State of Nevada
Division of Children and Family Services (DCFS)

Deliverable 3.5.3.8
Gap Analysis

TRANSMITTAL LETTER

KPMG LLP
303 Peachtree Street,
NE, Atlanta GA 30308

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Srinivas Bokka
DCFS IT Applications Manager
State of Nevada
Division of Children and Family Services
4126 Technology Way,
Carson City, Nevada 89706

Davor Milicevic
DCFS IT Manager
State of Nevada
Division of Children and Family Services
4126 Technology Way
Carson City, Nevada 89706

Dear Mr. Bokka and Mr. Milicevic,

On behalf of KPMG LLP (KPMG or Firm), I am pleased to submit the enclosed Deliverable Document for Deliverable 3.5.3.8 Gap Analysis.

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

Venkat R Krishnan

Managing Director, State and Local Solutions

Revision History

Date	Version	Description	Author
11/25/2024	001	Deliverable drafted	KPMG
12/27/2024	002	Internal reviews and edits	KPMG
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Modifications to the approved baseline version of this artifact must be made in accordance with the DCFS Artifact Management Standards.
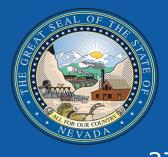
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Introduction

INTRODUCTION

- **Introduction**
    - KPMG LLP (KPMG) has been retained by the State of Nevada Division of Child and Family Services (DCFS) to provide Gap Analysis that informs decisions moving forward related to approach and solution strategies for the UNITY Modernization effort. Harnessing KPMGs knowledge of the CCWIS solution landscape, in-depth leading practice research, and in close collaboration with DCFS, KPMGs attained understanding for Nevada's modernized UNITY vision provided the backdrop against which gaps between current state as well as current solutions landscape and future state envisioned for Modernized UNITY were identified.

- **Purpose of this deliverable**
    - Support the agency's desired change regarding technology and the business operational needs of the agency
    - The prioritization of gaps will provide details related to associated risks and will also validate inputs from key stakeholders within the child welfare ecosystem in the State.

- **Goals for this deliverable**
    - To provide DCFS with a clear view of feasible options and approaches to its CCWIS transformation
    - To provide DCFS with a solid groundwork of knowledge and insights to well position the Department to begin its journey toward CCWIS modernization

Summary of Identified Gaps

SUMMARY OF GAPS

- The gaps between DCFS's vision for modernization and its current state span strategic alignment, data management, process efficiency, user experience, technology, and risk management.

- The gaps between DCFS's vision for the UNITY modernization and the market's ability to support this vision are notable. Key areas of concern include the integration of juvenile justice functionalities, more prominent Indian Child Welfare Act (ICWA) integration throughout the user experience, user experience and acceptance, data management, organizational change management, and project governance. Addressing these gaps will require strategic planning, robust project and change management, early and continuous stakeholder engagement, and a flexible but focused procurement and deployment strategy.

- Prevention services integration into modernized UNITY in terms of functionality and tracking is another key gap. This new and ever-expanding service line, inclusive of Community Pathway prevention services as well as Family First Prevention Services (FFPSA)/Evidence Based Practices (EBP) are currently not included, or not included fully, in UNITY. Given the growing Federal support and funding for such services, it is critical to position modernized UNITY well to meet present-day needs and geared to adapt to future needs in this realm.

1. STRATEGIC ALIGNMENT AND CCWIS-JJ INTEGRATION

Vision
— DCFS aims for a comprehensive, integrated system that aligns with strategic goals, including both child welfare and juvenile justice functionalities.
— The vision includes leveraging modern technologies and ensuring robust data sharing and user experience.

Current State
— Fragmented system architecture with disjointed modules.
— Ineffective communication and integration between CW and JJ systems.

Market Realities
— Currently, no market vendors offer a complete, out-of-the-box solution that fully integrates CCWIS and JJ functionalities.
— Most states pursuing CCWIS modernization have opted for low code custom solutions or Commercial Off-The-Shelf (COTS) solutions, often accompanied by tailored modifications.

Gaps
➢ Need to replace fragmented architecture with a seamless, integrated system
➢ Challenges in finding a vendor that can provide an integrated solution for both child welfare and juvenile justice out-of-the-box.
➢ Additional customization and integration efforts will be needed to meet DCFS's vision.

2. PROGRAM STRATEGY AND PREVENTION SERVICES

Vision
— Integrate Community Pathway and Family First Prevention Services Act (FFPSA), into modernized UNITY for comprehensive service delivery, tracking, and reporting
— Align with Family First Prevention Services Act (FFPSA) to enhance preventive measures and access additional funding

Current State
— Preventive services are often managed separately from core child welfare functions
— Lacking functionality to capture and track prevention services within the system, using manual solutions outside of the system instead

Market Realities
— Most states across the country are challenged by the integration of prevention services
— Current solutions are few, and often require significant customization to integrate with the existing system and assure compliance with specific requirements

Gaps
➢ Need to carefully and thoughtfully plan the best approach for Preventive services
➢ Need to develop integration into modernized UNITY to facilitate prevention services & tracking
➢ Need to understand vendors' offerings and approach for Preventive services integration.

3. PROGRAM STRATEGY AND ICWA

Vision
— DCFS envisions integrating ICWA workflow more prominently throughout modernized UNITY
— The aim is to ensure full compliance with ICWA requirements while employing culturally sensitive processes that are supportive of tribal sovereignty

Current State
— Fragmented processes for ICWA-related workflows
— Manual processes and tracking lead to data inconsistencies and inefficiencies
— Inadequate mechanisms for data sharing with tribes and other relevant entities.

Market Realities
— Some market solutions offer modules or features for ICWA compliance, but not fully integrated with broader CCWIS. Few, if any, COTS solutions comprehensively support ICWA.
— Many states find it necessary to customize existing solutions to meet specific ICWA needs.

Gaps
➢ Need to thoughtfully plan the approach with Tribal partners and other relevant stakeholders
➢ Need to understand vendors' offering and approach to integrate comprehensive ICWA support Need robust data management and sharing capabilities to support ICWA compliance
➢ Need user friendly, culturally sensitive functionalities, intuitive design and culturally appropriate support.

4. DATA MANAGEMENT AND ACCESSIBILITY

Vision
— DCFS envisions robust data management practices including data quality, integration, and real-time access to accurate information.
— The aim is to support data-driven decision-making and ensure compliance with federal and state reporting requirements.

Current State
— Inconsistent data quality and limited accessibility.
— Insufficient data analytics to drive informed decisions.

Market Realities
— Data quality and conversion have been challenging for many states, with some experiencing significant delays and increased costs due to unforeseen data issues.
— Leading practices, as well as our interviews with California, emphasize the importance of early planning for data conversion and ongoing data governance

Gaps
— Improvements needed in data integration, quality, accessibility, and analytics
— Solutions need customization for robust data integration and analytics
— Need for a comprehensive, strategic planning process for data conversation, data management.

5. PROCESS EFFICIENCY AND EFFECTIVENESS

Vision
— Streamlined, efficient processes eliminating redundancy.
— Comprehensive automation and modernized workflows for improved service delivery.

Current State
— Redundant and manual processes are prevalent, leading to inefficiencies.
— Outdated infrastructure not supporting advanced functionality or automation.
— Continuous Improvement is not a formalized effort.

Market Realities
— Achieving comprehensive automation and streamlined processes requires a comprehensive business process redesign effort with significant investment and strategic planning.

— Vendors propose "as proposed" processes that clients either adopt or customize.

Gaps
– A need for a formalized business process redesign and a continuous improvement effort initially focused on transitioning from manual to automated workflows and on preparing the organization for moving smoothly through the design phase when vendors expect clients to make choices that will guide the implementation of the vendor proposed processes.

6. USER EXPERIENCE AND WORKFORCE ENABLEMENT

Vision
— DCFS aims for a user-friendly system that enhances the user experience for users, with strong support for mobile and remote access.
— Incorporating feedback from users with "lived experiences" and a focus on Human-Centered Design (HCD) with trauma informed care principles threaded throughout.

Current State
— Inefficient, complex systems that are not user-friendly.
— Notable gaps in training and support reducing user adoption.

Market Realities
— User acceptance and engagement remain significant challenges in many states.
— States like North Carolina have faced user resistance leading to project restarts.
— Comprehensive OCM has been assessed as essential for user adoption.

Gaps
– Need to ensure that the system meets user needs and is readily accepted. This will require substantial attention to user training, change management, and continuous feedback loops.
– Early and sustained user involvement throughout the design and implementation phases is critical for success.

7. TECHNOLOGY AND INNOVATION

Vision
— Digitally-enabled, secure, agile, and scalable technology architecture.
— Adoption of modern technologies for intelligent and integrated service delivery.

Current State
— Technologically outdated systems lacking agility and scalability.
— Limited adoption of modern, intelligent technologies
— Technological limitations hinder innovation and modernization efforts.

Market Realities
— Majority of states favor low-code custom solutions due to flexibility and adaptability.

— No examples of fully pre-built CCWIS solutions that include comprehensive JJ functionalities.

Gaps
– Significant upgrades needed for a secure, scalable, and technologically advanced environment to support DCFS's modernization goals.

8. RISK MANAGEMENT AND ADAPTABILITY

Vision
— Proactive risk management to ensure project resilience and long-term success.
— System(s) capable of adapting to policy changes and evolving needs.

Current State
— Limited ability to adapt to organizational changes and manage risks effectively.
— Systems and processes not flexible enough to meet dynamic requirements.

Market Realities

— States like California, Florida have emphasized the need for dynamic and adaptive project management to manage risks.

— Dependency on vendors, as observed in Florida's experience, necessitates robust vendor management strategies.

Gaps
– Enhanced adaptability and systematic risk management are necessary to manage project risks and ensure resilience.

9. PROCUREMENT AND DEPLOYMENT APPROACH

Vision
— DCFS prefers a procurement strategy that encourages competition and innovation.
— DCFS envisions a procurement that includes all modernization scope, inclusive of CCWIS, JJ

Current State
— DCFS envisions a single procurement that minimizes timelines and streamlines the procurement process.

Market Realities
— Several states originally chose a phased approach but switched to a big-bang deployment due to complexities and cost overruns associated with managing parallel systems and interfaces.

— States like Florida and California have shifted from phased to big-bang deployment to address challenges with their legacy systems and integration complexities. Tennessee has switch from an initially preferred phased to a big bang approach prior to procurement.

— ACF is encouraging a modular approach, but the solutions available on the market have not catch up yet as there is not a "best in class" / certified solution at that level.

Gaps
– While DCFS prefers a phased approach, market trends suggest big bang approaches
– Balancing the desired modular procurement strategy with proven market practices will require strategic planning and risk management.

10. PROJECT AND VENDOR MANAGEMENT

Vision
— DCFS aims to keep the project on track, within budget, and aligned with strategic goals.

Current State
— DCFS envisions a single procurement that minimizes timelines and streamlines the procurement process.

Market Realities
— States like California have had to revise their project management strategies multiple times, learning from past failures and successes.
— States like Florida emphasis the need for strong and fully staffed PMO with a robust mix of PM, technical and business skills ready to make timely decision to keep the project on track.
— Strong project governance and vendor management, including independent advisory services, have been crucial for managing risks and ensuring project fidelity.

Gaps
— The market reflects a need for dynamic and adaptive project management practices to handle the complexities of large-scale system implementations.
— DCFS will need to display strengthened internal project management capabilities and ensure clear, contractual accountability with vendors.

APPENDICES

APPENDIX 1: GLOSSARY

#	Term	Definition
1	COTS	Commercial Off the Shelf
2	CW	Child Welfare
3	EBP	Evidence Based Practices
4	FFPSA	Family First Prevention Services Act
5	HCD	Human Centered Design
6	ICWA	Indian Child Welfare Act
7	JJ	Juvenile Justice