For Today

- Overview of Trails Modernization
- Challenges Faced
- Rebaseline Actions
What is Trails Modernization?

- Trails Mod is an integrated case management system used by 5600 users serving children and families in CO.
- The existing (legacy) system documents services, payments and activities including referrals, assessments, cases, and commitments. Users include workers in 64 county departments, 22 judicial districts and the Division of Youth Services.
- Trail Modernization is an upgraded legacy system with improved functionality and new features.
- CGI is a 3rd party vendor responsible for modernizing the legacy system and adding new functions.
- OIT is responsible for data integration, reports, interfaces, conversions, queues and maintenance.
- Modernization of the Trails system will improve user experience, gain workflow efficiencies, improve system reliability and allow for mobile access for case workers.

"I know I will be able to increase the quality time I spend with families through Trails Mod. Everyone will benefit."

"I can spend time where it matters the most."
Trails Modernization
What does “modernization” look like?

Current Approach to Modernization

Modernization includes making the Trails application available via desktop and mobile web browsers to replace the legacy desktop application, as well as adding new functionality.

Features are “modernized” incrementally over the course of multiple releases rather than in a “big bang” approach.

The Trails Mod project has taken an “in place” technical approach where the Trails Mod and legacy applications share the same underlying database.

Modernized Trails
Scope of Work: Trails Development Landscape

TRAILS

Retrofits
- Reports
- Interfaces
- Conversions
- Queues

Development work by OIT partnering with CGI going forward

Development work by CGI

+ Mobile Compatibility

11 External Systems
- AF CARS
- NYTD
- NGANOS
- ICON/PROD
- AGSES
- CIIMS
- CCGIS
- CFMS
- CHAIS
- SISMOD

Managed by OIT

August 15, 2019: Trails Modernization
Today’s Challenge

Project turned to Red status in December 2018 resulting in a 18 month delay with new funding needs.

Traditional escalation practices did not trigger or gain OIT / CDHS executive attention in sufficient time to correct and repair when Scope, Schedule and Budget statuses were elevated from Yellow (Aug 2018) to Red (Dec 2018). Current leadership learned of red status in March 2019 and quickly sought to address issues by understanding the root causes.

We’re now in the midst of a 3 month “re-baseline” period to correct key points of failure.
Challenges Faced: Why?

Trails Modernization is facing major operational challenges that is resulting in a 18 month delay. Five root causes have been identified as the highest impact reasons.

<table>
<thead>
<tr>
<th>Governance Failures</th>
<th>Escalation Processes</th>
<th>Critical OIT Personnel Loss</th>
<th>Unsupported Technology</th>
<th>FFPSA Added Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of clear governance structure to escalate issues</td>
<td>Traditional escalation practices did not trigger or gain OIT / CDHS executive attention in sufficient time to correct and repair when Scope, Schedule and Budget statuses were elevated from Yellow (Aug 2018) to Red (Dec 2018). Current leadership learned of red status in March 2019</td>
<td>Loss of critical OIT members to the development / data integration work and ticket service resolution that resulted in delays with an inability to backfill key talent</td>
<td>Trails Mod was built on the promise of an Oracle upgrade that was not realized, (Oracle 10g to 12c). The risk and scope of this challenge was not clearly understood or appreciated</td>
<td>Additional scope is included into the still-incomplete system</td>
</tr>
<tr>
<td>No clear “Product Owner” to drive product forward with business users</td>
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<td></td>
<td>CGI was responsible for bug fixes only 30 days after each release</td>
<td>Additional FFPSA scope became an unforeseen burden on OIT resources</td>
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</tbody>
</table>
Rebaseline Actions

Governance, Leadership & Methodology

- Reinforcing overall governance structure with project management at all levels of the project while embracing an Agile approach
- New CDHS & OIT leadership in place dedicated to Trails Mod success
- Appointing the CDHS Product Owner and training her on Agile delivery methodology
- Developing a county governance structure to ensure proper communication, planning, and escalation for ongoing releases and changes to Trails product
- Working with the counties to validate readiness and process re-engineering for FFPSA
- Validating all requirements and lay out an agreed upon Trails product roadmap for FFPSA and Modernization
- Validating all estimates and solutions to meet the agreed upon requirements

*These improvements will enhance leadership oversight, appropriate escalation protocols, and confidence in timeline/scope*
Rebaseline Actions

CDHS & OIT Personnel

- Naming new OIT technical owner / technical strategic advisor
- Restructuring the delivery team with a product owner and becoming a single agile team
- Engaging CGI to “fill the gap” where OIT has staffing restrictions or constraints
- Improving protocols between OIT and CDHS to consider the impacts and set priorities before project resources are removed for other duties
- Restructuring CGI contract to be responsible for bug fixes 6 months after each release
- Improving end-user experience by implementing process improvement efforts to prioritize service desk incidents and expedite responses for both legacy and Trails Mod tickets

*These improvements will ensure we have the right people and processes in place to keep to schedule, scope and timeline, as well as a better end user experience*
County Impacts

These are our targeted objectives:

- Getting users into one system by September 2020
- Ensuring counties can implement FFPSA in January 2020
- New governance model with county input on release schedule, change management, communication and training schedules
- Improved service desk ticketing process
- Reducing ticket backlog
Final Thoughts

- A tremendous amount of time, effort and resources have been dedicated to Trails Modernization

- We are seeking emergency funding for FY19-20 in order to achieve FFPSA scope and complete Trails Modernization

- If we curtail efforts, we risk end-users working in two systems and some users (DYS) will live in legacy system almost exclusively

- If unfunded, Administration of Children & Families could ask for up to funding back if we do not complete development

- Looking forward, we are encouraged that the new leadership team, governance model and OIT personnel changes will positively impact county users and ensure an on-time project completion
Appendix
Proposed New Implementation Roadmap

When & Where is Trails Modernization going?

- Staff / Organization / System Administration
- Assessment (Human Trafficking) (includes additional Staff / Organization
- Public Providers - Staff / Organization
- IRACCF (all sub-projects) release

- Provider
- Incidents
- Referrals (Institutional Abuse or Neglect)
- Stage II Follow-Up
- Alerts/Notifications
- Reports
- Queues

- Candidacy determination
- Qualified Residential Treatment Program (QRTTP)
- Evidence-Based Services
- Prevention Plans

- All DYS features & functionality must be deployed together because of interdependencies that revolve around Case data. DYG users are on ONE system post release.

Users use only ONE system after this release.
- Assessment
- Case
- Fiscal
- Prevention Services

R1-4 Complete
R5 Resource Prerequisite for FFPFA Part 1 of 2
R6 FFPFA Part 1 of 2
R7 DYS Dept. of Youth Services
R8 All Other DCW Development Includes FFPFA Part 2 of 2

Project Restart Activities
Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct
2019 2020
Project Charter

Vision Statement

Through Trails Modernization, Trails will be:

- Better for children and families - heightened service offerings
- Easier and more intuitive to use for caseworkers - operational efficiencies
- Better integrated with other systems - improved infrastructure provisioning
- More Secure and CCWIS compliant - technological innovation
- Easier to use for managers and administrative review - operational efficiency and technological innovations / transformations
- More efficient and effective in spending system maintenance funds - cost management and technological innovation

Problem Statement

The Trails system is a complex and comprehensive system that has evolved over time since 2001, resulting in benefits and challenges to its continued use. There have been many changes over the years to Trails, as process changes occur and as new requirements are identified. Internal and external stakeholders have identified limitations with the current system, including 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.
### Trails Modernization Scope

<table>
<thead>
<tr>
<th>In Scope</th>
<th>Out of Scope</th>
<th>Deliverables</th>
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<tbody>
<tr>
<td>• Organization / Staff / System Administration</td>
<td>• New feature functionality not already contractually committed</td>
<td>• Updated Trails system</td>
</tr>
<tr>
<td>• Client Search &amp; Port of Entry</td>
<td>• Any agency functionality outside of the existing Trails</td>
<td>• Project governance</td>
</tr>
<tr>
<td>• Referral</td>
<td></td>
<td>• Requirements list</td>
</tr>
<tr>
<td>• Intake</td>
<td></td>
<td>• Schedule &amp; budget control</td>
</tr>
<tr>
<td>• Assessment / Commit</td>
<td></td>
<td>• Vendor Train the Trainer approach</td>
</tr>
<tr>
<td>• Case</td>
<td></td>
<td>• Agency training and education to end users (pre- and post-release)</td>
</tr>
<tr>
<td>• Fiscal</td>
<td></td>
<td>• Feedback system (requests and new features)</td>
</tr>
<tr>
<td>• Resources</td>
<td></td>
<td>• Feedback system (bug resolution)</td>
</tr>
<tr>
<td>• Integrations (OIT)</td>
<td></td>
<td>• Functional training environment available 60 days prior to any release</td>
</tr>
<tr>
<td>• Reporting &amp; Dashboards</td>
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User Organizations
There are 5,600 users of the Trails application.

State Agencies

<table>
<thead>
<tr>
<th>Colorado Department of Human Services (CDHS)</th>
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<tbody>
<tr>
<td>Office of Children, Youth and Families (OCYF)</td>
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<tr>
<td>Division of Child Welfare (DCW)</td>
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<tr>
<td>Division of Youth Services (DYS)</td>
</tr>
<tr>
<td>Office of Early Childhood (OEC)</td>
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<tr>
<td>Administrative Review Division (ARD)</td>
</tr>
</tbody>
</table>

Other Agencies

- 64 Colorado counties' departments of human/social services
- 22 judicial districts
- Some contracted service providers
Implementation Progress

How close are we to "done"?

- A strikingly large volume of Trails Mod user stories are already in Ready for User Testing (UAT) or Releasable status meaning they have already been developed and unit tested.

- A smaller volume of user stories remain to be developed and tested (In Progress, Not Started).

*Source: Diagram based on analysis of user story data extracted from Team Foundation Server (TFS) on 7/17/19. Retrofit and Family First (FFPSA) additions will increase the Not Started work category over the next several months.*
Trails Modernization Workstreams

The Trails Modernization project is managed as a Master Project with 4 separate sub-projects. The additional FFPSA scope is being managed as a new 5th sub-project.
FFPSA Overview

- **Vision Statement:** All children and teens should grow up in safe, stable and secure family that supports their long-term well-being. Research shows that growing up in a family is essential for all kids, especially those who have experienced abuse or neglect.

- The Family First Prevention Services Act (FFPSA) is a federal law that allows local child welfare agencies to use federal funding (Title IV-E) to pay for services that prevent the removal of a child or teen from their home. Previously, Title IV-E funding could only be used to pay for the cost of out-of-home placement services.

- FFPSA gives Colorado:
  - Additional resources to promote innovations and flexibility
  - Puts limitations on federal funding for placements that are not in family-like settings.
  - Provides an exciting opportunity to expand in-home services
  - Aligns with Colorado’s philosophy that children and teens should grow up with a family.

- In order to access Title IV-E funds for placement prevention services available through FFPSA, each state must submit a federal Prevention Program Plan (Plan) to the Children’s Bureau for review and approval.

- Colorado has an active FFPSA Implementation Group with several groups are focused on key areas, including:
  - Assessment
  - Child & Family Plans
  - Service Array
  - Qualified Residential Treatment Programs

- Colorado’s goal is to opt-in to FFPSA in January 2020.