

State of Nevada

Division of Children and Family Services (DCFS)

Deliverable 3.5.3.4

Requirements Matrix

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Transmittal



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Dear Mr. Bokka and Mr. Milicevic,

On behalf of KPMG LLP (KPMG or Firm), I am pleased to re-submit as final the enclosed Deliverable Document for Deliverable 3.5.3.4 Matrix. This version is addressing the two comments on Appendix 4 received 11/19/2024 from DCFS.

Please do not hesitate to contact me at 404-556-8198 or vrkrishnan@kpmg.com if I can provide any additional information or answer any questions.

Very truly yours,

KPMG LLP

A handwritten signature in blue ink, reading 'Venkat R. Krishnan'. The signature is stylized with a long horizontal line extending from the end.

Venkat R Krishnan

Managing Director, State and Local Solutions

Revision History

DATE	VERSION	DESCRIPTION	AUTHOR
10/10/2024	001	Deliverable drafted	KPMG
10/11/2024	002	Internal reviews and edits	KPMG
10/15/2024	1.0	Deliverable draft submitted to DCFS	KPMG
11/19/2024	1.0	Two (2) comments received from DCFS via email in reference to Appendix 4	KPMG
11/20/2024	2.0	Edits performed by KPMG to address 2 comments received from DCFS on Appendix 4	KPMG

Modifications to the approved baseline version of this artifact must be made in accordance with the DCFS Artifact Management Standards.

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Introduction

KPMG LLP (KPMG) has been retained by the State of Nevada Division of Child and Family Services (DCFS) to provide Child Welfare System Needs Assessment Consultant Services as part of the UNITY Modernization effort.

Designing the future state for DCFS' UNITY system has been an exercise in considering the art of the possible, prioritization of challenges uncovered in the current state analysis, and identification of potential alignment across jurisdictions. This exercise has been guided by the vision and guiding principles set forward by the leadership team at the onset of the project¹.

Opportunities for the future were identified for consideration in this process through workshop discussions surrounding pain points with current system functionality and desires for future system functionality. KPMG and the stakeholders worked in partnership to document requirements that address pain points for stakeholders with their current system while envisioning the functionality of a future more seamless system.

Purpose of this Deliverable

The purpose of this Deliverable is to document the approach and methodology used in elicitation of the future state requirements for the Modernized UNITY as well as to detail the structure in which the requirements resulting from this effort which are presented in Deliverable 3.5.3.2. Requirements.

This Deliverable also details:

- The requirements validation processes that were activated during the Needs Assessments effort
- List of participants in requirements elicitation workshops
- List of DCFS / State of NV issued documents that were consulted as part of the requirements elicitation process.
- Reflect best practices in how future state requirements for procurement are documented.

Alongside the Deliverable 3.5.3.2 Requirements Document, the Deliverable 3.5.3.4 Requirements Matrix encapsulates the joint effort of DCFS and KPMG to develop a structured and robust set of requirements that will drive the modernization of the UNITY system. Furthermore, these two-Deliverable bundled with the Deliverable 3.5.3.3 Process Flow will serve as critical artifacts in the planning stage of the DCFS CCWIS modernization effort and will equip DCFS with the tools to make informed decisions regarding subsequent procurement and implementation efforts.

Goals for this Deliverable

The goals of this Deliverable are as follows:

- Provide a clear and intuitive structure of the Requirements Document Deliverable
- Suggest general guidelines on how the Requirements Document Deliverable can be leveraged by DCFS and vendors.

¹ For more details on the Vision and Guiding Principles as defined by the Leadership team at the onset of the project, please refer to Deliverable 3.5.3.3. Process Flows

- Document the approach and methodology used to elicit requirements to serve for future historic documentation of the process and inform others that might not have been part of the process.

This Deliverable was designed to be intuitive and easily digestible by multiple business groups—workshop participants, other DCFS personnel, DCFS partners, and potential vendors.

This Deliverable has been organized in a manner that is consistent with how the functional and non-functional requirements have been presented to the workshop participants thus far. By curating this Deliverable to be widely understandable, the KPMG team seeks to ensure a smooth knowledge transfer to DCFS, and subsequently, and any vendors supporting the UNITY Modernization effort.

The intuitive character of this Deliverable was achieved by maintaining a high-level approach in nature, an approach where functional and non-functional requirement attributes serve a unique and integral purpose in the identification and contextualization of the requirement. This Deliverable contains both descriptions and examples of each requirement attribute, providing a clear and concise profile of how the future-state requirements will be presented in Deliverable 3.5.3.2 Requirements Document.

The overarching goal for this Deliverable is to maintain consistency and clarity and prepare the DCFS audience for future deliverables. Through this effort, the Requirements Matrix Deliverable will ensure the efficacy and durability of the Requirements Document throughout the long-term implementation process. Thus, alongside the Process Flow deliverable, the Requirements Matrix Deliverable is an important first step towards capturing DCFS's UNITY future state vision.

Executive Summary

Deliverable 3.5.3.4 Requirements Matrix represents a vital step in setting forward the details of modernizing Nevada's UNITY system via a structured and tested collaborative effort between KPMG and DCFS. This deliverable lays the groundwork for a comprehensive understanding of the Modernized UNITY and how this modernized system will align with the future state vision, guiding principles and best practices. By providing a structured Matrix that aligns with DCFS's objectives, this Deliverable ensures that all stakeholders have a common understanding of the system's future capabilities while being creative and forward looking enough to advocate for advancements beyond near term realities. This understanding is crucial for facilitating structured conversations with future vendors and ensuring that the modernization efforts are aligned with DCFS's long-term goals.

As the UNITY System Needs Assessment moves forward, the Requirements Matrix Deliverable will serve as a testament to the collaborative and forward-thinking approach adopted by DCFS and KPMG. The formal acceptance of this Deliverable by DCFS's responsible parties will mark an important milestone in this effort to develop a modernized CCWIS system and moving forward towards subsequent elaborations of the transformative effort.

Methodology and Approach

Methodology for requirements documentation

In driving towards a robust set of requirements for the UNITY Modernization, KPMG relied on the KPMG Reference Enterprise Architecture (KERA) methodology and its set of child welfare (CW) reference tools and accelerators.

To the end goal set for this phase, KERA provided a step-by-step process and relevant accelerator for analyzing DCFS program's operations as they relate to internal operations, external interactions, and services for its customers. First, KPMG started with analyzing current state operations by customizing the KERA for CW reference context models. This effort allowed for a comprehensive but efficient mapping of external stakeholders and their program-related interactions pertinent to each of DCFS' functional areas. Through a shared KPMG and DCFS effort, these models were used to document Nevada specific CW interactions between DCFS and a multitude of relevant external parties. These models also summarized the organization's "reason for being" since they represented the triggers for as well as the outputs of the internal processes. KPMG leverage these models to spark conversations on the current state pain points, inefficiencies, variations that might exist between teams or jurisdictions. Furthermore, these models and associated conversations were used to create an inventory of processes to be discussed as part of the future state design effort.

With these efforts completed, KPMG moved into documenting the ways in which these interactions with the outside world needed to be supported internally in the future as to align with the vision and guiding principles established for the effort by the project leadership. As such, KPMG leveraged the KERA for CW reference processes, which already incorporated program best practices, and worked with a large set of DCFS stakeholders to customize these reference CW processes to design Nevada specific future state processes. From there, KPMG drafted both functional and non-functional requirements to support the implementation of the future state processes as design and worked alongside the various DCFS stakeholders to validate, refine, and further elicit associated requirements.

Approach for requirements documentation

Specifically for requirements, the KERA for CW toolkit provided an efficient set of requirements that were robust and 'tested' and that already incorporated best practices and lessons learned from KPMG's experience on similar efforts across the country. This repository consists of more than 1,000 CW specific reference requirements that were organized by functional area (e.g., case management, investigation). To allow for an effective process, KPMG familiarized itself with DCFS' policies and procedures and used the gain knowledge from its desk research to customize the reference set of requirements provided by the KERA for CW toolkit to the Nevada's specific operations.

As firm believers in the importance of pre-work, KPMG shared this customized set of reference requirements with workshop participants at least 14 days in advance of each of the workshops to allow for ample time for these stakeholders to prepare, discuss internally or pull in additional resource, as needed. Such an approach led to robust but efficient workshop conversations that focused on validating rather than conducting initial documentation of elicited requirements. The

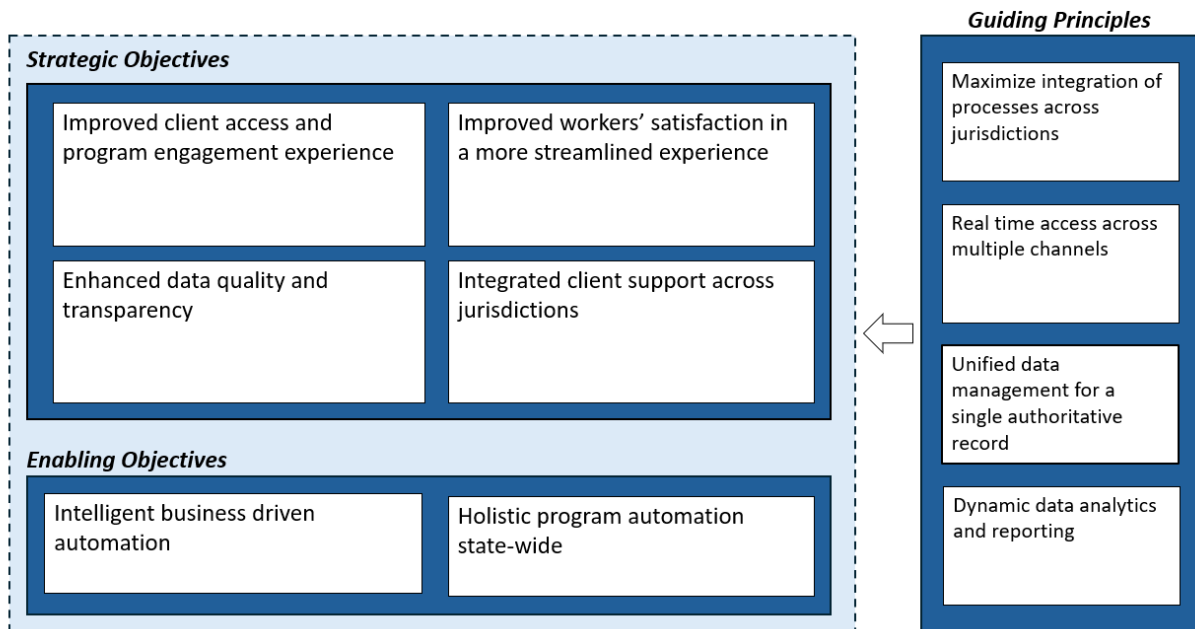
approach also allowed for more time for conversations on topics as needed and for collaboration between teams and jurisdictions.

KPMG documented any additional requirements or edits needed to proposed requirements live during the work sessions. As needed, KPMG also took note of any parking lot items that required more in-depth conversations in conjunction with the workshop session or any areas where larger edits, cross-checks or validation might have been necessary to be processed, for efficiency reasons, post workshop.

Key Drivers for Requirements Documentation

Alignment with the Vision and Guiding Principles

In customizing and refining future state requirements for UNITY Modernization, KPMG and DCFS worked together to drive alignment with the Vision and Guiding Principles set forward by the project leadership through a collaborative effort at the onset of the project.



Nevada's CCWIS transformation is more than a technology project--this long-term modernization effort will widely improve the accessibility, efficacy, and impact of the UNITY system and DCFS itself. The objectives of this CCWIS modernization are therefore beyond the technicalities of a system transformation and are likewise focused on the ability of DCFS to support and serve Nevada's children, families, and communities.

With these goals and principles in mind, the elicitation of future state high level requirements was conducted with the goal of reducing redundancies, streamlining workflows, utilizing data analysis and reporting to proactively address the needs of case workers and clients alike. The requirements also reflect the goal of leveraging automation to enhance DCFS's posture in the long-term; to enable DCFS to maintain integration, engagement, and compliance by embracing and adapting to change going forward. As such, the Vision and Guiding Principles put forward by the leadership team at the beginning of the effort shaped and informed the effort of

documenting a future state (and future state requirements in particular) that is bold, innovative, and accessible.

Grounded in the high-level theme of automation, the elicited requirements for the UNITY Modernization are tailored to DCFS's business needs—filling in known gaps and bolstering its strengths to increase its organizational capacity through its system transformation effort. These objectives were particularly impactful in the elicitation of requirements around data quality, client support, and worker satisfaction.

The elicited requirements are also consistent with DCFS' underlying values and priorities of moving towards a more dynamic, integrated, and unified system that can be leveraged across the state.

Fully Support DCFS' Future State (Designed) Processes

Through the iterative approach deployed for arriving to the high level functional and non-functional requirements, KPMG imposed a wide reach, logical approach that allowed for a layered discovery which unveiled more detail and complexity with each iteration. As such, requirements were elicited in close alignment not only with the vision and guiding principles set forward at the onset of the project, but also with the processes that were designed collaboratively in earlier iterations. During workshops, requirements were discussed in proximity and following future state process design efforts. To ensure alignment and full coverage, the KPMG team has conducted cross checks and validations throughout the entire requirements elicitation effort and suggested required updates to keep the processes and requirements in sync as we moved through the scope of work.

Process to drive alignment between Processes and Requirements



Address Prioritized Pain Points

Through the work performed in prior activities, KPMG and DCFS documented a multitude of pain points that decreased efficiency, ability to serve, client and staff satisfaction leading to generally sub-optimal operations. These pain points were considered both in the design of the future state processes and the elicitation of future state requirements.

Below is a summary of the major pain points that transpired during the current state assessment effort.²

Theme	Examples
1. Dated Capabilities	<ul style="list-style-type: none">• Lack of automation• Lack of AI• Lack of self-service solutions
2. Inflexible Solutions	<ul style="list-style-type: none">• Organizational change management is sorely lacking.• Prevents UNITY from accommodating the differences in service provision across the regions

² For a more detailed analysis of the current Pain Points, please see Deliverable 3.5.3.3 Process Flows.

3. Worker & Client	<ul style="list-style-type: none"> Disjointed Not user-friendly Complicates and slows communications with and between workers and clients
	<ul style="list-style-type: none"> Having to navigate to many screens to complete a task Having to create and utilize manual workarounds. Navigating is complicated and obscures information
	<ul style="list-style-type: none"> Data is inaccurate and ad-hoc, causing inaccurate reports. Data is often not routed to the right people for the right tasks or reports. Data is not easily retrievable nor customizable
	<ul style="list-style-type: none"> Policy needs not reflected, or not reflected adequately (e.g., Independent Living, ICWA, CSEC, etc.) Best practice approaches not reflected (e.g., planning for a child's return home, recording a person's SOGIE information, etc.)
	<ul style="list-style-type: none"> Changes to information in one functional area such as Permanency do not trigger the need for subsequent changes in other functional areas such as Eligibility

Incorporate Best Practices

KPMG has been infusing the process of requirements elaboration with best practices throughout and through efforts conducted at multiple levels:

- Discussing and constantly reminding workshop participants of best practices in how requirements are phrased, organized and structured
- Leveraging reference requirements like the KERA for CW repositories that already incorporate industry best practices
- Enforcing a rigor and discipline in approach, application of methodology, usage of tools and techniques to document requirements and subsequent updates as needed.

Requirements Matrix Deliverable Structure

The Requirements Traceability Matrix is provided in the Table of Contents and Definitions and Logistical Details tabs in the 3.5.3.2 Requirements Deliverable.

The Table of Contents tab of this Deliverable (pictured below) consists of the following columns:

- **Requirement Category:** Title of topics (ex: Intake, Assessment, Investigation, etc.)
- **Hyperlink to Tab:** Hyperlinks to tabs for each Requirement Category
- **REQ ID:** IDs of the requirements (ex: Intake is IN-##)
- **Functional Versus Non-Functional** (ex: Intake is functional whereas Security is non-functional).

Requirements Table of Contents					
Tab #	Topic type	Requirement Topic Area	Hyperlink to Tab	REQ #	Topic
I1.	Intro	Table of Contents	Table of Contents	N/A	N/A
I2.	Intro	Definition & Logistics	Definition & Logistics	N/A	N/A
F1	Functional	Intake	Intake	IN-#	Functional
F2	Functional	Assessment / Investigation	Assessment / Investigation	AS-##, INV-##	Functional
F3	Functional	Case Management	Case Management	CM-##	Functional

F4	Functional	Case Review	Case Review	M-##	Functional
F5	Functional	Medical Case Management / Treatment	Medical Case Management / Treatment	CR-##	Functional
F6	Functional	Foster Care Services for App Licensing / Licensing Caseload and Resource Availability	Foster Care Services for App Licensing / Licensing Caseload and Resource Availability	FCL-##	Functional
F7	Functional	Placement Stability & Permanency (Make, Maintain, Preserve Placement)	Placement Stability & Permanency (Make, Maintain, Preserve Placement)	PL-##	Functional
F8	Functional	Adoptions (Case Management of)	Adoptions (Case Management of)	A-##	Functional
F9	Functional	Independent Living	Independent Living	IL-##	Functional
F10	Functional	Court Processing	Court Processing	CP-##	Functional
F11	Functional	Eligibility	Eligibility	E-##	Functional
F12	Functional	Financial / Payment Processing	Financial / Payment Processing	FP-##	Functional
F13	Functional	Provider Management	Provider Management	PM-##	Functional
F14	Functional	Child, Guardians, Parents, Resources, and Collateral Profile Management	Child, Guardians, Parents, Resources, and Collateral Profile Management	CPGRC-##	Functional
F15	Functional	Worker Workflows	Worker Workflows	WW-#	Functional
NF1	Non-functional	Forms	Forms	F-##	Non-Functional
NF2	Non-functional	System Interfaces	System Interfaces	IF-##	Non-Functional
NF3	Non-functional	Reporting and Analytics	Reporting and Analytics	R-##	Non-Functional
NF4	Non-functional	Security	Security	S-##	Non-Functional
NF5	Non-functional	Data Management and Data Quality	Data Management and Data Quality	D-##	Non-Functional
A1.	Appendix	List of Workshops Conducted	List of Workshops Conducted	N/A	N/A
A2.	Appendix	Glossary of Terms	Glossary of Terms	N/A	N/A
A3.	Appendix	List of Materials Consulted	List of Materials Consulted	N/A	N/A

State of Nevada Division of Child and Family Services Requirements Matrix			
<i>Description: This worksheet provides a table with hyperlinks to the respective sections found in this spreadsheet.</i>			
Requirements Table of Contents			
Requirement Topic Area	Hyperlink to Tab	REQ #	Functional Versus Non-Functional
Intake	Intake	IN-#	Functional
Assessment / Investigation	Assessment / Investigation	AS-## , INV-##	Functional
Case Management	Case Management	CM-##	Functional
Case Review	Case Review	M-##	Functional
Medical Case Management / Treatment	Medical Case Management / Treatment	CR-##	Functional
Foster Care Services for App Licensing / Licensing Caseload and Resource Availability	Foster Care Services for App Licensing / Licensing Caseload and Resource Availability	FCL-##	Functional
Placement Stability & Permanency (Make, Maintain, Preserve Placement)	Placement Stability & Permanency (Make, Maintain, Preserve Placement)	PL-##	Functional
Adoptions (Case Management of)	Adoptions (Case Management of)	A-##	Functional
Independent Living	Independent Living	IL-##	Functional
Court Processing	Court Processing	CP-##	Functional
Eligibility	Eligibility	E-##	Functional
Financial / Payment Processing	Financial / Payment Processing	FP-##	Functional
Provider Management	Provider Management	PM-##	Functional
Juvenile Justice	Juvenile Justice	JJ-##	Functional
Child, Guardians, Parents, Resources, and Collateral Profile Management	Child, Guardians, Parents, Resources, and Collateral Profile Management	CPGRC-##	Functional
Security	Security	S-##	Non-Functional
Worker Workflows	Worker Workflows	WW-#	Functional
Data Management and Data Quality	Data Management and Data Quality	D-##	Non-Functional
Forms	Forms	F-##	Non-Functional
System Interfaces	System Interfaces	IF-##	Non-Functional
Reporting and Analytics	Reporting and Analytics	R-##	Non-Functional
List of Workshops Conducted	List of Workshops Conducted	N/A	N/A
Glossary of Terms	Glossary of Terms	N/A	N/A
List of Materials Consulted	List of Materials Consulted	N/A	N/A

The Definitions and Logistical Details tab consists of the following columns each with a coordinating definition and example within the Matrix itself.

- Requirement Category 1
- Requirement Subcategory
- Requirement Description
- Status (Validated, Designed, Tested, Implemented, Removed)
- Notes

State of Nevada Division of Child and Family Services Requirements Matrix		
Description: This worksheet provides a table with definitions of the contents found in this spreadsheet.		
Definitions and Logistical Details		
Column	Definition	Example
Topic Area	The high-level category such as functional area or non-functional area	See TOC for full list. Examples include: Intake (functional) & Security (non-functional)
Sub-topic	Second level category for specific processes within a functional or non-functional area, as needed	Differential Response, Data Quality, Intake Referral
Requirement #	Sequential numbering by functional or nonfunctional area	See REQ ID on Table of Contents tab
Requirement Description	The text describing the requirement (what the system must do or allow the user to accomplish)	<i>Examples:</i> The system shall allow the user to search within the system of record for Child Welfare (CW) history. The system shall assign a status to each Intake Referral according to business rules (e.g., Under assessment, Pending supervisor review).
Status (Validated, Designed, Tested, Implemented, Removed)	Status indicators include Validated, Designed, Tested, Implemented and Removed. These status indicators can change over time so that DCFS can track the progress of the approved requirements throughout the system modernization phases.	Validated indicates approved in the stakeholder workshops with vendor KPMG. Designed indicates final approval amongst DCFS team and ready for testing. Tested indicates testing has been completed on the requirement itself. Implemented indicates the requirement is implemented in the system and fully functional. Removed indicates DCFS has decided they would no longer like to go forward with this requirement within their system.
Notes	A notes column can help track if requirements are linked to other requirement areas or if there is a pending policy change or decision that would impact the requirement.	<i>Example:</i> Potential policy change in CCWIS Data Quality plan in the future

The 3.5.3.4 Requirements Matrix allows the user to navigate within the 3.5.3.2 Requirements Deliverable. A small snapshot of the 3.5.3.2 Requirements Deliverable is provided below to show what the Table of Contents Hyperlinks to Tab column leads the user to when they click on each individual hyperlink per topic area. The below is a sample of the first few Intake requirements.

Topic Area	Sub-topic	Requirement #	Requirement Description	Status (Validated, Pending Validation)
Intake	Additional information documentation	IN-01	The system shall automatically document contact attempts (e.g., calls/emails) performed by authorized users as part of additional information gathering efforts.	Validated
Intake	Additional information documentation	IN-02	The system shall allow authorized users to manually document contacts with collaterals.	Validated

Appendices

Appendix 1: Acronyms

Below is a list of acronyms used in the documentation of requirements for Modernized UNITY. This list is also part of Deliverable 3.5.3.2 Requirements and is available on a shared location on the DCFS's Teams side under [Documents > General > UNITY Needs Assessment > Supporting Materials](#) at this location ([link](#)).

Acronym	Acronym Definition	Functional Area	Notes
AAICPC	Association of Administrators of the Interstate Compact on the Placement of Children	All	
ACES	Adverse Childhood Experiences and Trauma	Medical Case Management	Also in the following non-functional area: -System Interfaces
ACF	Administration for Children and Families	All	Also in the following non-functional areas: -Security -Data Management and Data Quality -Reporting and Analytics
ACYF	Administration on Children, Youth and Families	All	
ADA	Americans with Disabilities Act	Eligibility	
ADHD	Attention Deficit Hyperactivity Disorder	Financial Management / Payment Processing / Provider Management	
AE	Adoption Exchange	Adoptions (Case Management Of) and Independent Living	Also in the following functional area: -Financial Management / Payment Processing / Provider Management
AFCARS	Adoption and Foster Care Analysis and Reporting System	All	Also, in the following functional / non-functional areas: -Placement, Stability, and Permanency -Data Management and Data Quality -System Interfaces -Reporting and Analytics
AFDC	Aid to Families with Dependent Children	Eligibility	
AI	Artificial Intelligence	Data Management and Data Quality	
Alt NIA	Alternative Nevada Initial Assessment	Assessments/Investigation	
ANI	Area Needing Improvement	Case Review	Also in the following non-functional area: -Reporting and Analytics
APIs	Application Programming Interfaces	Security	Also in the following non-functional areas: -Data Management and Data Quality -System Interfaces -Reporting and Analytics
APPLA	Another Planned Permanent Living Arrangement	Case Management	Also in the following functional areas: -Courts
APSR	Annual Progress and Services Report	Reporting and Analytics	
ASR	Annual Subsidy Renewal	Eligibility	
BIG		Courts	
CANS	Child Abuse and Neglect System	Investigation	Also, in the following non-functional / functional areas: -Case Management -Medical Case Management

			-Foster Care Licensing -System Interfaces
CAPTA	Child Abuse Prevention and Treatment Act	Medical Case Management	
CARA	Comprehensive Addiction and Recovery Act	Intake	Also in the following non-functional area: -System Interfaces
CASA	Court Appointed Special Advocate	Courts	
CASA/GAL	Court Appointed Special Advocates / Guardians ad Litem	All	
CASI	Child and Adolescence Service Intensity Instrument	Medical Case Management	
CCWIS	Comprehensive Child Welfare Information System	Security	Also in the following non-functional areas: -Data Management and Data Quality -System Interfaces -Reporting and Analytics
CFR	Code of Federal Regulations	Security	
CFSP	Child and Family Services Plan	Reporting and Analytics	
CFSR	Child and Family Service Reviews	All	Also included in the following functional / non-functional areas: -Case Review -Placement, Stability, & Permanency -System Interfaces -Reporting & Analytics
CIS	Center for Internet Security	Security	
CM	Case Management	Eligibility	
CPA	Child Placing Agency	Case Management	
CPS	Child Protective Services	Intake	Also included in the following functional / non-functional areas: -Assessments/Investigation -Case Review -Foster Care Licensing -Placement, Stability, and Permanency
CSE	Confirming Safe Environment	Case Management	Also in the following functional area: -Placement, Stability, & Permanency
CSEC	Commercial Sexual Exploitation of Children	All	Also, in the following non-functional / functional areas: -Assessments/Investigation -Case Management -Medical Case Management -Placement, Stability, & Permanency -System Interfaces
CSE-CPA	Confirming Safe Environments-Child Placement Assessment	Placement	Also in the following functional area: -Assessments / Investigations
CSE-I	Confirming Safe Environments-Instrument	Placement	Also in the following functional area: -Assessments / Investigations
CSR	Child Specific Recruitment	Adoptions (Case Management Of) and Independent Living	
CSS	Child Support Services	Eligibility	
CW	Child Welfare	All	Also, in the following functional / non-functional areas: -Assessment/Investigation -Financial Management / Payment Processing
CW Agency	Child Welfare Agency	Courts	
CWCA	Child Welfare Contributing Agency	All	Also in the following non-functional areas: -Data Management and Data Quality -Reporting and Analytics
DA	District Attorney	Courts	

DAWN	Data Warehouse of Nevada	System Interfaces	DAWN is a history of transactions in the State of Nevada's financial system, ADVANTAGE.
DBA	Database Administrator(s)	Data Management and Data Quality	
DCFS	Division of Child and Family Services	All	Also in the following non-functional areas: -Security -Forms
DHCFP-Medicaid	Division of Health Care Financing and Policy	Placement	
DHFCP	Division of Health Care Financing and Policy	System Interfaces	
DHHS	Department of Health and Human Services	All	
DHS	Department of Homeland Security	Eligibility	
DoS	Denial of Service	Security	
DPBH	Department of Public and Behavioral Health	System Interfaces	
DPS	Department of Public Safety	All	Also in the following non-functional areas: -System Interfaces
DWWS	Department of Health and Human Services, Division of Welfare and Supportive Services	Financial Management / Payment Processing / Provider Management	
ECF	Extended Foster Care	Eligibility	
EDM	Educational Decision Maker	Courts	
EFC	Extended Foster Care	Adoptions (Case Management Of) and Independent Living	
EFT	Electronic Funds Transfer	Financial Management / Payment Processing / Provider Management	
EPSDT	Early and Periodic Screening, Diagnostic, and Treatment Services	Medical Case Management	
ETL	Extract, Transform, Load	Data Management and Data Quality	
ETV	Education and Training Vouchers	Financial Management / Payment Processing / Provider Management	
EVERS	Electronic Vital Event Registration	Investigation	Also in the following non-functional area: -System Interfaces
EVS/MMIS	Electronic Verification System/Medicaid Management Information System	Eligibility	Also in the following non-functional area: -System Interfaces
EYASSP	Extended Young Adult Supportive Services Program	Adoptions (Case Management Of) and Independent Living	
FBI	Federal Bureau of Investigation	Foster Care Licensing	
FC	Foster Care	Foster Care Licensing	
FCB	Federal Children's Bureau	Reporting and Analytics	
FEDRAMP	Federal Risk and Authorization Management Program	Security	
FFPSA	Family First Prevention Services Act	Foster Care Licensing	Also included in the following functional / non-functional areas: -Reporting and Analytics Forms -Financial Management / Payment Processing / Provider Management -System Interfaces -Eligibility
FIPS	Federal Information Processing Standards	Security	

FISMA	Federal Information Security Modernization Act	Security	
FM	Financial Management	Financial Management / Payment Processing / Provider Management	
FPO	Family Programs Office	Case Management	Also included in the following functional areas: -Case Review -Foster Care Licensing -Placement Stability and Permanency
FRCs	Family Resource Centers	All	
FY	Fiscal Year	Financial Management / Payment Processing / Provider Management	
GIS	Geographic Information Systems	System Interfaces	
HIE	Health Information Exchange	System Interfaces	
HIPAA	Health Insurance Portability and Accountability Act	Medical Case Management	Also included in the following non-functional areas: -Security -Data Management and Data Quality
HR	Human Resources	Case Review	Also included in the following non-functional area: -Reporting and Analytics
IBM DB2	IBM Database 2	Data Management and Data Quality	
ICAMA	Interstate Compact on Adoption and Medicaid Assistance	Placement, Stability, & Permanency	Also, in the following functional / non-functional areas: -System Interfaces -Eligibility
ICPC	Interstate Compact on the Placement of Children	Foster Care Licensing	Also, in the following non-functional / functional areas: -Intake -Assessments/Investigation -Placement, Stability, & Permanency -Adoptions (Case Management Of) and Independent Living -System Interfaces
ICWA	Indian Child Welfare Act	CPGRC Profile Mgmt.	Also, in the following non-functional / functional areas: -Intake -Assessments/Investigation -Placement, Stability, & Permanency -Adoptions (Case Management Of) and Independent Living -Courts -Forms
ID	Identification	Intake	
IDP	Identity Provider	Security	
IEP	Individualized Education Program	Medical Case Management	Also in the following functional areas: -Courts
IFC	Interim Finance Committee	Financial Management / Payment Processing / Provider Management	
IL	Independent Living	Independent Living	Also, in the following functional / non-functional areas: -Adoptions (Case Management Of) and Independent Living -Eligibility
IOP	Intensive Outpatient Program	Medical Case Management	
IRS	Internal Revenue Service	Security	Also in the following non-functional area: -Reporting and Analytics
IT	Information Technology	Security	
IVR	Interactive Voice Response	Child, Parents, Guardians, Resources, and Collateral Profile Management	

JIT	Just in Time	System Interfaces	
KinGAP	Kinship Guardianship Assistance Program	Eligibility	
KPI	Key Performance Indicator		
LMS	Learning Management System	System Interfaces	
MAABD	Medical Assistance to the Aged, Blind and Disabled	Eligibility	
MARS-E	Minimum Acceptable Risk Standards for Exchanges	Security	
MCI	Master Client Index	Data Management and Data Quality	Also included in the following non-functional area: -System Interfaces
MDM	Master Data Management	System Interfaces	
MEPA	Multi-Ethnic Placement Act	Reporting and Analytics	
MHAF	Mental Health Admission Form	Medical Case Management	
MMIS	Medicaid Management Information Systems	Eligibility	
MOU	Memorandum of Understanding	Foster Care Licensing	Also included in the following functional areas: -Placement, Stability, and Permanency -Financial Management / Payment Processing / Provider Management
MS SQL	Microsoft SQL Server	Data Management and Data Quality	
NA	Not Applicable	Reporting and Analytics	
NABS	Nevada Automated Background Check System	System Interfaces	
NCANDS	National Child Abuse and Neglect Data System	All	Also included in the following non-functional areas: -System Interfaces -Data Management and Data Quality -Reporting and Analytics
NCIC	National Crime Information Center	All	Also included in the following non-functional area: -System Interfaces
NCMEC	National Center for Missing & Exploited Children	Placement	Also included in the following functional / non-functional areas: -Placement, Stability, and Permanency -System Interfaces
NEICE	National Electronic Interstate Compact Enterprise	All	Also included in the following functional / non-functional areas: -System Interfaces -Placement, Stability, and Permanency
NEIS	Nevada Early Intervention Services	System Interfaces	
NIA	Nevada Initial Assessment	Assessments/Investigation	Also included in the following functional / non-functional areas: -Eligibility -Reporting and Analytics
NIST	National Institute of Standards and Technology	Security	
NOMADS	Nevada Operations Multi-Automated Data System	Investigation, Eligibility	Also included in the following functional / non-functional areas: -Intake -Eligibility -Financial Management / Payment Processing / Provider Management -System Interfaces
NPT	Nevada Partnership for Training	System Interfaces	
NRE	No Reasonable Efforts	Courts	
NRIT	Nevada Rapid Indicator Tool	Assessments/Investigation	Also included in the following functional area: -Case Review

NRS	Nevada Revised Statutes	Data Management and Data Quality	
NSOR	National Sex Offender Registry	All	Also, in the following functional and non-functional areas: -System Interfaces -Foster Care Licensing
NYTD	National Youth in Transition Database	Adoptions (Case Management Of) and Independent Living	Also included in the following non-functional areas: -Data Management and Data Quality -System Interfaces -Reporting and Analytics
OCR	Optical Character Recognition	System Interfaces	
OOS	Out of State	Foster Care Licensing	
OSRI	Onsite Review Instrument	Reporting and Analytics	
OTC	Over the Counter	Medical Case Management	
PCPA	Protective Capacities Progress Assessment	Forms	
PDA	Present Danger Assessment	Assessments/Investigation	
PHP	Partial Hospitalization Program	Medical Case Management	
PIP	Program Improvement Plan	Reporting and Analytics	
PLC	Permanent Legal Custody	Case Management	Also included in the following functional area: -Adoptions (Case Management Of) and Independent Living
PLR	Person Legally Responsible	All	Also included in the following functional areas: -Courts -Medical Case Management
PPI	Personal Protected Information	Forms	
PSTSFA	Preventing Sex Trafficking and Strengthening Families Act	Reporting and Analytics	
Q&A	Question and Answer	Financial Management / Payment Processing / Provider Management	
QA	Quality Assurance	Reporting and Analytics	
QAR	Quality Assurance Review	Financial Management / Payment Processing / Provider Management	
R&D	Report & Disposition	Courts	
R&D Hearing	Report & Disposition Hearing	Courts	
REST API	Representational State Transfer Application Programming Interface	Case Management	
RFH	Resource Family Home	Foster Care Licensing	
RFP	Request for Proposal	Financial Management / Payment Processing / Provider Management	
RH	Resource Home	Foster Care Licensing	Also included in the following functional area: -Financial Management / Payment Processing / Provider Management
RHP	Resource Home Parent	Foster Care Licensing	
RMTS	Random Movement Time Study	Financial Management / Payment Processing / Provider Management	Also included in the following non-functional area: -Reporting and Analytics
ROI	Release of Information	Medical Case Management	
RSDI	Retirement, Survivors, and Disability Insurance	Eligibility	
RSDI	Retirement, Survivor, Disability Income	Adoptions (Case Management Of) and Independent Living	
SAML	Security Assertion Markup Language	Security	

SAVE	Systematic Alien Verification for Entitlements	Eligibility	
SCaDU	State Collection and Disbursement Unit	Financial Management / Payment Processing / Provider Management	Also included in the following non-functional area: -System Interfaces
SCOPE	Shared Computer Operation Protection for and Enforcement System	Investigation	Also included in the following functional area: -Intake
SED	Serious Emotional Disturbance	Medical Case Management	
SFC	Specialized Foster Care	Foster Care Licensing	Also included in the following functional area: -Placement, Stability, and Permanency
SFTP	Secure File Transfer Protocol	Reporting and Analytics	
SID	Special ID Number	Financial Management / Payment Processing / Provider Management	
SILP	Supervised Independent Living Placement	Adoptions (Case Management Of) and Independent Living	
SNAP	Supplemental Nutrition Assistance Program	All	Also included in the following functional area: -Eligibility
SOGIE	Sexual Orientation and Gender Identity/Expression	Foster Care Licensing	
SPDM	Safety Plan Determination Meeting	Assessments/Investigation	
SPLC	Subsidized Permanent Legal Custodian	Foster Care Licensing	
SQL	Structured Query Language	Security	Also included in the following non-functional area: -Data Management and Data Quality
SRC/DRC	Sierra Regional Center/Desert Regional Center	All	
SS	Social Security	Eligibility	
SSA	Social Security Administration	All	Also, in the following functional / non-functional areas: -Eligibility -Financial Management / Payment Processing / Provider Management -System Interfaces
SSD	Social Security Disability	Adoptions (Case Management Of) and Independent Living	
SSDI	Social Security Disability Insurance	Eligibility	
SSI	Supplemental Security Income	Eligibility	
SSN	Social Security number	Intake	Also included in the following functional / non-functional areas: -Eligibility -Adoptions (Case Management Of) and Independent Living -Child, Parents, Guardians, Resources, and Collateral Profile Management -Security
TANF	Temporary Assistance for Needy Families	All	Also, in the following non-functional / functional areas: -Assessments/Investigation -Eligibility -System Interfaces -Forms
TCM	Targeted Case Management	Medical Case Management	
Team Meeting/CFT/CFTM	Child Family Team Meeting	Placement, Stability, & Permanency	Also in the following functional areas: -Adoptions (Case Management Of)

			and Independent Living -Courts
TPR	Termination of Parental Rights	Courts	Also included in the following functional / non-functional areas: -Assessments/Investigation -Adoptions (Case Management Of) and Independent Living -Child, Parents, Guardians, Resources, and Collateral Profile Management -Reporting and Analytics -Courts
U/L-SILP	Unlicensed/Licensed- Supervised Independent Living Placement	Independent Living	Also in the following non-functional area: -Forms
UINV	Unemployment Insurance Nevada	All	Also included in the following non-functional area: -System Interfaces
UINV/DETR	Unemployment Insurance Nevada/ Department of Employment, Training and Rehabilitation	Investigation	
USCIS	United States Citizenship and Immigration Services	Eligibility	
USCIS/SAVE	U.S. Citizenship and Immigration Services/ Systematic Alien Verification for Entitlements	Investigation	Also included in the following non-functional area: -System Interfaces
USPS	United States Postal Service	All	Also in the following non-functional areas: -Data Management and Data Quality -System Interfaces
VPA	Voluntary Placement Agreement	Placement, Stability, & Permanency	
VPACA	Voluntary Post-Adoption Contact Agreement	Adoptions (Case Management Of) and Independent Living	
VSSA	Voluntary Support and Services Agreement	Courts	Also included in the following functional area: -Courts
WIC	Women, Infants, & Children Nutrition Program	All	
WW	Worker Workflows	Worker Workflows	
XML	Extensible Markup Language	Security	

Appendix 2: List of Functional and Non-functional topics

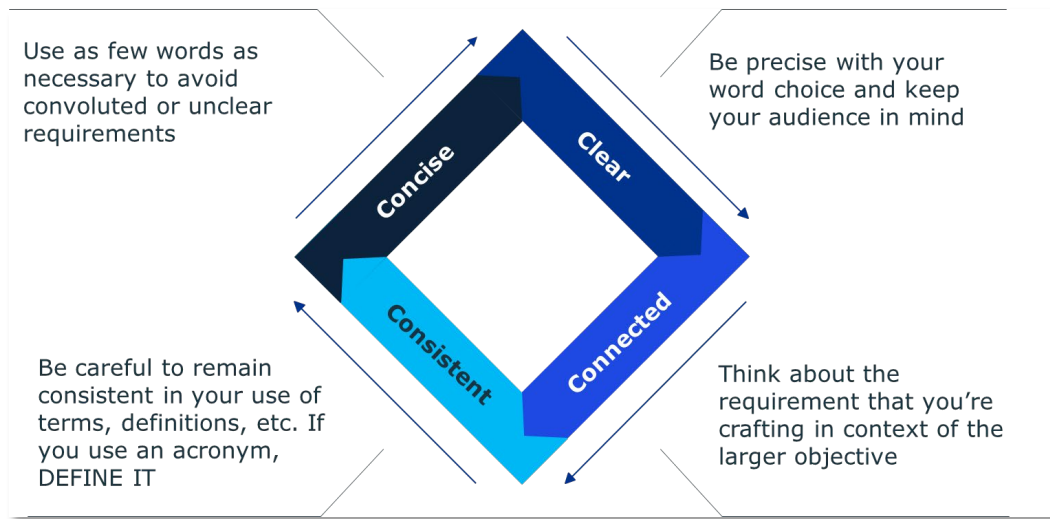
List of functional topics / areas that DCFS and KPMG agreed to organize the work around are as follows:

1. Intake
2. Assessment / Investigation
3. Case Management
4. Case Review
5. Medical Case Management / Treatment
6. Foster Care Services for Application Licensing / Licensing Caseload
7. Placement, Stability & Permanency (Make, Maintain, Preserve Placement)
8. Adoptions (Case Management of)
9. Independent Living
10. Court Processing
11. Eligibility
12. Financial Management / Payment Processing
13. Provider Management
14. Child, Guardians, Parents, Resources, and Collateral Profile Management
15. Worker Workflows

List of non-functional topics/areas:

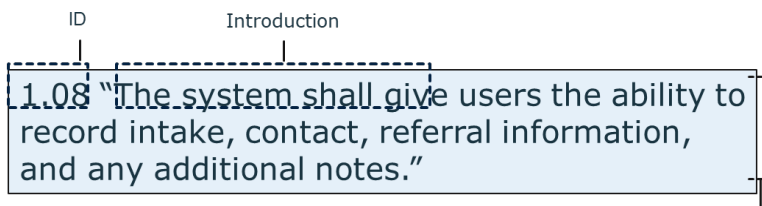
1. Forms
2. System Interfaces
3. Reporting and Analytics
4. Security
5. Data Management and Data Quality

Appendix 3: Guidance to Teams on Traits of Well Written Requirements



Requirements will help DCFS develop a business view of how the future-state system should operate. Developing a robust set of requirements is essential for the next phase of DCFS CCWIS transformation.

- Support procurement by providing guidance for developing highly responsive proposals
- Help guide DCFS' vendor selection.
- Serve as the foundation that shapes subsequent DCFS and vendor design efforts



Considerations

Are the requirements...

- All encompassing for topic area in scope?
- Missing NV specific content?

Appendix 4: List of Materials Consulted

Below is a list of materials consulted in elaborating the requirements for Modernized UNITY. This list is also part of Deliverable 3.5.3.2 Requirements and is available on the DCFS' Teams site under [Documents > General > UNITY Needs Assessment > Supporting Materials](#) at this location ([link](#)).

#	Resource Name	Source	Relevant area
1	Model RFP	Downloads (humanservicestech.com)	All (except JJ)
2	KPMG KERA Repository	KPMG LLP	All (except JJ)
3	Stakeholders direct input	Workshops, interviews, other conversations	All
4	State Child Welfare Policies and Procedures, Chapter 0200: Case Management	https://dcfs.nv.gov/Policies/CW/0200/	Case Management
5	State Child Welfare Policies and Procedures, Chapter 0500: Child Protective Services and Intake	https://dcfs.nv.gov/Policies/CW/0500/	Intake Assessment/Investigation
6	State Child Welfare Policies and Procedures, Chapter 0400: Child Fatality and Near Fatality	https://dcfs.nv.gov/Policies/CW/0400/	Intake Assessment/Investigation
7	State Children's Mental Health Policies and Procedures	Chapter 1 (nv.gov)	Medical Case Management
8	State Child Welfare Policies and Procedures, Chapter 1200: Quality Improvement and Child Welfare Oversight	CW - CHAPTER 1200: QUALITY IMPROVEMENT & CHILD WELFARE OVERSIGHT (UNDER DEVELOPMENT) (nv.gov)	Case Review
9	State Child Welfare Policies and Procedures, Chapter 1300: Foster Care Licensing	http://dcfs.nv.gov/1300/	Foster Care Services for App Licensing/Licensing Caseload and Resource Availability
10	State Child Welfare Policies and Procedures, Chapter 1000: Out-of-Home Placements	CW - CHAPTER 1000: OUT-OF-HOME PLACEMENTS (nv.gov)	Placement Stability & Permanency (Make, Maintain, Preserve Placement)
11	State Child Welfare Policies and Procedures, Chapter 0700: Interstate Compact on the Placement of Children (ICPC)	https://dcfs.nv.gov/Policies/CW/0700/	Placement Stability & Permanency (Make, Maintain, Preserve Placement)
12	State Child Welfare Policies and Procedures, Chapter 0100: Adoption	0100 (nv.gov)	Adoptions (Case Management of) and Independent Living
13	State Child Welfare Policies and Procedures, Chapter 0800: Independent Living for Youth	CW - CHAPTER 08:00 INDEPENDENT LIVING FOR YOUTH (nv.gov)	Adoptions (Case Management of) and Independent Living
14	DCFS Family Programs Office: Administrative Policy, Central Registry Searches for Employment or Child Safety Purposes	Microsoft Word - FPO MTL 1606-12232019 Central Registry Searches for Employment or Child Safety Purposes 12.18.19 (nv.gov)	Parking Lot Topics
15	DCFS Family Programs Office: Memo on 1606 Child Care Institution--Criminal Background Checks/Out-of-State Central Registry Checks	MTL FPO 1606 (nv.gov)	Parking Lot Topics
16	Nevada Revised Statutes	NRS: Table of Titles and Chapters	All
17	Children's Bureau CCWIS Technical Bulletin # 7	CCWIS Technical Bulletin #7 The Administration for Children and Families	All
18	Code of Federal Regulations, 45 CFR Part 95	eCFR :: 45 CFR Part 95 -- General Administration-- Grant Programs (Public Assistance, Medical Assistance and State Children's Health Insurance Programs)	All

Appendix 5: List of workshops conducted and participants

Meeting Title	Date(s)	Time	Team
UNITY MODERNIZATION: Intake Workshop	5/29/2024, 5/30/2024	9:00 am – 3:00 pm PST	<p>DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Amber Cummins, Amber Howell, Anne Sullivan, Beverly Brown, John Bryant, Christopher Langer, Melissa Coates, Freida Dizon, Emily Acosta, Greg Jennings, Holly Vetter, Jamie Spence, Lisa Gibson, Liz Stetson, Maria Janos, Kassi Morris, Jayme Kenneson, Dylan Nall, Jeana Millard, Lupie Janos, Dina Orellana, Vithal Madhira</p> <p>KPMG: Iulia Pirvu (Project Manager), Tonya Bevard (Functional Lead & CW Subject Matter Expert), Grace Rich (Business Analysis and Modeling)</p>
UNITY MODERNIZATION: Intake Workshop (Extensions)	6/4/2024, 6/5/2024, 6/6/2024	9:00 am – 3:00 pm PST	<p>DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Amber Cummins, Amber Howell, Anne Sullivan, Beverly Brown, John Bryant, Christopher Langer, Melissa Coates, Freida Dizon, Emily Acosta, Greg Jennings, Holly Vetter, Jamie Spence, Lisa Gibson, Liz Stetson, Maria Janos, Kassi Morris, Jayme Kenneson, Dylan Nall, Jeana Millard, Lupie Janos, Dina Orellana, Vithal Madhira</p> <p>KPMG: Iulia Pirvu (Project Manager), Tonya Bevard (Functional Lead & CW Subject Matter Expert), Grace Rich (Business Analysis and Modeling)</p>
UNITY MODERNIZATION: Assessment Workshop	6/11/2024 - 6/13/2024	9:00 am – 3:00 pm PST	<p>DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Beverly Brown, Bobbie Tibbs, Melissa Coates, Courage Ugobodu, Amber Cummins, Diane Almanza, Dylan Nall, Holly Vetter, Jeana Millard, Jhoanna Presswood, Jim FISHINGHAWK, Kandee Mortenson, Nicola Holland, Rachael Burkhalter, Richard Polk, Vanessa Rollinson, Amy Sandwik, Terrence Collier, Vithal Madhira, Cassie Parsley, Megan Orduna, Amber Hurtado, Michelle Pavin, Greg Jennings, Megan Aguayo, Jessica Goicoechea-Parise, Jeremy Law, Michelle Brown</p> <p>KPMG: Iulia Pirvu (Project Manager), Tonya Bevard (Functional Lead & CW Subject Matter Expert), Grace Murphy (Business Analysis and Modeling)</p>
UNITY Modernization - Case Management Workshops - Part 1	6/17/2024, 6/18/2024, 6/20/2024	9:00 am – 3:00 pm PST	<p>DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Richard Polk, Divya Kesavan, Davor Milicevic, Tiffany Greenmeyer, Amber Howell, Kimberly Martin, Liz Stetson, Maria Janos, Beverly Brown, Megan Tingle, Jill Marano, Ryan Gustafson, Alexia Benshoot, Devin Gamboa, Vithal Madhira, Laurie Jackson, Betsey Crumrine, Samantha Sevcsik, Jessie Valencia, Natalie Miller, Jennie Ballou, Heather Jessop, Jessica Frank, Stacey Lance, Anita Kelly, Diane Almanza, Amber Cummins, Gaudy Costaneda, Jesse Brown, Alaina Eggers, Mike Allerdyce, Whitney Vasquez, Joseph Thomas, Greg Jennings, Amy Reynolds, Holly Vetter</p> <p>KPMG: Iulia Pirvu (Project Manager), Tonya Bevard (Functional Lead & CW Subject Matter Expert), Jimmy Tricolli (Business Analysis and Modeling)</p>
UNITY Modernization - Case Management Workshops - Part 2	6/25/2024, 6/26/2024, 6/27/2024	9:00 am – 3:00 pm PST	<p>DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Amber Howell, Jennie Ballou, Jesse Brown, Gaudy Castaneda, Catherine Murray, Divya Kesavan, Dominique McElroy, Alaina Eggers, Heather Jessop, Shannon McCoy, Mikaela Cunningham, Natalie Miller, Perry Williams, Richard Polk, Samantha Sevcsik, Laurie Jackson, Beverly Brown</p> <p>KPMG: Iulia Pirvu (Project Manager), Tonya Bevard (Functional Lead & CW Subject Matter Expert), Grace Rich (Business Analysis and Modeling)</p>

Meeting Title	Date(s)	Time	Team
UNITY Modernization – Case Review & Med Case Management/Trea tment Workshops	7/9/2024, 7/10/2024, 7/11/2024	9:00 am – 3:00 pm PST	DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Danielle Armbruster, Divya Kesavan, Alaina Eggers, Jessica Frank, Kathryn Tejero, Liz Stetson, Natalie Miller, Natalie Williams, Natasha Lau-Johnson, Amy Reynolds, Richard Polk, Vithal Madhira, Beverly Brown, Laurie Jackson, Holly Vetter KPMG: Iulia Pirvu (Project Manager), Tonya Bevard (Functional Lead & CW Subject Matter Expert), Grace Rich (Business Analysis and Modeling)
UNITY Modernization – Foster Care Services/Licensin g/Licensing Caseload	7/16/2024, 7/17/2024, 7/18/2024	9:00 am – 3:00 pm PST	DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Laurie Jackson, Amber Hold, Ana Reyes, Anita Kelly, Anthony LoMastro, Arsineh Mardian, Catherine Hutchison, Melissa Coates, Crystal Lopez, Darlene Bragg, Derek Johnson, Diane Almanza, Divya Kesavan, Sandra Espino, Tara Goodsell, Jennifer Erbes, Joanie Walker, Joann Cervin, Keishe Caruthers, Lindsey Klaes, Jasames Lynne, Megan Tingle, Megan Yapi, Katie Nichols, Katie Proctor, Jamie Pugh, Uppu Reddybabu, Richard Polk, Vanessa Rollinson, Amy Sandvik, Codi Soap, Sue Marshall, Heather Wenker, Anastasia Cooper, Myra Yeargan, Laura Caprioli, Holly Vetter, Yadiro Castillo-Martinez, Shelby Riley, Maria Janos KPMG: Iulia Pirvu (Project Manager), Tonya Bevard (Functional Lead & CW Subject Matter Expert), Grace Rich (Business Analysis and Modeling)
UNITY Modernization Efforts – Needs Assessment Project Status Update (Open Public Meeting)	7/18/24	9:00- 10:00am	DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Divya Kesavan, Laurie Jackson, Cynthia Casselman, Sara Velasquez, Richard Polk KPMG: Iulia Pirvu (Project Manager), Tonya Bevard (Functional Lead & CW Subject Matter Expert), Grace Murphy (Business Analysis & Modeling)
UNITY Modernization - Placement Stability & Permanency Workshop	7/23/2024, 7/24/2024, 7/25/2024	9:00 am – 3:00 pm PST	DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Divya Kesavan, Laurie Jackson, Amber Howell, Casey Berry, Mary Encarnacion, Sandra Espino, Heather Gannon, Holly Vetter, Patricia Johnson, Kathryn Bowden, Richard Polk, Vithal Madhira, Rachael McGarrah, Heather Wenker, Jessie Valencia, Vanessa Rollinson, Molly Blanchette, Emily Smith, Lindsey Klaes, Katie Nichols, Sue Marshall, Diane Almanza, Reddybabu Uppu, Jamie Push, Erika Meszaros, Melissa Salazar, Stacey Lance, Megan Tingle, Katie Proctor, Samantha Railey, Miriam Hernandez KPMG: Iulia Pirvu (Project Manager), Tonya Bevard (Functional Lead & CW Subject Matter Expert), Grace Murphy (Business Analysis and Modeling)
UNITY Modernization - Adoptions and Independent Living Workshop	7/30/2024, 7/31/2024, 8/1/2024	9:00 am – 3:00 pm PST	DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Srinivas Bokka, Divya Kesavan, Laurie Jackson, Amber Howell, Casey Berry, Mary Encarnacion, Sandra Espino, Heather Gannon, Holly Vetter, Patricia Johnson, Kathryn Bowden, Richard Polk, Vithal Madhira, Rachael McGarrah, Heather Wenker, Jessie Valencia, Vanessa Rollinson, Molly Blanchette, Emily Smith, Lindsey Klaes, Katie Nichols, Sue Marshall, Diane Almanza, Reddybabu Uppu, Jamie Push, Erika Meszaros, Melissa Salazar, Stacey Lance, Megan Tingle, Katie Proctor, Samantha Railey, Miriam Hernandez

Meeting Title	Date(s)	Time	Team
			KPMG: Iulia Pirvu (Project Manager), Tonya Bevard (Functional Lead & CW Subject Matter Expert), Jimmy Tricolli (Business Analysis and Modeling)
UNITY Modernization - Courts Processing Workshop	8/6/2024, 8/7/2024, 8/8/2024	9:00 am – 3:00 pm PST	DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Divvy Kesavan, Laurie Jackson, Anita Kelly, Audra Gutierrez, Melissa Ayrault, Beverly Brown, Molly Blanchette, John Bryant, Greg Jennings, Lisa Clark, Lorilei Dunston, Marion Biron, Kimberly Martin, Megan Tingle, Richard Polk, Stephanie Walker KPMG: Iulia Pirvu (Project Manager), Tonya Bevard (Functional Lead & CW Subject Matter Expert), Grace Murphy (Business Analysis & Modeling)
UNITY Modernization - Eligibility Workshop	8/13/2024, 8/14/2024, 8/15/2024	9:00 am – 3:00 pm PST	DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Beverly Brown, Megan Tingle, Kimberly Martin, Freida Dizon, Laurie Jackson, Betsey Crumrine, Richard Polk, Divya Kesavan, Reddybabu Uppu, Greg Jennings, Lisa Clark, Veronica Hagen, Ashley Lawrentz, Anita Kelly, Melissa Ayrault, Molly Blanchette, Stephanie Walker, John Bryant, Lorilei Dunston, Kae Lammey, Audra Gutierrez, Marion Biron, Devin Gamboa, Kyra Morgan, Alexia Benshoof, Cyntia Gutierrez, Micaela Malaxechebarria KPMG: Iulia Pirvu (Project Manager), Tonya Bevard (Functional Lead & CW Subject Matter Expert), Jimmy Tricolli (Business Analysis and Modeling)
UNITY Modernization - Financial/Provider Management/Payment Processing Workshop	8/20/2024, 8/21/2024, 8/22/2024	9:00 am – 3:00 pm PST	DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Heather Smallwood, Alisa Riske, Arsineh Mardian, Michele DePuy, Devin Gamboa, Divya Kesavan, Greg Jennings, Cynthia Gutierrez, Collaso Melissa, Richard Polk, Vicki Malone, Eduardo Villanueva, Aida White KPMG: Iulia Pirvu (Project Manager), Tonya Bevard (Functional Lead & CW Subject Matter Expert), Grace Rich (Business Analysis & Modeling)
UNITY Modernization - Child - Guardians - Parents - Resources - Collateral Profile Mgmt Workshop	9/3/2024, 9/4/2024	9:00 am – 3:00 pm	DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Patricia Johnson, Queena Jones, Vithal Madhira, Arsineh Mardian, Divya Kesavan, Srini Bokka, Perry Williams, Shannon McCoy, Richard Polk, Holly Vetter, Beverly Brown, Maria Janos, Laurie Jackson, Natalie Miller, Jeana Millard, Reddybabu Uppu, Darlene Bragg KPMG: Iulia Pirvu (Project Manager), Tonya Bevard (Functional Lead & CW Subject Matter Expert), Jimmy Tricolli (Business Analysis & Modeling)
UNITY Modernization – Parking Lot Items related to Case Management and Private Adoptions Workshop	9/4/2024	1:00 pm – 3:00 pm	DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Anita Kelly, Arsineh Mardian, Beverly Brown, John Bryant, Crystalyn Minwegen-Johannessoehn, Divya Kesavan, Dylan Nall, Mary Encarnacion, Greg Jennings, Holly Vetter, Amber Hurtado, Jeana Millard, Patricia Johnson, Laurie Jackson, Marion Biron, Shannon McCoy, Rachael McGarrah, Kimberly Martin, Veronica Hagen, Kyra Morgan, Vivki Malone, Sue Marhsall, Amber Hurtado, Katie Proctor, Uppu Reddybabu, Amy Reynolds, Amy Sandvik, Tenesia Staten, Emily Smith, Shane Stanely, Eduardo Villanueva, Megan Tingle, Casey Berry, Darlene Bragg, Dominique McElroy, James Pierce, Lindsarae Prudeen

Meeting Title	Date(s)	Time	Team
			KPMG: Iulia Pirvu (Project Manager), Tonya Bevard (Functional Lead & CW Subject Matter Expert), Jimmy Tricolti (Business Analysis & Modeling)
UNITY Modernization - Security Workshop	9/5/2024	9:00 am – 3:00 pm	DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Laurie Jackson, Alex Rademacher, Nico Ambata, Arsineh Mardian, Colby Womack, Divya Kesavan, Greg Jennings, James Pierce, Jeana Millar, Kevin Skinner, Perry Williams, Holly Vetter, Kimberly Martin, Vithal Madhira, Uppu Reddybabu, Richard Polk KPMG: Iulia Pirvu (Project Manager), Patrick Farrell (Data Management and Artificial Intelligence Subject Matter Expert), Grace Rich (Business Analysis & Modeling)
UNITY Modernization - Worker Workflows Workshop	9/10/2024	9:00 am – 3:00 pm	DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Arsineh Mardian, Divya Kesavan, Greg Jennings, Holly Vetter, Jeana Millard, Laurie Jackson, Kim Martin, Perry Williams, Perry Williams, Reddybabu Uppu, Richard Polk, Srini Bokka, Vithal Madhira KPMG: Iulia Pirvu (Project Manager), Patrick Farrell (Data Management and Artificial Intelligence Subject Matter Expert), Grace Rich (Business Analysis & Modeling)
UNITY Modernization - Data Management and Data Quality Workshop	9/12/2024	9:00 am – 3:00 pm	DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Nico Ambata, Arsineh Mardian, Devin Gamboa, Divya Kesavan, Frieda Dizon, Beverly Brown, Darlene Bragg, Divya Kesavan, Greg Jennings, James Leventis, Jeana Millard, Jill Hoyle, Kevin Skinner, Laurie Jackson, Lindsay Christensen KPMG: Iulia Pirvu (Project Manager), Patrick Farrell (Data Management and Artificial Intelligence Subject Matter Expert), Grace Rich (Business Analysis & Modeling)
UNITY Modernization - Forms Workshop	9/17/2024	9:00 am – 3:00 pm	DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Divvy Kesavan, Laurie Jackson, Vithal Madhira, Greg Jennings, Reddybabu Uppu, Kevin Skinner, Darlene Bragg, Melissa Ayrault, Dyland Nall, Arsineh Mardian, Perry Williams, Beverly Brown, Vanessa Rollinson, Jennifer Pritchett, Amy Clift, Jennifer Crouse, Sue Marshall, Kyra Morgan, Devin Gamboa, Holly Vetter, Richard Polk, Kimberly Martin, Jessica Frank, Alex Rademacher, Alexia Benshoof, Amber Howell, Betsey Crumrine, Diane Almanza, Freida Dizon, James Dardis, Maria Janos, Queena Jones, Jahnel Smith, Loni Groes, KPMG: Iulia Pirvu (Project Manager), Patrick Farrell (Data Management and Artificial Intelligence Subject Matter Expert), Jimmy Tricolti (Business Analysis & Modeling)
UNITY Modernization - Interfaces Workshop	9/18/2024	9:00 am – 3:00 pm	DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Divvy Kesavan, Laurie Jackson, Vithal Madhira, Greg Jennings, Reddybabu Uppu, Kevin Skinner, Darlene Bragg, Melissa Ayrault, Dyland Nall, Arsineh Mardian, Perry Williams, Beverly Brown, Vanessa Rollinson, Jennifer Pritchett, Amy Clift, Jennifer Crouse, Sue Marshall, Kyra Morgan, Devin Gamboa, Holly Vetter, Richard Polk, Kimberly Martin, Jessica Frank, Alex Rademacher, Alexia Benshoof, Amber Howell, Betsey Crumrine, Davor Milicevic, Diane Almanza, Freida Dizon KPMG: Iulia Pirvu (Project Manager), Patrick Farrell (Data Management and Artificial Intelligence Subject Matter Expert), Grace Murphy (Business Analysis & Modeling)

Meeting Title	Date(s)	Time	Team
UNITY Modernization - Reporting and Analytics Workshop	9/19/2024	9:00 am – 3:00 pm	<p>DCFS: Davor Milicevic (DCFS IT Manager), Srinivas Bokka (DCFS IT Applications Manager), Laurie Jackson, Alex Rademacher, Freida Dizon, Perry Williams, Divya Kesavan, Nico Ambata, Vithal Madhira, Arsineh Mardian, Jilly Hoyle, Sue Marshall, Greg Jennings, Kimberly Martin, Beverly Brown, Dylan Nall, Vanessa Rollinson, Queena Jones, Reddybabu Uppu, Mireille Ozon, Richard Polk, Devin Gamboa, Nathaniel Hanson, Kyra Morgan, Darlene Bragg, Jennifer Pritchett, Molly Blanchette</p> <p>KPMG: Iulia Pirvu (Project Manager), Patrick Farrell (Data Management and Artificial Intelligence Subject Matter Expert), Jimmy Tricolli (Business Analysis & Modeling)</p>