State of Delaware

Department of Finance

Department of Labor

Department of State/Division of Corporations

Department of Technology and Information

Delaware One Stop

Category: Digital Services – Government to Business

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Executive Summary

[Delaware One Stop](#) was developed to help streamline documentation and reporting requirements for new businesses. Its genesis was the business community strongly expressed desire for a more modern, user friendly system—one that would allow businesses to interact with multiple state agencies, whether they are a new start up or growing business, through a single web portal. A multi-agency team collaborated to rebuild the outdated 2005 One Stop portal for business transactions related to business registration and compliance reporting, and integrate a replacement for a separate legacy Business License Renewal system. Delaware One Stop is hosted in a cloud-based platform which allows the system to seamlessly and securely evolve as technology evolves.

Exemplar

Modern technology has changed lives in countless ways and is considered to be extremely important in business because it provides faster and more efficient methods of getting a job done. Delaware citizens expect their government online experience to mirror modern shopping platforms, banking applications and productivity tools. The State's digital government strategy is aimed at providing citizens with a consistent and intuitive user experience at any time, from anywhere, and on any device. Delaware One Stop is a shining example of this strategy. Delaware One Stop is a modern response to the business community's desire for to use one website to interact with multiple state agencies, whether starting up a new business or conducting routine transactions for an existing one. Delaware One Stop streamlines documentation and reporting requirements for new businesses. The core functions include business license registration via the Division of Revenue, hiring reporting through the Division of Unemployment Insurance, coverage verification with the Office of Workers' Compensation, and confirmation of business entity formation documents for a legal entity with the Division of Corporations via the web portal.

Concept

The new Delaware One Stop is a convenient, centralized transactional platform created to help business owners work through the necessary steps to begin operating a business in Delaware. Delaware One Stop is the product of a collaborative effort among the Department of State (DOS), Department of Finance (DOF), Department of Labor (DOL) and Department of Technology and Information (DTI), along with real-world entrepreneurs. Delaware One Stop offers a clear road map to ensure continuous engagement between businesses and these various state agencies. A multi-agency team worked together to redesign and rebuild the outdated 2005 One Stop portal and a separate legacy Business License Renewal system. Delaware One Stop is hosted in a cloud-based platform which allows the system to seamlessly and securely evolve as technology evolves. The new portal was redesigned with the end user experience at the forefront and is fully mobile responsive, allowing business owners to interact using a computer, laptop, a tablet or mobile phone connected to the internet from anywhere. This is the culmination of a multi-year effort by a team that weathered many challenges but persevered to launch a first class, more efficient digital experience for new and existing businesses.

In early 2016, the Department of Technology and Information (DTI) assigned a project manager (PM), procured a vendor, identified the multi-agency team, and defined the scope of work (SOW). The first SOW on the project was the designing and planning effort to document detailed requirements, document business process flows and complete the design/review/approval of all end user interface design. The actual build and implement SOW began in January 2017.

The team was created to develop a more modern, user friendly system which would allow businesses to more efficiently interact with State government through one website by simultaneously transacting with multiple state agencies, making it easier for businesses to start and thrive in Delaware. Leveraging technologies eliminated the complexity of the legacy system that required multiple separate license renewal and application processes. Small business owners stated

how difficult it was to figure out what they needed from the state to open a business. The 2005 legacy solutions had once been leading edge but had not kept pace with technological advances. Mitigating security risks of the older solutions was also a driving factor for both DTI and DOF.

The process to obtain a business license using the legacy system was difficult and confusing to navigate. The business community wanted a modern, user friendly system —one website to visit to interact with multiple state agencies, regardless of new or existing business status. Delaware One Stop was developed to aid businesses in navigating complex government processes. These were broken down into easy-to- follow, step-by-step screens. FAQ's were provided and online navigation streamlined the process. Delaware One Stop was redesigned with end user experience at the forefront and is fully mobile responsive so business owners can interact using a computer or laptop, a tablet or mobile phone connected to the internet anywhere. In addition, security risks were identified within the legacy system application so the Delaware One Stop is now hosted in a cloud-based platform which allows the system to seamlessly evolve as technology evolves. The new Delaware One Stop portal successfully launched on August 13, 2019, receiving ongoing positive feedback from end users via its built-in online survey.

Significance

The Division of Revenue processed approximately 70,000 business license renewals each year, generating millions of dollars in revenue for the State. As a result, the Governor's Office identified the Delaware One Stop rebuild solution as a priority to meet business users' needs and support this revenue stream. Security vulnerabilities mitigation also provided an incentive as these had been revealed in Department of Finance IRS audit findings and DTI scan of the legacy systems. Moving Delaware One Stop to a cloud-based platform would provide rapid response to cyber security threats that could negatively impact the State and its business customers.

Impact

The team's work supports the Governors' mission of being more business friendly to companies looking to start a business in Delaware. The project goals were to increase efficiency for business users and internal state staff, to reduce time spent answering questions that could be addressed with a better user interface and contextutal help provided using Delaware One Stop, and to increase business regulatory compliance. Delaware One Stop is hosted in a cloud-based platform which allows the system to seamlessly evolve as technology evolves, ensuring the portal will keep pace with new technology and remain secure against cyber threats. Benefits include added security measures required for integration with IRS tax related data. Delaware One Stop aligns with the Governor's Efficiency and Accountability Review (GEAR) Board's IT Efficiency focus by a reduced support burden for one cloud-based solution instead of two legacy solutions that had known security vulnerabilities. Delaware One Stop aligns with the GEAR's Public-Private Partnership goals by including input from private business groups and entrepreneurs during the requirements and design phases and involving State Chamber business members during the user acceptance testing of the solution before it was launched in August.

The primary state business stakeholders were the Department of Finance (DOF), Department of Labor (DOL) and Department of State (DOS) and Department of Technology and Information (DTI). Agency leadership recognized the need to modernize Delaware One Stop to meet the needs of

business owners operating in Delaware and the value to the public as a result. The Department of Labor (DOL) benefits from the automation of collecting and tracking data and ability to create metrics easily. Delaware One Stop allows DOL's Unemployment and Workers Compensation divisions to view the data submitted by the Delaware business, view data submittal status, and add comments, all within one system. Business owners operating in the State benefit by having access, anywhere, anytime from any device, to a modern, secure solution that steps them through the start-up process for Delaware Business License, Withholding accounts, completing a Corporate Entity Formation application, Unemployment Insurance UC-1 completion, and establishing all Workers Compensation data needed from employers in the state. Users can create an account that allows them to start, save, and return to any business flow while enjoying a consistent end user experience from any device.

The snapshot comparison data below show an increase in registration/licensing and renewals and the number of credit card transactions in the new system.

	Legacy Business One Stop 2018 (12 Aug – 31 Dec)		NEW Delaware One Stop 2019 (12 Aug – 31 Dec)	
Registrations and License Applications	3,905	$ 116,134	4,125	$ 115,875
Renewals and Change Requests	21,013	$2,620,225	23,074	$2,624,667
Total	24,918	$2,736,359	27,199	$2,740,542
Automated Clearing House Transactions	6,539 (31%)	$924,200 (35%)	4,769 (18%)	$ 645,032 (24%)
Credit Card Transactions	14,474	$1,812,159	22,430	$2,095,510

An innovative aspect of this project team was the use of a vendor partner with web user experience experts. This partnership brought a fresh look to the system from the public end user viewpoint. They had vast experience in creating web sites for major companies and limited government experience, so they were able to push the team to constantly consider decisions from the public user's perspective. The new solution is a more colorful graphical interface that limits verbose text as much as possible, while still clearly guiding the end user step by step through the various business processes available in the solution. The solution is also fully mobile responsive, providing the end user the same experience from a desktop computer, laptop, tablet, or even a mobile phone. A user could start a business flow from home on a computer, then stop and restart in the place they left off from their mobile phone or tablet. This continuity of experience is something expected from most commercial companies but not often seen or done well in the government space.

The cloud-based infrastructure of this solution allows the state to avoid the out-of-support situation that has occurred with the legacy application. The very nature of a cloud-based solution is the incremental updates that address new cyber security threats and provide new capabilities without the need for a full overhaul of the solution. This allows technical staff to focus on new application level enhancements for the end users. Further, the shift from legacy systems supported by periodic large capital expenditures to an operating expense which only pays for needed

infrastructure and software provides a more predictable cost model for agencies going forward.

Finally, secondary impact or indirect benefit from the team's work on [Delaware One Stop](#) are the experiences gained from working on a multi-agency collaborative effort that many team members had never been part of before. For the first time, many team members were able to see beyond a singular focus on their agency business processes. This project forced them to see things with a wider lens and to consider the bigger picture. This valuable lesson will undoubtedly be carried forward to their future efforts. Also, state workers are often overburdened by legacy processes, not knowing why they are the way they are and are not empowered to ask why. This project constantly challenged that thinking. The team's mantra of "how can this solution help business owners get what they need to start and maintain a business in the State of Delaware from one place"—that shift to a consumer point of view—really does matter in the end result and should come more naturally for this team in future endeavors.