Illinois Department of DCFS

Children & Family Services

COMPREHENSIVE CHILD WELFARE INFORMATION SYSTEM (CCWIS)
Advanced Notice of Request for Proposals

Illinois Department of Children and Family Services

406 East Monroe

Springfield, IL 62701

Issued December 21st, 2018

No Response is Requested

1.0 Purpose of this Advanced Notice:

This Advanced Notice document is issued as an opportunity to provide potential vendors and subcontractors with information pertinent to an upcoming Request for Proposal opportunity for a Comprehensive Child Welfare Information System. This document does not constitute any contractual obligation on behalf of the Illinois Department of Children and Family Services.

This is an **Advanced Notice.** It is neither an Invitation for Bid (IFB) nor a Request for Proposal (RFP). This Advanced Notice is intended to be used for informational purposes only, and shall not be construed as a solicitation of any kind. No response is required, nor will responses be considered. **DCFS is unable to answer vendor questions on this upcoming procurement opportunity or provide additional details beyond what is already publicly available or provided in this Notice.**

Per the Comprehensive Child Welfare Information System (CCWIS) Final Rule a feasibility study has been conducted and has concluded with a recommendation on the appropriate path for the agency to become CCWIS compliant. A copy of the feasibility study recommendation is attached to this Notice for informational purposes only. Based on the recommendation DCFS is currently drafting a Request for Proposal (RFP) and we estimate it will be published in the third quarter of the State's Fiscal Year 2019, subject to Administration for Children and Families (ACF) approval.

2.0 Description of Comprehensive Child Welfare Information System (CCWIS)

The Administration for Children and Families (ACF) has announced the Comprehensive Child Welfare Information System (CCWIS) final rule, which replaces the previous Statewide and Tribal Automated Child Welfare Information System (S/TACWIS) regulations. With CCWIS, Illinois has the opportunity to take advantage of leading technology capabilities to improve data and implement solutions specifically designed to enhance the efficiency and effectiveness of our program practices. This allows us the flexibility to tailor our information technology needs more closely to our unique program requirements.

In support of this effort, the Department has conducted a feasibility study that provided the recommendation to utilize a Commercial Off-The-Shelf (COTS) system with a modular design for the replacement of our current child welfare systems. This integrated modular system will replace our current ICWIS system along with a few smaller systems and will be an integral part of ensuring the wellbeing of the 17,000+ youth in DCFS's care. Prior to conducting a feasibility study, ACF required a Planning Advanced Planning Document (PAPD) to document our current ICWIS systems and forecast our needs and intentions. A copy of our PAPD is attached to this notice for information purposes only.

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Bruce Rauner
Governor

Beverly J. Walker
Director

3.0 Outline of Planned CCWIS Procurement Approach:

First Round Primary CCWIS RFP

CCWIS Modules and System Integrator

-Released around March '19, earlier if possible

-Will be open for response for 12 weeks (FIRM TIMELINE)

-2 Bid Conferences (not mandatory)

-Qualified vendors will be expected to provide an onsite demonstration

-A Prime System Integrator is expected to provide and/or partner with 3rd party "best of breed" COTS/SaaS/PaaS solutions to implement a fully compliant CCWIS solution in IL.

Second Round Illinois

IV&V

-Released around March '19

-Will be open for response for 6 weeks

-1 bid conference

BPR/OCM

-Released around March '19

-Will be open for response for 6 weeks

-1 bid conference

Enterprise Tools (no RFP)

Microsoft Dynamics Platform

IBM Content Foundation

Microsoft Analysis Services

ERP/SAP Financial

DCFS Mobile App

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4.0 Outline of Planned CCWIS RFP Schedule:

Event	Estimated Dates (2019)	Timeframe
RFP Release Date	March	RFP open for 12 weeks.
Round 1 of Offeror Questions due	March	Within first 2 weeks of release.
Response to Round 1 questions released	March/April	The State has 1 week to respond.
Pre-Bid Conference 1	March/April	Within first 30 days of RFP release date.
Round 2 of Offeror Questions due	April	Within first 6 weeks of release.
Response to Round 2 questions released	April	The State has 1 week to respond.
Pre-Bid Conference 2	April	Within first 60 days of RFP release date.
Round 3 of Offeror Questions due	May	Within first 10 weeks of release.
Response to Round 3 Questions released	May	The State has 1 week to respond.
Offeror Proposal Submission Date	May (this will be a firm date, no extensions)	The State is FIRM with a 12-week timeframe for RFP submissions.
Offeror Demonstrations	June	It is estimated that the demos will take place about 6-8 weeks after the RFP due date.
Selection of Offeror	July	It is estimated that the award will be made about 3-4 weeks after evaluation.

5.0 Proposed Architecture and Enterprise Tool Specifications:
DCFS entered the Department of Innovation and Technology (DoIT) IT transformation process January 2016. DoIT's mission is to empower the State of Illinois through high-value, customer-centric technology by delivering best-in-class innovation to client agencies
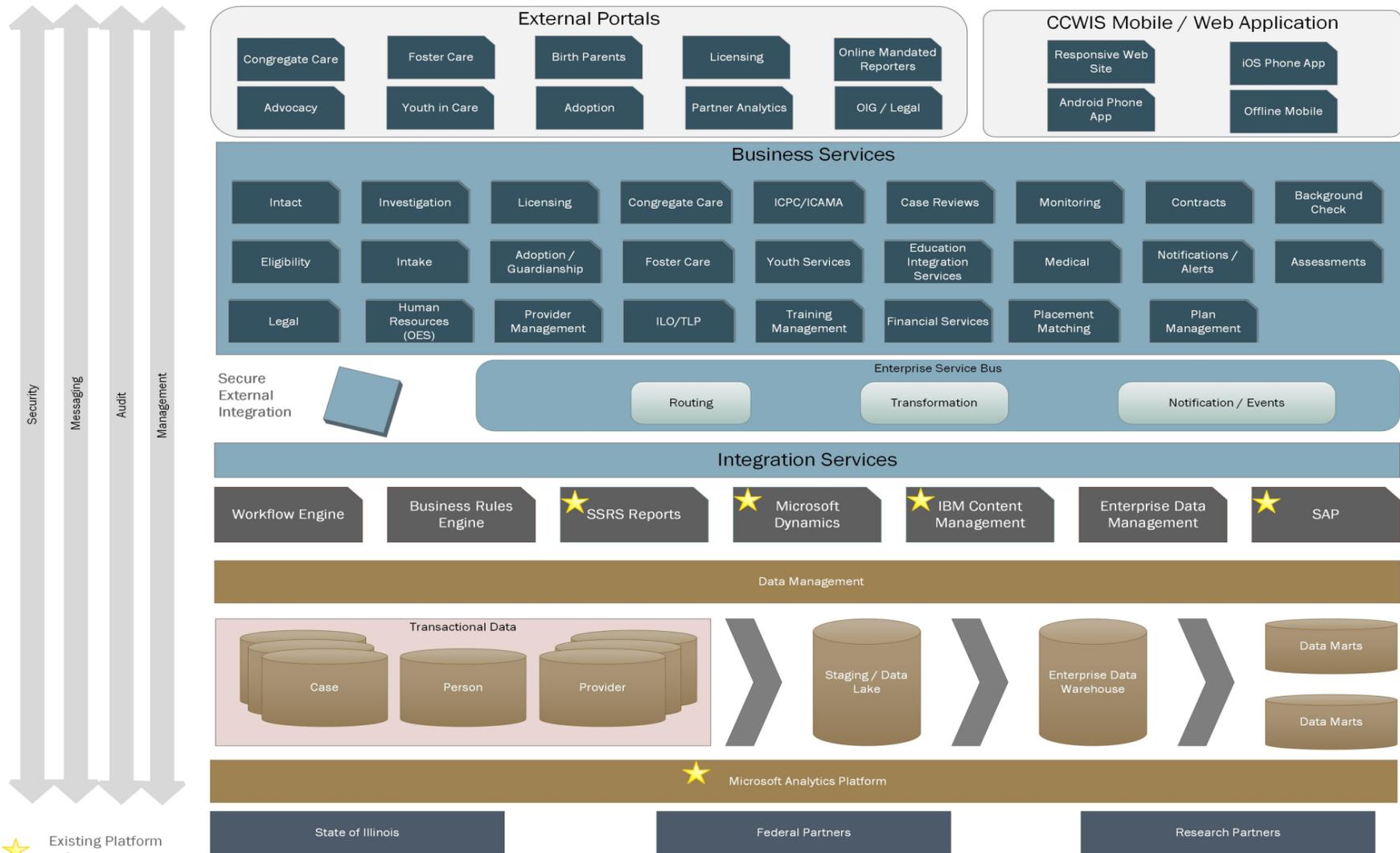
fostering collaboration and empowering employees to provide better services to residents, businesses, and visitors. Part of DoIT's goal is to leverage enterprise solutions across agencies under the Governor to provide consistent operations and leverage the State's economies of scale.   With this goal in mind DCFS, in partnership with DoIT, has elected to use competitively bid enterprise applications in development of the DCFS CCWIS system. A description of the selected enterprise applications and their technical specifications are provided below for reference and will be included in the upcoming RFP. Proposed Architecture building on these application is also provided for a high-level visualization of DCFS expected CCWIS system.

Application	Description
Microsoft Dynamics Enterprise Platform	DCFS has standardized on Microsoft Dynamics as part of Office 365 as the platform which all modules will integrate. The CRM functions of Dynamics will be leveraged as part of any solution for Illinois DCFS.
Data Analytics	DCFS has standardized on the Microsoft SQL Server based services. This will include SQL Server Analysis Services, SQL Server Integration Services, SQL Server Reporting Services, Microsoft Power BI. Current implementation has data on-premise, analytics in the Microsoft Government Cloud. SQL Server: version 2017 Power BI: version 13
Data Warehouse	Same as above.
IBM Content Foundation	The State of Illinois is standardizing on IBM Content Foundation for content management. Datacap will be used for physical document capture, the IBM Content Foundation API will be available for application integration.
ERP / SAP System	ERP / SAP is the financial platform selected by DCFS. This platform does require a CCWIS module to interface with the State of Illinois Financial System, SAP. The implementation supports direct file interfaces as well as web service interfaces via the SAP Orchestration Tool. Outbound data is available via HANA Live BI Views utilizing the HANA Enterprise Database Platform.

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CCWIS Proposed Architecture

External Portals

Congregate Care	Foster Care	Birth Parents	Licensing	Online Mandated Reporters
Advocacy	Youth in Care	Adoption	Partner Analytics	OIG / Legal

CCWIS Mobile / Web Application

Responsive Web Site	iOS Phone App
Android Phone App	Offline Mobile

Business Services

Intact	Investigation	Licensing	Congregate Care	ICPC/ICAMA	Case Reviews	Monitoring	Contracts	Background Check
Eligibility	Intake	Adoption / Guardianship	Foster Care	Youth Services	Education Integration Services	Medical	Notifications / Alerts	Assessments
Legal	Human Resources (OES)	Provider Management	ILO/TLP	Training Management	Financial Services	Placement Matching	Plan Management	

Security Messaging Audit Management

Secure External Integration

Enterprise Service Bus

Routing	Transformation	Notification / Events

Integration Services

Workflow Engine	Business Rules Engine	★ SSRS Reports	★ Microsoft Dynamics	★ IBM Content Management	Enterprise Data Management	★ SAP

Data Management

Transactional Data

Case	Person	Provider

Staging / Data Lake

Enterprise Data Warehouse

Data Marts

Data Marts

★ Microsoft Analytics Platform

State of Illinois	Federal Partners	Research Partners

★ Existing Platform Components

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6.0 Planned RFP Evaluation Criteria:

#	Subcategory	#	Subcategory
1.	Intake	20.	Education
2.	Investigation	21.	Notifications and Alerts
3.	Intact	22.	Training/Certifications
4.	Foster Care	23.	Shared Functions
5.	Congregate Care	24.	Help Functionality
6.	Adoption and Guardianship	25.	State and Federal Requirements
7.	ILO and TLP	26.	Dashboard
8.	ICPC and ICAMA	27.	Business Process Workflows
9.	Provider and Caregiver Management	28.	Assessments
10.	Youth Services	29.	Plan Management
11.	Placement Matching	30.	External Interfaces
12.	Monitoring	31.	Background Checks
13.	Case Reviews	32.	Document Management
14.	Licensing	33.	Reporting
15.	Eligibility	34.	User Portal

16.	Financial	35.	Mobility
17.	Legal	36.	Business Rules Engine
18.	Contracts		
19.	Medical	*** These are the planned requirements for the RFP. Vendors will be scored and evaluated separately on each of these requirements.**	

7.0 Select Planned Terms and Conditions:

DCFS has conducted extensive market research and cataloged numerous lessons learned from other States and other IL State agencies on large IT implementations and is incorporating this knowledge along with additional creative strategies into our DCFS CCWIS RFPs to ensure a successful IT implementation. **Subject to approval and change**, below are select terms and conditions DCFS is considering incorporating into our RFPs.

Term or Condition	Justification
Performance Bond and Bid Bond	DCFS is examining reducing certain standard unlimited liability language in lieu of a performance bond in the amount of an estimated one year of vendor's pricing proposal. Due to statues, we are unable to waive all liability. A bid bond in the amount of 5% of vendor's total price proposal may be requested.
Retainage	DCFS intends to use retainage as both an incentive and disincentive. This coupled with performance bonds should fully protect the State and eliminate the need for standard indemnification language.
Incentives & Disincentives	In an effort to reduce vendor turnover DCFS is examining using an incentive to retain key personnel for the first three years. Time is of the essence and incentives are being considered for prompt delivery of each phase and total system turnover. Progress will be monitored by DCFS and an independent IV&V vendor. Disincentives for phase delays may

	include increased escalating retainage held until the end of the Contract and Corrective Action plans.
Detailed Cost Breakdown by Release Schedule	DCFS would like to see a thoughtful connection of vendor's release schedule tied to their pricing proposal. The release schedule will be evaluated in the technical requirements, and costing on the release schedule will help DCFS and the vendor negotiate invoicing and monitor progress through performance agreements.
Development licensing cost, and scaled licensing cost upon module release	To maximize value for the State and only pay for services utilized, DCFS intends to request pricing licenses for each module for development and testing, and another pricing for ranges of end users upon each module being released. It is expected that software license maintenance periods would not begin until post go-live. *Example: DCFS wants pricing for 150 licenses for development, and pricing for 0-1,000 users & 1001-2,000 users, ext. to use once the module is released.*
Payment Bonds	BEP and VBP subcontracting goals will be included on the upcoming RFPs and given the expected size of the resulting Contracts, Payment Bonds are being considered for these subcontractors.
Hourly Pricing for Unforeseen Additional Services	In an effort to reduce Contract Change Orders, DCFS will request hourly inclusive pricing to be used for identified services on unknown scopes of work germane to the original Contract. DCFS will fund these line items and draw down from them as needed using a process identified in the RFPs and resulting Contracts. *Example scopes of work may include, technical architecture, project management, configuration, testing, data cleanup/conversion.*
Business Enterprise Program (BEP) and Veteran Business Program (VBP) Subcontracting Goals	The State of Illinois declares that it is the public policy of the State to promote and encourage the continuing economic development of minority-owned and women-owned businesses, and veteran owned businesses. All RFPs will have significant BEP and VBP subcontracting goals estimated at 20% and 3% respectively.

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8.0 CCWIS Feasibility Study Recommendation:

Please see recommendation on the following page.

CCWIS Feasibility Study Recommendation

Disclaimer: This document is a result of the DCFS CCWIS Feasibility Study, information contained within is subject to change. Recommendation is subject to agency review and appropriation.

Project Key Accomplishments

1

Phase 1

Initiation Deliverables approved.

2

Phase 2

Planning Deliverables approved.

3

Phase 3

Business Requirements Document (BRD) approved.

4

Phase 4

Alternatives Analysis and Cost Benefit Analysis seeking approval.

5

Phase 5

Gap Analysis document approved.

Recommendation & Roadmap and Technical and Architectural Documents Review period 6/11-6/19.

6

Phase 6

Implementation Advanced Planning Document (IAPD) started .

Note: Phase 7 (Closing) activities have not yet started.

Phase Timeline
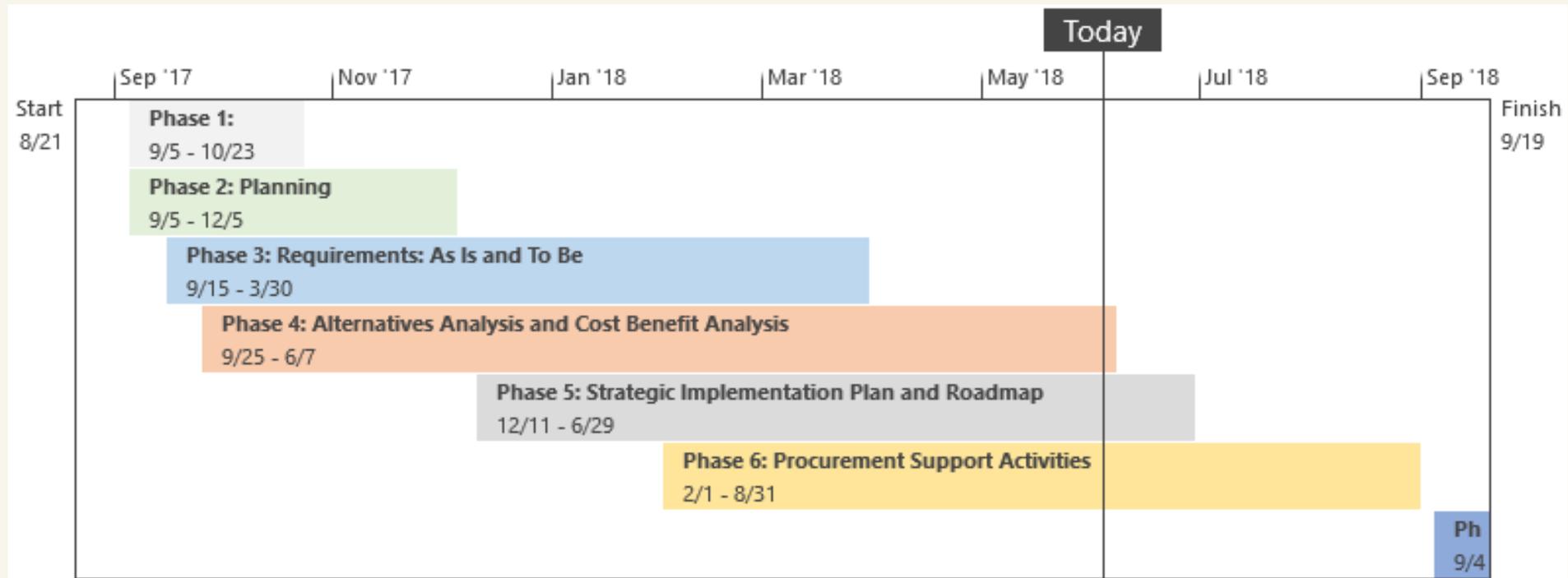
CCWIS Replacement | Recommendation

RECOMMENDATION: Utilize COTS Platform

Replacement of Status Quo systems with a Commercial Off-The-Shelf (COTS) Platform-based solution

Benefits:
- Ability to be configured and tailored to fit the business process of DCFS
- Allows for best-of-breed selections for COTS products
- Provides built in infrastructure
- Contains workflow and configuration engines in addition to customization of code
- Incremental (Phased) Development
- Modern design and architecture
- Competitive marketplace for solutions offering a large number of available options and competitive pricing

Risks:
- Although level of fit can be estimated, it will be unknown what the level of fit until DDI
- More customization means increased DDI timelines
- "Big Bang" Implementation would be required due to the complexity of decommissioning the Status Quo Systems
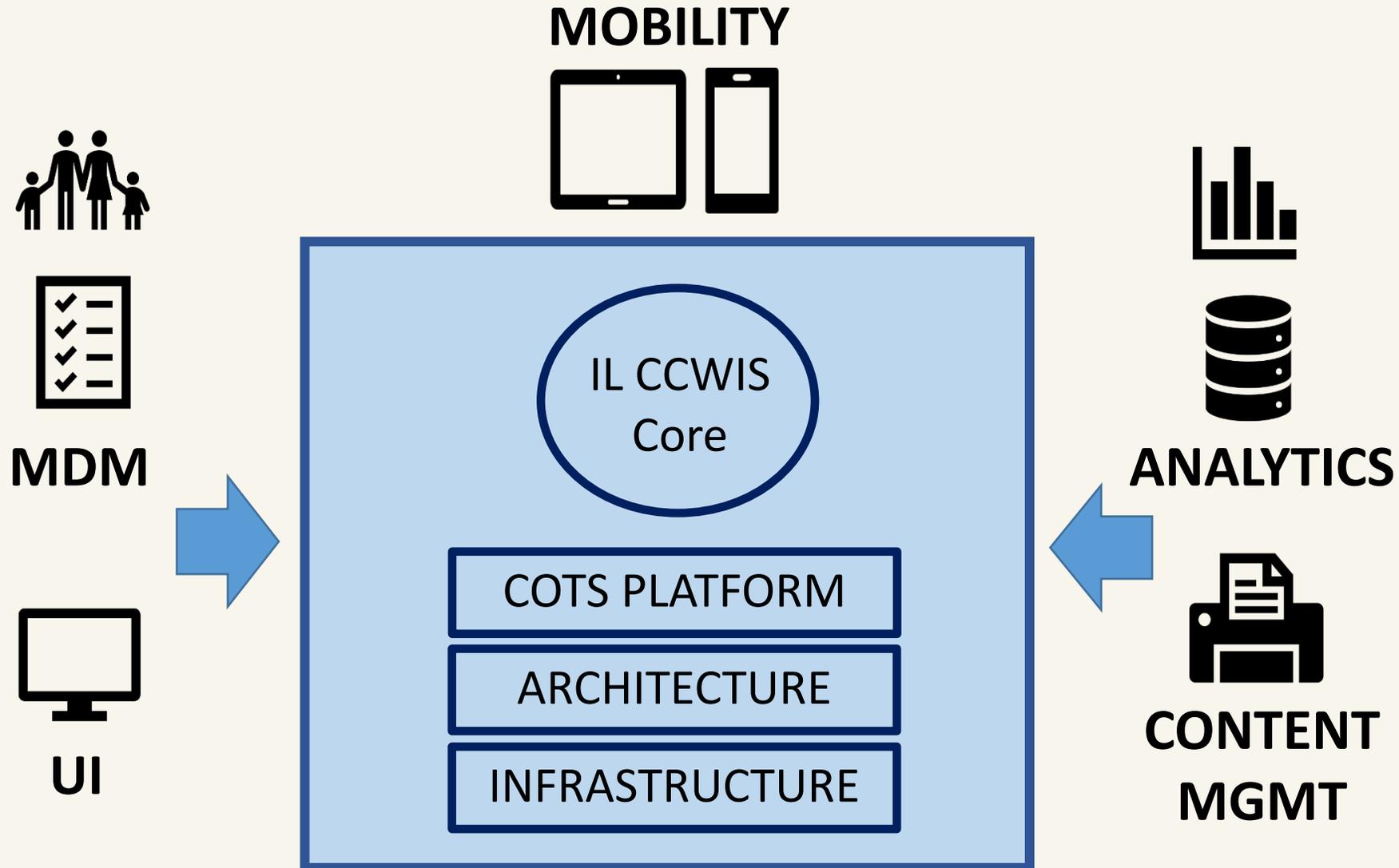
CCWIS COTS Platform | Guiding Principles

Implementation Considerations:
- Select Platform-Based Case Management System(s)
- Select COTS Products to Implement Desired CCWIS Functions (Provider Management, Analytics, Automated Eligibility)

Perform Low-Risk CCWIS Implementation Approach:
- Incremental (Phased) Development
- Utilize COTS Product(s) / Solution(s) Where Possible
- Develop Realistic CCWIS Implementation Roadmap
- Utilize Best Practices (Child Welfare, Industry)
- Utilize "Lessons Learned" (SACWIS & CCWIS Projects from other States)

Reuse Existing SACWIS / Enterprise Assets Where Possible:
- Document Management, ERP, Mobility, Security Model, E-signatures, Master Data Management, Power BI

Perform Formal Implementation Preparation:
- Business Process Reengineering (BPR)
- Organizational Change Management (OCM)
- Data Quality Management (DQM)
- Project Management Office (PMO)

Maximize Federal Funding Participation (FFP):
- 50% Match for CCWIS

CCWIS COTS Platform | Implementation Options

Option	Description
COTS*	Replacement of the Department's current systems with a Commercial Off-The-Shelf (COTS) product(s): • COTS product(s) that include the functions required to support child welfare operations • COTS components that provide specific core child welfare functionality (e.g. financial, case management, etc.) • Platforms and development frameworks which can be utilized to build / configure a new child welfare solution
Modernization*	Redesign and/or enhancement of the Department's current Illinois Child Welfare Information System (ICWIS), also known as "SACWIS", and integration and/or retirement of other legacy systems: • Functional enhancements • Architecture enhancements • Extensibility of data exchanges • Interoperability with other systems
Transfer*	Replacement of the Department's current systems with a CCWIS-compliant or Statewide Automated Child Welfare Information System (SACWIS)-certified transfer system that meets the majority of DFCS' business needs: • A complete transfer of a CCWIS-compliant or SACWIS-certified product from another state or locality • Transfer of CCWIS-compliant or SACWIS-certified components from the CCWIS library or other state/locality assets
Custom	Replacement and/or enhancement of DCFS' current systems with a custom-built product: • Fully-developed custom solutions, tailored specifically to the needs of Illinois
Status Quo	No changes are made to the current DCFS environment and the systems remain "as-is". Note that this option would still require some future modification to account for changing state and federal regulations.

* = Highlighted Options Were Considered As Viable CCWIS Replacement Alternatives

CCWIS COTS Platform | Why Not SACWIS Modernization?

- Current system has poor data quality (ex: duplicate clients); results in unreliable data management and reporting

- Current system needs functional upgrades, such as Mobility, Analytics, Master Data Management, User Interface

- Current system has outdated User interface which does not utilize modern principles such as RWD (Responsive Web Design)

- Current system has limited interoperability (minimal use of APIs); limited ability to interact with courts, education, and medical services

- Current system has legacy Cobol/IMS/DB2 applications which are not extensible or scalable and are expensive to maintain

- Current system has outdated architecture and infrastructure; for example, workflow engine, business rules engine, and security

CCWIS COTS Platform | Why Not State Transfer?

- Transfer systems are designed to implement child welfare processes and workflow from another State – they are not IL-specific.

- Transfer systems involve implementing three (3) areas that are difficult to transfer from State to State – business processes, workflow, and system architecture.

- Transfer systems (SACWIS and CCWIS) are not always implemented on a modern, industry-standard platform and architecture.

- Transfer systems will only allow IL to achieve a high degree of "fit" if the State is willing to accept the built-in processes and workflow provided in the transfer solution.

- Transfer system implementations have traditionally experienced cost and schedule overruns due to inaccurate estimates of "fit".

- There are no CCWIS-certified transfer systems available yet – using a non-certified CCWIS solution means that IL is also transferring (taking on) the risk of achieving certification.

Bruce Rauner
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Director

9.0 Planning Advance Planning Document (PAPD):

Please see PAPD on the following page.

Disclaimer: DCFS intends to publish the Planning Advanced Planning Document (PAPD), approved November of 2016. However, the agency is currently in the process of finalizing the Implementation Advanced Planning Document (IAPD) which will provide a more complete, updated, picture of the Agency's actual need in relation to Comprehensive Child Welfare Information System (CCWIS). A redacted version of the IAPD will be provided with the upcoming CCWIS RFP

Bruce Rauner
Governor

Illinois Department of

DCFS
Children & Family Services

George H. Sheldon
Director

November 9, 2016

Rafael López, Commissioner
Administration on Children, Youth and Families
US Department of Health and Human Services
1250 Maryland Avenue, SW
Portals Building, Suite 8000
Washington, D.C. 20024

Attn: Mr. Terry Watt, Director
Division of State Systems
Room 8136, 1250 Maryland Avenue SW

Dear Mr. Watt:

The Illinois Department of Children and Family Services (DCFS) is pleased to submit the enclosed Planning Advance Planning Document (PAPD) for ACF's review and approval. DCFS envisions the replacement of the existing Illinois Child Welfare System (ICWS) with a Comprehensive Child Welfare Information System to support the Department's integrated business model.

DCFS is projecting the Planning Project estimated cost to be $5,658,906, and is requesting Federal Financial Participation (FFP) of $2,829,453. The Department looks forward to receiving your response so that activities set forth in the accompanying document may proceed. If your office has any questions please contact Roxanne Lizcano, Senior Deputy Director and Interim CIO of the Office of Information Technology Services, at (312) 814-1770 or via e-mail at roxanne.lizcano@illinois.gov.

We appreciate the support ACF has provided during the phases of ICWS. We look forward to your continuing support.

Sincerely,
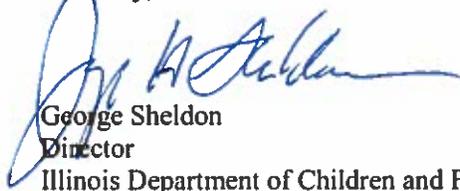
George Sheldon
Director
Illinois Department of Children and Family Services

CC: Kendall Darling, MHD, Regional Program Administrator
Mr. Terry Watt, Director, Division of State Systems
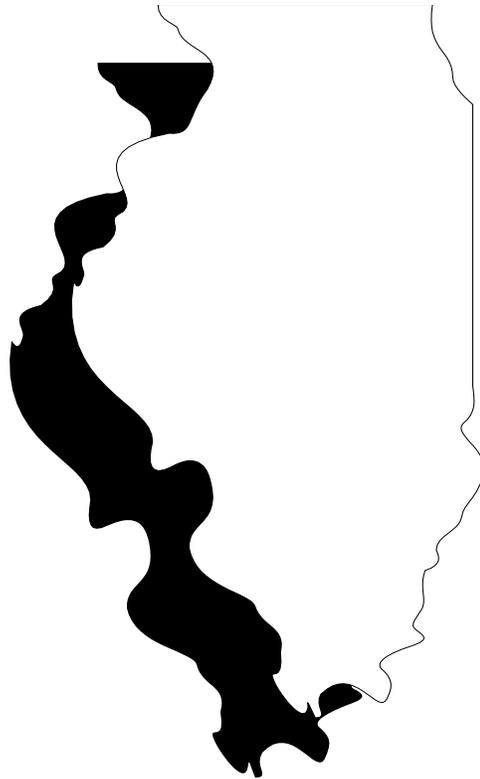Roxanne Lizcano, IDCFS
Amber Wright, IDCFS

Office of the Director
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www.DCFS.illinois.gov

Illinois CCWIS Project

Comprehensive Child Welfare Information System

Planning Advance Planning Document

November 2016

Illinois Department of Children and Family Services

Table of Contents

EXECUTIVE SUMMARY

Introduction

The Illinois Department of Children and Family Services (DCFS) is designated as the single State agency for planning and coordination of child abuse and neglect prevention programs and services in accordance with 20 ILCS 505/ Children and Family Services Act. DCFS partners with over 80 private child welfare purchase of service (POS) agencies in order to assist the Department in the provision of services to our children and families. Additionally, Governor Rauner issued Executive Order 01-16 establishing the Department of Innovation & Technology (DoIT), a new state agency with responsibility for the information technology functions of agencies. Therefore, all DCFS technology employees are now DoIT employees.

DCFS has embarked on strategic and transformational work in support of its commitment to acting in the best interests of every child it serves and to helping families by strengthening their ability to provide a safe environment for their children when they are at risk of abuse or neglect.

Accordingly, and in an effort to establish a strategic framework for the transformational work, DCFS leaders came together with leadership from the Child Welfare Advisory Council (CWAC) in February of 2016 for an externally facilitated strategic planning session. This committee represents a collaborative partnership between state and private sector stakeholders. The Department's 2016-2021 Strategic Plan redefines its direction on how the Department supports children and families by building on both successes and lessons learned while launching into a 21st Century approach. The strategic plan has been vetted by communities and stakeholders across Illinois for feedback and suggestions, and the final plan was formally rolled out at the State's inaugural Child Welfare Summit in October 2016.

On January 27, 2016, Governor Bruce Rauner announced the Health and Human Services (HHS) Transformation in Illinois to become a system of coordinated and community based supports for vulnerable children and families in Illinois. DCFS Director George Sheldon has been at the center of the development of this transformation plan that is inclusive of five major areas:

• Education and Self-Sufficiency
• Moving from Institutional to Community Based Care
• Paying for Value, Quality & Outcomes
• Prevention and Population Health
• Data Integration and Predictive Analytics

The HHS Transformation framework is also the guiding framework for the DCFS transformation. Each priority detailed in the DCFS strategic plan is a demonstrated operationalization of the framework. Working across the multiple Illinois HHS Agencies is also necessary to have the greatest possible impact on vulnerable children and families.

In alignment with this effort the Department has been preparing to modernize its overall Enterprise structure to facilitate data sharing and analysis that is necessary for holistically meeting the needs of the children and families of Illinois. A number of projects need to be successfully launched and executed by DCFS for this alignment and framework to successfully deliver integrated, proactive and preemptive services to the people of Illinois. These are:

- ICWIS Replacement
- Mobility
- Data sharing
- Data cleansing
- Analytics and Business Intelligence
- Enterprise Imaging/Workflow (critical for ICPC and Case Management)
- Integration/Enterprise API

In support of this modernization effort the Department intends to pursue a Comprehensive Child Welfare Information System (CCWIS) and is requesting Federal Financial Participation (FFP) from the Administration of Children and Families (ACF). The requested funding will be used to secure staff and consulting resources to conduct the necessary project planning activities associated with the pursuit of a new CCWIS. At present, there are four (4) acquisition options under consideration:

- Option #1: Replacement of the Department's current systems with a Commercial Off-The-Shelf (COTS) product;
- Option #2: Replacement of the Department's current systems with a transfer system that meets the majority of the business practice needs;
- Option #3: Replacement or supplementation of the Department's current systems with a custom built product;
- Option #4: Redesign and supplementation of the Department's current ICWIS and integration and/or retirement of legacy systems.

As part of the state's transformation, Illinois has submitted an 1115 waiver request. HHS transformation seeks to improve population health, improve experience of care, and reduce costs. It is grounded in five themes:

- Prevention and population health
- Paying for value, quality, and outcomes
- Rebalancing from institutional to community care
- Data integration and predictive analytics
- Education and self sufficiency

Appendix A displays the State of Illinois' exhibit 5 from the 1115 waiver request. The CCWIS will be a key component of DCFS participation.

This document describes the Department's vision with respect to the desired solution and the intended plan to explore the options under consideration. The objective of this feasibility effort is to foster an open dialogue with stakeholders to collect and produce necessary requirements and analysis documentation for the CCWIS Request for Proposal (RFP) and submittal of the Implementation Advance Planning Document (IAPD).

It is the Department's intent to leverage existing technology resources to reduce development costs and to integrate with new technologies to create a robust package that meets the needs of the users and Department.

Background

ICWIS, the primary case management application, is a custom-built application. The Intake/Investigations phase was launched in 2002 and the case management phase was launched in 2003, with private agency access granted in 2003-2004. Private purchase-of-service (POS) child welfare agencies provide full-service case management to slightly more than 80% of the children in care (in the legal custody of the Illinois DCFS), 90% of the full-service case management to Intact Families, and 100% of residential services (case management is done by both POS and DCFS). The ICWIS includes the following pieces of work (summarized):

- Intake
- Investigations/child protection (includes case opening processes)
- Case Maintenance/Management (numerous modules) for all types of cases including child placement, family and Intact.
    - General history
    - Person
    - Relationships
    - Assessments
    - Planning
    - Decision
    - Assignment tracking
    - Case and Contact notes
    - Resource referral
    - Peer Review
    - Case Summary
- Person Management
    - Basic Demographic information
    - Contact Information
    - Criminal Information
    - Legal/Placement (screen scraped from CYCIS)
    - Person Profile
    - Education
    - Health
    - Photos/Fingerprints

A decision was made in 2003 to stop pursuit of a certified SACWIS. That decision resulted in several needed modules being left out of the ICWIS, the building and maintenance of numerous interfaces, and the retention of several paper/data entry processes. These paper processes result in data disparity and synchronization problems and errors. The many stand-alone systems are testament to the need for a more integrated child welfare information system.

While there have been numerous enhancements to the ICWIS since its deployment, the need still exists to tie all case management applications together in a comprehensive system; the CCWIS rules will allow Illinois to accomplish that goal.

The Department relies heavily on the functionality of and information from the following in-house systems. These include legacy and ancillary systems, all of which will be consolidated, decommissioned, or will have bi-directional integration with the CCWIS environment.

- ICWIS – Illinois Child Welfare Information System. This is Illinois' non-certified SACWIS. Interface to CYCIS. Part of the source data for AFCARS/NCANDS.
- CYCIS – Child and Youth Centered Information System. Interface to ICWIS. Directly integrated with MARS. Part of the source data for AFCARS/NCANDS
- MARS – Management And Reporting System. Directly integrated with CYCIS.
- PHT – Psychiatric Hospital Tracking (pulls demographic data from CYCIS)
- ACR – Administrative Case Review (pulls demographic data from CYCIS)
- IA – Integrated Assessment (pulls demographic data from CYCIS)
- SOC – System of Care (pulls demographic data from CYCIS)
- FAC – Family Advocacy Center (pulls demographic data from CYCIS)
- IB3 – Infant Birth to Age Three (pulls data from both CYCIS and ICWIS)
- CWEL – Child Welfare Examination and Licensing. Part of the VTC. Interface to CYCIS.
- VTC – Virtual Training Center (stand-alone)
- Illinois Outcomes (pulls child name/ID, caseworker assignment and supervisor data from CYCIS)
  - o Residential Treatment Outcomes System
  - o Integrated Assessment processes
  - o CANS assessment processes
- OES – Office of Employment Services. Interface to CYCIS for DCFS staff.
- PAS – Permanency Achievement Specialists (stand-alone)
- ICPC – Interstate Compact for the Placement of Children (stand-alone). Currently undergoing a change-over to NEICE which will eventually be a part of the ICWIS.
- MBS – Medicaid Billing System (stand-alone)
- CIPP – Clinical Intervention for Placement Preservation(stand-alone)
- CMT – Centralized Matching Team (stand-alone)
- DIYMONS – Dually Involved Youth Monitoring System (stand-alone)
- CDRT – Child Death Review Team (stand-alone)
- Cook County Courts data transfer to DCFS
- Cook County Public Schools data transfer to DCFS

Appendix B demonstrates the As-Is Data Feed Structure representing the Department's many disparate systems and how data is transferred to and from each.

In 2014, the DCFS Integrated Performance Management Reporting Project (IPMR) was created based on a request from DCFS and the Governor's Office to the Illinois Framework Team to provide strategic analysis services to assist DCFS in making decisions about its case management information systems and related business processes. In the project's final recommendations document, the critical need for improvements in the overall ability for agency leaders and workers in the field to access information about the status of the children and families for which DCFS is responsible was identified as the primary issue.

Currently, Health and Human Services agencies are not integrated and therefore do not have the ability to share data. This deficiency in data, analytics, and transparency is hindering the State's success in its ability to coordinate services, identify services that can be provided as a preventive measure, address "whole-person" needs, decrease duplication, and identify gaps to reduce costs. Illinois' vision for integration is ambitious, and the current provider delivery system is not structured to support it.

Appendix C illustrates the DCFS As-Is Intra-agency Relationship showing the current lack of collaboration.

STATEMENT OF NEEDS

Business Case

DCFS has taken steps to initiate improvements in the reliability, accuracy, and timeliness of information needed to protect children and support families in our current case management systems and supporting data platforms. Maintaining multiple technical systems and applications for case management is very costly, both in dollars and the provision of services to children and families. Additionally, a child centric approach to service provision is hindered by the fact the child specific data resides on various platforms.

ICWIS is currently written in ASP.NET and is supported by the Child and Youth Centered Information System (CYCIS), a mainframe legacy system which requires a nighty batch feed to ICWIS for synchronization. Due to the nature and age of the mainframe component, and the existence of numerous antiquated siloed systems, users confront duplicate entry of information, cumbersome processes, and the lack of major capabilities required to effectively support our programs. They face several unnecessary challenges in the Financial Management, Electronic Document Management, and interoperable functions. As noted previously, POS agencies manage over 80% of the cases; however, POS agencies do not access or use CYCIS.

The ICWIS system is supplemented by over 30 disparate data systems. Several of them are legacy mainframe. Due to the lack of integration, the Department is faced with gaps between systems, making it impossible to get to one source of truth in reporting and a comprehensive view of the child and family. The state of current DCFS systems presents barriers to service delivery and permanency

for children and youth.

The challenge of data quality and availability limits effective, proactive performance management. Standard reports for key case management activities are inconsistent and are further confounded by pervasive timing and data synchronization issues. The data conveyed is often dated (lag could be 30 days or more) and aggregated at high levels. Its value to daily planning and oversight for case management activities is therefore impaired.

Additionally, the ICWIS does not fully support all ACF federally-prescribed requirements, nor does it effectively support an integrated business model. For one example, proposed changes to the AFCARS requirements will necessitate a complete rewrite of an out of date system so implementation will take longer than allowed and consume critical resources that would be more valuable in the effort to achieve a CCWIS.

The Department aims to discontinue supporting the deficiencies in these existing systems that inhibit staff effectiveness, data integrity, and reporting and focus our efforts to achieve a modular solution that can not only meet the needs the Department has today but have the ability to evolve with technological innovations and the transformation of child welfare.

It is imperative that DCFS align its technology programs and platforms with the work of the State's Health and Human Services Innovation Incubator (HHSi2) team. The following diagram is a pictorial presentation of DCFS' technology and analytics requirements and initiatives and will help focus the Department's attention on integrated service delivery for the citizens of Illinois while maintaining the strategic alignment with the state's Enterprise Architecture and future data sharing with external sources.
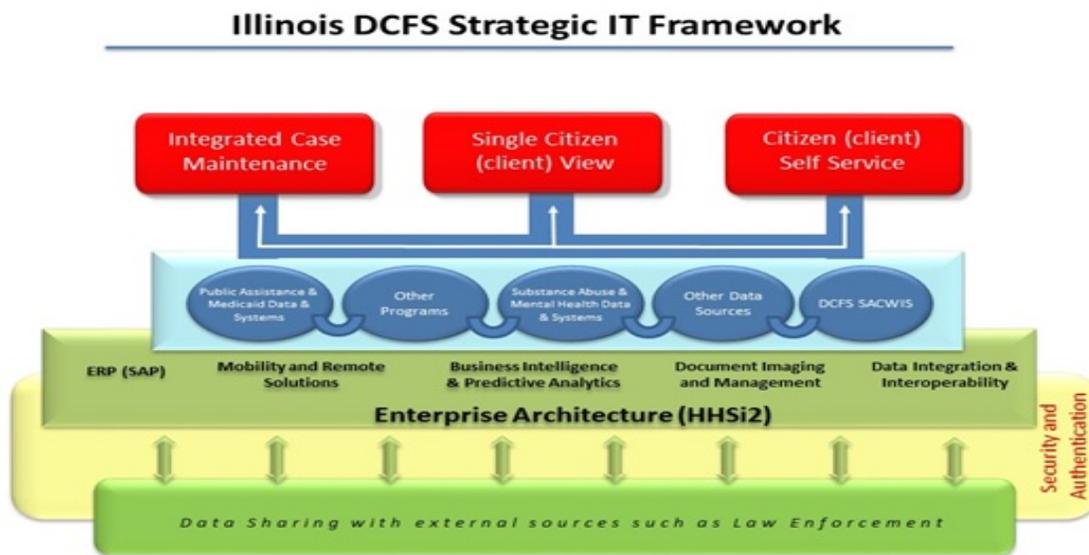
Objective and Scope

The potential replacement of the Department's current ICWS with a new CCWIS will allow DCFS to efficiently and effectively assist staff in managing their workloads while helping to ensure and maintain data integrity. Achievement of these goals is necessary for effective decision-making and program modification, and to ensure alignment and integration with the new HHSi2 framework and enterprise architecture.

The in-house applications fall short of the Department's vision of integrated and coordinated child welfare services information. In addressing this limitation and the other challenges and shortcomings posed by the existing applications, we are committed to acquire a Comprehensive Child Welfare Information System (CCWIS) that will meet ACF federally-prescribed requirements, conform to the State of Illinois and the Department's enterprise architecture standards, and effectively align with continuing outcomes-driven innovation in child welfare programs.

The following represents some of the anticipated objectives to be accomplished from the planning efforts and the acquisition of a CCWIS:

The Convenience of Comprehensive and Modern Design Architecture Solution
- Integrated Solution: The convenience of an integrated solution will eliminate the need for and the maintenance of additional external systems, eliminate redundancy, streamline entry of data relevant to client demographics and needs, and manual workarounds. It will improve data accuracy and quality, staff efficiency and decision making capacity. An integrated-system solution will also result in a single-authentication process for users needing access to automated resources.
- Flexible Design: The new system will align with industry standards, promote a flexible, modular design thereby enabling the Department to address and implement needed updates to meet changing business needs and evolution in child welfare practices. An integrated modern design will also provide an enhanced end-user interface thereby achieving easy access and navigation based on assigned access.
- Enhanced Maintenance Support and Financial Benefit: The replacement of the Legacy platforms with current technology will allow more timely system enhancements to support evolving child welfare services practice, simplify and lower the risk associated with system maintenance, and reduce operations and maintenance cost.

The Promotion of Information Exchange
- The replacement of the current legacy systems with a new comprehensive solution based on modern technology will provide the interoperable capabilities to support easier and seamless interfaces and appropriate bi-directional data exchanges with mandated, related, and optional systems.

Incorporation of Required Practice Processes
- Eligibility Determination - Title IV-E: Existing in-house applications are not designed to fully support title IV-E eligibility and payment requirements. Hence, the inclusion of the IV-E automated process will significantly improve the capacity to determine eligibility, manage the funds, reduce errors, and easily interface with related systems.

- Financial Management: As part of the state's data transformation, Illinois is pursuing a financial/ HR ERP solution. DCFS is scheduled to go live in the ERP in the first quarter of calendar 2018. A new CCWIS will provide comprehensive, quality data to take advantage of the statewide ERP solution.
- Comprehensive Assessment Tool: The assimilation of a comprehensive family assessment tool will be of great assistance to address the broader needs of the child and family that are impacting the child's safety, permanency, and well-being.   This will also promote the development of an effective service plan.

Utilization of Modern Technology

The opportunity to employ and engage the use of modern technologies and new functionality will be extremely beneficial to both staff and recipients of the services provided.

- Mobile Devices: Improve engagement and outreach by expanding the use of mobile devices and functionality, giving workers and investigators instant access to case information and essential supports, and ensuring the highest quality investigations, interactions, and service delivery. This expansion will include the private agency providers, birth parents, families of origin, caregivers, children, and youth into the system to upload, view, and receive essential information. Mobile technology will also enhance the safety of investigators and caseworkers while in the field.
- E-Signature: This feature supports the mobility of field staff. Staff will be able to sign forms, notes, and in some instances, allow clients to sign the required documents directly from the worker's device. Benefits of this feature will result in paper and mail reduction, and reduce potential audit findings.
- Document Management: This feature will provide for electronic storage and integration of case records, photos, evidence and other supporting documents into the case record.   This will greatly improve the accessibility and delivery of critical information.
- Portal Technology: This feature will provide quicker access of information to providers, interested parties, youth, caregivers, and the community.

Enhanced Reporting Capabilities

- The CCWIS will provide improved data integrity and the ability to collect accurate data necessary to generate and share federal reports in a timely manner with limited manual interventions. The new functionality will include readily available historical and ad-hoc reporting capabilities with both point-in-time and cumulative data elements.

Improved Case Management Advantages

- An improved Case Management component will include dashboards of performance, timelines and work products with due dates, and will allow customization of the user's landing page to simplify and improve the user's experience to increase efficiency and productivity. This feature will provide supervisors and managers with the case management metrics needed to prioritize tasks, address overdue and pending items, monitor and evaluate performance. In addition, this will enable case workers to prioritize their cases and tasks, and track their daily

progress.

Retention of Needed Existing Functionality
- Significant focus will also be placed on ensuring that all required functionality supported by the current Legacy Systems is supported by the integrated solution to ensure a conversion/transfer that will be as transparent and non-disruptive as possible to the children and families of Illinois, other stakeholders, and the State.

Improved Customer Service
- Most importantly, in conducting the planning discussions and activities for the new comprehensive system, the major focus will be to at achieve the Department's goal to accelerate service delivery thereby improving outcomes for the children and families of Illinois, and generate data that will enhance program evaluation.

Once implemented, the new CCWIS will:
- Enable the Department to meet State and Federal child welfare requirements and be better poised to implement mandated changes to the child welfare program practices.
- Provide the opportunity for bi-directional data exchanges with agencies and partners involved in child abuse and neglect cases, achieving permanent homes for children,

  and maintaining data needed to create performance measures associated with achieving timely permanency.
- Greatly reduce administrative burdens and maximize efficiency through increased and improved automation. The change will empower workers with modern technologies, eliminate text screens and cumbersome navigation process, and provide a more intuitive user interface for data entry and navigation. These results will lead to quality time being spent with the children and families, thereby producing greater efficiency in the delivery of services and better outcomes for the children and families we serve.
- Reduce redundant efforts in documentation and allow mobile access, and increase face time with children and families potentially improving worker satisfaction and reducing turnover.

PROJECT MANAGEMENT PLAN

Nature and Scope of Planning Activities

The replacement of the Department's current ICWS with a new CCWIS will allow DCFS to efficiently and effectively assist staff in managing their workloads while helping to ensure and maintain data integrity to assist in decision-making and program modification, and to ensure alignment and integration with the new HHSi2 framework and enterprise architecture is fundamental and key to DCFS' success.

To help determine the best path forward for the Illinois DCFS while taking into consideration the requirements in the CCWIS Final Rule, the IL DCFS will seek a vendor to conduct a comprehensive study comprised of four primary phases:

- Requirements: As-Is and To-Be
- Alternatives Analysis & Cost-Benefit Analysis
- Implementation Roadmap
- Procurement Support Activities

Requirements: As-Is and To-Be

The Requirements Gathering and Validation effort envisioned for the IL DCFS Feasibility Study will provide a higher level, business view of a newly envisioned system considerate of the proposed CCWIS changes. The documentation to be produced during this effort will present the requirements in a way that can be largely devoid of technical language and is meaningful to users so that they can understand what a system will do and how it can be built. There should be consideration given to opportunities for business process re-design based upon opportunities to leverage existing IL DCFS and other Illinois state technology assets and investments, as well as data interfaces to streamline processes and improve data quality.

The gathering and validating of DCFS requirements should promote the discovery and clarification of the business and technical needs, conditions, and capabilities that are required of a new system to addresses current Child Welfare Program case practice issues and concerns.

In consultation with SMEs, users, and the Department's authorized external users, the contractor will define requirements that will include the following key functional and non-functional areas:

- Intake
- Assessment
- Case Management
- Placements, Stability & Resource availability
- Permanency
- Foster/Adoptive Family
- IV-E Eligibility
- Financial /Provider Management
- System Interfaces – Future
- Data Management and Quality Monitoring
- Reports (Daily, Monthly, Quarterly, Yearly, Ad-hoc)

The contractor must:
- Delineate its approach to obtaining, defining, and documenting requirements (functional and nonfunctional) in a sufficient level of technical detail to allow for subsequent development and implementation of a new user friendly SACWIS compliant system.
- Identify stakeholders to be included in the requirements elicitation process and methods of obtaining input from across the state, regions, localities, and providers.
- Define comprehensive requirements in accordance with the requirements defined in the RFP.

- Include the Department's requirements for comprehensive decision support and access to document imaging and faxed documents for all functional and nonfunctional system components as applicable.
- Include the Department's requirements for expanded mobility alternatives and the implementation of new methods of data entry that ease entry functions for caseworkers.
- The collection and entry of client/case information should be performed through automated means by way of system interfaces.
- Data entry by caseworkers should be minimized to the degree possible and required only when no other methods of data collection are possible.
- Identify the best sources for data collection and entry: System Interfaces, Providers, Schools, Family members, appropriate Internet sites, etc.
- Define these processing capabilities as integrated functional requirements, and defined in such a way that potential contractors for the subsequent design, development, and implementation phase have a clear understanding of the complexity of each requirement and the best potential data collection method.
- Work in conjunction with ICWS technical support personnel in order to obtain meaningful development requirements.
- Maintain a cooperative working relationship and engage State staff on an on-going basis, in all of the activities for which the Contractor is responsible.
- Communicate on Project tasks and activities openly, honestly, prudently, timely, proactively and in the best interest of the Project.

Alternatives Analysis & Cost-Benefit Analysis

The purpose of an alternatives analysis and cost-benefit analysis is to provide DCFS with an objective and quantifiable analysis of available options to be considered as possible solutions for the Illinois child welfare information system. We are at an interesting time in child welfare, given the new ACF CCWIS requirements. This is a drastic change from the previously prescribed SACWIS requirements, and requires careful consideration as we move forward with the Illinois solution.

DCFS would like careful evaluation of non-traditional solutions that consider IL state enterprise assets, Commercial-Off-The-Shelf products, and hosted solutions as possible considerations. DCFS is open to modular technology solution components and agile methodology approaches that would allow for a faster implementation thus yielding immediate benefits to the business and return on our investments.

The contractor shall perform an evaluation of the feasibility of potential alternatives to the status quo to provide the DCFS with an informed view of the landscape of options and how they compare to one another in ability to meet identified business needs. All alternatives and the recommended approach shall be objectively and subjectively evaluated by the Contractor based on the total scope of defined system requirement as documented in the Requirements deliverable.

Following the HHS guidelines, the Contractor shall also provide a Cost-Benefit Analysis for each alternative considered. The Cost-Benefit Analysis shall contain a matrix of the pros, cons and risks of each alternative, cost-benefit data, and estimated Return on Investment (ROI) information.

The contractor must:
- Define methodology and approach for conducting alternatives analysis.
- Identify feasible alternatives to be considered in the analysis, making sure to eliminate alternatives that are not technically, fiscally, or operationally feasible.
- Evaluate Alternatives against identified business requirements.
- Determine Risks and Effects for each alternative.
- Score and rank alternatives.
- Define methodology and approach for conducting alternatives analysis.
- Cost the status quo.
- Cost alternatives.
- Identify and characterize benefits.
- Apply present value factors.
- Conduct Cost-Benefit comparison of alternatives.

Strategic Implementation Plan & Roadmap

The Strategic Implementation Plan and Roadmap provides an informed and documented course toward the recommended solution.

The contractor must:
- Formally document the recommended solution that best meets the defined business needs, based upon the findings of the Alternatives Analysis and Cost-Benefit Analysis activities.
- Identify deployment options and a go-forward strategy for implementing the solution.
- Provide a visual depiction of the roadmap over a period of relative calendar months/years to achieve the desired state.
- Describe the work streams required to execute the identified roadmap including Policy, Funding, Governance, Procurement, Organizational Readiness, Data, and Technology.
- Identify anticipated risks and mitigation strategies to be addressed during plan execution.

Approach

The selected vendor will follow standard project management processes, which will include the following activities and deliverables.

Project Management Process	Purpose and Objectives	Deliverables/Milestones
1. Initiating	▪ Develop a clear understanding of the project's goals, objectives, and constraints ▪ Develop statement of work ▪ Identify and assess initial project risks	▪ Statement of work ▪ Project risks

Project Management Process	Purpose and Objectives	Deliverables/Milestones
2. Planning	- Establish project office and working environment - Document and communicate project management processes, standards, template, and tools - Identify and assess project stakeholder needs - Develop project schedule - Communication plan - Identify, document, and address project risks and issues	- Project management office setup - Communication plan - Project schedule - Risk and issue log
3. Executing	- Conduct activities and tasks to prepare project deliverables - Conduct necessary project communications - Coordinate project resources	- Project work products and deliverables - Requested project scope changes - Status reports and meetings
4. Monitoring and Controlling	- Monitor project performance metrics - Monitor contractor performance (if needed) - Proactively management project issues and risks - Develop and approve preventative or corrective actions - Review project deliverables	- Project plan updates - Scope changes - Deliverable and milestone sign-off
5. Closing	- Conduct activities to close out the project or project phase - Close contracts with vendors (if needed)	- Project closing report - Contract closeout

The Department intends to issue an RFP to acquire the services of a qualified vendor to assist throughout the Planning Phase which will include a comprehensive review, feasibility study, cost-benefit analysis, alternatives and recommendations, identification of the appropriate solution, and potential RFP development for the selected solution.

The planning effort will lend itself to discussions and activities aimed at identifying deficiencies in the existing systems/processes, requirements gathering, recommendations for policy and procedural changes and exploring opportunities that will stimulate a move to achieving higher efficiencies. In conducting these activities, the Department recognizes the advantages of engaging stakeholders in the decision making process.

During the planning phase, DCFS will continue to work in close coordination with the private agencies and community providers. To enhance this coordination, the Department will utilize the

expertise from the CWAC and the Illinois Technology Advancement Stakeholder Committee (ITASC) sub-committee and other workgroups as necessary. Each workgroup will be comprised of Subject Matter Experts (SMEs) from both the POS agencies and DCFS. In addition, the Department will partner with other State agencies within the Health and Human Services vertical and will seek input from other non-government stakeholders. This will require change within DCFS and also within private agency partners, the state's court system, and other government and private institutions with which we must collaborate to provide the comprehensive approach to child welfare.

Upon engagement with the vendor, the planning project will commence with a series of meetings to communicate the project goals and objectives, determine and assign roles and responsibilities, convene the project planning team, select focus group members, develop communication guidelines, and draft the project schedule. Upon completion of the project initiation phase, additional planning activities will be conducted and several deliverables will be documented and completed. The activities and deliverables will minimally include:

Needs Assessment/Requirements Analysis**:**
The selected vendor will facilitate sessions with stakeholder focus groups to evaluate existing systems and business processes and articulate desired outcomes. The documented outcomes will include challenges of the current process. The discussions of the current system will be followed by participants discussing and defining the requirements for the new system. These discussions will result in determining and addressing the gap between the current systems and the desired solution.

Feasibility Study:
The selected vendor will lead a feasibility analysis to evaluate the four options under consideration and the best approach to achieving the desired solution. After the initial evaluation process, the vendor will work with the designated focus group in researching the various approaches and required steps to identify the preferred option. In support of this study, stakeholders may participate in demonstrations to review possible solutions.

Alternatives Analysis:
Upon completion of the feasibility analysis and narrowing down the list of options/alternatives that best fit the Department's needs, the vendor in consultation with the designated stakeholder focus groups will analyze and determine the best technical and functional solution. Examination of the risks associated with the alternatives will be documented and a Cost-Benefit Analysis will be conducted and documented for each of the short listed options/alternatives. These components will be used to determine the development options that will be most cost beneficial for the Department to pursue.

Project Deliverables:

The vendor will be responsible for documenting, completing, and submitting the following:

- Business Requirements (Functional and Non-Functional, Mandatory and Optional) document;
- An as-is and to-be business process flow;
- Matrix for managing the requirements documented;
- Cost-Benefit Analysis document;
- Alternatives Analysis Report;
- Feasibility Study and Recommendation document;
- Gap Analysis document; and
- Request for Proposal document.

At the end of the planning phase, the vendor will also be required to submit a detailed Project Summary Report.

Project Implementation Deliverables:

During the course of the Planning Phase, designated staff will work concurrently on the Implementation Advanced Planning Document (IAPD) and the RFP for the development of the new system. The RFP for the desired solution will be issued in accordance with Federal and State procurement requirements. Both documents will be finalized at the end of the Planning Phase.

<u>Project Organization and Personnel</u>

The Department understands the complexity of the project and recognizes the tremendous need for executive support and stakeholders' involvement in the planning process. To support these factors, the project organization and personnel dedicated to support the planning activities will include State Executives, oversight committees, technical staff, as well as contracted resources.

<u>Project Oversight – State Level</u>
Project oversight will be provided at both the State and Agency levels.

PROJECT OVERSIGHT	
ORGANIZATION	**DESCRIPTION**
DCFS Executive Sponsor	Director George Sheldon – Director Sheldon includes this CCWIS project as part of the 2016-2021 Illinois Child Welfare transformation strategic plan and will advocate for the project at the executive level.
Health and Human Services Innovation Incubator HHSi2 CIO	Brad Long – as the CIO over the HHS vertical, Mr. Long will ensure coordination and alignment with the HHSi2 IT Framework.
State CIO – Department of Innovation and Technology (DoIT)	Hardik Bhatt – as the State CIO responsible for DoIT, Mr. Bhatt will support the project through the EPMO governance process.
DoIT Oversight Committee	The DoIT oversight committee is comprised of governance staff that will manage the EPMO governance process. This process is designed to manage the application of technology to business needs.

Project Personnel – Agency Level

The Department is dedicated to making a significant investment in terms of personnel.

PROJECT TEAM PERSONNEL	
PERSONNEL	**ROLE DESCRIPTION**
DCFS CIO	Roxanne Lizcano will serve as the executive liaison to the Director and provide leadership for the planning project.
Consultant Advisory Services and Support Staff	Ramin Kouzehkanani and Chris Pantaleon are providing advisory services to DCFS Executive Leadership on important strategic initiatives involving technology.
DCFS Oversight Committee	This committee will include the DCFS leadership team, two advisors, one Business Analyst, one Business Sponsor and one IT Sponsor. They will be responsible for providing overall direction and guidance for the planning project and approving the IAPD. In their roles, they will also be responsible for managing and committing staff resources towards the successful implementation of the project.
Illinois Technology Advancement Stakeholder Committee (ITASC) Steering Committee (a sub-committee of the CWAC)	The committee represents a collaborative partnership between state and private sector stakeholders to advance child welfare practice through technology and innovation. ITASC will be closely aligned with the executive Technology Governance Board and the Illinois strategic vision. ITASC partners represent strategic and real end-users and will be grouped into several focus areas based on programs and processes. The members will participate in stakeholder workgroup process sessions to support the planning phase and will be instrumental in addressing redundancy in current case management processes.

Project Manager (PM)	PM will be fully dedicated to managing the project. The Project Manager will serve as the liaison with the Steering Committee and Project Sponsors. The PM will be responsible for all project management related activities, including: developing the Master Project Plan along with the Project Sponsors, managing both the Project Funding and Acquisition Life Cycles, working closely with the vendor, and coordinating the development of the new system IAPD.

Project Planning Team	
Project Coordinators	Two Project Coordinators will be assigned to provide coordination and program support to project staff at the State, Agency, and Vendor level and be responsible for all logistics, administration, scheduling.
Project Delivery	Two Project Delivery staff will be assigned to be responsible for reporting, charts, contract administration, budget monitoring, and change management activities.
Vendor Consultants	Members of the consulting vendor team will be responsible for facilitating the strategic planning process, assisting in researching available automation alternatives of the options under consideration, and maintaining project documentation and preparing deliverables.

Appendix D depicts the States Project Planning Organization Structure

Proposed Activity Schedule

The table below provides a listing of the schedule and milestones for various activities during the planning phase.

#	Major Activity / Deliverable	Initiation Date	Completion Date
1	Casey Family Program Rapid Response Analysis	1/2015	On –Going
2	Strategic Plan Development	3/2016	10/2016
3	Final Strategic Plan Released	10/2016	
4	Develop Planning Advanced Planning Document	5/2016	11/2016
5	Submit PAPD for Approval to ACF	11/2016	
6	Develop Planning Request for Proposal (RFP#1)	11/2016	12/2016
7	Release/Issuance of Planning RFP#1	1/2017	
8	Select Planning RFP#1 Vendor	6/2017	
9	Assign Roles and Project Staff (State Staff)	1/2017	6/2017
10	Engage Vendor	7/2017	
11	Analysis and documentation of the desired solution and planning activities including Needs Assessment/Requirements Analysis, Feasibility Study, Alternatives Analysis, Cost-Benefit Analysis, Business Requirements (Functional and Non-Functional), Gap Analysis, and Implementation Schedule	7/2017	1/2018
12	Draft and Review Implementation APD (IAPD)	1/2018	8/2018
13	Present Project Summary Report	2/2018	6/2018
14	Develop Implementation RFP#2	1/2018	10/2018
15	Submit IAPD for Approval ACF	8/2018	

Proposed Planning Budget And Cost Allocation

This section of the PAPD describes the Proposed Budget estimate and the Cost Allocation for the Planning Phase. As the total project cost is $5,658,906 the Department is requesting $2,829,453 in federal matching funds at the 50% rate.

Planning Phase Proposed Budget

Staffing Resources
- Staffing resource costs is based on the effort that Department personnel will be required to provide in managing and participating in the planning activities. The estimate is based on the projected timeline and resources that will be required during the planning phase. The Department is projecting an estimate of $2,807,188 in staffing resources costs for the planning activities. These costs include salary and benefits.

Contractor Costs
- DCFS will engage the consulting services of a vendor to lead the strategic planning process, and prepare and complete the related deliverables. The consulting services vendor cost is estimated to be $1,000,000.

Travel Costs
- Staff and project participants will travel to attend meetings, participate in remote and on- site demonstrations. Travel costs are estimated to be $115,000.

Training Costs
- No training cost is anticipated during the planning phase.

Hardware Costs
- DCFS does not anticipate incurring any hardware cost during the planning phase.

Software Costs
- The agency does not anticipate purchasing any software during the planning project.

Miscellaneous Costs
- Other costs associated with the planning phase will include supplies, consultant laptops, end user software license, materials, meeting cost, and printing cost. These costs are estimated to be $30,000.

Proposed Planning Budget

Cost Category	Oct-Dec 2016 Estimated Costs FFY17 1st Quarter	Jan-Mar 2017 Estimated Costs FFY17 2nd Quarter	Apr-Jun 2017 Estimated Costs FFY17 3rd Quarter	Jul-Sep 2017 Estimated Costs FFY17 4th Quarter	Total FFY17 Estimated Costs
Department Staff	$186,957	$186,957	$186,957	$449,264	$1,010,133
Consultant Advisory Staff	$62,194	$62,194	$62,194	$123,581	$310,163
Planning Consulting Vendor	$0	$0	$0	$200,000	$200,000
Travel (Lodging, Food, etc.)	$5,000	$5,000	$5,000	$20,000	$35,000
System Hardware	$0	$0	$0	$0	$0
System Software/License	$0	$0	$0	$0	$0
Training	$0	$0	$0	$0	$0
Misc Supplies / Hardware / Software	$0	$0	$0	$6,000	$6,000
Indirect Costs	$60,088	$60,088	$60,088	$144,393	$324,657
Total Quarterly Planning Cost	$314,238	$314,238	$314,238	$943,238	
Total Project FFY17 Planning Cost					$1,885,953

Cost Category	Oct-Dec 2017 Estimated Costs FFY18 1st Quarter	Jan-Mar 2018 Estimated Costs FFY18 2nd Quarter	Apr-Jun 2018 Estimated Costs FFY18 3rd Quarter	Jul-Sep 2018 Estimated Costs FFY18 4th Quarter	Total FFY18 Estimated Costs
Department Staff	$449,264	$449,264	$449,264	$449,264	$1,797,054
Consultant Advisory Staff	$123,581	$123,581	$123,581	$123,581	$494,325
Planning Consulting Vendor	$200,000	$200,000	$200,000	$200,000	$800,000
Travel (Lodging, Food, etc.)	$20,000	$20,000	$20,000	$20,000	$80,000
System Hardware	$0	$0	$0	$0	$0
System Software/License	$0	$0	$0	$0	$0
Training	$0	$0	$0	$0	$0
Misc Supplies / Hardware / Software	$6,000	$6,000	$6,000	$6,000	$24,000
Indirect Costs	$144,393	$144,393	$144,393	$144,393	$577,573
Total Quarterly Planning Cost	$943,238	$943,238	$943,238	$943,238	
Total FFY18 Project Planning Cost					$3,772,953

Total Project Planning Cost					$5,658,906

Planning Phase Proposed Cost Allocation

The total project cost for the Planning Phase is $5,658,908. The table below depicts the cost allocation for the Illinois Comprehensive Child Welfare Information System during the planning phase.

Planning APD Project Budget					$5,658,908
Federal/State Program	**Program Share of Cost (%)**	**Amount ($)**	**FFP Rate (%)**	**Federal Share ($)**	**State Share ($)**
Title IV-E	**100%**	**$5,658,908**	**50%**	**$2,829,453**	**$2,829,453**
Total	**100%**	**$5,658,908**		**$5,658,908**	**$5,658,908**

TOTAL PROJECT COST

The Total Planning Phase estimate for the replacement project is $5,658,908. Initial investigation of the Total Project Cost for similar system replacement efforts, in other states, range from $65 million to $85 million.

ACQUISITION ASSURANCES

The Department assures that the Planning Project will comply with all applicable State and Federal regulations including the Procurement Standards (Competitive/Sole Source) specified in 45 CFR Part 95.613; and the retention of Software Ownership, Federal Licenses and Information Safeguarding detailed in 45 CFR 95.617.

Appendix A State of Illinois' exhibit 5 from the 1115 waiver request

Through the member archetypes, quantitative and qualitative analyses, and stakeholder input, Illinois has identified six primary pain points (Exhibit 5) the State must address to maximize the effectiveness of its behavioral health system.

Exhibit 5: Key pain points in behavioral health system

SIX PAIN POINTS FOR BEHAVIORAL HEALTH MEMBERS	
Pain point	**Description**
Lack of coordination of behavioral health services	• Currently no designated point of accountability for whole-person needs (medical and behavioral health care) • Services often delivered in siloes, resulting in gaps and interruptions in service, particularly during transitions between care settings and during major life changes (such as being released from incarceration; aging out of the Department of Child and Family Services, or DCFS, system; loss of housing) • Lack of coordination results in care deficiencies and sub-optimal care allocation • Evidence: 　　At 23.5%, Illinois ranks 42nd in the nation in state psychiatric hospital 180-day readmission[15] 　　Behavioral health population has 80 admissions per 1,000 and 14 readmissions per 1,000[16]
Challenges in identifying and accessing those with the greatest needs	• No evidence-based approach to identify need and target care • Limited funding for identification and prevention services • Un-integrated, disparate access points for key subpopulations such as homeless individuals and parolees • Care tends to be reactive, rather than preventative • Evidence: 　　More than 40% of core behavioral care spend is inpatient care, indicating failure to assess and intervene early[17]
Insufficient community behavioral health services capacity	• Limited community capacity prohibits behavioral health services from being provided in the most appropriate, lowest-acuity settings possible, such as in members' homes and in less intensive outpatient settings • Community capacity has not expanded to meet the needs of an expanded and more heavily adult Medicaid population • Evidence:

15 *Parity or Disparity: The State of Mental Health in America 2015*, Mental Health America
16 State Fiscal Year 2015 Illinois DHFS claims data
17 Ibid.

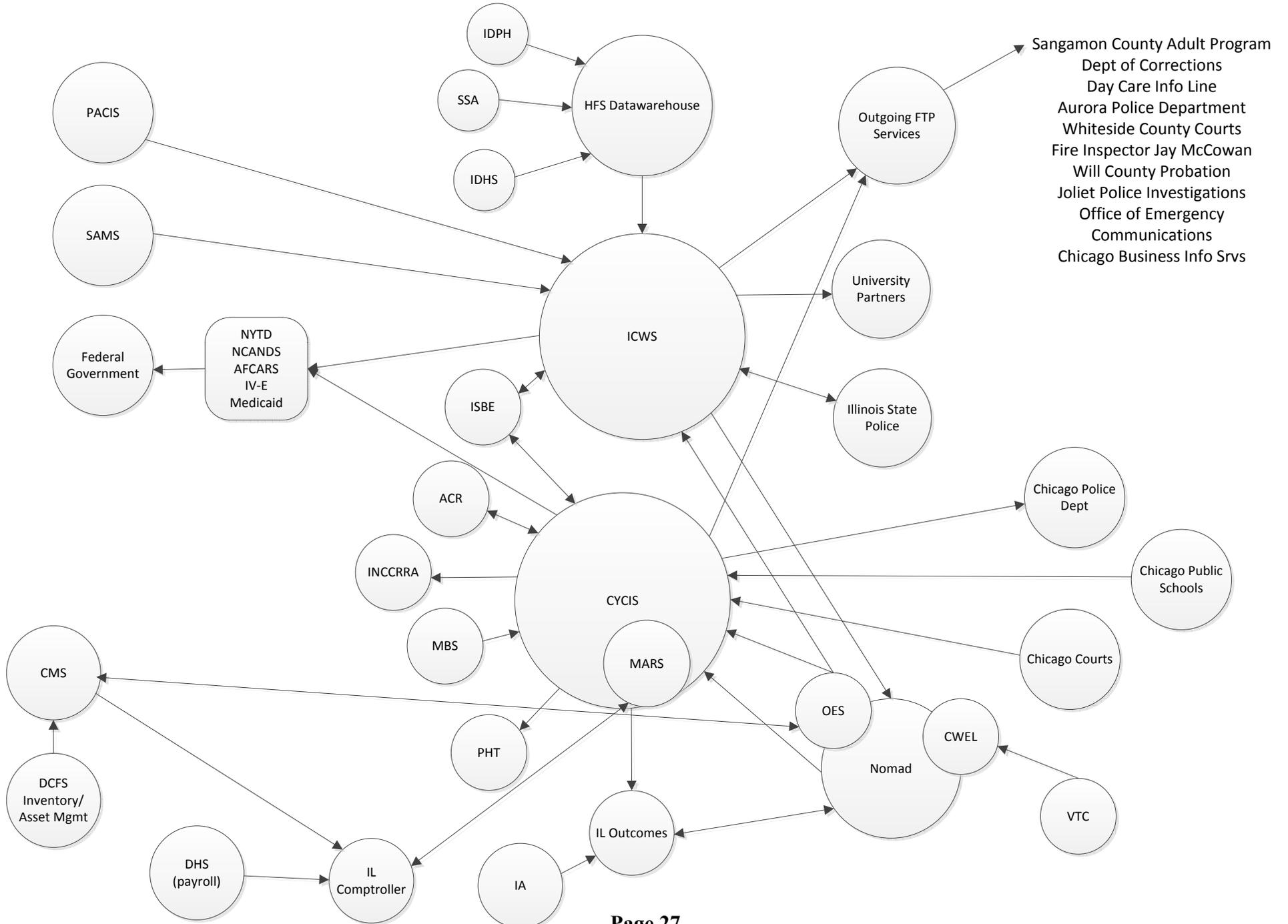|	Illinois ranks 30th in the nation in mental health workforce availability[18] Wait times for new psychiatrist appointments can be as long as 3 months

Limited support services to address "whole-person" needs	• Limited assistance in supportive housing, transport, and job training
	 • Existing services are poorly coordinated
	 • Evidence:
	    ~40,000 individuals in Illinois have housing needs; only 17,500 of those 40,000 are receiving the services they need[19]
	    Only 29% of adults with known mental health conditions who are served in the community are employed, vs. 39% nationally[20]

Duplication and gaps in behavioral health services across agencies raise costs	• Duplication due to lack of cross-agency procurement strategy for common purchases
	 • Gaps and interruptions in services arise because many programs and services lack a "natural owner" to provide them
	 • Program-centric (rather than member-centric) orientation of behavioral health system leads to duplication and gaps
	 • Evidence:
	    42.2% of members served by the Division of Alcoholism and Substance Abuse (DASA) are criminal-justice referrals without direct coordination between entities[21]
	    Agencies occasionally offer same or similar services without capturing synergies

Deficiencies in data, analytics, and transparency	Illinois has submitted an Implementation Advance Planning Document (IAPD) to address the following pain point: • Information often not shared across state agencies and providers, making it difficult to draw critical insights • Evidence: No single view of the behavioral health member exists, making it difficult to understand member history and tailor service packages based on what is most likely to drive positive outcomes

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18 *Parity or Disparity: The State of Mental Health in America 2015*, Mental Health America
19 Illinois Supportive Housing working group, 2016
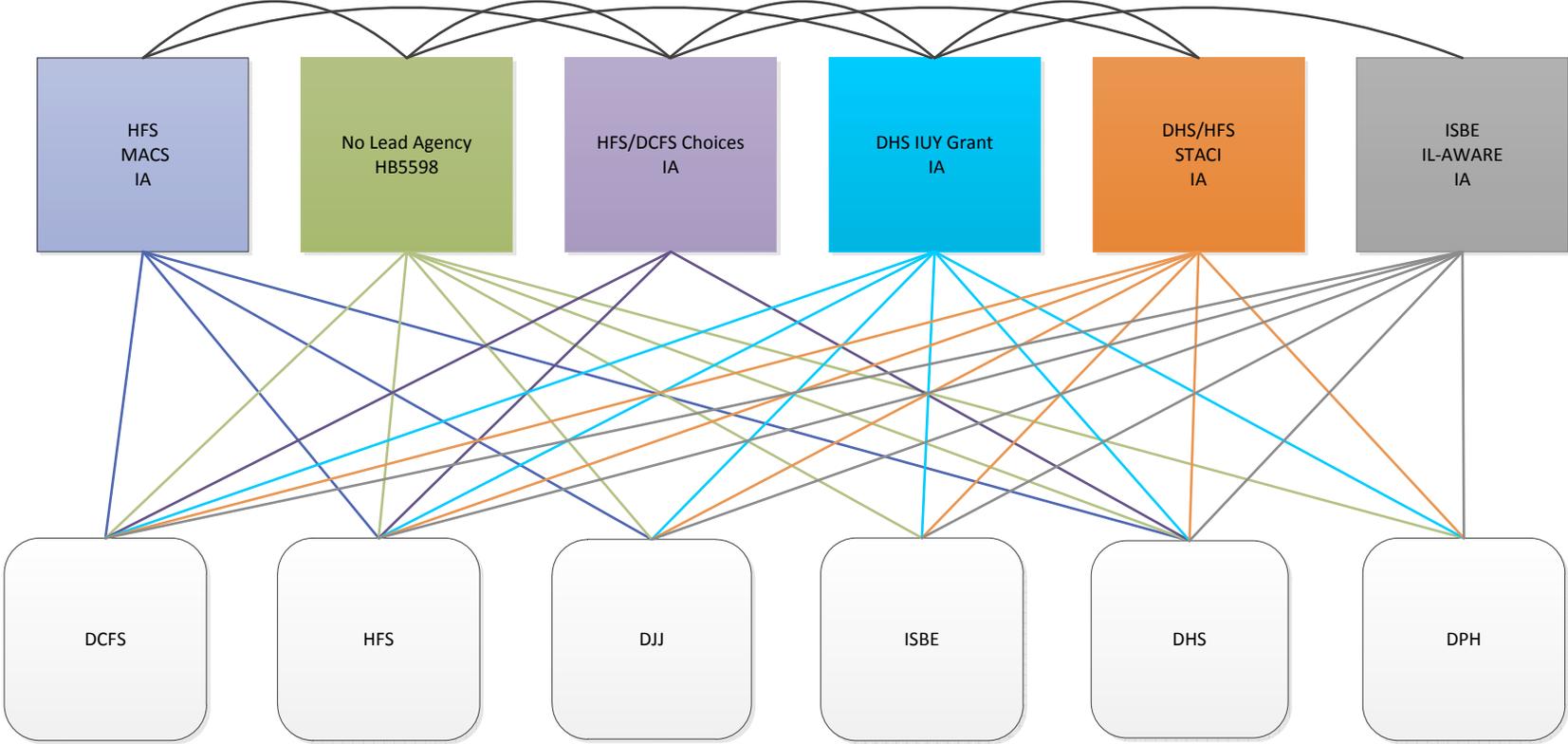20 SAMHSA Uniform Reporting System – 2014 State Mental Health Measures
21 DASA Provider Performance and Outcomes Reports – SFY 2015

Appendix B: As-Is Data Feed Structure

Appendix C: DCFS As-Is Intra-agency Relationship

| HFS MACS IA | No Lead Agency HB5598 | HFS/DCFS Choices IA | DHS IUY Grant IA | DHS/HFS STACI IA | ISBE IL-AWARE IA |

| DCFS | HFS | DJJ | ISBE | DHS | DPH |

Appendix D: Project Planning Organization Structure

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