Information Technology Capital Investment Program
Project Close Out Report

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

From: David F. Doukas

Email: David.Doukas@ct.gov

Agency: Department of Rehabilitation Services
Project: Integrated Consumer Service and Reporting System

Project Start Date: 6/30/2016

Project End Date: 6/10/2019

Project Manager: William Viggiano

Total Funds Requested: $5,952,200

Total Funds Allotted to Agency: $3,354,891

Accumulative Total Capital Fund Expenditures to Date: $3,354,891

Brief Project Description/Summary:
The Department of Rehabilitation Services (DORS) consists of the former Department of Social Services, Bureau of Rehabilitation Services (BRS), the Board of Education and Services for the Blind (BESB), the Commission on Deaf and Hearing Impaired (CDHI), the Worker's Rehabilitation Program of the Worker's Compensation Commission and the Driver Training Unit of the Department of Motor Vehicles. DORS has a requirement to implement an integrated centralized Case Management and Reporting System that will support the business requirements of this recently consolidated state department and the 13 distinct programs it administers. This new system will supersede the existing DORS legacy systems and allow for the standardization of workflow and operating procedures across all DORS programs. Additional benefits of the new system include increased staff productivity and agency workflow processing, improved fiscal processing, reporting, data sharing and providing our Consumers with superior customer service and enhanced self-referral offerings to DORS programs and services.

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.)

After careful consideration of the status of the delivery schedule and remaining budget, analysis of the underlying limitations of the Maven system that were discovered during software development/configuration and consultation with the Department of Administrative Services it was determined that termination of the contract was necessary. As of 6/10/2019 DORS met two of the project goals and deliverables:

- Creation of a data dictionary for one of the Department's caseload management information systems (System7) The data dictionary supports 2 Vocational Rehabilitation programs. No data dictionary or relational diagrams existed prior to this project and represented a major barrier to data conversion to any alternative platform.

- Business requirements and process flows for all applicable programs within the DORS organization. We had no requirements or process flow documentation prior to this project.

Both of these artifacts will prove instrumental for any future case management system implementations.

Project Replication Opportunities:
(Are there opportunities to repeat or leverage the project solution by other state agencies? Please provide a brief explanation.)

While we do not have a project solution to leverage, we are willing to share our lessons learned with other state agencies.

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

- For all product demonstrations, ensure that the vendor walkthrough is closely aligned with the agency's processes. We did not discover that critical deficiencies existed that would result in significant processes not being able to be implemented using the Maven application.

- Regarding Vocational Rehabilitation (VR), a vendor with experience in supporting public VR and demonstrated success in implementation of a system compliant with the Workforce Innovation and Opportunity Act is highly advisable. A vendor with a working relationship with the United States Department of Education, Rehabilitation Services Administration (RSA), allowing the vendor to align software with respect to emerging requirements of the RSA data collection rules would be optimal.

- During contract negotiations, ensure that all of the vendor's terminology is well-defined and agreeable. As this project progressed DORS discovered that it had a different expectation than Conduent in terms of how a "workflow" is defined. DORS presumed the whole VR process from beginning to end was considered a single workflow. Meanwhile, Conduent defines each step in the process as a separate workflow. Thus, the Scope of Work that was contemplated within the executed contract only allowed for an insufficient number of workflows to be developed by the vendor. Neither the Department nor the vendor had the resources or the expertise to remediate the deficit.

- Departments must ensure that any future applications are Americans With Disabilities Act (ADA) compliant. While Conduent had stated that the Maven product was fully ADA compliant, it was not. A fair amount of custom coding needed to be done to the core application to allow Maven to work with adaptive software such as JAWS, a screen reader for users with visual impairment. All state Departments could potentially employ an individual with a disability and an inaccessible system would represent a significant issue.

- The Maven project required a more effective and granular tracking in the areas of budget and timeline. Weakness of a contracted Project Manager in these areas resulted in difficulty in accurately and expediently projecting important development milestones, critical dependency dates and budget projection.

- Vendor "churn" should be clearly documented and managed from a timeline perspective. The Maven team went through 2 Project Managers, 3 system architects, 5-6 Business Analysts and a number of developers. With each successive change, the project timeline slipped further behind and an increased level of effort for knowledge transfer was required. There is an advantage to having dedicated resources as much as possible rather than a Matrixed project team with multiple clients.