Project Closeout Report
Submitted to Project Oversight on 06/15/2023

GENERAL INFORMATION

Project Name: Child Care Licensing

Agency Name: Health and Human Services

Project Sponsor: Kay Larson

Project Manager: Daryl Andes and Sarah Lee

PROJECT DESCRIPTION

The project implemented an electronic child care licensing system for the Department of Health and Human Services (DHHS) and provided a public website. Via the State's Request for Proposal (RFP) process, DHHS contracted with GL Solutions to provide a Software as a Service (SaaS) product, GL Suite. The project also included an organizational change component, as the system replaced mostly manual processes. Key stakeholders were the DHHS Early Childhood Services (ECS) main office staff, ECS supervisors, ECS licensing specialists, DHHS partners, and the child care providers. The project was driven by a 2015 Internal Audit of the ECS program which recommended the development of a cohesive data system to help monitor and track the licensing process, and the 2016 Child Care and Development Fund (CCDF) Final Rule (based on the Child Care and Development Block Grant Act of 2014).

SCHEDULE AND COST METRICS

	Project Start Date	Baseline End Date	Baseline Budget	Funding Source	Actual Finish Date	Schedule Variance	Actual Cost	Cost Variance
Original Baseline	12/04/2017	6/24/2022	$1,337,962	General	6/14/2023	249 days (21% over)	$1,111,015	-$226,946 (25% under)
Final Baseline		3/30/2023	$1,337,962	General	6/14/2023	58 days (1% over)	$1,111,015	-$226,946 (25% under)

Notes:

Additional time was needed after go live and prior to project closeout to fix issues with the system and make changes as needed to perform necessary licensing activities with providers.

MAJOR SCOPE CHANGES

While there were multiple changes to the system to allow for missed requirements, these changes only impacted the schedule. No change requests increased the overall budget of the project as all dollars were transferred from Risk. Some of the major changes are as follows:

- CR 13 Add board representative functionality to accommodate providers run by a board
- CR 19 Convert PDF forms to embedded webforms to assure compatibility with various devices
- CR 20 Add UAT readiness validation to assure business rules are enforced and requirements are accurate
- CR 21 Modify correction orders to accommodate responses and other communication
- CR 23 Add website to pay fiscal sanctions online
- CR 25 Rebranding due to new Health and Human Services department name
- CR 26 Activities required by New World Now for interface
- CR 28 Add training validation to use real-world scenarios during training to verify users know how to complete daily work
- CR 29 Activities required by WorkLife for Child Care Aware interface

OBJECTIVES

Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
Decrease number of improperly licensed providers	During the project, baseline taken of the number of improperly licensed providers; three months after go live that number will have decreased	Pending	Baseline taken during project, but due to the defects experienced during go live the final measurement will not be taken by DHHS until after project closeout.
Accurate count of current and active licensed and registered providers that is available to DHHS staff with decreased manual effort	One month after go live, baseline will be taken of child care providers needing a followup from DHHS to obtain required information upon initial and renewal application; six months after baseline is established, there will be a 50% improvement in the number of times DHHS has to seek information	Partially met	Baseline taken during project and prior to project closeout staff have noticed approximately a 10% improvement. DHHS believes that this will continue to improve. Final measurements will be taken by DHHS post project.
All required staff qualification records are associated with the provider	One month after go live, baseline will be taken of complete staff records associated with the provider; six months after baseline is established there will be a 50% improvement in the number of complete staff records	Partially met	Baseline taken during project and prior to project closeout staff have noticed approximately a 10% improvement. DHHS believes that this will continue to improve. Final measurements will be taken by DHHS post project.
Accurate reporting of the following for DHHS staff with decreased manual effort: correction orders and when they were fixed, number of MOUs and deadlines/terms, provisional licenses deadlines/terms, child care concerns and their resolution, serious accident/injury/death annual report	Time estimate is that serious accident/injury/death report currently takes four hours to complete; at the end of the calendar year after go live, this report will be completed in under 15 minutes (since the other reports are only on an as-requested basis, the report for serious accident/injury/death will be represent the success of the objective	Pending	Measurement will be taken by agency in December 2023 due to federal reporting timeframe.
Correction orders and inspection reports are available on a public website	After go live the correction order and inspection report are available on a website that can be accessed by any member of the general public	Met	Correction orders and inspection reports are available on the website.

KEY LESSONS LEARNED AND SUCCESS STORIES

A lessons learned effort is performed after the project is completed. This process uses surveys and meetings to determine what happened in the project and identifies actions for improvement going forward. Typical findings include, "What did we do well?" and "What didn't go well and how can we fix it the next time?"

Key Lessons Learned and Success Stories
Success: Educate potential sponsor on what makes a "good" sponsor and the responsibilities of the role to make sure that the right person fills the sponsor role
Success: Identify one or two lead SMEs up front who fully understand the business process and system needs, and is someone who can obtain feedback from the users; then empower them to make the detailed business decisions on the project
Lesson Learned: Identify the business owner of any interfaces early and involve them in requirements gathering
Lesson Learned: Training deliverables in the contract SOW can include the following – 1) video training, with availability immediately after the sessions; 2) real-life scenarios; 3) focus on work the staff does most often
Lesson Learned: User Acceptance Testing (UAT) deliverables in the contract SOW can include the following – 1) testers understand basic system controls; 2) UAT is a true "break the system" vs. only following the happy path; 3) testing includes converted data
Lesson Learned: If there is a large and/or public user base, consider a soft opening of the system and invite only a few staff and/or public users to start using the system to work out any issues before wide release