

I. Project Identification

Project Title:

Agency Name	Agency Business Unit
Department of Social Services	Information Technology

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II. Project Description

A. Project Dates

Proposed Start Date (MM/DD/YYYY)	Expected Completion Date (MM/DD/YYYY)	Project Duration (in months)
07/01/09	05/13/13	46

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

The DSS ConneCT program will modernize the agency’s existing infrastructure with the implementation of a Modernization of Client Service Delivery (MCSD) solution utilizing three (3) specific technologies: Internet-based Client Access and Web Services, Document Scanning and Work Flow Management, and Interactive Voice Response (IVR) and Call Center Services. These technologies will be integrated with our existing eligibility legacy system known as EMS. These functionalities will increase the efficiency and effectiveness in how DSS serves its customers.

C. **Summary.**

Summary - Describe the high level summary of this project in plain English without technical jargon
<p>Connecticut's legacy Eligibility Management System (EMS) is among the nation's most comprehensive welfare eligibility systems. This mainframe system provides fully integrated data processing support for the determination of client eligibility, benefit calculation and issuance, financial accounting, and management reporting. EMS supports many of the agency's major programs such as Temporary Family Assistance (TFA), Medical Assistance (Medicaid and State Medical Assistance), Supplemental Nutrition Assistance (SNAP), State Supplement to the Aged, Blind, and Disabled, State Administered General Assistance (SAGA), and Refugee Cash and Medical Assistance. The system has been functional since 1989.</p> <p>In this project DSS has partnered with vendors who are providing the client service modernization services and provide a comprehensive and proven MCSD solution. The MCSD solution includes an Online Web-based Application, an Integrated Document Management System and an Integrated Voice Response System. This is not a replacement of the existing EMS legacy system, rather a new initiative that is based upon cost-effective, incremental change to the existing EMS.</p>
Purpose – Describe the purpose of the project
<p>The purpose of this project is to modernize DSS's existing infrastructure in order to increase the effectiveness and efficiency with which the agency serves its clients while reducing costs.</p> <p>The modernization project will fundamentally change the way DSS's clients interact with the agency by increasing self-service options, reducing time consuming and costly document management and facilitating increased access to available services.</p>
Importance – Describe why this project is important
<p>A critical goal of DSS is to improve health and well-being of Connecticut's low income and disadvantaged populations by making it easy for individual clients and families to be enrolled in the most appropriate and advantageous programs for them. However, DSS cannot fully execute this objective due to current system constraints. This project will enhance the ability of DSS clients to access services, reduce determination times and increase the time DSS caseworkers will have for direct contact with clients. The other benefits of this program are listed in the outcomes section below and underline the importance of this project.</p>
Outcomes – What are the expected outcomes of this project
<p>The Connect project will :</p> <ul style="list-style-type: none">• Providing better "anywhere/anytime" access to DSS services for all clients• Meet the immediate needs and provide on-going support for increased participation in all programs including SNAP (formerly Food Stamps) and HUSKY for qualified families and individuals.• Improve timeliness and accuracy of eligibility determination to assure clients receive the proper amount of benefits, thus ensuring program integrity.• Increase customer and employee satisfaction.• Increase the amount of time available to caseworkers for direct contact with the clients who need extra assistance to explain and assist with eligibility process and resolve issues• Develop more efficient procedures supporting the administrative processes.• Reduce local office space needs by reducing and eventually eliminating the need to store physical documents• Implement technologies to enhance client access and improve the quality and efficiency of service delivery.• Utilize a strategic approach to ensure the Modernization of Client Services Delivery solution becomes the "framework for the future", while still leveraging the value of existing technology, such as EMS. The approach must allow for future expansion of other programs in health and human services.
Approach and Success Evaluation – Provide details of how the success of the project will be evaluated

DSS, working with the Centers for Medicaid and Medicare Services (CMS) has developed detailed planning and evaluation documentation that is submitted and reviewed for the purpose of receiving federal funding. This documentation can be made available upon request.

- 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
Develop more efficient procedures supporting the administrative processes. Reduce local office space needs by reducing and eventually eliminating the need to store physical documents	FY14	Voluminous paper verifications are required which in turn translates to office space being occupied by file cabinets as well as a great deal of effort and cost to store/retrieve paper at Iron Mountain	The technology will produce electronic case records and all paper will be scanned and store electronically substantially reducing the office footprint as well as the need to utilize Iron Mountain services. This will be reflected in actual dollars saved.
Providing better "anywhere/anytime" access to DSS services for all clients	FY14	Clients must access DSS services via the phone or in person via an office visit. Clients only have access to their case information while the DSS office is open for business.	The ConneCT project will provide the ability for DSS clients to have direct access to DSS as well as to their case specific information. Data will be collected via the web portal to reflect the client usage
Meet the immediate needs and provide on-going support for increased participation in all DSS programs including SNAP (formerly Food Stamps) and HUSKY for qualified families and individuals.	FY14	Clients can only apply for benefits using a paper application and must either mail it in or hand deliver to an office	Clients will be able to not only apply online but also redetermine their active cases to remain on assistance. The ability to 'self serve' online will greater better access and DSS enrollment numbers will increase.
Increase the amount of time available to caseworkers for direct contact with the clients who need extra assistance to explain and assist with eligibility process and resolve issues.	FY14	DSS staff cannot keep up with the volume of mail, phone calls, and voicemail that comes into the offices on a daily basis given the sheer volume	The ConneCT solution will give the client access to their own case information allowing the caseworkers to concentrate of processing work as well as spending quality time with the clients that need greater assistance. The new workload system will produced metrics tracking the amount of time caseworkers spend on their

			daily tasks.
Improve timeliness and accuracy of eligibility determination to assure clients receive the proper amount of benefits, thus ensuring program integrity	FY14	DSS is required under federal and state statutes to adhere to timeliness standards and within prescribed accuracy rates in terms of eligibility determinations. Currently DSS is not meeting those guidelines on a regular basis.	DSS will be able to measure its improvements in eligibility determinations by utilizing the timeliness and accuracy metrics already in place. These rates should improve dramatically.

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
Develop Interactive Voice Response (IVR) system that provides self-service access for information about programs and benefits and reduces generic call volume regarding information requests.	FY 13
Create an Online Application functionality that will allow clients to apply for benefits online.	FY 14
Build a Virtual Call Center that will serve as a centralized, organized and manageable enterprise system for incoming calls which help avoid busy signals and serve clients across the State regardless of residence.	FY 14
Develop Pre-Screening capabilities that allow clients to independently screen themselves online without having to visit or call DSS.	FY 13 (Currently live)
Develop Client Accounts functionality that allows clients with a self-service anytime anywhere gateway for accessing case information via the DSS web portal.	FY 13 (Currently live)
Create Document Management and Workflow System that will centralize access to documents, reduce need for paper and enhance integration with IVR and MyAccount to provide document status	FY 14
Establish Change Reporting/Online Redetermination which will allow clients to report changes and conduct redeterminations online which improves timeliness. This will reduce paper and other related activities.	FY 14
Utilize a strategic approach to ensure the Modernization of Client Services Delivery solution becomes the "framework for the future", while still leveraging the value of existing technology, such as EMS. The approach must allow for future expansion of other programs in health and human services.	FY14

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	This project strongly aligns with the Governor's Key Priorities of providing greater access to citizens, increases transparency and makes information more available and easy to find online.
Is this project aligned with business and IT goals of your agency?	Y	Modernizing and building a framework for the future will significantly reduce costs while increasing customer services
Does this project reduce or prevent future increases to the agency's operating budget?	Y	This project will generate significant reductions in DSS's operating costs in such things as paper costs, mailing costs, storage costs, etc.
Will this project result in shared capabilities?	Y	In working with DAS/BEST, some of the technologies being deployed within the ConneCT project will be available as an enterprise solution.
Is this project being Co-developed through participation of multiple agencies?	Y	DAS/BEST is heavily involved in this project as they will be hosting the solution once deployed.
Has the agency demonstrated readiness to manage project of this size and scope?	Y	This project is currently underway. Extensive documentation of senior management's detailed program management activities is available in regards to this project.
Is the agency ready to deliver the business value proposed?	Y	During the course of this project, DSS managers and staff with the help of contracted consultants have been developing organizational readiness strategies and is prepared to implement them along with the ConneCT solution.

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, as this project is currently underway, the agency is more than prepared. Executive sponsorship has been committed and demonstrated. Senior management, working with contracted consultants, are in the process of completing this project and have developed a detailed program management structure/office to track progress and ensure a timely and cost effective delivery. In addition, DSS manages the project using CT's SDM principles and oversees ConneCT with a monthly Project Steering Committee meeting to execute go/no go decisions at every gate.

- 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 is currently underway . Two of the seven releases have already been deployed to production.

- 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?

Most of the resources required are already in place via state staff and consultants. DSS will need to hire some managers/staff in the areas of call center and document imaging as these are new technologies to the department .

- 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
\$21,401,663	\$8,550,041	\$4,652,061	\$10,478,858	\$2,279,510
Explanation of Estimates				
Estimates are based on the information received from program staff. The total development cost is reimbursed by the Federal Government at a 49% FFP rate. The "One Time Financial Benefit" of \$10,478,858 shown above reflects \$2,279,714 of FFP against the Capital Equipment Purchase Fund expenditures of \$4,652,478 in addition to the FFP of \$8,199,144 on general fund expenses.				

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?	Yes, this project will greatly enhance the overall eligibility determination experience for all CT citizens whether applying themselves or on behalf of a family member
Will this project promote open and transparent government with the citizens of the state?	Yes, providing the ability for a client to view the status of their case on a real-time basis promotes transparency in government.
Will this project establish efficient and modern business processes?	Yes, through the use of electronic case folders, clients will no longer need to worry who their case worker is in that any DSS caseworker will have access to the case – resulting in better customer service
Will this project increase accuracy and timeliness of data for policy making, service delivery and results evaluation?	Yes, this project will provide timely metrics through an executive dashboard that will allow for more effective decision making.

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

DSS as an agency will continue to drown in paper and phone calls and voicemail thereby preventing the eligibility work from being completed timely and efficiently putting the agency at risk of being non-compliant with federal and state guidelines.

(3) How will you demonstrate achievement of benefits?

More customers enrolled in DSS' programs

Fewer payment errors thereby lowering DSS' quality control error rate

Higher timeliness rates in processing applications and redeterminations

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:

There are federal standards of promptness timeframes that need to be met. For expedited SNAP, applications must be completed in seven days. For non-expedited SNAP, applications must be completed in thirty days. For most medical coverage groups, applications must be completed in forty-five days. For some medical coverage groups, applications must be completed in ninety days.

(2) Impact of non-compliance:

If we do not meet the above mentioned timeliness standards, the agency could be taken to court.

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 primary beneficiary of this project will be the citizens of Connecticut who will have increased access to vital social programs and the employees of DSS who will have the tools to perform their jobs more effectively and more efficiently.