Information Technology Capital Investment Program
Project Close Out Report

To: Information Technology Strategy and Investment Committee
John Vittner, Office of Policy and Management

From: Angela Taetz

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Agency: Department of Administrative Services
Project: Enterprise Licensing Enhancements

Project Start Date: 1/31/2015

Project End Date: 6/30/2021

Project Manager: Dennis Geshel

Total Funds Requested: $2,692,150

Total Funds Allotted to Agency: $2,692,150

Accumulative Total Capital Fund Expenditures to Date: $2,692,150

Brief Project Description/Summary:
The ELMS project is a combination of activities to fully utilize the eLicense product currently being used for licensing management by DCP, DPH, OEC, and DOAG. The project includes: adding new agencies to the system that are currently using antiquated databases without online services; adding mobile inspection capability for agencies that perform manually or with laptops from their vehicle; rolling out new online features and capabilities for the licensing community to replace paper and manual processes; and adding advanced enhancements to the system to provide more efficiencies for agency staff when processing transactions each day.

Licensing, enforcement, and inspections of entities and individuals regulated by the State of CT are critical functions within these agencies. Investments in systems used by multiple agencies provides many benefits including; lower total cost of ownership, more support options through user groups, and administrative knowledge sharing. This project will allow agencies to more fully take advantage of the system to provide efficiencies that will assist with areas of low staffing levels and heavy workloads. The additional online public services enhancements will provide for quicker applicant turn around.

There are five primary objectives to this project:

1. All agencies will add online self-service licensing features for the public including: anytime payments, document upload, license verification.

2. Add a mobile inspection feature so agencies inspectors can use tablets or phones at inspection sites.

3. Add DDS, DCP Casino, DOT, DOB, DCS, and DOAG Aquaculture to the eLicense system.

4. Reconfigure parts of the system used by DCP, DOAG, OEC, and DPH staff to implement Lean findings, and

5. Work with the vendor to make changes to the base product to meet CT's needs more fully and improve their offering to other states to avoid custom modifications that are costly to support

List Project Goals and Deliverables Completed:
(Please provide a brief summary of the goals and deliverables that were implemented. Please reference the IT Capital Investment Brief for the initial goals of the projects.)

1. Implement online self-service licensing features for the public including anytime payments, document upload, license verification.

Result: Exceeded goals by implementing an additional 12 online services that dramatically improved the way the public applicants and licensees interacted with state agencies. The improvements in processing efficiencies as well as applicant experiences range between 40 and 90 percent improves depending on complexity. Some features produced real revenue services cost savings for example the introduction of the ACH Check Draft Payments eliminated a 2 percent credit card fee with a .15 cent fee where ACH transactions make up 25% of online transactions and current projections have ACH payment totals at over 15 thousand transactions at 4.7 million dollars with revenue service fee savings of almost 95 thousand dollars.

New online service implemented: Anytime Payment ; Anytime Document Uploads ; Classification Module ; Location address maintenance ; Alternate Logon ; Reinstatement Module ; Custom Data Grids ; ACH Check Payments ; Supervision module ; Complaints Module ; license verification ; License Maintenance Module ; Reporting Module

Implement a mobile inspection solution integrated with eLicense:

Result : full inspections and case investigation integration of the Mi-Apps mobile solution providing over 121 credential types across 8 agencies to perform onsite inspection and data capture. The current estimate in the initial six months has been more than a 30% efficiency savings on staff time to complete, as well as up to 60% additional data being captured and reported as results of the interface that can be utilized within the Mi-Analytics reporting tool.

Increase the enterprise agency membership by 30 % and retire antiquated legacy licensing systems.

Result: The ELMS program exceeded goals for expanding the agency division migrating into the enterprise solution. A total of 18 new licensing divisions within 8 agencies were implemented into the enterprise licensing environment. These implementations included retirement of legacy systems and or business processes, as well as introduction to advanced online services and licensing best practices. These new divisions realized between 50 and 75 percent improvements in processing time for applications and renewals of credentials.

Enhanced configuration an implementation of existing and new features across the existing ELMS agencies divisions.

Result: This enhancement project was ongoing for the duration of the program. Our project team would move from division to division where enhanced configuration was identified, then reconfigure and train staff on the new features. There are many examples of large and small successes that improved daily staff processes. The vendor contracted enhancements also played a roll in the ability for automation of email communication, record updates, fee notifications, and more. The overall program objectives to move away from paper processing was a big success for almost every licensing activity include compliance enforcement enhancements.

Project Replication Opportunities:
(Are there opportunities to repeat or leverage the project solution by other state agencies? Please provide a brief explanation.)
This effort was primarily organized and delivered a program of multiple projects that were in differing states of completion. One key for success in most cases was upfront commitment by agency management on resource commitments. Presenting a good faith resource estimate with a project plan that included roles, responsibilities, and durational commitments to sponsors and stakeholders helps to set expectations.

One additional opportunity observed would be when using supplemental contract resources, to make sure and keep good performers who continually deliver actively working on parallel projects if necessary. This limits the risk of resource availability and training time for future projects planned.

Key Lessons Learned:
(Provide any lessons learned or experienced during this project that may be helpful to other agencies starting a similar project.)

Keep Sponsors and senior management engaged with impacts of change within the staff. The sooner the management team can address resistance to change the better.

The Project leadership should make sure all aspects of a final vendor contract resulting from RFP is thoroughly reviewed before contract team agrees to negotiated terms. We found some surprises in the terms that could have been addressed before sign-off if given the opportunity. These items were not clearly spelled out in the RFP response documentation.