Commonwealth of Kentucky

Kentucky Transportation Cabinet

Kentucky Commercial Driver's License Document Portal

Project Initiation: May, 2015

Project Completion: March, 2017

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Executive Summary

This service is important to CDL holders trying to maintain their credentials. It is integral to Kentucky businesses whom employ CDL holders and need to ensure their employees or contracted drivers are properly credentialed. This service also safeguards the traveling public by more quickly de-certifying the CDL credential holders based on medical conditions which could result in unsafe driving behavior.

Exemplar

The myCDL application is a secure online Commercial Driver's License (CDL) application that provides CDL applicants a centralized location to submit online CDL applications, self-certificates, medical certifications, medical waivers, as well as, receive electronic notifications on their status. New requirements for CDL applications, self-certifications, medical certificates and waivers were paper-intensive, labor-intensive and time-intensive. There was no federal system in place to help states address these new requirements and the Kentucky Transportation Cabinet (KYTC) found themselves with a backlog of work and limited resources to meet the demand.

Concept

The focus of this project was to design, develop, and implement a centralized, secure online CDL portal to be used by CDL customers to submit applications, self-certification, and medical certification images and data for upload to KDLIS. The project was intended to reduce administrative processing cost and processing time while providing best business practices to benefit the end users of the system.

The KYTC Public Affairs office was instrumental in working with the project team to develop press releases and videos to inform the public. An intro video of the solution was first released via social media channels, followed by an application tutorial which provided more depth. The new site mycdl.ky.gov was posted on the main homepage of the KYTC website.

Significance

The myCDL portal provides value for multiple stakeholder groups:

- Citizens – Secure access via computer or mobile device with vastly improved ease of use and process feedback
- Commonwealth workforce – Improved compliance, workload reduction, improved reporting
- Governor's Red Tape Reduction Initiative

Impact

- The project was completed in 22 months with 5 part-time resources at a cost of $170,450. The project had a return on investment of less than 4 months and has successfully enabled the DDL to manage the workload and maintain compliance with federal requirements.

- Staff reduction of 60%
- 60% reduction in required customer service actions
- Additional user features (photo / scan uploads)
- Decreased risk of citizen CDL decertification

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The federal requirements for CDL applicants to obtain certification had grown into an unmanageable workload for existing staff and included a mandate that CDL staff process the transactions within 10 calendar days.

As an interim solution, KYTC's Division of Driver's License requested and was granted federal funding to hire temporary staff to handle the increased volume of work. Funding for thirteen (13) Federally Funded Time Limited (FFTL) employees was granted in the CDLPI12S grant and CDLPI13 grant to enable the Kentucky Transportation Cabinet to comply with 49 CFR Parts 383 and 384 and requirements within section 31311 and 31313.   Time-limited employees were hired to supplement the five (5) full-time employees already in place to perform duties including taking phone calls, scanning and archiving mailed copies of commercial applications, self-certifications and medical certifications. The verified documents were manually updated to the legacy Kentucky Driver's License Information System (KDLIS). While the additional resources enabled KYTC to meet the federal requirements on most days, it was a temporary solution. Applications, and associated documentation, were still funneling in through mail and fax. Tracking of application status was manual and inquiries for application status was steadily rising.   It became increasingly apparent to DDL that while temporary resources minimized the problem, the process remained inefficient for the office and the CDL holder.

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Immediately, DDL realized a modern technology application was necessary to efficiently fulfill the federal requirements and to prepare for the period in which the time-limited resources would no longer be

funded. DDL began the process to define a potential solution in order to request federal funding for the development effort and was ultimately awarded $364,000 for the effort.

Once federal funding was established, the DDL began the discovery process with the KYTC Office of Information Technology (OIT) Project Management Office. The discovery and business case development led to the prioritization and establishment of the myCDL Project. The focus of this project was to design, develop, and implement a centralized, secure online CDL portal to be used by CDL customers to submit applications, self-certification, and medical certification images and data for upload to KDLIS. The project was intended to reduce administrative processing cost and processing time while providing best business practices to benefit the end users of the system.

The Office of Information Technology followed a hybrid agile methodology with three (3) week sprint development cycles for the myCDL Project. The project life cycle promoted collaboration and transparency during all phases. The working phase of the project included continuous sprint activities, such as testing, customer demonstrations, sprint planning, retrospectives, and daily stand ups. The initiative was assessed regularly by the OIT Project Management Office prior to permitting its move between phases. These assessments included verification the project is following process, as well as meeting business objectives and acceptance criteria. The initiative was a standalone project that was not part of a larger effort or program. The project was staffed by five (5) resources allocated to this effort part-time and expended 2,581 hours for a total of $170,450 dollars.   The OIT utilized existing infrastructure, tools, and software to develop the mobile responsive application requiring only state employee and staff augmentation labor costs to complete the project. In addition, existing architecture was used to secure the solution and provide role-based management and accessibility.

Public facing applications require a more in-depth communications plan to educate users and promote awareness. The KYTC Public Affairs office was instrumental in working with the project team to develop press releases and videos to inform the public.   An intro video of the solution was first released via social media channels, followed by an application tutorial which provided more depth.   The new site mycdl.ky.gov was posted on the main homepage of the KYTC website and many of our partners were made aware and provided handout materials for CDL holders.

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The myCDL portal project has transformed the operation of the CDL application process. While once cumbersome, time-consuming, and paper-intensive, the application now provides early verification of issues, eliminates data duplication and offers reporting for management to monitor progress. In addition,

it was one of the first applications to enable the citizen to upload pictures of their documentation for submission. Additionally, the myCDL portal provides value for multiple stakeholder groups.

CDL holders:

- Ability to access a secure online application via a mobile device or computer to register, login, and submit their data for CDL applications, self-certifications, and medical certifications
- Scan or take a photo of their medical certificate and upload via their mobile device or computer
- Receive immediate notification of their application status via email
- Receive letters informing them of the application and certification status, as well as, final disposition of the application
- Reduction in risk of CDL decertification due to the quicker, more reliable process

Division of Driver's License:

- Improved compliance with CDL application, medical certificate and waiver process
- Removal of duplicate data entry
- Interface with legacy system enabling real-time verification and status updates
- Reduction in e-mail and phone correspondence requesting application status
- Enhanced reporting and dashboard capability to monitor workload and compliance with federal requirements
- Improved service delivery and overall customer support

The myCDL initiative aligns with the Governor's priorities to cut red tape and simplify doing business with the Commonwealth. While the effort was derived from a need to manage budget reduction and deal with inadequate funding, the result enabled the KYTC to provide key digital services to improve the citizen experience. These key factors, in addition to the project's agile and incremental software delivery are strategies outlined in NASCIO's Top Ten Priorities for 2018.

Impact

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The myCDL project has led to substantial and measurable change for the Division of Driver's License and CDL holders. Technology has enhanced the services offered and removed inefficient practices. This is measured by the reduction in calls and e-mails, adoption of myCDL portal usage, and reduction in

processing time per application, thereby enabling DDL to maintain their CDL compliance and certification to maintain funding.

The workload of reentering data, scanning documents, and contacting CDL holders was immediately reduced even with the learning curve required of a new system. Over time, the staff has become fluent in the application and have even begun seeing opportunities in workload and process improvement in other areas. The implementation of this system into an area with minimal technology has broadened the view of the possible, resulting in other initiatives being presented and prioritized.

It is evident in the quantifiable metrics that operational improvements were at the forefront of the project objectives. Prior to implementation of the my CDL project, employees handled approximately 3,446 calls per month, in addition to 500 e-mails and faxes. Staffing levels were at an all-time high with five (5) full-time staff and thirteen (13) federally funded time-limited staff for a total of eighteen (18) resources. Even with the abundance of staff, the 10-day mandatory processing time occasionally exceeded twenty (20) days.

After implementation of the MyCDL portal, employees handled approximately 1,378 calls per month and only 50 e-mails and faxes. Staffing levels had dropped from eighteen (18) resources to seven (7) full-time staff members.

The impact of not maintaining a mandatory processing of time of less than 10 days is poor customer service, but also has a financial effect. Substantial non-compliance can result in decertification from CDL program funding. Based upon funding from 2013, below is an example of the potential amount of loss for the first and second year of being decertified. The total potentially could be up to $102,282,419. Since implementation of myCDL, the 10-day mandatory processing time has consistently been equal to or less than 5 days.

Funding Source	Funding Amount	First Year	Second Year
Federal Highway Administration	$640,759,832	$32,037,992	$64,075,983
Motor Carrier Safety Assistance Program	$3,084,222	$3,084,222	$3,084,222
Total Possible Loss		$35,122,214	$67,160,205

Prior to implementation, with five (5) full-time staff and thirteen (13) FFTL staff the CDL program cost the DDL approximately $1,080,000 annually. After implementation, with seven (7) full-time staff the CDL program cost the DDL approximately 420,000. These calculations assume a staff person costs $60,000 fully loaded. At a savings of approximately $660,000 annually and a project cost of $170,450, once implemented the myCDL portal had a return on investment of less than 4 months.

The data now collected enables management to monitor staffing to determine training needs, how quickly new staff are able to ramp up to peak levels, and when workloads are most demanding throughout the year.

The myCDL project initiative used only half its available budget, but continues to have a significant impact for the CDL holder and to the business of the Division of Driver's License.