

**Legislative Finance Committee
IT Project Portfolio: Post Implementation Report**

Project Information	
Agency	Montana Secretary of State
Project Title	Information System Management (SIMS) – Phase 2
Current Date	8/1/2017
Sponsor	Corey Stapleton
Project Manager	Kellee English
Project Delivery Date	8/22/2016
Appropriated Budget Amount	\$2,800,964.00
Total Project Development Cost	\$2,800,964.00
Expected Ongoing Annual Cost	\$256,500
Year the Ongoing Annual Cost Began	2016
Funding Sources for Ongoing Cost	Proprietary Fund - 06053
Primary Project Goals	Replace an aging and outdated legacy mainframe application that contains information on every registered business in Montana. Implement a secure on-line business registry and document filing system. Replace numerous, redundant, antiquated and siloed systems with web-based, image and text searchable system. Provide enhanced customer service, eliminate manual resource hours utilized for records and information management.

Please list the key project objectives, metrics used to measure objectives, and final metric results.

Key Objectives	Metric Used	Final Results
Securely file business documents on-line and store supporting documentation electronically.	Ability for business to file all business documents on-line and upload supporting documentation.	Currently 90% of all available forms can all be securely filed on-line. The only forms that cannot be filed are complicated mergers, low volume corporation types and bonds. We are continually adding additional forms as resources and time allows.
Reduce the Risk of Business Identity Theft.	A secure portal that requires credentials before changes can be made to an entity's information.	Successfully implemented.
Internal User Dashboard for the on-line review process of business filings.	SOS Business Services Staff have access to a work queue provides reminders, finished/unfinished business and provides the ability to compliance (review and either approve or reject) filings.	Successfully implemented.
External User Dashboard.	Provides customers with quick links to business services, finished and unfinished business, reminders, and working on behalf of functionality	Successfully implemented.
Provide an integrated task management system.	From the dashboard Business Services can allocate tasks to teams, security groups and users.	Successfully implemented.

Support the collection of business services fees and interface to SABHRS.	Fully functioning online payment and reporting system.	Successfully implemented.
Reduce customer filing errors.	Number of rejected documents by the compliance team has decreased significantly.	For customers who file appropriate documentation on-line the rejection rate is very low. Of the 117,172 Annual Reports filed on-line in 2017, only 2 on-line reports were rejected.
Support the generation and distribution of documents and notifications.	The system will automatically generate the appropriate documents when a specific task has been completed.	This was too successful. The amount of notification were confusing the customer so we have been reevaluating and reducing the number of notifications.
Document Management.	System handles the storage and retrieval of documents that are uploaded into or generated by the system.	Successfully Implemented.
Correct the Register.	Functionality allows internal users to correct registry data in case of data entry errors or on request from an authorized client.	Successfully Implemented and ensures that registry data is correct at any point in time.
Registry Application Maintenance.	Allows authorized internal users to maintain application parameters and content.	Successfully Implemented.
Customizable Reporting.	Reports are available online as interactive web pages and as printed reports.	50% of the requested reports have been implemented. Foster Moore is developing a Business Intelligence Tool that will assist SOS in enhanced reporting.

Please describe all post-implementation issues, risks, mitigation strategies, and resolutions. If the risks have not been resolved, describe actions taken and possible solutions.

Issues and Risk	Mitigation Measures	Resolution Date	Status
The new account setup process created thousands of calls. At one point the wait time reached two hours and more than 50% of all callers abandoned the call before someone answered. The additional call volume also pushed the approval process for business filings out past the required 10 day processing time.	Secretary Stapleton's team brought in temps and added additional resources. This included implementing a series of "quick wins" to streamline the log in process. The agency also restructured and cross trained the compliance teams so more staff were available during peak times.	5/1/2017	We are now answering calls on average within 30 seconds and business filings have not taken more than 3 business days since May 1st.
Concerns have been raised that constituents were frustrated with the usability of the new system.	In May, we brought in a usability expert and we have been remapping the work flow process.	Continual improvement.	A large number of the usability enhancements were brought online September 1st. The remaining enhancements are planned for early 2018. We will continue to use development and system maintenance resources to implement the full

			usability recommendations. This could take up to six months.
Evolving system and statutory requirements.	The Catalyst system is supported by a global company that is continually updating the core product.	Ongoing.	Ongoing.

Please add any additional comments.

The Montana Secretary of State has worked to enhance the system to both assist Montana businesses and maintain the integrity of the registry:

- We determined that 90% of our customers do not make changes/updates when filing Annual Reports and renewals. We developed functionality to allow these customers to file on-line without a log in. If updates are required, a log in is required.
- We streamlined the process for certain requests for information. Customers can now simply search for their business, click the request, then go directly to the payment system without logging in.
- A complete usability/user experience study was completed and we are working on implementing recommendations from this study to increase system efficiency and ease of navigation.

We plan to have these enhancements in place by December 15, 2017.

The goal of the Montana Secretary of State is to go completely on-line with the business services. This will almost eliminate customer filing errors.