Schedule 13

Funding Request for the FY 2015-16 Budget Cycle

Department of Human Services

PB Request Number   R-06

Request Titles

R-06 Modernizing the Child Welfare Case Management System

	Supplemental FY 2014-15
Dept. Approval By:	X Change Request FY 2015-16
	Base Reduction FY 2015-16
OSPB Approval By:	Budget Amendment FY 2015-16

Line Item Information	Fund	FY 2014-15 Appropriation	Request	FY 2015-16 Base Request	FY 2015-16	FY 2016-17 Continuation
	Total	$53,190,411	$0	$57,222,311	$191,758	$195,682
	FTE	61.8	-	61.8	2.7	3.0
Total of All Line Items	GF	$32,539,159	$0	$37,494,931	$159,159	$162,417
	CF	$1,012,169	$0	$1,047,203	$0	$0
	RF	$12,243,647	$0	$11,030,717	$0	$0
	FF	$7,395,436	$0	$7,649,460	$32,599	$33,265

Line Item Information	Fund	FY 2014-15 Appropriation	Request	FY 2015-16 Base Request	FY 2015-16	FY 2016-17 Continuation
	Total	$29,616,816	$0	$31,215,736	$23,781	$23,781
	CF	$656,675	$0	$597,796	$0	$0
	FF	$3,853,817	$0	$3,907,242	$4,042	$4,042
01. Executive Director's Office - Health, Life, And Dental	GF	$16,454,712	$0	$19,730,141	$19,739	$19,739
	RF	$8,651,612	$0	$6,980,557	$0	$0
	Total	$479,976	$0	$485,648	$276	$307
	CF	$9,749	$0	$11,054	$0	$0

01. Executive Director's Office - Short-Term Disability	FF	$72,527	$0	$69,490	$47	$52
	GF	$306,198	$0	$312,280	$229	$255
	RF	$91,502	$0	$92,824	$0	$0
	Total	**$8,963,349**	**$0**	**$10,007,004**	**$5,516**	**$6,685**
	CF	$178,449	$0	$222,977	$0	$0
01. Executive Director's Office - Amortization Equalization Disbursement	FF	$1,327,806	$0	$1,403,297	$938	$1,136
	GF	$5,721,235	$0	$6,439,374	$4,578	$5,549
	RF	$1,735,859	$0	$1,941,356	$0	$0
	Total	**$8,403,140**	**$0**	**$9,665,857**	**$5,328**	**$6,616**
	CF	$167,296	$0	$215,376	$0	$0
01. Executive Director's Office - S.B. 06-235 Supplemental Equalization Disbursement	FF	$1,244,818	$0	$1,355,457	$906	$1,125
	GF	$5,363,658	$0	$6,219,850	$4,422	$5,491
	RF	$1,627,368	$0	$1,875,174	$0	$0
	Total	**$5,727,130**	**$0**	**$5,848,066**	**$156,857**	**$158,293**

	FF	$896,468	$0	$913,974	$26,666	$26,910
	FTE	61.8	-	61.8	2.7	3.0
05. Division of Child Welfare - Administration	GF	$4,693,356	$0	$4,793,286	$130,191	$131,383
	RF	$137,306	$0	$140,806	$0	$0

Letternote Text Revision Required?	Yes ___ No X ___	If Yes, describe the Letternote Text Revision:

Cash or Federal Fund Name and CORE Fund Number: N/A

Reappropriated Funds Source, by Department and Line Item Name: N/A

Approval by OIT?   Yes X   No ___   Not Required ___

Schedule 13s from Affected Departments: Health Care Policy and Financing

Other Information: N/A

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Cost and FTE

- The Department of Human Services requests $191,758 ($159,159 General Fund and $32,599 federal funds) and 2.7 FTE for FY 2015-16; $195,682 ($162,416 General Fund and $33,266 federal funds) and 3.0 FTE for FY 2016-17 and FY 2017-18 to oversee a dedicated Trails team to modernize the Child Welfare Case Management System - Trails. This represents a 3% increase in the Child Welfare Administration budget.

Current Program

- Trails is Colorado's Child Welfare automated case management system and is used by Child Welfare, Youth Corrections, Early Childhood, Administrative Review, the Office of Child Protection Ombudsman, certain contracted providers and sixty-four county Departments of Human and Social Services.
- It is the reporting system for several sets of federal requirements and has been Statewide Automated Child Welfare Information System (SACWIS) compliant since 2011.
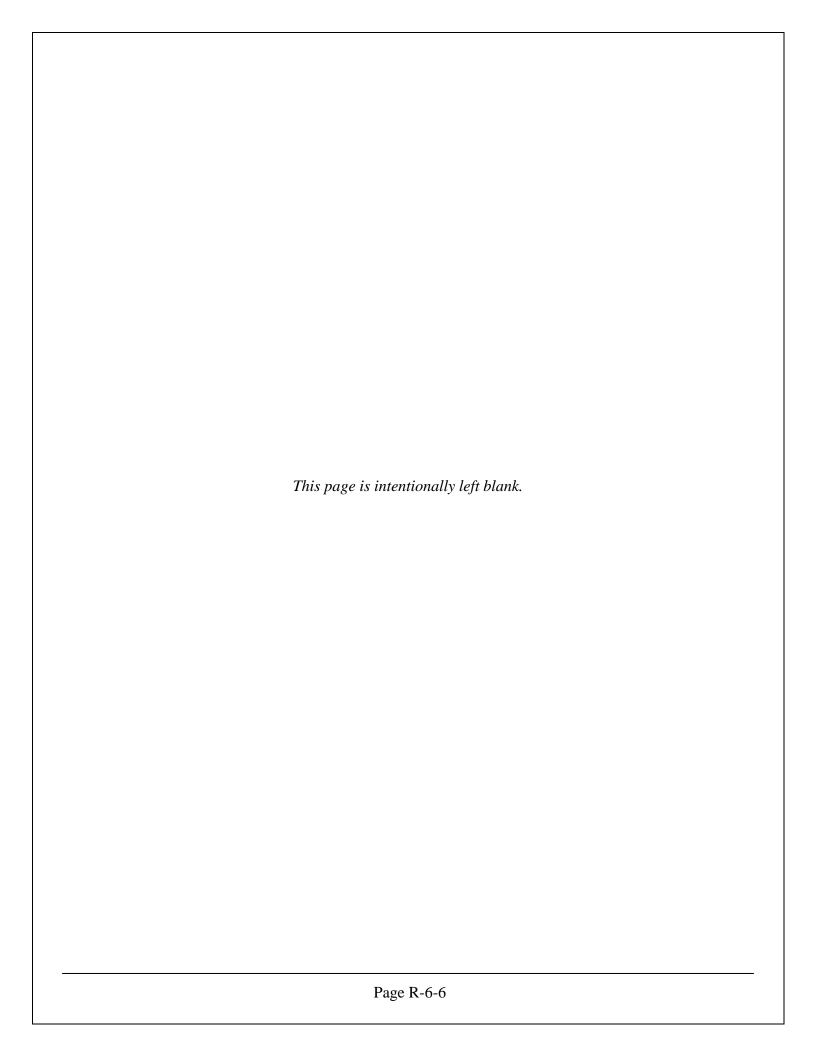
Problem or Opportunity

- An independent analysis of Trails in FY 2013-14 resulted in a recommendation to modernize the Trails system through technology upgrades and enhanced data interfaces.
- The FTE are necessary to ensure the changes made to the system meet the requirements of a changing child welfare practice.
- Trails is critical to implementing the Governor's Child Welfare 2.0 Plan and supporting the daily operations of county departments and youth corrections.

Consequences of Problem

- The technologies of Trails are past their end-life and are no longer supported by the manufacturers.
- Trails is not able to deliver information timely and efficiently.
- User interfaces are inadequate and archaic causing a cumbersome and inefficient system.
- There will be inadequate resources to monitor the technical and budgetary changes to Trails.

Proposed Solution

- The Department proposes to modernize Trails to be easy to use, easy to adapt, and easy to maintain.
- The system will allow users a more comprehensive view of children across programs, enabling caseworkers to be more effective and responsive. Improved reports will give the Department the ability to communicate better to internal and external stakeholders.
- Trails will be accessible via the internet and on mobile devices improving caseworker accessibility.
- The Department requests additional FTE to oversee a dedicated Trails team to implement and maintain the new hardware, software and analytics.

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COLORADO
Department of Human Services

FY 2015-16 Funding Request | November 1, 2014

John W. Hickenlooper
Governor

Reggie Bicha
Executive Director

Department Priority: R-6
Request Detail: Modernizing the Child Welfare Case Management System

Summary of Incremental Funding Change for FY 2015-16	Total Funds	General Fund	Federal Fund	FTE
Modernizing the Child Welfare Case Management System	$191,758	$159,159	$32,599	2.7

Problem or Opportunity:

Colorado's current Statewide Automated Child Welfare Information System (SACWIS), better known as Trails, has been in use for the past thirteen years. It is a complex and comprehensive system that has evolved over time since 2001, resulting in benefits and challenges to its continued use. Trails is a system purchased from another state and tailored to fit Colorado's needs. There have been many changes over the years to Trails, as process changes occur and new requirements are identified. The system is used by Child Welfare, Youth Corrections, Early Childhood, Administrative Review, the Office of Child Protection Ombudsman, sixty-four county Departments of Human and Social Services, and certain contracted providers. It is the reporting system for several sets of federal requirements and has been SACWIS compliant since 2011. Additionally, Trails integrates with eleven other systems via eighty-seven unique interfaces within the Colorado Department of Human Services (DHS) and other state agencies. Internal and external stakeholders have identified limitations with the current system, including but not limited to, outdated system architecture, limited mobile system access, redundant data entry, missing data interfaces, data integrity, inability to augment case data with attachments, and ad hoc reporting capabilities. Users are required to enter the same information in more than one area, they have difficulty navigating a complex system, and the system has a slow response time due to a client-server based technology. Providing an upgrade to Trails could simplify Trails navigation, provide greater access to the system for the use of mobile technology, and improve accuracy and efficiency of services and outcomes. This funding request supplements a capital request that addresses the current condition of the state child welfare case management system that is operating on an antiquated technology platform. To better serve the children and families in Colorado, counties need a system that functions effectively, maintains program integrity, and is easy to use.

Trails is staffed through the Governor's Office of Information Technology (OIT) and currently has 33 FTEs. Of these, there are eight (8) FTE Application Developers, of which only 2.5 FTE are dedicated to actual development and 5.5 are dedicated to maintaining Trails. In the Department's FY 2014-15 Long Bill appropriations, $4,970,392 is budgeted for Trails operating costs which includes $4,583,663 for infrastructure support.

The Department contracted with a vendor in FY 2013-14 for an independent analysis of Trails, which resulted in a recommendation to modernize the system. The recommendation is included in a capital

request and will be achieved through technology upgrades and enhanced data interfaces. Some benefits include: a more modern, effective, and elegant interface that is easy to navigate and supports common data views and capabilities provided by other, similar systems; a more modern technology platform; greater reporting flexibility and data analytics capabilities; and greater system interoperability to facilitate data sharing and overall case management outcomes. Trails is critical to implementing the Governor's Child Welfare Plan 2.0 and supporting the daily operation of county departments and youth corrections. Advanced analytical capabilities and a quality case management system will allow child welfare agencies to track current and historical services across multiple programs leading to a more comprehensive view and understanding of the needs of Colorado children and a greater ability for the child welfare agencies to provide services. Modernizing Trails will result in greater efficiencies for the workforce and will allow caseworkers to make faster and better informed responses leading to improved safety and well-being of Colorado children.

Proposed Solution:

The Department is requesting funding for FTE to provide oversight to a dedicated Trails team that will enhance and modernize Colorado's current SACWIS compliant case management system (Trails) and underlying infrastructure. Funding for the Department will be used to provide financial analysis, data analysis, and administrative support. The state automated case management system is a critical component to county child protection practice. Providing oversight of the financial and technical aspects of a system change minimizes potential for service interruption.

Changes to the system will improve how counties perform case management. County departments of human and social services have indicated for several years they are understaffed when it comes to caseworkers. The Department received funding in the 2013 legislative session to perform a workload study. The Office of the State Auditor managed the study, in collaboration with the Department. Additionally, the Department received funding in the same legislative session to implement a central Hotline for child abuse and neglect reporting, which is scheduled to be operational by January 2015. Reports of suspected child abuse and neglect are likely to increase due to the Hotline, requiring additional staffing needs at the county level. Already county staff has a difficult time inputting information into Trails, even as the State has provided modifications and improvements. The nature of their work takes them many places besides the county office, including court, case residences, and twenty-four hour placement facilities. Being required to input a large amount of information into an antiquated system which is not easy to navigate makes it difficult to keep current on case management. Updating the Trails system, coupled with improving mobile data capability, will allow greater flexibility and faster data input. The result will be a quicker assessment of data necessary to make the right case decisions at the right time leading to appropriate services and better outcomes for children involved with child welfare.

The Department requests $191,758 ($159,159 General Fund and $32,599 federal funds), and 2.7 FTE in FY 2015-16; $195,682 ($162,416 General Fund and $33,266 federal funds) and 3.0 FTE in FY 2016-17 and ongoing to increase staff. These positions are a Budget Analyst, a Data Programmer, and an Administrative Assistant. They will be involved in the project through the first three years, as changes are being developed and implemented. They will continue to work with ongoing changes to Trails, ensuring a fiscally and technically sound system. The details of duties for each of these three positions with the Department follow.

The functions of the three FTE in the Division of Child Welfare are detailed below.

The Budget Analyst will:
- Manage and provide fiscal oversight of funding related to the project and ongoing
- Perform research and make recommendations to leadership during all phases of the project and beyond
- Develop budget monitoring tools and processes
- Provide technical assistance
- Provide ongoing budget management
- Work collaboratively with the Trails team on future funding requests
- Develop legislative and audit responses to inquiries regarding Trails changes

The Data Analyst will:
- Oversee ongoing maintenance, new development, and project prioritization in the Trails case management system with OIT/Trails
- Collaborate with Governor's OIT (Office of Information Technology) and county partners to transition existing reports and develop new reports and data extracts for the Division of Child Welfare
- Transition and maintain SQL Server data extracts and procedures from Trails for use with read-only memory (ROM) and other data analysis needs
- Advise and recommend to management on the application of information technology to the development and promotion of child welfare information systems
- Manage inter-operability projects, connecting Trails to other child serving state agency databases in order to share data efficiently and effectively and improve the quality of information available to caseworkers
- Extract, analyze and interpret complex child welfare quantitative data
- Research, collect, compile and synthesize a wide variety of demographic, caseload, program, service, and expenditure data into management reports at both the state and county levels for use in decision-making and program management
- Provide complex non-routine technical research, data and statistical analysis and evaluation using database programming, development, and reporting expertise combined with data and statistical analysis skills and an extensive knowledge of source data, transformations, and business usage
- Provide consultation and support to program managers and planning staff in setting assumptions underlying projections and forecasts
- Advise management, division staff, county staff, Governor's OIT (Office of Information Technology) staff, or other outside entities on how to maximize and achieve necessary data outcomes

The Administrative Assistant will:
- Support the team with tasks related to the management of Trails data
- Assist with the preparation of documents and communication regarding Trails changes
- Schedule internal and external meetings and events for the Trails team and Department team including communicating with internal and external stakeholders
- Provide high quality customer service to assist and accommodate the needs of coworkers and external stakeholders
- Perform day-to-day operations, such as answering Trails calls from counties, completing forms, and filing

- Support the Research Analysis & Data Team in the Division of Child Welfare with other tasks related to Trails and county requests for data

Trails is due for an upgrade to make the system more efficient and effective. If the Department were not to provide an upgrade to the case management system, there will still be navigation issues, mobility needs, and lack of data integration. Caseworkers in county human and social services offices will continue to experience difficulty moving within the system, and data input will remain time consuming. As the Department is implementing workforce tools and mobile technology to counties, modernizing Trails will improve flexibility in how caseworkers can conduct business in the field.

Anticipated Outcomes:

The Trails project includes a complete overhaul of 11 state agency systems and 87 data entry interfaces within Trails. Standardizing the 87 unique interfaces will improve timeliness of data entry, increase mobile access and make Trails easier to use and maintain. The enhancements will improve efficiency and accuracy of available data leading to outcome improvements on C-Stat measurements and related federal safety and permanency goals such as timeliness of assessment closure, safety assessment forms completed accurately, and caseworker contact with parents. More easily accessible data will allow state agencies to share critical information on child welfare children helping them to respond quickly to the needs of Colorado children and provide those children with appropriate services. County and State program staff and data users will be consulted as subject matter experts throughout the design, build and implementation of all system modifications which will promote better and standardized business practices.

In addition, enhancing the current system will meet the needs of the stakeholders and users of the system at a fraction of the cost of building a new system.

Assumptions and Calculations:

The modernization of the Trails system will require additional FTE.

This request is asking for ongoing FTE associated with the modernization of Trails. Attachment A provides the positions and associated salaries and costs for FY 2015-16, FY 2016-17 and ongoing.

Modernizing the Child Welfare Case Management System: Attachment A – FTE Calculations

Calculation Assumptions:

Operating Expenses -- Base operating expenses are included per FTE for $500 per year. In addition, for regular FTE, annual telephone costs assume base charges of $450 per year.

Standard Capital Purchases -- Each additional employee necessitates the purchase of a Personal Computer ($900), Office Suite Software ($330), and office furniture ($3,473).

General Fund FTE -- New full-time General Fund positions are reflected in FY 2015-16 as 0.9166 FTE to account for the pay-date shift.

Expenditure Detail			FY 2015-16		FY 2016-17	
Personal Services:			FTE		FTE	
	Monthly Salary					
Budget Analyst I	$ 4,122	0.9	44,518	1.0	49,464	
PERA			4,519		5,021	
AED			1,959		2,374	
SAED			1,892		2,350	
Medicare			646		717	
STD			98		109	
Health-Life-Dental			7,927		7,927	
Subtotal Position 1, #.# FTE		**0.9**	**$ 61,559**	**1.0**	**$ 67,962**	
	Monthly Salary					
Data Analyst	$ 4,200	0.9	45,360	1.0	50,400	
PERA			4,604		5,116	
AED			1,996		2,419	
SAED			1,928		2,394	
Medicare			658		731	
STD			100		111	
Health-Life-Dental			7,927		7,927	
Subtotal Position 2, #.# FTE		**0.9**	**$ 62,573**	**1.0**	**$ 69,098**	
	Monthly Salary					
Administrative Assistant III	$ 3,285	0.9	35,478	1.0	39,420	
PERA			3,601		4,001	
AED			1,561		1,892	
SAED			1,508		1,872	
Medicare			514		572	
STD			78		87	
Health-Life-Dental			7,927		7,927	
Subtotal Position 3, #.# FTE		**0.9**	**$ 50,667**	**1.0**	**$ 55,771**	
Subtotal Personal Services		2.7	$ 174,799	3.0	$ 192,832	
Operating Expenses						
Regular FTE Operating	500	3.0	1,500	3.0	1,500	
Telephone Expenses	450	3.0	1,350	3.0	1,350	
PC, One-Time	1,230	3.0	3,690			
Office Furniture, One-Time	3,473	3.0	10,419			
Other			-			
Other			-			
Other			-			
Other			-			
Subtotal Operating Expenses			$ 16,959		$ 2,850	
TOTAL REQUEST		2.7	**$ 191,758**	3.0	**$ 195,682**	
General Fund:			$ 159,159		$ 162,416	
Cash funds:			$ -		$ -	
Reappropriated Funds:			$ -		$ -	
Federal Funds:			$ 32,599		$ 33,266	