when the Counselors for the Deaf needed to produce their annual metrics for our Commissioner, two staff members would spend an entire week physically counting the paper forms in two large filing cabinets. After the creation of a temporary MS Access Database solution, those metrics can now be gathered in 30 minutes. Assuming two people with a \$40/hour pay rate, working a 40 hour week, the cost of physically counting paper forms is \$3200. That cost drops to \$40 with the MS Access-based Case Management system.

In November of 2015 Libera, the vendor for System 7, announced that they had consolidated with another software and system provider and will not support System 7 beyond December of 2017. This action necessitates that DORS implements a replacement system. We require a DORS-wide case management system so that we can continue normal operations in addition to establishing a more efficient, leaner organization.

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)	Description of Project Impact
Will this project provide efficient and easily accessible services for all constituents?	A new system with more streamlined business processes will allow DORS staff to better serve consumers through web referrals and expedite vendor payments.
Will this project promote open and transparent government with the citizens of the state?	Cross-agency sharing of consumer information will allow better tracking of consumer outcomes and costs, I more effectively identify areas for improvement and provide consistent data for an open data portal. Enhanced data gathering will also allow for analysis of synergies across programs and provide opportunities for the development and tracking of Results Based Accountability goals and measures.
Will this project establish efficient and modern business processes?	As the project progresses and the Business Requirements analysis for DORS programs begins, current business processes will be replaced or updated as required. More modern business processes will evolve based upon the new system technology and the new organization.
Will this project increase accuracy and timeliness of data for policy making, service delivery and results evaluation?	Installing a new, modern Case Management System will improve the capture of data, thus increasing the accuracy and efficiency of data reporting. More timely and accurate

reports facilitate policy making, service delivery and results evaluation. These improvements will support an agency-wide implementation of results-based accountability and foster transparency.

2) What is the expected impact of NOT doing this project?

The existing vendor (Libera) announced it will exit from being a Vocational Rehabilitation software provider within 5 years and it will stop supporting its solution by December 31, 2017. Existing vendor's announcement has placed urgency on DORS strategy to migrate to a new Case Management System before the legacy vendor stops supporting its case management system. Failure to implement a replacement system will compromise the ability of the multiple programs within DORS to comply with regulations and will jeopardize substantial amounts of federal funding to the state.

Not implementing the Integrated Consumer Service and Reporting System project will also result in the continuation of unnecessary expenses and inefficiency. Fiscal processing will remain a largely manual effort with duplicative data entry into the separate systems that will remain necessary to fulfill federal reporting requirements. Data reporting will continue to be laborious and time-consuming. DORS will still have to pay multiple system maintenance contracts. From the data perspective of consumer Services, the programs consolidated under DORS will continue to operate as completely separate entities even though they have been combined under one department.

(3) How will you demonstrate achievement of benefits?

Benefits will be demonstrated through:

Cost reductions in:

The decrease in fiscal processing time and effort. (Soft cost savings through greater efficiency)

Fewer new staff will need to be hired. (Soft cost savings through greater efficiency)

The decrease in data reporting time and effort. (Soft cost savings through greater efficiency)

System maintenance and contract costs. (Hard cost savings through dollars saved by eliminating multiple vendor contracts)

Efficiencies gained in:

Communications, particularly across programs.

Tracking consumers across programs, and the ability to establish a customer "profile" Added potential of cross-agency use of the customer profile.

Self-referral process for programs and services.

Avoidance of running an unsupported system:

The VR area of Case Management will come online just as our existing Case Management system goes off support.

Potential for shared services/data:

Possible "data donor" for the enterprise Master Person Index

Potential to leverage existing Consilience implementations, licensing and contracts

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

(1) Statutory / Regulatory Mandates:

The Case Management System selected by this project will be required to satisfy multiple data collection and reporting requirements of multiple federal grant programs. The system must be in compliance with Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) (2 CFR 200) and the Workforce Innovation and Opportunity Act.

The system will also be required to meet state level reporting requirements, including but not limited to those specified in Sections 10-298 and 17b-650 of the CT General Statutes.

(2) Impact of non-compliance:

Failure to implement a replacement system will compromise the ability of multiple programs within DORS to comply with regulations and will jeopardize substantial amounts of federal funding to the state. The Department of Rehabilitation Services could face corrective action measures or other more severe penalties for non-compliance with Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) (2 CFR 200) and the Workforce Innovation and Opportunity Act.

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?

Ultimately, the consumers of DORS will benefit from this project through more efficient access to the services they need. With greater measurability of key metrics, areas of improvement can be quickly found and acted upon. Other state agencies that partner with DORS and businesses and vendors where we place Vocational Rehabilitation consumers will benefit from the information gathered through more robust and accurate reporting from the new system. Also, the users of the system will benefit from the efficiencies of a centralized Case Management System. More efficient internal processes will help address staff capacity issues.