It's Worth The Effort:
The Real Value of Feasibility Studies

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Our Vision

Thriving Communities
BUILT on Human Potential

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Our Mission

American Public Human Services Association advances the well-being of all people by *influencing* modern approaches to sound policy, *building* the capacity of public agencies to enable healthy families and communities, and *connecting* leaders to accelerate learning and generate practical solutions together.

... Because we build well-being from the ground up.

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# Center for Child and Family Well-Being (CCFWB)

Our Focus:

The Center for Child and Family Well-being serves and connects our members and partners who share responsibility for healthy child development, preserving and supporting families, and empowering communities.

We Aim to:

Reconfigure the structure of the service delivery system to better promote the social and emotional well-being of children and families.

Create healthier environments for all through social engagement and community supports that build health and wellness.

Build a national peer network to advance policy and practice solutions across sectors aimed at enhancing family functioning and sustained outcomes.

CCFWB
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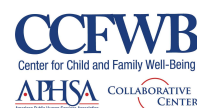
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Introductions

- **McKenzie Smith** - McKenzie is an Independent Consultant for the State of Illinois. She has fifteen years experience working within child welfare, starting out as a case worker in a private agency and working up into state government technology. She has worked on 15+ large scale projects serving as Program Manager, Project Manager as well as Subject Matter Expert. Before getting into child welfare technology, she helped develop and manage Placement Matching for foster youth, as well as Performance Based Contracting within IL. Most recently, Ms. Smith has been leading Illinois' CCWIS effort for the past two years.


- **Laura Polk** – Laura currently serves as the COMPASS Program Manager for the Division of Family Services with the Virginia Department of Social Services (VDSS). COMPASS is Virginia's response to new Comprehensive Child Welfare Information System (CCWIS) federal regulations. VDSS has embarked on a multi-year project to modernize the department's child welfare information systems. Ms. Polk oversees this program and is responsible for ensuring VDSS' commitment to providing staff with innovative, integrated, and web-based tools needed to provide effective child welfare services thereby accelerating service delivery and improving outcomes for children and families in Virginia. Prior to this position, she oversaw the Quality Assurance and Accountability Unit for VDSS.

Introductions

- **Carole Hussey** - Carole is an Associate Manager at Public Consulting Group. She has nearly twenty years experience working within in state government technology consulting, and nine years with PCG. She has worked with many state agencies in strategic planning, feasibility studies, and technology implementations. Ms. Hussey leads PCG's Human Services Information Technology business development efforts nationally. She has worked with many states across the country, advising them on how best to approach their transitions to CCWIS in a way that most effectively supports the programs and operations of child welfare agencies.
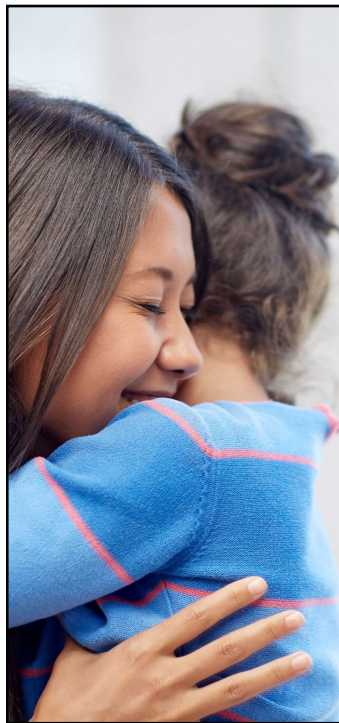
It's Worth It!

The value of feasibility studies in creating a strategic plan and managing implementation

May 7, 2019

VIRGINIA DEPARTMENT OF SOCIAL SERVICES

DCFS Children & Family Services
Illinois Department of

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Agenda

- Introductions
- Objectives
- What is a Feasibility Study?
  - Purpose
  - Components
  - Myths
- Illinois - Feasibility Studies for Planning
- Virginia - Feasibility Studies for Managing
- Lessons Learned
- Questions
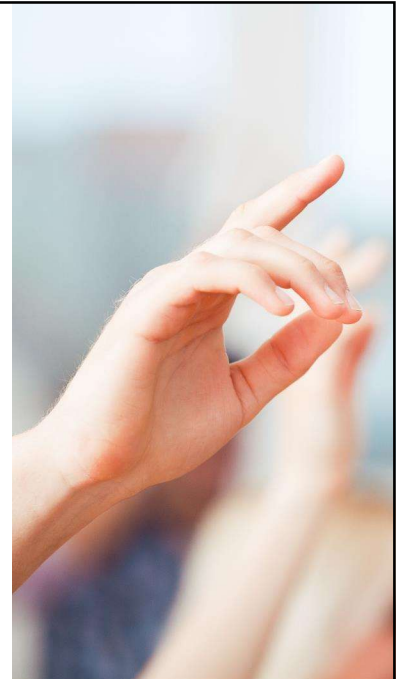
Objectives

By the end of this presentation, you will understand:

- The purpose of conducting a Feasibility Studies
- The typical activities and outputs of a Feasibility Study
- How Feasibility Study outputs are used when planning procurements and project implementations
- How Feasibility Study outputs are used during a project implementation
- Lessons learned from two states regarding their Feasibility Study experiences

What is a Feasibility Study?

A process by which viability of alternative solutions are tested to inform business decision making and to establish a business case for investments.

Typical Feasibility Study Components

As recommended by the Administration for Children and Families (*ACF):
- Feasibility Study, including Functional and Technical Requirements
- Alternatives Analysis, including Gap Analysis
- Cost Benefit Analysis (CBA)

May sometimes also include optional components such as:
- Implementation Roadmap
- Implementation Advance Planning Document
- Procurement Planning
- Business Process Redesign

* https://www.acf.hhs.gov/sites/default/files/cb/cbaguide.pdf

Value of a Feasibility Study

- Objective assessment of as-is environment and recommendations

- Holistic view of the project needs, not just the software development lifecycle

- Establishes realistic expectations

- Builds business case for funding and other necessary resources

- Creates an executable plan that can serve as a useful tool for managing downstream adjustments

Myths

- It takes too long
  - Usually takes 9 – 12 months for comprehensive study
  - Can perform an abbreviated study, 5 – 9 months
  - Spend time up front, save time later

- It costs too much
  - ACF will match up to 50% of a feasibility study through an approved Planning Advance Planning Document (PAPD)
  - Downstream change orders will be more costly than the upfront investment

Illinois

Feasibility Studies as a Planning Tool

Illinois Feasibility Study Deliverables

Deliverables
Project Initiation (kickoff, etc.)
Project Planning (project plan, communication plan, etc.)
Requirements (functional and non-functional)
As-Is and To-Be process Flows
Gap Analysis
Alternatives Analysis
Cost Benefit Analysis (CBA)
Recommendation and Roadmap
Architectural Design Docs
Implementation Advanced Planning Documentation (IAPD)
Request for Proposal (RFP)

Using the Results of a Feasibility Study - Illinois

#1

PAPD
Planning Advanced
Planning Document

No matter what route you decide to take for CCWIS there will be planning and analysis.
- **highly recommended** to do a PAPD
- You get Federal Funding Participation (FFP) for a PAPD
- HINT: a handful of states have already done a PAPD (such as Illinois and Virginia), no need to reinvent the wheel☺ Just ask…

Overall Illinois Takeaway: It provided us with a standardized framework for analysis and solutioning that increased our confidence in our decision for CCWIS, as well as provided a solid foundation of work that was used in our IAPD.

Using the Results of a Feasibility Study - Illinois

Deliverable	Results/Outcomes
Project Initiation and Planning	Gets everyone excited and engaged
	The start of Organizational Change Management (OCM)
	Creates expectations for the project as well as organization
Requirements Gathering	Foundation for identifying gaps in the current system
	OCM again, engaging those on the ground doing the job
	Executive interviews to get the macro level view
	Surveys allowed for capturing more data in an economical way
	Get to hear from both IT and Business (necessary to get both perspectives)
	Part of the Federal IAPD document
Process Flows	Created necessary documentation we didn't already have
	Provided perspective for the stakeholders on how inefficient our process' were
	Provided perspective for Executives on business process' being compliance driven
	Established a baseline for Business Process Redesign (BPR)

Using the Results of a Feasibility Study - Illinois

Deliverable	Results/Outcomes
Gap Analysis	Part of the Federal IAPD document
	Useful way to define problems which you will then turn into objectives
	Very helpful for assessing modernization of your current system to become CCWIS compliant.
Alternatives Analysis	Validation with an unbiased analysis of different solution types/routes
	Part of the Federal IAPD document
	Reassures the feds that you assessed a couple different options
	Combines both business needs and IT feasibility to create a more valid assessment of options
	Helps prioritize (financial, technical debt, business process', etc.)
CBA	Part of the Federal IAPD document
	Having data such as costs and benefits to back up your recommendation
	Cost analysis always helps convince legislatures, executives, budget, etc. on funding decisions
	Personnel resource statements, project activities, schedule, proposed budget and prospective costs are all developed here and feed directly into the project plan

Using the Results of a Feasibility Study - Illinois

Deliverable	Results/Outcomes
Recommendation and Roadmap	Breaks it down for staff in a consumable way, all the deliverables and process' that just took place take on a strategic meaning and vision
	Lays foundation for the vendors on what the state is thinking
Technical Design Docs	Lays foundation for the vendors
	Gives opportunity to describe any existing tools that need to integrate/interface
IAPD	Literally every single thing you just did on the Feasibility Study goes into this document, at this point you will most likely be 75% done with your IAPD
	The other 25% was the Data Quality Management Draft, Cost Allocation methodology, and your State's/Counties security policies.
RFP	Given all the work and deliverables you just produced and were a part of, your RFP is that much more informed and validated.

Virginia

Feasibility Studies as a Management and Execution Tool

Using the Feasibility Study in Virginia

C O M P A S S

Program Governance	Program Planning	Program Phase 1
• Establish and Maintain Program Governance Model • Establish and Maintain Data Governance Model • Establish and Maintain Program Evaluation Metrics • Establish and Maintain Readiness Criteria • Establish and Maintain Technical Best Practices • Monitor Virginia IT Policy changes • Assess and Update VDSS Policy • Finalize Resources • Finalize and Maintain Organizational Outreach	• Finalize and Maintain Enterprise Architecture • Finalize and Maintain Roadmaps • Finalize and Maintain State Budget • Finalize and Maintain Funding • Finalize and Maintain Procurement Model • Finalize Financial Processes	• Procurement & Project Initiation • Mobility • Host Environment • Data Environment • Data Warehouse • Document Management

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Using the Feasibility Study in Virginia

C O M P A S S

Program Governance	Program Planning	Program Phase 1
• Establish and Maintain Program Governance Model • Establish and Maintain Data Governance Model • Establish and Maintain Program Evaluation Metrics • Establish and Maintain Readiness Criteria • Establish and Maintain Technical Best Practices • Monitor VITA Policy changes • Assess and Update VDSS Policy • Finalize Resources • Finalize and Maintain Organizational Outreach	• Finalize and Maintain Enterprise Architecture • Finalize and Maintain Roadmaps • Finalize and Maintain State Budget • Finalize and Maintain Funding • Finalize and Maintain Procurement Model • Finalize Financial Processes	• Procurement & Project Initiation • Mobility • Host Environment • Data Environment • Data Warehouse • Document Management

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Using the Feasibility Study in Virginia

C O M P A S S

Program Phase 2	Program Phase 3	Program Phase 4
• Procurement & Project Initiation • Business Requirements Confirmation and Technical Studies • Case Management: Intake, Investigation, and Family Assessment • Case Management: Ongoing • Case Management: Prevention • Case Management: Foster Care • Case Management: Adoption • Data Warehouse • Document Management • OASIS Decommissioning and Migration	• Procurement & Project Initiation • Business Requirements Confirmation and Technical Studies • Case Management: Foster and Adoptive Homes • Financial • IV-Eligibility • Data Warehouse • Document Management • OASIS Data Migration	• Procurement & Project Initiation • Business Requirements Confirmation and Technical Studies • Mobility • Portals: Foster and Adoptive Homes, Foster Youth, Service Providers, • Data Warehouse • Document Management

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Using the Feasibility Study in Virginia

C O M P A S S

Program Governance

• Establish and Maintain Program Governance Model
• Establish and Maintain Data Governance Model
• Establish and Maintain Program Evaluation Metrics
• Establish and Maintain Readiness Criteria
• Establish and Maintain Technical Best Practices
• Monitor Virginia IT Policy changes
• Assess and Update VDSS Policy
• Finalize Resources
• Finalize and Maintain Organizational Outreach

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Using the Feasibility Study in Virginia

C O M P A S S

Program Planning

- Finalize and Maintain Enterprise Architecture
- Finalize and Maintain Roadmaps
- Finalize and Maintain State Budget
- Finalize and Maintain Funding
- Finalize and Maintain Procurement Model
- Finalize Financial Processes

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Using the Feasibility Study in Virginia

C O M P A S S

Program Phase 1

- Procurement & Project Initiation
- Mobility
- Host Environment
- Data Environment
- Data Warehouse
- Document Management

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Using the Feasibility Study in Virginia

C O M P A S S

Program Phase 2
• Procurement & Project Initiation • Business Requirements Confirmation and Technical Studies • Case Management: Intake, Investigation, and Family Assessment • Case Management: Ongoing • Case Management: Prevention • Case Management: Foster Care • Case Management: Adoption • Data Warehouse • Document Management • OASIS Decommissioning and Migration

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Using the Feasibility Study in Virginia

C O M P A S S

Program Phase 3
• Procurement & Project Initiation • Business Requirements Confirmation and Technical Studies • Case Management: Foster and Adoptive Homes • Financial • IV-Eligibility • Data Warehouse • Document Management • OASIS Data Migration

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Using the Feasibility Study in Virginia

C O M P A S S

Program Phase 4
• Procurement & Project Initiation • Business Requirements Confirmation and Technical Studies • Mobility • Portals: Foster and Adoptive Homes, Foster Youth, Service Providers, • Data Warehouse • Document Management

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Lessons Learned - Virginia

- Take the Time to Obtain a Roadmap – know your options!

- Allowed for the identification of Short-term gains - Mobility

- There is NO such thing as an IT project

- Living Document

- There will be detours along the way

Lessons Learned - Illinois

- Do Deliverable Expectation Docs on every deliverable
  - Especially on requirements (high level versus detailed, agile versus waterfall reqs)
- Use consistent language in every deliverable (caseworker is a caseworker everywhere, don't switch over to child welfare worker)
- Get an architect involved upfront, especially on technical analysis
- Surveys need to be worth while and not generalized
- Start working with procurement at the beginning and keep them involved the whole way
- Start drafting RFP as early as you can (get some decisions made early)
- Create a graph or mapping of the states and current CCWIS projects.
- COTS can really be a hybrid of options so need to assess that accordingly for CBA/Alternatives analysis
- IAPD and RFP development resources should have current CCWIS market expertise

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Questions and Answers

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