

FY 2024-25 IT Capital Budget Requests

Priority		FY 2023-24 Request Details										
OSP	BP	Department or Institution	Project Title	Phase	Prior Appropriations	GF/CCF	CF	FF	Total for FY 24-25	Outyear CCF Requests	Outyear CF/FF	Total Est. Project Cost
Department Requests												
1	NA	Personnel & Administration	Payroll Modernization	3 of 4	\$20,249,228	\$17,203,705	\$0	\$0	\$17,203,705	\$15,461,933	\$0	\$52,914,866
2	NA	Health Care Policy & Financing	Medicaid Enterprise Solutions Re-Procurement	2 of 2	\$52,552,516	\$4,239,554	\$0	\$32,626,141	\$36,865,695	\$0	\$0	\$89,418,211
3	NA	Human Services	OCFMH Information Management Systems and Data Reporting	2 of 3	\$2,093,951	\$2,205,218	\$0	\$0	\$2,205,218	\$1,647,221	\$0	\$5,946,390
4	NA	Revenue	Licensing and Case Management Software	2 of 2	\$1,000,000	\$9,000,000	\$0	\$0	\$9,000,000	\$0	\$0	\$10,000,000
5	NA	Health Care Policy & Financing	Colorado Benefits Management System Re-Procurement	1 of 1	\$0	\$318,028	\$0	\$1,387,130	\$1,705,158	\$0	\$0	\$1,705,158
6	NA	Public Health & Environment	Colorado WIC MIS Modernization	1 of 3	\$0	\$500,000	\$0	\$956,092	\$1,456,092	\$500,000	\$1,832,018*	\$3,788,110
7	NA	Public Safety	Sex Offender Registry Overhaul	1 of 1	\$0	\$3,250,000	\$0	\$0	\$3,250,000	\$0	\$0	\$3,250,000
8	NA	Office of Information Technology	Modernizing Aging IT Systems	3 of 3	\$68,388,556	\$15,000,000	\$0	\$0	\$15,000,000	\$0	\$0	\$83,388,556
9	NA	Human Services	Leveraging Technology for Seamless Human Services Delivery	1 of 3	\$0	\$3,716,625	\$0	\$12,799,875	\$16,516,500	\$3,831,497	\$13,304,765*	\$33,652,762
10	NA	Office of eHealth Innovation	Social Health Information Exchange Project	1 of 3	\$0	\$1,539,359	\$0	\$9,492,291	\$11,031,650	\$1,947,758	\$10,241,573	\$23,220,981
12	NA	Revenue	MED Seed to Sale Tracking	1 of 1	\$0	\$0	\$4,284,000	\$0	\$4,284,000	\$0	\$0	\$4,284,000
13	NA	Labor and Employment	CoCo Replacement System	1 of 3	\$0	\$0	\$8,626,812	\$0	\$8,626,812	\$0	\$22,104,732	\$30,731,544
NP	NA	Public Health & Environment	COHFI and ASPEN Systems Replacement	1 of 1	\$0	\$1,500,000	\$0	\$0	\$1,500,000	\$0	\$0	\$1,500,000
NP	NA	Corrections	DocNet Modernization	1 of 1	\$0	\$3,197,250	\$0	\$0	\$3,197,250	\$0	\$0	\$3,197,250
NP	NA	Public Safety	Records Utilization Upgrade	1 of 1	\$0	\$0	\$4,725,000	\$0	\$4,725,000	\$0	\$0	\$4,725,000
NP	NA	Public Safety	Colorado Gang Database	1 of 1	\$0	\$1,600,000	\$0	\$0	\$1,600,000	\$0	\$0	\$1,600,000
NP	NA	Public Safety	Victim Compensation Case Management System	1 of 1	\$0	\$1,575,000	\$0	\$0	\$1,575,000	\$0	\$0	\$1,575,000
Higher Education Requests												
11	1	Metropolitan State University of Denver	Reimagining the Campus Digital Experience	4 of 4	\$6,841,837	\$8,406,163	\$850,000	\$0	\$9,256,163	\$0	\$0	\$16,098,000
NP	2	Auraria Higher Education Center	Auraria Campus Network Infrastructure Modernization	1 of 2	\$0	\$4,614,341	\$0	\$0	\$4,614,341	\$3,746,390	\$0	\$8,360,731
NP	2	Colorado School of Mines	Network Modernization and Refresh	1 of 1	\$0	\$7,300,000	\$2,700,000	\$0	\$10,000,000	\$0	\$0	\$10,000,000
NP	2	Front Range Community College	College-Wide Cellular Improvements	1 of 1	\$0	\$2,695,500	\$299,500	\$0	\$2,995,000	\$0	\$0	\$2,995,000
NP	2	University of Northern Colorado	Wireless First	1 of 1	\$0	\$5,125,326	\$219,122	\$0	\$5,344,448	\$0	\$0	\$5,344,448
NP	6	Otero College	Classroom Security Access Software and Computer Equipment Upgrades	1 of 1	\$0	\$438,000	\$80,000	\$0	\$518,000	\$0	\$0	\$518,000
NP	7	Colorado State University	Human Capital Management	1 of 3	\$0	\$11,015,322	\$3,477,656	\$0	\$14,492,978	\$15,244,752	\$3,738,285	\$33,476,015
NP	NA	History Colorado	Website	1 of 2	\$0	\$336,000	\$175,000	\$0	\$511,000	\$214,000	\$75,000	\$800,000
			<i>Total Requested</i>		\$151,126,088	\$104,775,391	\$25,437,090	\$57,261,529	\$187,474,010	\$42,593,551	\$36,159,590	\$432,490,022

* Federal funds

Fiscal Year 2024-25 Information Technology Request

Personnel and Administration Payroll Modernization

SHORT PROJECT DESCRIPTION

The Department of Personnel and Administration (DPA) is requesting state funds for phase three of a four-phase project to modernize the state's payroll system.

PRIORITY NUMBERS

2023037

<u>Prioritized By</u>	<u>Priority</u>	
OSPB	1 of 13	Recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$20,249,288	\$17,203,705	\$15,461,933	\$0	\$52,914,926
Total	\$20,249,288	\$17,203,705	\$15,461,933	\$0	\$52,914,926

PROJECT STATUS

This request is for phase three of a continuation project. In FY 2022-23, \$6.0 million was appropriated for phase one of this project while the state appropriated \$15.5 million in FY 2023-24 for phase two.

Background on HRWorks Project. DPA and the Governor's Office of Information Technology (OIT) were appropriated a total of \$41.6 million from FY 2014-15 through FY 2019-20 for the Human Resource Information System (HRIS)/ HRWorks project, which was intended to replace the state's existing payroll system and to eliminate or consolidate existing agency human resources systems. In December 2019, DPA requested an additional \$12.4 million General Fund to continue working on the project using an agile methodology. However, due to the Covid-19-related budget cuts made by the General Assembly in 2020, DPA did not receive this additional funding for the HRWorks project and the project was terminated. No new systems were implemented with the funding.

PROJECT DESCRIPTION

DPA is requesting phase three of four for an agile phased approach to modernize the state's payroll system. The current human resources (HR) and payroll systems within the state rely on more than 80 individual systems, including the Colorado Personnel Payroll System (CPPS), which is more than 35 years old. Due to its age, CPPS requires significant manual entry, maintains inconsistent data, and is supported by a small team whose skills are increasingly difficult to find.

In 2021, DPA created a new HRIS Governance Structure consisting of a strategy group, steering committee, and a statewide functional lead and user group. Additionally, the department completed internal assessments with HR Directors, IT Directors, Business Product Directors, and Payroll Professionals/Controllers. Some primary challenges identified were reporting/data accuracy and consistency and a lack of integration across the multiple HR platforms and systems. Additionally, a high-level assessment of the stability of current HRIS applications showed most applications need to be upgraded or replaced.

The department anticipates that the requested funding for the payroll modernization project will cover the following:

- term-limited staffing for the Payroll Agile Development team;
- operating expenses for the new staff;
- an API/integration consultant to help with integration aspects;
- a payroll/human capital management (HCM) consultant to assist with the selection and negotiation of the platform;
- platform usage costs;
- Independent Verification and Validation (IV&V);
- payroll and platform specific training;
- foundational activities, including Project Management Office (PMO) and Organizational Change Management (OCM) strategy

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development and execution, business and procurement alignment, and enabling IT strategies;

- vendor implementation activities, including configuration and deployment of the payroll replacement;
- inflationary costs; and
- 10 percent contingency.

This phase of the project will primarily fund the implementation of the system which the department expects to be complete by June 2026.

PROJECT JUSTIFICATION

If the project is not funded, the state runs the risk of having CPPS fail. CPPS is more than 35 years old, is based on COBOL mainframe technology, and has not been supported by a vendor since 2014. The system is used to pay more than 33,000 state employees with a monthly payroll of \$180 million, but is currently down approximately 10 percent of working days. Currently, the system is supported by a small team whose skills are increasingly difficult to find in the job market due to the age of the programming language.

COST-BENEFIT ANALYSIS

The department anticipates that this project will result in direct savings of \$4.5 million from the decommissioning of CPPS, reduce the state's technical debt, and increase efficiency statewide.

PROJECT COST INFORMATION

DPA provided the following project cost information:

- Organizational Change Activities: \$1,122,794
- Orchestration Activities Total: \$586,555
- Implementation: \$11,807,767
- Term Limited Operating Expenses: \$186,589
- New Software Subscription Fees: \$3,500,000

CASH FUNDS

This project is not funded from cash sources.

PROJECT RESEARCH

DPA and OIT worked together to create the HRIS Governance Structure. The team worked with consultants to review HRWorks and to determine how to proceed. Additionally, they conducted a needs-assessment with Executive Branch agencies that identified tool and application pain points, prioritized needs, and current work within HRIS across agencies.

In early July 2022, DPA published a request for information (RFI) to gather vendor input, gain additional insight prior to the formal solicitation process, and outline state requirements and parameters. The department posted an invitation to negotiate in January 2023, selected a final vendor, and will complete contact negotiations by the end of fall 2023.

ADDITIONAL PROJECT INFORMATION

Change Management Plan. The new system would be a department IT project and will be managed according to the standards of OIT's Project Management Office. Training for the project will be developed as the HRIS systems are developed, and will include in-person training, virtual webinars, technical training for the staff supporting the systems, and end-user training. Testing will occur throughout the agile development process testing user-acceptance, system integration, performance, and data mitigation. Stakeholder management will include engagement of all levels within the HRIS Governance Structure, as well as maintaining executive awareness of the project.

Accessibility. The department will work with any vendors to ensure non-visual access and provide Voluntary Project Accessibility Templates which provides accessibility for people with limited capacities to see, hear, or exercise muscular control.

Colorado WINS. The Partnership Agreement by the State of Colorado and Colorado Workers for Innovative and New Solutions (Colorado WINS) requires the state to seek full funding for the implementation of a statewide HRIS.

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(<https://dhr.colorado.gov/about/labor-relations/partnership-agreement>) According to the department, this request represents the second request in a phased modernization of a full-scale HRIS that will eventually replace most, if not all, of the state's more than 80 individual HR systems across agencies.

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	July 2021	December 2023
Implementation	June 2023	June 2026
Testing	July 2023	June 2026
Closing	June 2026	June 2026

QUESTIONS

1. The request mentions that ongoing staffing, subscriptions costs, and maintenance will be requested through a future operating decision item. What is the operating cost of the current system and how much will it increase by with the new system?

That is correct, ongoing operating needs would be requested through the decision item budget process. Current total operating costs are estimated to at \$7M. DPA is in vendor negotiations and we do not have finalized costs on a new system.

2. The department was supposed to make a final vendor selection by summer 2023, have contract negotiations completed in the fall, and implementation beginning in winter 2023. Is this timeline still being followed?

Response:

Yes, this is still the expected timeline.

3. What is the projected life expectancy of this system? Is there a cost to decommission the old system?

The new system will be a Software as a Service (SaaS) solution that will feature updates through regular releases several times each year. The vendor will be required to keep the solution current through the anticipated term of the contract. Continual updates protect against tech debt.

4. As outlined in Section 24-37-304 (1)(c.5)(V), C.R.S., the department anticipated \$4.5 million in efficiencies, cost-benefit analysis, return on investment, or total costs of ownership by decommissioning the old system. Is that still accurate?

Our cost estimates are on target within the anticipated range.

5. Is DPA planning to take an evolutionary approach towards legacy modernization to avoid running on a legacy system for decades in future?

Yes. DPA shifted from a project to a product approach for Payroll Modernization. Historically projects entail significant effort and cost for the duration of project, and once the system is established, some of the support and focus is reduced. This can lead to technology debt as features and functionality become out of date. By contrast, a product approach supported by agile practices seeks continuous improvement. By committing to ongoing product management, the State can reduce the impact and disruption of large spikes of development from traditional capital projects. Product owners drive product enhancements through sprints and regular release cycles to adapt the solution to changing business needs over time. Product roadmaps address both user features and technology debt to reduce the risk that the solution becomes a legacy system.

6. Should funding for office furniture, equipment, or other items covered by common policy for new FTE be included within an IT capital request as listed in the equipment section of the cost breakdown spreadsheet?

The one-time costs (PCs, laptops, terminals, PDAs, and office furniture) requested within the IT capital request are necessary to

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Personnel and Administration *Payroll Modernization*

allow the term-limited staff to complete their job functions. Any additional on-going FTE and associated costs would be requested through the operating decision item request process.

7. Will the updated payroll system eliminate 100 percent of the paper forms and spreadsheets currently being used by some agencies to track information?

In the new payroll system, the Department expects to eliminate most of the forms and spreadsheets associated with the current payroll system CPPS (Colorado Personnel and Payroll System) through providing dynamic, real time, modern data warehouse and data integration tools. Any remaining spreadsheets would be associated with integrations to HR, Time and Leave, and benefits systems.

8. Will the updated payroll system eliminate 100 percent of the disparate applications?

The Payroll Modernization project will replace the statewide Colorado Personnel and Payroll System. The project will eliminate auxiliary systems related to payroll including the Colorado Labor Allocation System (CLAS), the legacy Employee Self Service (ESS) system, and the legacy data tool Human Resource Data Warehouse (HRDW).

The project will not eliminate disparate applications agencies use to support HR or time and leave functions.

9. Is there a plan to scrub data before it is migrated into the new Payroll System, and what is the projected cost for that process?

Yes. The plan is to clean up existing data in preparation for migration to the new system using both a metadata management tool as well as mass update and manual fixes. To date, the Department has spent approximately \$84,000 to license and implement a metadata management tool to assess data quality across the legacy source systems. While the Department is still determining the data needs of the new system, it anticipates only importing the minimum data needed for the new system and maintaining access to historical data through a new "Data as a Product" data warehouse.

10. Is there a plan to keep PII information from residing in any disparate system across the state as those systems are replaced by the new system?

The payroll modernization scope will consolidate labor allocation and employee self service in the new system. PII once kept separately in those databases will be part of the unified payroll system with its associated security and privacy controls.

Fiscal Year 2024-25 Information Technology Request

Health Care Policy and Financing Medicaid Enterprise Solutions Re-Procurement

SHORT PROJECT DESCRIPTION

The Colorado Department of Health Care Policy and Financing (HCPF) is requesting state funding and federal funds spending authority for phase two of a two-phase project to comply with state procurement regulations and the Center for Medicaid Services (CMS) procurement requirements for the department's Medicaid Enterprise Solutions (MES).

PRIORITY NUMBERS

2024017

<u>Prioritized By</u>	<u>Priority</u>	
OSPB	2 of 13	Recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$6,043,541	\$4,239,554	\$0	\$0	\$10,283,095
FF	\$46,508,975	\$32,626,141	\$0	\$0	\$79,135,116
Total	\$52,552,516	\$36,865,695	\$0	\$0	\$89,418,211

PROJECT STATUS

This request is for phase two of a two-phased continuation project. Funding for phase one was appropriated in the amounts of \$6.0 million in state funds and \$46.50 million in federal funds for FY 2023-24.

PROJECT DESCRIPTION

HCPF is requesting a combination of state funds and federal funds spending authority to comply with state procurement regulations and the CMS procurement requirements for the department's MES systems.

Project funding would allow a new vendor to transfer data into their system, meet the department's needs to operationalize the module, and facilitate the changes to the vendor's technology. Additionally, the project includes the procurement of the commercial off-the-shelf systems, licensing agreements, and custom systems build for the MES core and modular solutions.

The four core MES systems consists of the:

- Medicaid Management Information System (MMIS);
- Pharmacy Benefits Management System (PBMS);
- Business Intelligence Data Management (BIDM); and
- Colorado Benefits Management System (CBMS).

This project also includes the addition or replacement of vendors for the MMIS, PBMS, and BIDM systems as the department undergoes the required re-procurement. There are seven modules within the MMIS, three within the BIDM, and four within the PBMS.

Phase two updates. After the solicitation process, the department made some adjustments to funding for this phase. The request is \$13,000 less than anticipated with last year's request, after more insight to project costs. Additionally, the department identified additional resources needed to complete the project after the solicitation process. This includes additional contract resources to manage workloads for current staff, an enterprise testing vendor to provide automated testing tools and experienced staff to aide in the transition, and four term-limited FTE to provide support to the office during the transition, update operational manuals and documents, and support vendor communications. The department anticipates the project's completion with this phase of funding.

Fiscal Year 2024-25 Information Technology Request

Health Care Policy and Financing Medicaid Enterprise Solutions Re-Procurement

PROJECT JUSTIFICATION

Under state procurement rules, the department is required to procure MES-related contracts for a maximum of ten years. Although CMS recommends eight years procurement, HCPF is allowed to follow state procurement rules. Additionally, CMS requires a modular format for MES procurement as federal regulations no longer permit single-vendor solutions. This project would allow for the department to comply with this regulation and ensure continual operation of the department's MES throughout the transition to a new module vendor(s) if one is selected. This request would fund the cost of transitioning to new vendor(s), if one is selected, in order to ensure a timely transition and comply with state and CMS procurement requirements.

COST-BENEFIT ANALYSIS

All funding requested is necessary to comply with procurement regulations. Partial funding would put the department at risk of losing federal financial participation. The department has the potential to lose up to \$105 million in annual federal funding if it is not in compliance with these CMS requirements.

PROJECT COST INFORMATION

HCPF provided the following project cost information:

- Total professional services: \$21,076,448
- Software commercial off-the-shelf purchase: \$1,091,641
- Software Built: \$12,942,097
- 5% Project Contingency: \$1,755,509

CASH FUNDS

This project is not funded from cash sources.

PROJECT RESEARCH

CMS requires that MES contracts be procured in a modular format. The department has selected an enterprise solution integration vendor which has been preapproved by CMS. Internally, the department is reviewing the contract and anticipates it being signed and executed before the end of FY 2022-23. In order to ensure that the procurement of each MES solution is the most cost-effective long-term solution, an external analysis with other states and modular solution providers will be included. Additionally, an internal alternatives analysis must be completed by the department to identify MES needs before procurement begins.

In 2020, the department completed an internal and external environmental scan and an alternatives analysis with current staff and other states to identify new approaches to the MES ecosystem. Additionally, subject matter experts were interviewed to understand the challenges, strategies, and models addressing the MES. CMS requires outcome-based measures that will be reviewed and approved by CMS prior to the start date of the project. In order to continue receiving federal funding the department must continue to meet the approved outcomes and metrics on an ongoing basis.

ADDITIONAL PROJECT INFORMATION

Change management. The department requires all vendors to deliver a change management plan including the approach to change management, a scope control process, process to monitor and measure scope, testing strategy, training plan, and operational readiness plan. Additionally, the request includes funding for four term-limited FTE to provide support for the program and operations during the transition, provide documentation and communications for members and providers, update operational manuals and documents, and support vendor communications.

Accessibility. The department is working with OIT's Technology Accessibility Program Team to work through the implementation of the department's accessibility plan. There is currently a workgroup within the department to determine the high-level impact and costs to the department as well as researching technological solutions.

Fiscal Year 2024-25 Information Technology Request

Health Care Policy and Financing
Medicaid Enterprise Solutions Re-Procurement

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	July 2023	December 2023
Implementation	July 2023	June 2025
Testing	June 2023	June 2025
Closing	October 2024	June 2025

QUESTIONS

Question responses have been included as Attachment A.

Attachment A- MES Re-Procurement

All Projects

1. Recently, the JTC has required departments and institutions to provide quarterly progress reports upon receipt of IT capital funds. Will there be any obstacle to providing these updates if the project(s) receives funding this year?

The Department will have no problems providing the committee with quarterly updates on the progress of projects that receive IT capital funds.

MES Re-Procurement

1. Has any of the funding from FY 2023-2024 been encumbered? What progress has been made? Is the project still on track?

The Colorado Medicaid Enterprise Solution (CMES) Procurement(s) are currently underway for the following three solutions; Business Intelligence Data Management (BIDM), Medicaid Management Information System (MMIS) and the Pharmacy Benefit Management System (PBMS). To date, the Department has encumbered \$2.3 million. The encumbrance is for resources that have been assisting the Department with business analysis, project management, contract negotiations and contract drafting and cost model development as it relates to module solicitations.

The project is currently in a green status and the project is on schedule with the initial implementation plans, however all modules have experienced slight delays in the procurement process resulting in a small delay in estimated contract award dates. The delays are not impacting current implementation dates, with the exception of Pharmacy, the current schedule now indicates the PBMS Core, Preferred Drug List, Rebate Admin and Real Time Benefit Tool modules will be complete by October 2025 instead of June 2025.

The elements currently underway for each solution are outlined below:

BIDM: Since the last JTC update, the BIDM procurement process has completed the evaluation of fifteen vendor submitted proposals across the four separate modules which are; Enterprise Data Warehouse (EDW), Provider Performance and Quality Tracking (PPQM), Program Integrity (PI), and Recovery Tracking (RED). The Department has issued an intent to award for the Electronic Data Warehouse (EDW) module to Conduent and is currently finalizing contract details. We anticipate contract execution in the first part of December. The Department is continuing negotiations in the Provider Payment Quality Measures (PPQM), Program Integrity (PI) and Recoveries Electronic Database (RED) modules. The current schedules below show the updated estimated intent to award and estimated contract execution dates:

Module	Intent to Award	Vendor	Estimated Contract Execution
EDW	10/13/2023	Conduent	12/2023
PPQM	11/2023 (Estimated)	TBD	3/2024
PI	11/2023 (Estimated)	TBD	3/2024
RED	11/2023 (Estimated)	TBD	4/2024

MMIS: Since the last JTC update, the MMIS procurement process has completed the evaluation of 22 vendor submitted proposals across eight separate modules; MMIS Core System, Care and Case Management (CCM), Claims Editing Solution, Electronic Data Interchange (EDI), Electronic Visit Verification (EVV), CMS Interoperability and Patient Access, Provider Call Center and Third Party Liability (TPL). The Department has issued Intent to Awards for 5 of the 6 MMIS modules and continues to negotiate the remaining module. For the modules that have been awarded, the Department continues to negotiate and finalize contracts. The current schedules show the intent to award and estimated contract execution dates:

Module	Intent to Award Announced	Vendor	Estimated Contract Execution
Core MMIS	10/6/2023	Gainwell Technologies	5/2024
Claims Editing Solution	9/13/2023	Gainwell Technologies	5/2024
TPL	9/21/2023	Gainwell Technologies	5/2024
Care and Case Management	9/22/2023	AssureCare	1/2024
Provider Call Center	9/28/2023	Optum	3/2024
EDI	10/3/2023	Edifecs	5/2024
EVV	10/9/2023	Sandata	6/2024
CMS Interoperability and Patient Access	11/2023 (Estimated)	TBD	5/2024

PBMS: Since the last JTC update, the PBMS procurement process has completed the evaluation of six vendor submitted proposals across five modules; Pharmacy Base System (PBMS), Opioid Risk Module, Preferred Drug List Purchasing (PDL), Rebate Administration, Real Time Benefit Tool (RTBT) and has awarded the PBMS Base System, Rebate Admin, PDL and RTBT to MedImpact. The Department had initially awarded to Change Healthcare in February. The intent to award was canceled in October, and the modules were sent back to evaluation, where the evaluation team awarded to MedImpact on October 19th, 2023. The Department is currently in the process of negotiating the contract with MedImpact. The Opioid Risk Module has been awarded to RxAssurance (DBA OpiSafe) and the Department is currently drafting the contract now. The current schedules show the intent to award and estimated contract execution dates:

Module	Intent to Award	Estimated Contract Execution
PBMS Core System	10/19/2023	4/2024

Opioid Risk Metric Tool	5/22/2023	3/2024
PDL	10/19/2023	4/2024
Rebate Admin	10/19/2023	4/2024
RTBT	10/19/2023	4/2024

2. In the “Background of Problem or Opportunity” section, paragraph 3, the first sentence states, “The Department is currently in the process of procuring the CMES core and modular solutions as PBMS contract term end date is October 2025, the MMIS contract term end date is April 2025, and the BIDM contracts end date is June 2024.” Will the project timeline meet the contract end day of June 2024 for the BIDM contract?

The BIDM solution was broken into 4 modules, the base/core component, which consisted of the EDW, federal reporting, user software & tools and training, project and contract management. This component is what we refer to as the EDW, with the other 3 modules being: PI, PPQM and RED. The EDW module was intended to be a takeover of the existing system, while PI, PPQM and RED were standalone modules and vendors were to bid new solutions. The Department is currently finalizing the contract with Conduent, the vendor awarded the contract to takeover the EDW. The contract is being negotiated with an expediated transition timeline to complete a phase I transition by June 30th 2024, which allows the Department a viable operating EDW, allowing a phased implementation of the remaining functionality.

Phase I EDW transition will include:

- Discovery phase of existing BIDM EDW functionality
- Standup of Hardware and Software needed to support data warehouse
- Migration and takeover of data warehouse
- App setups, smoke test and data validation
- Enabling Department user access
- Standup inbound data interfaces to MMIS and Accounting system
- Federal reporting

Phase II EDW transition will include:

- T-MSIS validation
- Federal reporting improvement backlogs
- Priority of remaining inbound and outbound interfaces
- System enhancements

The standalone modules will have phased implementation dates ranging from October 2024 to June 2025.

3. What is the projected life expectancy of this system? Is there a cost to decommission the old system?

The CMES doesn't have a life expectancy like a typical “system” as the Department is required to procure contracts related to the CMES at a maximum term of ten years under state procurement rules. CMS recommends eight years but allows Colorado to follow state procurement rules for the CMES. In addition, CMS requires that CMES contracts be procured in a modular format, which require states to follow modularity principles for any new or replacement system. In order to meet CMS regulations and State procurement rules, BIDM, MMIS and PBMS were

required to be procured after 10 years. This modular approach allows the Department to select progressive technology from different vendors, along with the flexibility to procure solutions over time as needed. With this approach in mind, both MMIS and BIDM were procured as a takeover of the existing core solution with planned enhancements to functionality, and then components of the existing solution were broken out into standalone modules to meet CMS regulations and improve current functionality. The PBMS was procured as a new system and broken out into 5 modules.

There will not be a decommission of the BIDM or the MMIS as these are takeovers of the existing solutions. For the PBMS, the incumbent vendor has requirements within their contract which require them to provide turnover services, which include at a minimum, conversion of data to new vendor, turnover non-proprietary code or logic, and shutdown existing system at no cost to the Department.

4. What happens if a new vendor is not selected and there is no need to fund two vendors at once?

If there is no transition between vendors, the funding requested would not be needed. The Department would likely submit a future budget request to true up the funding needs as the project advances.

5. When was the system replaced last?

The BIDM, MMIS and PBMS were last replaced in 2017

6. How will agencies that use this system be trained?

The solutions that are being procured are specific to Medicaid, and as the single state Medicaid agency, the Department, and its stakeholders will be the only users of modules. The Department has requirements in every vendor contract specific to providing training to the Department and Department users for each module or tool the vendor will provide. The Department has robust organizational change management plans and operational readiness plans to ensure that the Department and its stakeholders are trained well in advanced of implementation.

Fiscal Year 2024-25 Information Technology Request

Human Services Information Management Systems and Data Reporting

SHORT PROJECT DESCRIPTION

The Department of Human Services (DHS) is requesting state funding for phase two of a three-phase project involving the purchase, development, and enhancement of a range of different data and information systems for the Office of Civil and Forensic Mental Health (OCFMH).

PRIORITY NUMBERS

2024018

<u>Prioritized By</u>	<u>Priority</u>	
DHS	3 of 13	Recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$2,093,951	\$2,205,218	\$1,647,221	\$0	\$5,946,390
Total	\$2,093,951	\$2,205,218	\$1,647,221	\$0	\$5,946,390

PROJECT STATUS

This request is for phase two of a continuation project. \$2.0 million in state funding for phase one was appropriated for FY 2023-24.

PROJECT DESCRIPTION

DHS is requesting state funds to purchase, develop, and enhance of a range of different data and information systems for the OCFMH. The OCFMH operates two mental health institutes in the state: the Colorado Mental Health Institute at Pueblo (CMHHIP) and the Colorado Mental Health Institute at Fort Logan (CMHHIFL). The OCFMH also includes the Forensic Services Division (FSDV), which serves individuals who have been court ordered to the department for competency evaluations, competency restoration services, and community-based supervision. The OCFMH collects highly sensitive information, including data related to criminal proceedings and personal health information, which is currently stored in various disconnected systems.

A consent decree filed in 2019 between DHS and Disability Law Colorado outlined timelines the department must follow for wait times for court-ordered competency services. One of the recommendations from the consent decree was to improve the OCFMH data infrastructure. In response, Senate Bill 19-223 included an appropriation of \$350,000 for the initial development of a data warehouse for the mental health institutes.

Key expenditures of phase two of the project are:

- integrating the incident management system, RL Datrix, into the data warehouse;
- enhancing data analytic capabilities within the Behavioral Health Record; and
- the Microsoft Access database modernization into web-based platforms.

PROJECT JUSTIFICATION

The goal of the project is to increase staff efficiency and improve the office's data security. The OCFMH currently collects data and stores it in various disconnected systems. This has resulted in problems with communication gaps, which has impacted patient care, compliance with legal and treatment requirements, and data reporting. Office staff are also spending significant time manually entering, retrieving, and validating data.

The data warehouse built with the funding from SB 19-223 needs to be updated to include new data points so that staff no longer needs to use MS Access custom databases, which do not meet the security needs of the stored sensitive data.

Fiscal Year 2024-25 Information Technology Request

Human Services

Information Management Systems and Data Reporting

COST-BENEFIT ANALYSIS

According to DHS, significant staff time is spent manually entering, retrieving, and validating data. Examples provided by the department include the following:

- approximately one hour per day is spent by each member of the forensic services team going through spreadsheets manually seeking out updated court orders for their clients;
- a combined 80 hours during the first week of every month is spent by the outpatient restoration team manually tracking the receipt of monthly provider assessment reports and submitting them to the courts; and
- more than 13 hours per week is spent by the court services team on manually intensive and redundant data entry.

The department anticipates that the projects funded by this request will improve staff efficiency and greatly reduce the staff hours spent on these items and others.

PROJECT COST INFORMATION

The department provided the following project cost information for phase two of the project:

- Program Manager: \$206,000
- Quality Assurance: \$250,000
- Independent Verification and Validation: \$219,997
- Training: \$45,000
- Other Professional Services: \$1,142,235
- Software Commercial Off-the-Shelf Purchase: \$281,986
- Servers Equipment: \$60,000

CASH FUNDS

This project is not funded from cash sources.

PROJECT RESEARCH

The Forensic Services Division within the OCFMH conducted a discovery and assessment needs analysis in May 2021 to identify the challenges associated with the disparate and isolated solutions that division staff have developed to meet the timelines outlined in the consent decree.

Specific project cost estimates were estimated using information from OIT, researching industry resources, and obtaining quotes from certain vendors. Table 1 of the budget request document also lists assumptions the department used to develop the cost estimates, RFIs, and research into what other states have done.

ADDITIONAL PROJECT INFORMATION

Change management plan. The department will be following the Office of Information Technology's (OIT) change management process.

IT accessibility considerations. The department will work with OIT to ensure all state and federal accessibility requirements are met.

Fiscal Year 2024-25 Information Technology Request

Human Services Information Management Systems and Data Reporting

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	July 2023	December 2023
Implementation	August 2023	June 2026
Testing	August 2023	June 2026
Closing	December 2023	June 2026

QUESTIONS

1. What progress has been made on the first phase of the project? Has any money been encumbered or spent? Is the project timeline still accurate?

Capital funds were released by OIT on September 7th, 2023. Work to secure vendor contracts and scope of work for most of these systems began shortly after the OCFMH Information Management team was reorganized to become a part of the newly established BITS Division earlier this fiscal year. BITS is a technology management division within the Office of Administrative Solutions created to support central technology management for CDHS. With this reorganization the Information Management team will have access to an Agile framework as well as enterprise technology contracts to maximize project efficiency, time savings with the contracting process, and cost savings through shared services.

In relation to this IT capital decision item, the BITS division has already leveraged technology contractors from both the Covendis enterprise contract, as well as a master service agreement through the State Internet Portal Authority (SIPA). Based on these gained efficiencies through the reorganization, the timeline is still accurate.

An outline of current project status for phase one has been included as Attachment A.

2. In the Assumptions for Calculations section, the costs for hardware and software pricing were estimated using OIT FY 2021-2022 rate cards and billing invoices. Will those prices be adjusted to reflect today's cost of the hardware and software?

Yes, we will update the estimate based on the corresponding rates in the current OIT rate card.

3. Is it possible to quantify the anticipated efficiencies, cost-benefit analysis, return on investment, or total costs of ownership, as outlined in Section 24-37-304 (1)(c.5)(V), C.R.S.?

OCFMH's Forensic Services Division (FSDV) conducted a data systems needs analysis (see PDF attachment) that identified manual processes to improve efficiency when using a system to capture data. Current inefficiencies result in clinical staff in various programs within the division spending significant hours manually inputting, retrieving, and reporting data instead of spending this time assisting clients or helping them navigate judicial processes. For example, the analysis found that centralizing data would save the equivalent of 2.5 FTE per year in administrative time for clinical staff of the Forensic Services Team (FST) on a single team. Similar inefficiencies to those seen in FSDV exist at the Mental Health Hospitals, so benefits can be extrapolated to those programs although a similar study has not been done to aid in exactly quantifying the enhancements at the hospitals. In all of our programs, without a change to our unintegrated and inefficient systems we will eventually need to request additional FTE for manual data entry and support. Creating a more efficient system will eliminate this future need to hire more FTE to free up time from clinicians.

4. When will the hardware that the current system resides on reach end of life?

We are past the end of life for most of the servers housing these outdated systems. We plan to host all future solutions in the cloud, which will eliminate hardware lifecycle issues.

5. What is the projected life expectancy of this system? Is there a cost to decommission the old system? Is that cost included in this request?

Fiscal Year 2024-25 Information Technology Request

Human Services

Information Management Systems and Data Reporting

Please see answer to question #4. We are not aware of any separate costs associated with decommissioning parts of older systems at this time, so no such costs were included in this request.

6. Where will the new servers for this system live? Who will maintain them?

The current servers for our in-house systems are overseen by the OIT Server team and housed in the appropriate data center. eFort is the data center where OIT is currently housing these servers. As we expand upon in-house developed systems we will need to purchase additional servers to accommodate the systems. With the shift in strategy to put databases in the cloud, we expect that the additional and the existing servers will be maintained by OIT and managed by BITS. For new servers necessary to support vendor products, the contracting process will be used to identify a vendor that offers suitable cloud-based servers.

7. Will any of this project reside on the cloud?

Yes, the new strategy will be to move as much of the hosting into the cloud as possible.

8. Will any part of the new system run parallel with the old system?

Yes, two parts of the old system will be enhanced and run parallel to the new system.

First, the request will improve the existing Data Warehouse used by staff who oversee clients tracked for the 2019 Consent Decree, which includes clients served by both the Mental Health Hospitals (MHHs) and the Forensic Services Division (FSDV). S.B.19-223 provided \$350,000 for the initial build of the Data Warehouse, which is a custom data storage system combining data from the patient's Behavioral Electronic Health Record (BEHR) and various sources to facilitate reporting that requires medical, legal, and other information. The Data Warehouse created a foundation for a better information management system but it needs major enhancements to meet existing and evolving needs. The Data Warehouse only includes data required for the Consent Decree, and relevant data from BEHR—such as information on diagnoses, medications, and housing status—does not cross over, meaning staff must manually locate this data in BEHR. The system built by this request will help integrate these existing systems.

Second, additional functionality of BEHR above the current level of implementation is also required by certain regulations and requested by OCFMH's users. OCFMH is working on purchasing modules from Oracle that can help with patient care, such as "Population Management" which will assist our clinicians with patient care and administrative reporting. Some modules were newly added to BEHR while others were premium options not selected in the original contract. All of these pieces of the current project will work with and enhance the current BEHR system.

With this request, OCFMH is moving toward a comprehensive, strategic approach to meeting its data needs. This includes aggregating and centralizing data and documents currently stored in disparate systems and locations with add-on dashboards, notifications, and enhanced reporting functionality to address many administrative inefficiencies and correctly shift more of the focus of staff time back to activities that directly benefit clients.

Attachment A DHS Information Management Systems and Data Reporting

Project/System/Task	Project Status
RL-Datix Configuration/Integration to DW	In progress/contract executed. Go live date is January 8th, 2024
REDCap Configuration/Integration to DW	Contract executed and project in discovery phase with SIPA contractor
REDCap Reporting Add Ons contractor	Contract executed and project in discovery phase with SIPA contractor
MuleSoft API development	Contract executed and project in discovery phase with SIPA contractor
Power BI or Tableau Dashboards and DW integration	In progress. Collecting specs from Mental Health Hospital staff to build dashboards in Tableau
Servers	Purchase Order encumbered
Silver Data Encryption	Work has not been completed yet
External Consultants - Agile Expertise	Information Management (IM) team has transferred from OCFMH to BITS Division which is undergoing an Agile Transformation. BITS has hired a technology management consulting firm to oversee this transformation and help establish an Agile framework. This vendor will also do the technical contract work for the project builds.
Document Management Tool	In discovery phase of project
Forensic Services Division email notification for various trackers	Contract executed and project in discovery phase with SIPA contractor
Tableau Creator and viewer license Licenses	Quote for more licenses requested from OIT

Qualtrics/Survey Monkey	not started yet
BEHR Data Analytics	Contract Amendment with BEHR vendor executed to begin this work
IM Staff Training	Covered with BITS training services
IM Staff Licensing - visual studio licensing	Purchased. Project complete.

Fiscal Year 2024-25 Information Technology Request

Revenue Licensing and Case Management Software

SHORT PROJECT DESCRIPTION

The Department of Revenue (DOR) is requesting \$9.0 million in state funds to replace licensing and case management systems used by multiple divisions within the department for private sector regulation and licensing functions.

PRIORITY NUMBERS

2024022

<u>Prioritized By</u>	<u>Priority</u>	
OSPB	4 of 13	Recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$1,000,000	\$9,000,000	\$0	\$0	\$10,000,000
Total	\$1,000,000	\$9,000,000	\$0	\$0	\$10,000,000

PROJECT STATUS

This request is for phase two of a continuation project. Funding for phase one was appropriated in FY 2023-24.

PROJECT DESCRIPTION

The DOR is requesting state funds to replace licensing and case management systems used for multiple divisions as existing contracts are expiring in coming years. DOR indicates it will initiate a competitive selection process for a new system capable of integrating all licensing and case management functionality, as well as improving efficiencies and expanding online and translation services. The DOR entities that will be impacted are the:

- Auto Industry Division;
- Division of Gaming;
- Liquor and Tobacco Enforcement Divisions;
- Division of Racing Events;
- Marijuana Enforcement Division (MED);
- Emissions Division within DMV; and
- Lottery Division.

PROJECT JUSTIFICATION

DOR uses a licensing database and records management system, MyLicense Office (MLO), for numerous DOR divisions. The database also serves as the case management system for two divisions, including MED, which use it to catalog all regulatory and criminal investigations. The current contracts for the licensing and case management systems will expire in June 2024, with two options to extend for up to one year. DOR states that the current licensing system and case management system does not interface to transfer data, resulting in duplicate entries and errors in records and data. In addition, DOR states these systems are limited in online application capabilities and translation services. DOR also states that, as the Colorado Constitution and statute impose deadlines on some divisions to process applications, divisions will be at risk of non-compliance under the current system.

According to DOR, in addition to putting the divisions' risk of losing licensing software capabilities, without funding for this project, DOR would need to request approval from the State Purchasing Office to extend the current sole source contract for maintenance and support of the existing system. Furthermore, if the funding request is not approved, the department states that the impacted divisions would need to deplete any remaining fund balances and significantly increase fees.

Fiscal Year 2024-25 Information Technology Request

Revenue

Licensing and Case Management Software

COST-BENEFIT ANALYSIS

While the department did not provide specific cost-benefit figures, it states that a new system, if functioning as a licensing program and a case management program, would reduce staff time spent performing duplicative data entry, tracking, and processing tasks. The department further states that the current vendor requires divisions to pay additional development costs to gain additional functionality. According to DOR, replacing the current application with an integrated, versatile, and user-friendly application would vastly improve the service quality for Coloradans, local businesses, and the department.

Operating Costs. According to the department, a new system is estimated to increase annual operating costs by \$150,000. DOR states that this estimate is derived from an assessment of vendors that have supported customers with similar complexity. The department expects the increased operational costs to take effect once the system is live in FY 2026-27.

PROJECT COST INFORMATION

DOR provided the following cost information:

- Consultants/Contractors: \$500,000
- Quality Assurance: \$75,000
- Training: \$200,000
- Inflation for Professional Services: \$54,250
- Software COTS: \$6,000,000
- Software Built: \$1,000,000
- Inflation on Software: \$525,000
- Servers: \$100,000
- Network Equipment/Cabling: \$100,000
- Miscellaneous: \$100,000
- Project Contingency: \$345,750

CASH FUNDS

This request does not include funding from cash sources.

PROJECT RESEARCH

DOR completed market research in 2019 and 2020 which showed that the divisions do not have sufficient funds in current cash reserves to secure a new system. The department identified a market research study conducted by a consulting company in 2020 on licensing systems used around the nation focused on current state capabilities assessment, benchmarking peer licensing and enforcement entities assessment, and a market scan of vendors/implementers' licensing and enforcement entities assessment.

DOR states it is not able to determine whether one system that can meet the needs of a licensing and case management system exists based on separate market research completed in 2019. The solicitation for a new system will include both licensing and case management functionality. DOR states that if one system cannot meet these needs, the department may need to award contracts to multiple vendors or solicit separately for a case management system.

ADDITIONAL PROJECT INFORMATION

Concerning change management, the department indicated that it has a comprehensive implementation plan including identified project plan roles and stakeholder involvement. The department also provided information on training and testing plans, which include end-user conducts user acceptance testing and both internal and external training plans.

Fiscal Year 2024-25 Information Technology Request

Revenue Licensing and Case Management Software

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	July 2023	April 2024
Implementation	May 2024	June 2025

QUESTIONS

1. How was the project contingency amount calculated or determined?

The contingency amount that is included for the entire \$10 million project (including the first \$1 million that was appropriated in FY 2023-24) is \$430,500 (\$84,750 for FY 2023-24 and \$345,750 for the pending FY 2024-25 request). \$430,500 is 4.5 percent of the itemized estimated project budget totaling \$9,569,500. These two amounts add to the total \$10 million project request.

2. How much of the FY 2023-24 appropriation has been spent or encumbered to date?

As of October 31, 2023 we have not spent or encumbered funds but are actively implementing our support plan and are partnering with a vendor to support requirements gathering and readying the organization. We expect to spend approximately \$250,000 during FY 2023-24 working with the vendor and the affected divisions to produce the needed deliverables that will support the solicitation, project implementation and organizational readiness exercises to prepare for major system, process, and reporting changes.

3. The "Request Summary" indicates that a new system "may be able to expand on the online services and translation services" and that a new system "may be capable of integrating all licensing and case management functionality." Why are these not firm requirements for the new system?

DOR has a robust digital strategy for all of our divisions and maximizing our Licensing and Case Management procurement is no exception. We certainly prioritize online services and translation services toward the top of the list. We also recognize that the richness of the customer experience we hope to offer with future online services may not be achievable by the most qualified vendor. As we go through the procurement process we will look at all reasonable accommodations to ensure the most qualified and accessible licensing and case management platform is selected for DOR.

4. In the "Project Description" section, under the "Operating Budget Impact" subheading, the request describes a \$150,000 annual increase in ongoing operating costs. How was this amount determined? What is the current operating cost of the systems to be replaced by this project? Does the increase include additional FTE? In which fiscal year does the department anticipate requesting this increased operating cost? What will the consequences be if the department receives an appropriation for this IT capital request, but does not receive an increased appropriation for future operating costs?

Based on market research completed in 2019 and 2020 and our resulting assessment of vendors that have supported customers with similar complexity, the \$150,000 increase to our ongoing operating costs was appropriate to cover ongoing licensing costs and operational needs. The increase does not include additional FTE, which are not expected to be needed with the additional integrations and functionality that the new system will provide. We expect the increased operational costs to take effect once the system is live, targeting July 1, 2026 (FY 2026-27). It is our intent to have a fair and reasonable representation of the impact against our ongoing expenses. Not receiving an appropriation could jeopardize our ability to support future operating costs identified during the market research process.

5. In the "Additional Request Information" section, the request indicates that three-year roll forward spending authority is NOT required. IT capital appropriations are typically available to spend for three fiscal years; does the department actually anticipate spending the full \$9,000,000 in a single fiscal year?

This is a mistake on the submitted form. DOR does request that this project be funded as a normal capital project with 3 years of roll forward funding.

Fiscal Year 2024-25 Information Technology Request

Health Care Policy and Financing Colorado Benefits Management System Re-Procurement

SHORT PROJECT DESCRIPTION

The Colorado Department of Health Care Policy and Financing (HCPF) is requesting state funds and federal funds spending authority to begin the re-procurement of the Colorado Benefits Management System.

PRIORITY NUMBERS

2025042

<u>Prioritized By</u>	<u>Priority</u>	
OSPB	5 of 13	Recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$0	\$318,028	\$0	\$0	\$318,028
FF	\$0	\$1,387,130	\$0	\$0	\$1,387,130
Total	\$0	\$1,705,158	\$0	\$0	\$1,705,158

PROJECT STATUS

This is a new, never-before-requested project.

PROJECT DESCRIPTION

HCPF is requesting a combination of state funds and federal funds spending authority to begin the re-procurement of the Colorado Benefits Management System (CBMS). The project will initiate the re-procurement process which includes research, writing requirements, and solicitation preparation. The department will submit a two-year request for future funds once vendor estimates are complete.

PROJECT JUSTIFICATION

Under the federal Center for Medicaid Services (CMS) and state procurement rules, the department is required to procure CBMS contracts for a maximum of ten years. This means the department must complete the procurement process for a possible new CBMS vendor(s) by June 30, 2027. This project would enable HCPF to follow state and federal timelines.

The current system is difficult to update, missing necessary training documentation, requires county workers to learn a complex system, and is currently out of compliance with the federal modularity rule required by CMS. The department does not currently have the technical expertise or subject matter experts to ensure the CBMS vendor solicitation is drafted and posted in time.

COST-BENEFIT ANALYSIS

The department was unable to quantify cost savings as required by Section 24-37-304 (1)(c.5)(V), C.R.S. but notes all funding requested is necessary to comply with procurement regulations. Partial funding would put the department at risk of losing federal financial participation.

PROJECT COST INFORMATION

The department provided the following project cost information:

- Total Professional Services: \$1,623,960
- 5 percent Project Contingency: \$81,198

Fiscal Year 2024-25 Information Technology Request

Health Care Policy and Financing Colorado Benefits Management System Re-Procurement

CASH FUNDS

This project is not funded from cash sources.

PROJECT RESEARCH

This funding would commence project research.

ADDITIONAL PROJECT INFORMATION

Change management plan. The department states that the selected vendor will ensure the transition of the system and ensure CBMS will remain in use throughout.

IT Accessibility. The department, with the Office of Information Technology, is in the process of developing an accessibility compliance program for the vendor.

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	September 2023	June 2024
Implementation	July 2024	October 2025
Testing	October 2025	October 2025
Closing	October 2025	October 2025

QUESTIONS

1. Will each module of the MES Re-Procurement need separate re-procurement? How will the Department ensure each module works with the other?

Currently, we are proposing three separate modules, although the final structure is still being determined. Each module will have its own Invitation to Negotiate (ITN). As the ITN's are written, there will be requirements within the contracts that ensure coordination of vendors and that all solutions will be able to integrate with all other modules.

2. Will this project impact the MES Re-Procurement project in any way?

The CBMS procurements are separate systems with different staff that perform the work. These projects will run concurrently, but that is where the overlap ends. Additionally, the CBMS procurement is not intended to impact the CMES procurements, however as the volume of contracts for the CMES and CBMS increase the stress put on internal staff will continue to grow, which may jeopardize future timelines.

3. What is the projected life expectancy of this system? Is there a cost to decommission the old system?

CBMS doesn't have a life expectancy like a typical "system" as the Department is required to procure these contracts at a maximum term of ten years under state procurement rules. CMS recommends eight years but allows Colorado to follow state procurement rules for the CMES, which includes CBMS. In addition, CMS requires that CMES contracts be procured in a modular format, which require states to follow modularity principles for any new or replacement system. In order to meet CMS regulations and State procurement rules, CBMS was required to be procured after 10 years. This modular approach allows the Department to select progressive technology from different vendors, along with the flexibility to procure solutions over time as needed. With this approach in mind, the CBMS will be procured as a takeover of the existing core solution with planned enhancements to functionality, and then components of the existing solution will be broken out into standalone modules (e.g., client correspondence and PEAK/PEAK Pro) to meet CMS regulations and improve current functionality. There will not be a decommission of the CBMS as this will be a takeover of the existing solution.

Fiscal Year 2024-25 Information Technology Request

Health Care Policy and Financing *Colorado Benefits Management System Re-Procurement*

4. Is the Department confident the procurement process will be completed by June 30, 2027?

Due to the PHE unwind and the new CMS eligibility determination requirements which utilizes the same technical resources required for the procurement, the Department has requested and received approval from the Office of the State Controller (OSC) to extend the contract with the current vendor through June 2029. A request to CMS, FNS and ACF to approve the extension is in progress. This request will allow current SME resources to focus on the PHE unwind priority work. The resources requested in the CBMS request are still needed immediately as those will be used to meet the Department's expected procurement timelines. The Department plans to issue the Correspondence ITN in 7/2024, the Mobile/Digital Application (PEAK/PEAK Pro) in 12/2024 with the final ITN CBMS Core (takeover) in 12/2025.

5. When was the last time a new contract was procured for CBMS?

The CBMS was last procured in 2017.

6. Is the department confident the new modules will comply with CMS's current modular system residing on a Salesforce platform?

Under the CMS regulation, CMS requires states to follow a modular approach that supports cost-effective and timely projects. CMS considers a module a packaged, functional business process or set of processes implemented through software, data, and interoperable interfaces that are enabled through design principles in which functions of a complex system are partitioned into discrete, scalable, reusable components. Modules can be added to a system or replaced, as needed, CMS expects states will take different approaches to identifying the best solutions to meet the needs of the Medicaid Enterprise. Modular projects may leverage commercial off the shelf products or Software-as-a-service (SaaS) solutions as well as other modular approaches. CMS will work with states during the planning stage and provide guidance.

7. On the CBMS project it states it is the first of a multi-phase project but it only lists the funding for the first phase of the project. Is it a single phase or multi-phase project?

The CBMS re-procurement will be a multi-year project similar to the MES re-procurement. Right now we are in the beginning phase of re-procurement which includes research, writing requirements and solicitation preparation. The Department will submit a year-two request once vendor estimates are ready and the Department has an idea of what transition costs would be needed.

8. Please provide a more detailed project cost breakdown.

The Department is in the early stages of re-procurement and at this point the Department is still working on system requirements. The funding request will provide three business analysts (BA) and one project manager who will work as SMEs in gathering and documenting requirements necessary for the creation of the CBMS Invitations to Negotiate (ITN). The CBMS system will require three ITNs for each module up for re-procurement: Correspondence, Digital/Mobile application and a CBMS core system takeover. The BAs and PM will work on reviewing and responding to ITN feedback from vendors and also assist in scheduling meetings and the coordination of putting together formal procurement reports. The Department will provide more of a complete transition plan with the year-two submission.

Fiscal Year 2024-25 Information Technology Request

Public Health and Environment
Colorado WIC MIS Modernization

SHORT PROJECT DESCRIPTION

The Colorado Department of Public Health and Environment (CDPHE) is requesting state funds and federal funds spending authority for the purchase of a Management Information System (MIS) for use in administering the Special Supplemental Nutrition Program for Women, Infants, and Children in Colorado (COWIC).

PRIORITY NUMBERS

2025028

<u>Prioritized By</u>	<u>Priority</u>	
OSPB	6 of 13	Recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$0	\$500,000	\$500,000	\$0	\$1,000,000
FF	\$0	\$956,092	\$1,351,991	\$480,027	\$2,788,110
Total	\$0	\$1,456,092	\$1,851,991	\$480,027	\$3,788,110

PROJECT STATUS

This is a new, never-before-requested project. This request is for phase one of a continuation project.

PROJECT DESCRIPTION

CDPHE is requesting state funds to supplement federal funding to replace its MIS for the COWIC program. The department states that the United States Department of Agriculture, Food and Nutrition Service (FNS) has made available several one-time infrastructure and technology grants that provide an opportunity to upgrade an antiquated MIS at a reduced cost to the state as compared to replacing it in the absence of federal funds.

PROJECT JUSTIFICATION

According to CDPHE, the existing MIS, Compass, is outdated, falls short in meeting program requirements, and is not on a development path to adequately address these shortcomings. The department states that the following program requirements will be better met by the preferred replacement system MOSAIC than the current Compass system. Replacements include:

- automated risk codes; - automated questionnaire;
- ability to prescreen uploaded documents;
- ability to quickly align to changing USDA regulations and state policy;
- better real-time inventory management; and,
- a vendor portal for applications, document management, and electronic signatures.

In addition, the department states that the new MIS will be cloud-based from the outset, while Compass will not be cloud-based until 2029 or later.

Fiscal Year 2024-25 Information Technology Request

Public Health and Environment Colorado WIC MIS Modernization

COST-BENEFIT ANALYSIS

CDPHE indicates that the system evaluation and feasibility study conducted by external consultant Resultant highlighted the benefits of transitioning to a modern solution. The department states that cost effectiveness is evidenced by the fact that this project will leverage \$3.4 million in federal funds over four state fiscal years.

According to the department, operations of the new MIS will be funded by existing federal funds that are currently utilized for maintenance and operations of the current MIS. Ongoing operations and maintenance costs with MOSAIC, the preferred new MIS, would be approximately the same as current costs for Compass, but enhancement costs are significantly less. CDPHE did also state that it will incur substantial one-time implementation costs to migrate and convert the data, train state and local staff, and customize the system to the Colorado context.

PROJECT COST INFORMATION

CDPHE provided the following cost information:

- OIT Contracted Program Manager: \$71,575
- Independent Verification and Validation: \$75,000
- CDPHE Personnel: \$240,234
- Contracted Services: \$175,000
- Software COTS Purchase: \$722,222
- 13.4% indirect project contingency: \$172,060

The department states that previous federally funded work on this effort in the amount of \$661,072 has been tied to planning activities such as business process optimization, requirement development and a feasibility study. CDPHE also states that all \$500,000 of the requested state funds will be applied to the direct project costs. Concerning the indirect costs line item, the department states that, as a primarily federally funded project, the project as a whole has an indirect line consistent with all state WIC related federal grant funds for administration and systems building, which ensures WIC is able to cover the state portion of CDPHE agency administrative costs when the department receives federal funds.

CASH FUNDS

This project is not funded from cash sources.

PROJECT RESEARCH

COWIC commissioned a feasibility study by Resultant (2022) that assessed the current MIS based on program goals and identified three alternative MIS currently utilized by other states' WIC programs. Resultant identified four primary MIS systems in operation at states across the country, including the existing MIS used by the state. Basic business process analyses (BPAs) were conducted as part of the feasibility study. As a result of this study, the department determined a preferred product, called MOSAIC. CDPHE confirmed that there are no costs to decommission the existing system, but that there will be costs associated with data transfer and exiting the old system, though these costs are included in the overall project budget.

ADDITIONAL PROJECT INFORMATION

Concerning change management, CDPHE indicates that testing for this project will include:

- user-acceptance testing;
- unit testing;
- system integration testing;
- performance testing; and
- data migration testing.

Fiscal Year 2024-25 Information Technology Request

Public Health and Environment
Colorado WIC MIS Modernization

PROJECT SCHEDULE

	Start Date	Completion Date
Implementation	June 2024	September 2026
Testing	October 2025	September 2026

QUESTIONS

1. In the “Program Description” section, under the “Systems Integration Opportunities” subheading, the department states “[i]n future years we anticipate the functionality of this new MIS will also allow for additional system integrations not currently possible.” Please explain more specifically what this means. Does the department anticipate submitting future IT capital requests to perform different system integrations related to this project?

Our current system, Compass, is an aging purpose-built proprietary system not designed to integrate into any systems other than the EBT (Electronic Benefit Transfer) system, the USDA Reporting Systems and Immunization Reports (though the last two are through batch data transfers). We’ve been able to establish a referral system, but to do so we have had to build a separate referral database (SQL Server). We’ve also been able to develop a reporting system for tableau, SSRS and Ad hoc reports, but again had to build a separate and specific reporting database warehouse. Unlike Compass, WIC MOSAIC is able to perform many of these functions natively, eliminating the need for those integrations, but any other integrations with Compass would require similar builds unique to our systems. Conversely, WIC MOSAIC is built on Microsoft Dynamics 365 and provides a data warehouse built on Azure Data Lake and Azure Databricks, while Power Platform allows for 500+ connectors. As such, rather than building integrations wholly unique to Compass, we would be able to leverage existing architecture and when builds are necessary can utilize developers familiar with Microsoft Dynamics 365, rather than having to rely on a very small universe of developers able to work on Compass to build and then maintain these unique integrations. As such, from a technical perspective, WIC MOSAIC reduces the need for integrations AND reduces the cost of those we might pursue (both the build and to maintain).

Additionally, our current system, Compass, is not able to manage program participant consent to share their data at an individual level nor is it able to discriminate between with varying use cases for an individual providing consent. This makes data governance around tracking authorized data sharing exceptionally labor intensive, and ultimately logistically implausible.

COWIC does not currently have plans for specific integrations for which we plan on submitting a future IT request. However, we are regularly asked by stakeholders including other state agencies, local agencies, legislators, community based organizations and clients about potential integrations, and we are currently not generally able to entertain them as with our current system they are logistically implausible and cost prohibitive. Moving to WIC MOSAIC reduces both the build and maintenance costs of integration by moving to a widely utilized platform rather than staying on a proprietary purpose built system.

As one of many possible future integrations, using WIC MOSAIC New Mexico was the first state in the nation to automatically connect families served by the Human Services Department with WIC and the Department of Health. Another example of a possible future integration would be integration with PEAK. WIC currently consumes data from PEAK via files produced by OIT and ingested into a Referral Database we had to build outside Compass. There are multiple steps to ingest these data, many of which are highly reliant on manual efforts to work around a proprietary system not designed to integrate. In addition to being labor intensive, this introduces many potential failure points. These are just possibilities, and we have no concrete plans for specific integrations. But these possibilities are only realistic with a transition to a system capable of cost efficient system integrations.

2. Is federal funding guaranteed if the project receives an appropriation of capital construction funds? Is there any risk of not receiving federal funding?

We have secured federal funding from multiple WIC administrative funding streams via FNS independently of these capital construction funds. However, WIC is not an entitlement program and as such its funds are appropriated each year as part of the annual appropriations process. Thus, while highly unlikely, it is possible that WIC would not be funded in future years. As such, the federal funding we’ve secured for this purpose is guaranteed as much as any discretionary federal funds can be.

Fiscal Year 2024-25 Information Technology Request

Public Safety
Sex Offender Registry Overhaul

SHORT PROJECT DESCRIPTION

The Department of Public Safety is requesting state funds to overhaul and upgrade the Colorado Sex Offender Registry database and regulatory compliance system.

PRIORITY NUMBERS

2023133

<u>Prioritized By</u>	<u>Priority</u>	
OSPB	7 of 13	Recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$0	\$3,250,000	\$0	\$0	\$3,250,000
Total	\$0	\$3,250,000	\$0	\$0	\$3,250,000

PROJECT STATUS

This is a new, never-before-requested project.

PROJECT DESCRIPTION

The Department of Public Safety is requesting state funds to overhaul the Colorado Sex Offender Registry (SOR) by upgrading the system from the existing Module 1.0 to Module 3.0. The project will improve required sex offender data tracking and oversight, and allow accurate and reliable data transfer between local, state, and federal law enforcement agencies.

PROJECT JUSTIFICATION

DPS states that there has not been a comprehensive system upgrade since 2014. According to the department, the system enhancement to Module 3.0 will benefit local law enforcement agencies by making data entry more user friendly, eliminating duplication, and better tracking of offenders through improved data management. The department indicates that additional access to reports within Module 3.0 will improve registration and tracking of offenders. Additionally, Module 3.0 will allow more accurate information sharing with national law enforcement partners. According to the department, the current module is so antiquated that data is not properly transferred to the National Crime Information Center (NCIC). DPS also states that the current system does not accurately transmit records to the federal government or to Colorado Bureau of Investigation's (CBI) public facing website. In addition, the current system does not integrate sufficiently with the State Internet Portal Authority (SIPA) interface in sex offender mapping, resulting in mapping errors that may be harmful to public safety and a detriment to persons living at a residence where sex offenders have been incorrectly mapped.

COST-BENEFIT ANALYSIS

DPS states that it is important to prioritize this upgrade so that the system maps correctly, which will reduce the financial risk to the CBI and the state of Colorado in the form of potential lawsuits from citizens where their homes are incorrectly mapped as sex offender residences. The department also indicates that there will be substantial improvements in the use of staff time as a result of the upgrade due to existing duplication of data entry and correcting errors that occur because of the age of the system and the unreliable interface with the federal database.

According to DPS, current system maintenance costs are \$60,000 a year, which are covered within the existing operating budget. The department assumes that, pursuant to the project implementation proposal provided by the vendor, the new Module 3.0 has maintenance and costs of \$285,000 with a 5 percent increase annually. The department anticipates requesting additional funding to pay for the increases in the maintenance costs. The department indicates that it will submit a decision item through the regular budget process for operating expenses to cover the ongoing maintenance and support costs.

Fiscal Year 2024-25 Information Technology Request

Public Safety
Sex Offender Registry Overhaul

PROJECT COST INFORMATION

DPS provided the following cost information:

- Contracted Program Manager: \$230,640
- Training: \$25,000
- Other Services/Costs: \$1,029,000
- Software Built/Web Design: \$1,381,000
- Network Equipment/Switch System: \$353,000
- Miscellaneous: \$68,860
- 5% project contingency: \$162,500

CASH FUNDS

This project is not funded from cash sources.

PROJECT RESEARCH

DPS states that it has held discussion with agency officials from the state of Idaho, which recently underwent the transition from Module 1.0 to Module 3.0. The department states that despite Idaho's reservations about functionality that stemmed from challenges with operating Module 1.0, the upgraded system has not required extensive vendor support to correct issues and they recommended the upgrade. In addition, according to DPS, purchasing and customizing Module 3.0 will address critical error findings related to the system from a September 2022 FBI audit.

ADDITIONAL PROJECT INFORMATION

DPS states that the CBI team will work with the vendor to ensure accessibility measures are incorporated in Module 3.0 prior to going live for the law enforcement community and the public. Separately, the department states that the CBI has a plan in place for change management that includes testing, data migration and training for law enforcement.

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	July 2024	September 2024
Implementation	September 2024	May 2025
Testing	May 2025	June 2025
Closing		June 2025

Fiscal Year 2024-25 Information Technology Request

Public Safety Sex Offender Registry Overhaul

QUESTIONS

1. The CC-IT form includes project years FY2024-25 to 2026-27, but does not include amounts in the Year 2 or Year 3 columns. Is this a multi-phase or single-phase request? IT capital appropriations are typically available to spend for three fiscal years, but outyear project phases must be requested in future years.

Rollouts such as upgrading the Sex Offender Registry (SOR) are complex due to the reliance on the overall NCIC/CCIC system. The lump sum of money requested is the complete upgrade to the registry. However, due to NCIC/CCIC system changes or other project needs, this process might take several years to complete. It is our understanding that the quoted request will complete the project, regardless of length of time. The CBI believes this project can be accomplished in three years or less.

2. The CC-IT form includes \$1,029,000 for "Other Services/Costs" in Section A, line 8. What is included in this amount?

That cost includes the CPI Switch Team (895 hours), the CPI GUI Team (2,508 hours) and the CPI SaaS and Systems Team (887 hours). At a price of \$240 per hour, that is estimated to cost about \$215K, \$602K and \$212K, respectively.

The CPI Switch Team will leverage the knowledge of CBI's current SOR workflow and existing Message Switch infrastructure to effectively and efficiently execute implementation. CPI also houses and maintains the CBI Message Switch of the system and infrastructure, which includes the NCIC Interface, Nlets Interface, CPI CCH Interface and OpenFox Desktop Applications.

The CPI GUI Team will create the Graphic User Interface (GUI) to cache offender images.

The CPI SaaS and Systems Team, or Software as a Service (SaaS), allows the CBI to comprehensively manage Criminal Justice Information Services (CJIS) systems with CPI support to maintain all hardware and software. OpenFox® SaaS allows the Customer to reallocate resources and effort to focus on business processes critical to data integrity within Colorado.

3. What is the anticipated life expectancy of this new system? Is there a cost to decommission the old system?

The vendor has relayed that version 3.0 should have the ability to be adjusted in the future. While the CBI is hoping for a longer shelf life, it is difficult to predict. Generally speaking, with continued maintenance and support, it's expected this type of system may last several years. The CBI will be required to continually evaluate and monitor the effectiveness of the system in conjunction with the vendor.

Fiscal Year 2024-25 Information Technology Request

Office of Information Technology
Modernizing Aging IT Systems

SHORT PROJECT DESCRIPTION

The Office of Information Technology (OIT) is requesting state funds for the final phase of the Modernizing Aging IT Systems project which includes agency network equipment remediation needs, security audit finding remediation support, and for the remaining funding gap for the enterprise identity project funded in phase two.

PRIORITY NUMBERS

2023034

<u>Prioritized By</u>	<u>Priority</u>	
OSPB	8 of 13	Recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$68,388,556	\$15,000,000	\$0	\$0	\$83,388,556
Total	\$68,388,556	\$15,000,000	\$0	\$0	\$83,388,556

PROJECT STATUS

This request is for phase three of a continuation project. Funding was appropriated in FY 2022-23 for phase one and phase two in FY 2023-24.

PROJECT DESCRIPTION

OIT is requesting state funds to remediate state agency network equipment and cabling needs, address cybersecurity needs identified in a third-party audit, and secure additional funding to further the scope of work for completion of an enterprise identity project initially requested in phase two. OIT states that the funding will allow OIT to begin to replace some network equipment and cabling at a few agency locations based on criticality and immediate need that may pose the greatest risk to the state. Cybersecurity funding will be invested into vendor/contractor support resources and remediation tools. According to OIT, further funding is needed to successfully develop and implement an enterprise identity solution for the state and will continue to request funds for this project during each budget cycle.

PROJECT JUSTIFICATION

Existing agency network remediation needs. OIT bases needs on criticality and overall health scores as assessed within technology planning workbooks (TPWs), produced in partnership with agency business owners and the technical offices of OIT, which involves prioritizing agency information systems' technical debt. According to OIT, technical debt in the form of less secure systems may increase the probability of successful cyber-attacks and costs thousands of dollars each hour an impacted system is unavailable.

OIT provided the following statistics regarding aging IT infrastructure:

- 22 percent of state servers are currently at end of life and automatically receiving the most critical security patches;
- 70 percent of OIT's hosting infrastructure is at the end of life;
- 45 percent of applications have been recommended for decommissioning; and,
- 60 percent of OIT staff time is allocated to keeping legacy systems operational.

Cybersecurity and enterprise identity. OIT states that a third-party cybersecurity audit identified over 50 unremediated security findings across 12 major areas. The office states that the findings from this security audit represent areas needing improvement in operational accountability and authority. In addition, OIT indicates that consolidation of identity, which concerns access to the system and strengthening cyber security, has not been completed. The office also indicated that further expanding the scope of

Fiscal Year 2024-25 Information Technology Request

Office of Information Technology Modernizing Aging IT Systems

work to include single sign-on, multi-factor authentication, and proof of identity as part of the cost assessment of the enterprise identity project required additional funding towards fully developing, implementing and supporting this solution as part of this phase three request.

COST-BENEFIT ANALYSIS

OIT identifies areas of improved efficiency and increased productivity from staff as a result of increased funding of enterprise identity from phases I and II of the project, including implementation of refined access control. In addition, according to OIT, a portion of the \$8.9 million investment for the phase III enterprise identity project will include a tools analysis which will identify the number of existing tools that are ready for decommissioning and upgrades. The office also states that risk mitigation minimizes the potentially large costs related to security breaches or compliance violations. With regard to equipment upgrades, the office emphasizes that it costs more to maintain older technology.

OIT identified some metrics associated with tracking benefits from funding that include:

- decreased reliance on manual forms and processes;
- completion of training and education programs for managers and employees;
- reduction in the number of unauthorized or excessive access incidents reported;
- improvement in overall system access compliance rates; and,
- an overall increase in employee, manager, and OIT satisfaction.

PROJECT COST INFORMATION

OIT provided the following cost information:

- Agency Network Equipment and Cabling Needs: \$2,500,000
- Feasibility Study (Security Audit Findings and Remediation): \$3,600,000
- Enterprise Identity Project Funding Gap: \$8,900,000

CASH FUNDS

This project is not funded from cash sources.

PROJECT RESEARCH

OIT states that in previous years, it worked with agencies to prepare information technology plans known as IT Roadmaps, which included information about their critical and essential applications, major IT projects, and common policy services consumption. Currently, the office states that it is providing more in-depth information about the health of agency applications (Technology Health Score), providing a view into all major IT capital projects across all agencies, and sharing monthly common policy consumption in a dynamic dashboard.

OIT also noted a publicly available audit of Cybersecurity Resiliency conducted by Eide Bailly, LLC in 2023 that identified ongoing risks and recommendations for action which the office will use to guide distribution of funding.

ADDITIONAL PROJECT INFORMATION

OIT states that accessibility compliance for TPW informed projects will be assessed as part of the prioritization process.

PROJECT SCHEDULE

	Start Date	Completion Date
Implementation	July 2024	June 2027

Fiscal Year 2024-25 Information Technology Request

Office of Information Technology
Modernizing Aging IT Systems

QUESTIONS

1. In the “Assumptions for Calculations” section, in the IT Capital Projects matrix, in the Security Audit Findings and Remediation line, what will the \$3,600,000 eliminate from the security audit infractions list?

Please reference <https://drive.google.com/file/d/1VoeFr2MWPbHrQkdWTBBz18PsguuZKHhl/view> to view how the \$3,600,000 investment would be allocated towards the security audit remediation efforts.

2. When does the department anticipate establishing the IT transformation program to correct unresolved IT risks associated with IT governance and security of the state, as mentioned in the Security Audit Findings section, third sentence?

In recognition of our need to transform our operations, OIT established the IT Transformation program in 2020. Since that time, we've completed nearly 40 projects, some of which address other audit findings and known operational challenges. More about the program can be found at <https://reimagineit.state.co.us/it-transformation>. At this point, the program is mature and funded work as part of the audit remediation efforts have already been incorporated into the portfolio. Additional work covered in this request is more complex to accomplish and requires efforts of multiple teams.

Fiscal Year 2024-25 Information Technology Request

Human Services

Leveraging Technology for Seamless Human Services Delivery

SHORT PROJECT DESCRIPTION

The Department of Human Services is requesting one-time state funding over three fiscal years to leverage existing human services program technologies to create a unified system.

PRIORITY NUMBERS

2025045

<u>Prioritized By</u>	<u>Priority</u>	
OSPB	9 of 13	Recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$0	\$3,716,625	\$3,490,788	\$340,709	\$7,548,122
FF	\$0	\$12,799,875	\$12,121,662	\$1,183,103	\$26,104,640
Total	\$0	\$16,516,500	\$15,612,450	\$1,523,812	\$33,652,762

PROJECT STATUS

This is a new, never-before-requested project.

PROJECT DESCRIPTION

DHS is requesting a combination of state funds and federal funds spending authority to leverage existing technology to build a data system which allow state systems for human services programs to communicate with each other. The ultimate goal is maximizing clients' ability to receive the services and benefits they need without having to access several systems.

This phase of the project will focus on the first two modules of the project: Business Process Management and Data and Document Management. The project will be built upon current IT infrastructure and the first two modules built as subsystems that will be stored on a cloud service. DHS expects to use a Software as a Service (SaaS) product.

Background. Between FY 2015-16 and FY 2019-20, the department was appropriated \$34.2 million (\$5.5 million in state funding and \$28.3 million in federal funding) for the Joint Agency Interoperability project. The goal of the project was to create a new system to improve communication and the exchange of data across multiple, disparate systems to provide better coordinated services to its clients. The department states in this year's request that, in seven years, the department only spent \$14.7 million total on that interoperability project and reverted \$1.8 million in state funding in June 2023. JTC staff has reached out to DHS for further information on project total spending.

PROJECT JUSTIFICATION

Colorado is a state-supervised, county-administered health and human services state, meaning the 64 counties administer programs and several auxiliary systems. A uniform system will ensure all counties have access to the same technology services and resources.

The new system would allow the Colorado Benefits Management, Automated Child Support Enforcement, Child Care Automated Tracking, and TRAILS Systems to communicate and share data. Additionally, it would connect clients to safety net benefits and services, starting with the Medicaid Supplemental Nutrition Assistance Program, Temporary Assistance for Needy Families, Child Care Assistance, Child Support and Child Welfare.

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Leveraging Technology for Seamless Human Services Delivery

COST-BENEFIT ANALYSIS

The department was unable to quantify cost savings as required by Section 24-37-304 (1)(c.5)(V), C.R.S. but noted the efficiencies the system will provide. The department states Larimer County implemented a similar system and increased eligibility timeliness from about 50 to 95 percent in six months. The county used the tool to eliminate 40 to 50 Google sheets that housed tracking for around 1,000 appointments and increased the amount of work completed on a daily basis while improving timeliness.

PROJECT COST INFORMATION

The department provided the following project cost information:

- Contract Staffing: \$3,000,000
- Independent Verification and Validation: \$150,000
- Other Professional Services/Costs: \$4,000,000
- Software Commercial-off-the-shelf Purchase: \$8,580,000
- 5% Project Contingency: \$786,500

CASH FUNDS

This project is not funded from cash sources.

PROJECT RESEARCH

The department partnered with counties and an outside contractor to assess a solution for the first two modules of the project and arrived at the solution to use existing technology to leverage one unified system for all counties. Additionally, the department, alongside the Office of Information Technology, will complete an Invitation to Negotiate.

ADDITIONAL PROJECT INFORMATION

Change management plan. The department intends to implement the following change management aspects:

- business process, system, and technical training;
- user-acceptance, unit, system integration, performance, and data management training; and
- stakeholder engagement throughout the project.

IT accessibility considerations. The department states accessibility compliance will be addressed during the procurement process.

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	February 2023	June 2025
Implementation	June 2024	June 2025
Testing	July 2024	June 2025

QUESTIONS

1. The request summary states that a one-time IT capital appropriation of \$33,652,762 will be requested in 2024-25 and spent across a 3 year period. However, IT capital requests require that the department makes three separate requests for each fiscal year with a three year spending authority for each phase. Does the department understand this budget request is only for FY 2024-25 for \$3,716,625 CCF and \$12,779,875 FF with a three year spending authority and the department will have to come back the next two years to request the additional \$17,135,900 to complete the project? Does the timeline or scope need to be adjusted with this information?

Yes, the Department understands that this is a phased funding approach. However, we do feel it is important to highlight as few

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challenges that phasing creates, including:

- Concern that we could not complete the work management and document management systems if funding beyond year 1 is not approved, effectively delaying the project indefinitely.
- Impact to the federal approval process with the various federal partners. There is a time-sensitive process involving filing Advanced Planning Documents (APDs) with multiple federal entities in order to gain approval for the project and secure federal match. On this project, 72-78% of the total costs will be paid by our federal partners. There is potential for work stoppages while awaiting federal approval unless state funds were available to cover any timing gaps.
- Hamper our ability to successfully contract with preferred vendors if we cannot contract for the full duration of the project.

These challenges notwithstanding, the Department would begin the project with one year of approved funding and attempt to mitigate the above challenges.

2. What are the sources of the federal funds? Are they guaranteed?

The federal funds come from Administration of Children and Families (ACF), Food and Nutrition Services (FNS) and Centers for Medicaid Services (CMS) leveraging enhanced match resulting in a savings currently about 72 cents on the dollar for Colorado. The federal funds are secured through the Advanced Planning Document (APD) leveraging an enhanced match for Design, Development and Implementation (DDI) activities allowed, and once the system is certified, we can receive Maintenance & Operations (M&O) enhanced match. APDs are required to be updated annually and generally approve for a 1-3 yr funding span ongoing. Designated state general funds are required to be eligible for these federal funds. While we have reasonable confidence that we will receive the federal match, it is not guaranteed until approved.

3. What would the consequences be if the department does not receive an appropriation for future phases?

If the department does not receive the full \$33,652,762 appropriation, services to low-income Coloradans will remain siloed in different technology systems. County workers will continue to struggle with inefficient processes, lack of automation and challenges to sharing information across programs. In the current state, clients are often required to provide duplicative information and documentation and tell their stories multiple times to different staff people in order to receive services. High-quality service delivery is best achieved by better connecting business processes with technology and data to reduce current barriers faced by clients in getting the services they need.

From a project risk standpoint, due to the largest and complex effort spanning several years, it would be very risky to not fund future phases. Absent an appropriation for future phases, there would be timing and funding issues due to the inability to complete work due to work stoppages, inability to contract vendors for the full duration of work or partial work, and stoppage in Federal approvals and funding when state funds are not available. In the worst case, these scenarios would result in full stoppage of work and incomplete deliverables.

4. On page 3, the narrative explains that \$1.8 million in funding was reverted. Was the money reverted because it was not needed? If not, why didn't the department request a supplemental for a spending authority extension? Please explain the relevance of this specific reversion to this project.

The decision to revert the \$1.8 million in funding resulted from the improved understanding of the underlying issues and how the timing aligned with the adjusted scope and solution. Based on the activities and the associated spending, and with the intention of being good stewards of the funds, the decision was made to revert rather than request a supplement for spending authority extension. Since that time, we have refined our needs and better aligned with counties to develop a strong work plan moving forward.

5. How will the counties be trained as mentioned in the change management plan? Please provide more information on the training plan.

Our training plan is based on a two tiered approach: 1) county specific planning, 2) integrated planning across state program teams based on county recommendations. We have committed to crafting individual plans in partnership with counties, understanding that they each have unique and individual needs that need to be met in order to be successful. Secondly, integrating cross-program teams involves coordinating with and leveraging existing training systems (Staff Development Center, the Child Welfare Training System, the Child Support Services training system and the Colorado Child Care Assistance Program

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training system) as these programs currently deliver training to our county partners. We will engage with existing county user groups to identify what training is needed and what staff need to be trained. We will also collaborate closely with the existing training systems mentioned above, each of which have successfully provided outreach and support to county workers.

6. How will you ensure this system functions or connects with the other recent projects and databases?

JAI aims to serve the full range of needs that an individual, family or community may need by better connecting business processes with technology and data. Standardization of Business Process Management and Document Management are critical steps in achieving Interoperability across systems to serve clients more efficiently and effectively, starting with ACSES, CBMS, CHATS and Trails. This project adds new functionality for information sharing, consistent business processes, document management and additional tools that don't currently exist.

Enabling a single client identifier and authoritative source is essential to the creation of the unified county system and the long-term vision of JAI. Therefore, part of this work will also constitute modernizing the state identity resolution system which will allow for more interoperable systems between the major systems. This will significantly improve our ability to work more efficiently and achieve our goal of serving clients holistically across our programs as well as statewide. Interoperability of our technical systems is critical to achieving this goal.

7. Who will be in charge of overseeing the system and responsible for its maintenance? Is there a disaster recovery plan in place?

The department is launching the formal Invitation to Negotiate (ITN) process to procure the development of a unified county system in partnership with HCPF, CDEC, OIT and counties. The unified system that results from this procurement process will dictate if the ongoing maintenance of the new system will be vendor-based or the responsibility of the department's Business Innovation, Technology & Security (BITS) team. In either scenario, the BITS team will be charged with vendor management for all procured solutions. As we move through the ITN process and select a vendor, we will include the requirement of a disaster recovery plan in the contracting process.

8. Is it possible to quantify the anticipated efficiencies, cost-benefit analysis, return on investment, or total costs of ownership, as outlined in Section 24-37-304 (1)(c.5)(V), C.R.S.?

It is difficult to quantify the efficiencies or return on investment that we will experience with the new unified system. One challenge we currently experience is the lack of access to statewide baseline workforce data. One outcome of this new project is that it will enable reporting and analytics of that workforce data statewide. The data we currently have access to shows that the counties that have implemented a tool with similar functionality demonstrate significant improvements in timeliness and other measures, resulting in significant operational efficiencies as well as better connecting clients to benefits and services. As one example, Larimer County increased eligibility timeliness from ~50% to 95% in 6 months. They used the tool to eliminate 40-50 Google sheets housing tracking for around 1,000 appointments and increased the amount of work completed on a daily basis while improving timeliness.

9. When will the hardware that the current system resides on reach end of life?

There is currently no existing hardware in use by CDHS or OIT for this proposed system. The unified system would be a new build intended to run on a cloud infrastructure. The current SIDMOD application has been migrated to a managed mainframe as a service provider and is no longer hosted on the state mainframe.

10. What is the projected life expectancy of this system? Is there a cost to decommission the old system? Is that cost included in this request?

There will be no unified system to decommission, as this would be a newly implemented system. As work to modernize the current identity resolution system continues, the cost to decommission the legacy system will be minimal and is included in this request.

We anticipate creating a corresponding operating request in future years to support the ongoing work of the new unified county system, however we are not able to fully estimate that until the solution for the unified county system is identified.

11. Recently, the JTC has required departments and institutions to provide quarterly progress reports upon receipt of IT capital

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Leveraging Technology for Seamless Human Services Delivery

funds. Will there be any obstacle to providing these updates if the project(s) receives funding this year?

CDHS is available to provide quarterly progress reports as requested by the Joint Technology Committee on any IT capital projects. The Department will defer to the committee and committee staff to provide preferred dates and times that match the availability of the committee members and staff. For any IT capital funds updates, in the first funding year CDHS would not be able to provide an update until after the funding is released at the start of the fiscal year.

Fiscal Year 2024-25 Information Technology Request

Governor's Office of eHealth Innovation
Social Health Information Exchange Project

SHORT PROJECT DESCRIPTION

The Office of eHealth Innovation (OeHI), in partnership with the Department of Health Care Policy and Financing (HCPF), the Office of the Lieutenant Governor, and the Behavioral Health Administration (BHA) requests state funding for phase one of a three-phase project to implement a social health information exchange (SHIE) system.

PRIORITY NUMBERS

2025043

Prioritized By	Priority	
OSPB	10 of 13	Not recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

Fund Source	Prior Approp.	FY 2024-25	FY 2025-26	Future Requests	Total Cost
CCF	\$0	\$1,539,359	\$1,203,920	\$743,838	\$3,487,117
FF	\$0	\$9,492,291	\$6,935,423	\$3,306,151	\$19,733,865
Total	\$0	\$11,031,650	\$8,139,343	\$4,049,989	\$23,220,982

PROJECT STATUS

This is a new, never-before-requested project, but is a continuation of the SHIE infrastructure originally funded through the federal American Rescue Plan Act and the Home Community Based Services Cash Fund.

PROJECT DESCRIPTION

OeHI, in partnership with HCPF, BHA, and the Office of the Lieutenant Governor, is requesting a combination of state funds and federal funds spending authority to expand and implement the SHIE system. The system will ultimately facilitate assessments and referrals to improve connecting Medicaid members to public benefits programs, health improvement programs, and community based services. The SHIE system infrastructure is designed to be a Medicaid Enterprise Systems (MES) module that will bridge the gap between third-party social care platforms outside of the secure MES to other MES and state systems.

The project would improve Coloradans' access to health care and available programs, provide important data to identify gaps between community need and available resources, decrease the impact social determinates of health (the non-medical factors that influence health).

This phase of the program will focus on the following aspects, enabling:

- clinicians to prescribe health improvement programs to Medicaid members through regional accountable entities;
- clinicians to prescribe social determinants of health supported programs like the Supplemental Nutrition Access Program (SNAP) to Medicaid members; and
- provider access tools aimed at improving quality care and outcomes, closing disparities, and improving affordability thereby achieving critical goals associated with Medicaid's approved value-based payment models, such as the maternity bundle or hospital transformation payment programs.

Fiscal Year 2024-25 Information Technology Request

Governor's Office of eHealth Innovation
Social Health Information Exchange Project

PROJECT JUSTIFICATION

Through Senate Bill 21-286, HCPF applied for and received \$15 million in funding through the American Rescue Plan Act and Home Community Based Services Cash Fund to initiate the development of SHIE, formerly known as Prescriber Phase II. That funding expires September 30, 2024, and has successfully completed the creation of Prescriber Phase I, the Opioid Module and Affordability Modules, which are currently operational.

According to the partnership agencies, without this funding, the project would stall and remain at the base-level development. Colorado is the first state to have approval from the Centers for Medicare and Medicaid Services (CMS) to build SHIE within a state's MES framework, giving Colorado the opportunity to lead the nation in leveraging technology to improve health improvement services and social care services.

COST-BENEFIT ANALYSIS

The department was unable to quantify cost savings as required by Section 24-37-304 (1)(c.5)(V), C.R.S., but noted the success of the first two modules. The first module, OpiSafe reduced inappropriate opioid utilization by 16 percent in the first year, improving health while saving lives and money by avoiding urgent and downstream health consequences. The affordability module is already used by 48 percent of Medicaid prescribers and is exceeding savings expectations, over \$6 million annually and an increase in the preferred drug list usage, which the departments estimate is a significant cost reduction.

PROJECT COST INFORMATION

The department provided the following project cost information:

- Term-limited FTE: \$638,448
- OIT Staff: \$549,328
- Contract Costs: \$9,318,557
- 5% Contingency: \$525,317

A table providing more information on the contract costs is included as Attachment A.

CASH FUNDS

This project is not funded from cash sources.

PROJECT RESEARCH

The department pursued a competitive invitation to negotiate (ITN) which resulted in a contract the department finds as the most effective technology solution. Throughout the ITN process, Colorado examined other state and community models, including California, Michigan, North Carolina, and Washington. Additionally, the department conducted interviews with county and local governments, all of Colorado's regional accountable entities, and multiple community based organizations to assess technology needs and current workflows.

ADDITIONAL PROJECT INFORMATION

Change management plan. All vendors are required to provide a change management plan which includes information on the approach to change management, a scope control process, a process to monitor and measure scope, testing strategy, training plan, and operational readiness plan.

IT accessibility considerations. The department states it is currently collaborating with the Office of Information Technology (OIT) to develop an accessibility compliance program for current and future vendors.

Fiscal Year 2024-25 Information Technology Request

Governor's Office of eHealth Innovation
Social Health Information Exchange Project

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	November 2023	June 2024
Implementation	July 2023	September 2026
Testing	September 2026	September 2026
Closing	September 2026	September 2026

QUESTIONS

1. Recently, the JTC has required departments and institutions to provide quarterly progress reports upon receipt of IT capital funds. Will there be any obstacle to providing these updates if the project(s) receives funding this year?

There will be no obstacles to providing quarterly SHIE updates to the JTC.

2. Page 2 of the request mentions this is a continuation of a project. Did the department begin this request without first submitting it to the JTC? Please provide the bill number that appropriated the cash funds spending authority, if any.

SB21-286: Distribution Federal Funds Home- and Community-based Services required HCPF to submit a spending plan for review and approval by the JBC for the American Rescue Plan Act (ARPA) Home and Community Based Services (HCBS) enhanced federal medical assistance percentage (FMAP) funds. This was presented to the JBC on September 21, 2021.

This funding initiated an unprecedented opportunity to begin more intensive development of the SHIE ecosystem, often referred to as Phase II of the Prescriber Tool, with the vision of transforming our member health improvement support model and harnessing the lessons learned from previous projects. The first phase of this project has been funded using \$1,437,173 in state funding from the HCBS cash fund, alongside a 90% federal match, which was approved by CMS on October 26, 2023.

3. Will this system work with the recently funded OeHI Colorado Rural Connectivity Program?

The goals of OeHI's Rural Connectivity Program and the SHIE/Prescriber Tool Phase II are in close alignment. Increasing connectivity to the Health Information Exchange (HIE) ecosystem through the Rural Connectivity Program will ensure that rural providers who screen for social health needs will be able to participate in the SHIE ecosystem.

Rural Coloradans have less access to physical, behavioral, and social health resources compared with Coloradans who live in urban areas; further, the impact of SDoH challenges for individuals living in rural communities are compounded by the other barriers they experience due to the nature of their geography - for example, longer distances to travel to reach the resources they need. The Rural Connectivity Program builds a foundation for connectivity to ensure rural providers have access to the same technological supports as their urban counterparts. The SHIE will take that connectivity one step further, ensuring the referrals generated by rural providers reach an organization that can meet the community-based needs of their patients. Ultimately, these referrals could be for state programs like WIC or SNAP, payer programs like a RAE's diabetes or prenatal program, or community SDoH supports like a homeless shelter or foodbank. Arguably, the demand for such support is greater in rural Colorado, and the previously funded Rural Connectivity Program better enables providers, case managers and others to leverage the benefits and advantages of the SHIE/Prescriber Tool Phase II to meet the needs of rural Coloradans.

4. How will the department ensure the SHIE system will work with the MES Re-Procurement system's 14 modules which are currently being developed?

The SHIE system is being developed as an MES module. Once launched, it will connect to the Department's Enterprise Systems Integrator (ESI) system to interoperate with other MES modules. It will also go through CMS' Streamlined Modular Certification process. The certification process not only ensures the development of SHIE will follow the Department's vision for modular interoperability, but will also set OeHI up for continued federal funding match for the Medicaid population, improving the sustainability of SHIE development.

Fiscal Year 2024-25 Information Technology Request

Governor's Office of eHealth Innovation Social Health Information Exchange Project

5. What are the consequences if this project is not funded and the HCBS cash fund runs out on September 30, 2024?

HCPF's budget represents 31% of state General Fund dollars in the Governor's FY 24/25 budget, and health care trends are double CPI. Advances in tools that help providers, care managers, and community workers to engage more effectively to achieve shared affordability, health outcomes, and equity goals are critical. The SHIE/Prescriber Tool Phase II is the tool that providers, care managers, RAEs and community workers need to help the state achieve these shared goals. Without funding, progress in developing the SHIE system/Phase II of the Prescriber Tool would stall, resulting in a foundational system with a narrow focus and a limited ability to achieve our shared goals of improved health care affordability, health outcomes, and equity for Medicaid members and all Coloradans.

The improved use of programs such as Medicaid prenatal education and high risk screening, complex case management, and diabetes management connected through the SHIE/Prescriber Tool Phase II are critical to improving patient health outcomes and affordability. Referring patients to social supports - be they state programs like WIC, SNAP, TANF, or housing vouchers or community supports - are critical to helping Coloradans meet their basic needs, which both improves their health and also enables focus on better managing chronic and acute conditions. The SHIE ecosystem is the infrastructure that helps providers, RAEs and community workers refer Medicaid members and Coloradans to the programs that help achieve shared goals.

6. How will the department ensure the target demographics, such as individuals facing homelessness and incarceration, will get access to this system?

To ensure that individuals with diverse needs are served by the SHIE, HCPF and OeHI identified the need for a two-pronged hub-and-spoke approach to implementation: one focused on statewide data sharing and large-scale infrastructure (the hub) and one focused on the needs of individual communities (the spokes). A regional approach to SHIE allows communities and community-based organizations to leverage existing relationships and investments, and enable access to the programs and supports available to individuals through Medicaid, the state, and through their local communities.

HCPF provides incentives and includes contractual requirements to RAEs to address the needs of special populations; such requirements are often advanced year to year. Examples include connecting people exiting incarceration to needed supports, getting vaccinations to people of color to mitigate or eliminate disparities, or ensuring people with disabilities on waivers are outreached multiple times through the end of the PHE to ensure qualified individuals remain covered. Similarly, RAEs were required under their contracts to educate providers on Phase I of the Prescriber Tool and to encourage utilization. We plan to use the same methodologies to increase uptake on Phase II/SHIE. Further, value based payments are in place with RAEs, PCPs and hospitals to reward improvements in affordability, health outcomes, and equity. In fact, the Hospital Transformation Program included provisions to create awareness around and encourage the use of Phase I of the Prescriber Tool. Both of those advances will help us target special populations.

In the first iterations of SHIE, individuals will not directly access the SHIE system themselves. Rather, physical, behavioral, and social care providers, as well as RAEs, case managers, and community workers, will be able to access SHIE data through the technology systems they are already using in their day-to-day operations. Identifying data systems to connect to the SHIE is driven by use cases. The two-pronged hub-and-spoke approach allows OeHI, HCPF, and the SHIE vendor to spend the time needed to deeply understand how members within the priority populations, such as individuals experiencing homelessness, navigate the social care system and learn about available state, payer and community programs; which data systems and tools are being used to deliver services within that network; how providers and care managers know about all those programs; and where there are gaps in data sharing today that hinder meaningful care coordination and connection to needed supports. Again, supports may include state programs (WIC, SNAP, TANF, etc.), Medicaid programs or community programs. Once those gaps are identified, OeHI can work with the SHIE vendor to prioritize the integration of those data systems that will most improve the ability for individuals in our priority populations to get the resources they need to thrive in their communities, and to help us achieve our respective shared affordability, quality outcomes, or health equity goals, as appropriate by population. Additionally, where there is a lack of capacity to address social needs in a community, the SHIE infrastructure will also communicate important information about the status of social care referrals after the referral is made, which includes identifying where needs are not being met. This will allow the state to gain a better understanding of where resources are needed, and which resources are needed, across Colorado.

7. What is the basis for the assumption that the federal government will continue to match Medicaid implementation costs in Phase 1 and Phase 2 as stated in the "Assumptions for Calculation section", bullet point three?

The SHIE architecture is being developed as an MES module, which was approved by CMS through the SHIE Implementation

Fiscal Year 2024-25 Information Technology Request

Governor's Office of eHealth Innovation Social Health Information Exchange Project

Advanced Planning Document (IAPD) in October 2023. Setting up the SHIE as an MES module from the initiation of the project allows OeHI and HCPF to pursue continued federal funding participation as the project evolves, ensuring a continued 90% federal match during implementation, and a 75% ongoing federal match after the module is certified by CMS to move into operations. This funding will be Medicaid-focused only, requiring OeHI to work with other agencies, stakeholders, private payers, and the General Assembly for future funding. The APD securing federal funding participation has been approved for an initial two-year term, and included projected costs for the full 10 year implementation period.

8. What is the projected life expectancy of this system? Is there a cost to decommission the old system?

The SHIE architecture is being developed as a "vendor agnostic ecosystem," a network of data architecture that can be scaled, modified, or transferred to a different vendor as the available technology evolves. The SHIE architecture can continue to be improved and supported as long as it remains aligned with the needs of the state. As the SHIE system associated with Phase II of the Prescriber Tool is entirely new, no systems will be decommissioned.

9. Is the department able to quantify the anticipated efficiencies, cost-benefit analysis, return on investment, or total costs of ownership, as outlined in Section 24-37-304 (1)(c.5)(V), C.R.S.?

Phase I of the Prescriber Tool had two modules. This is Phase II - the SHIE. The two modules in Phase I have exceeded expectations. The OpiSafe module reduced inappropriate opioid utilization by 16% in just the first year - improving health while saving lives and money by avoiding unnecessary and dangerous care and the downstream health consequences it creates. It is also providing access to the PDMP, another tool that helps reduce inappropriate opioid prescribing. The Affordability Module is already being used by 48% of our Medicaid prescribers, and is exceeding savings expectations (over \$6M annually and concurrent with an increase in preferred drug list (PDL) usage from 96% to 97% with \$16M in cost reduction for each 1% PDL increase). We project even greater utilization success from Phase II, as it builds on current utilization and satisfaction and follows the same approach - giving prescribers and care managers the tools they need to improve patient health outcomes, equity, and affordability. Because providers and RAEs are receiving valued-based payments through the Medicaid program, they are further incented to utilize such tools, in addition to their ability to improve patient health and well-being.

Research clearly indicates that social determinants of health have a strong impact on costly hospitalizations, readmissions, and health outcomes. Concurrently, complex case management - an example of a Medicaid payer program associated with Phase II/SHIE - helps better support and care manage the top 1-5% of Medicaid members who consume 30-50% of Medicaid spend, respectively. Connecting more members to care coordination and complex case management, through a patient-provider referral will have a direct increase in program utilization and therefore savings and outcomes. Given the low General Fund investment in Phase II/SHIE, and the \$13 billion plus in Medicaid spend (not including supplemental/financing and administration), and the \$4.4 billion Office of Community Living budget (our most vulnerable members), we are confident in the achievement of a quick breakeven on the SHIE/Phase II investment.

Further, the SHIE architecture will not only improve the technology that facilitates care coordination, it also has the potential to connect disparate data sources to ensure the Department can track outcomes, including cost effectiveness, without requiring community-based organizations to undergo additional burdensome data collection processes. As with Phase I of the Prescriber Tool, HCPF and OeHI will develop a comprehensive evaluation strategy for SHIE, including a cost-benefit analysis, as soon as the data exists.

10. How is the Prescriber Tool Phase II involved in these systems and how does the department plan to keep it secure during the transfer?

The SHIE is also referred to as Phase II of the Prescriber Tool. They are the same initiative. Thus, there will be no transfer required. The SHIE will serve as another advance in tools that give prescribers (like providers and RAE complex case managers) the ability to refer members to broader health improvement and related social program services. Still, a technology integration with the current phase or implementation of the HCPF Prescriber Tool is not yet planned and is not necessary.

That said, the planning and messaging for the Prescriber Tool has been in process since 2019, which will dramatically improve Phase II/SHIE uptake, success, savings and impact; the success of Phase I of the Prescriber Tool (provider existing awareness/education, value based payments to reward related impact, incentives for RAEs to help with uptake and more) will directly and favorably impact the success of Phase II/SHIE.

Attachment A

Table 3.1 SHIE Contract Costs FY 2024-25							
Row	Item	Type	Total Fund	Capital Construction Fund	Federal Funds	Match Rate	Notes
A	SHIE Infrastructure Contract: Phase 1	Contract	\$3,490,000	\$401,350	\$3,088,650	88.50%	Vendor Estimate
B	SHIE Infrastructure Contract: Phase 2	Contract	\$1,359,000	\$347,904	\$1,011,096	74.40%	Vendor Estimate
C	Cloud Costs: Phase 1	Contract	\$313,038	\$80,138	\$232,900	88.50%	Vendor Estimate
D	Cloud Costs: Phase 2	Contract	\$156,519	\$40,069	\$116,450	74.40%	Vendor Estimate
E	Community Infrastructure: Phase 1	Contract	\$2,500,000	\$287,500	\$2,212,500	88.50%	Vendor Estimate
F	Provider Directory and CRI Work: Phase 1	Contract	\$1,500,000	\$172,500	\$1,327,500	88.50%	Vendor Estimate
G	Total Contract Costs		\$9,318,557	\$1,329,461	\$7,989,096	85.73%	Sum of Rows A thru F

Fiscal Year 2024-25 Information Technology Request

Revenue
MED Seed to Sale Tracking

SHORT PROJECT DESCRIPTION

The Department of Revenue (DOR) is requesting \$4,284,000 cash spending authority for the Marijuana Enforcement Division (MED) to purchase and implement a new seed-to-sale tracking system purchased through a competitive bidding process. The current software contract for the seed-to-sale tracking system expires in October 2026.

PRIORITY NUMBERS

2025029

Prioritized By	Priority	
OSPB	12 of 13	Recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

Fund Source	Prior Approp.	FY 2024-25	FY 2025-26	Future Requests	Total Cost
CF	\$0	\$4,284,000	\$0	\$0	\$4,284,000
Total	\$0	\$4,284,000	\$0	\$0	\$4,284,000

PROJECT STATUS

This is a new, never-before-requested project.

PROJECT DESCRIPTION

DOR is requesting \$4.3 million in cash spending authority for FY 2024-25 for the MED to purchase and implement a new radio frequency identification (RFID) seed-to-sale tracking system purchased through a competitive bidding process to replace an existing antiquated system. DOR states that the timeline must account for the procurement process as well as extensive training, and the new system must integrate with department software and be compatible with licensee point-of-sale systems.

PROJECT JUSTIFICATION

DOR states that the current system has been in place since January 1, 2014, and was awarded to the vendor through a sole-source procurement process, with the current contract expiring in October 2026. According to the department, procurement rules require a competitive bidding process for a new vendor. DOR states that the MED is in the process of undergoing an audit with one focal point on the procurement process. Any applicable outcomes may be added and shared once the audit is final.

DOR emphasizes that a system must be in place by November 1, 2026, for a seamless transition and for the MED to continue the statutorily required state regulation of the commercial marijuana industry. Without securing funding, costs for an inventory tracking system would be passed on to licensees through significantly higher fees at a time when market conditions make additional costs to licensees extremely challenging. Additionally, DOR states that if funding is not approved, the department would need to request approval of a special circumstance procurement to allow for an extension of the current contract based on lack of available funds to competitively solicit the contract. The cost a special circumstances procurement is estimated at approximately \$107,000 annually.

The department states that there is an oligopoly in the seed-to-sale software market where a few vendors control the vast majority of the market, and particularly with vendors who are able to track inventory by RFID. However, according to the department, an increase in the number of vendors in the marketplace as more state legalize marijuana ensure that there is adequate competition to merit a competitive solicitation by the state.

Fiscal Year 2024-25 Information Technology Request

Revenue MED Seed to Sale Tracking

COST-BENEFIT ANALYSIS

DOR was unable to quantify cost savings as required by Section 24-37-304 (1)(c.5)(V), C.R.S. After questions from JTC Staff, the department also included a request of \$204,000 for contingency.

DOR states that the two largest areas of complexity of the project relate to data migration from the existing platform and the training effort to support the diverse user community. Training costs are estimated at twice that of the cost of software due to the fact that there are approximately 38,000 potential users of the system and the MED must account for the anticipated complexity this expected user population could cause. The department anticipates developing a multifaceted training plan including a combination of virtual, in-person, and group training options to be proposed and formalized to support the community. DOR indicates that it will require 3 to 4 FTE to support the user community post-go-live based on historical support trends currently available.

PROJECT COST INFORMATION

DOR provided the following cost information:

- Training: \$2 million
- Other Services/Costs: \$1,500,000
- Software COTS Purchase: \$1,000,000
- Network Equipment/Cabling: \$30,000
- Project Contingency: \$204,000

CASH FUNDS

The source of cash funds for this project is the Marijuana Tax Cash Fund (MTCF). DOR indicated that it is in agreement with the Governor's Office of State Planning and Budgeting (OSPB) on using funding from the for both the project cost to implement the system and the ongoing annual maintenance cost for the support of the system.

DOR states there is an annual ongoing operating cost of \$600,000 following system implementation, which is \$500,000 more than the current licensing system's annual cost. Operating costs are requested through the annual budget process.

PROJECT RESEARCH

DOR indicates that it completed a thorough analysis of the constitutional and statutory requirements of the MED and the Marijuana Tax Cash Fund (MTCF) related to division fees, budget, expenses, potential cost reductions, and resource deployment. Additionally, DOR states that it performed market research on inventory systems across the country, including seed-to-sale solutions to include inventory tracking, licensing and compliance under one vendor, unlike the existing structure where the state separates licensing and inventory tracking under multiple solutions.

DOR states that the project schedule will include:

- solicitation;
- contract;
- analysis and software requirements;
- design;
- development and testing preparation;
- training;
- communication and documentation; and
- cutover.

Lastly, DOR referenced a 2001 Oregon Liquor and Cannabis Commission report that highlights the pricing structure and costs around RFID tagging for various states. The department provided a comparison of individual strengths of four known unnamed vendors in the marijuana seed-to-sale solution market for state agencies.

Fiscal Year 2024-25 Information Technology Request

Revenue
MED Seed to Sale Tracking

ADDITIONAL PROJECT INFORMATION

DOR states that with regard to disaster recovery and business continuity, they require a low tolerance for data loss and high expectations for system recovery time. Additionally, as part of the procurement process, DOR will ensure the vendor and platform meet the statutory requirements regarding IT Accessibility from HB21-1110 and SB23-244. Per Section 24-85-103, C.R.S., OIT is statutorily obligated to set and maintain rules for accessibility standards for IT systems statewide.

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	November 2022	November 2025
Implementation	November 2025	October 2026

QUESTIONS

1. Why is there no amount requested for project contingency?

A project contingency of 5% should have been included as a part of the requested total. Not including this amount was an oversight by the Department. The amount that could be added to the requested \$4 million project total as a 5% contingency is \$204,000.

2. What is the projected life expectancy of the servers that house the current system? Will the department maintain the new servers required for the new system or will they be maintained by OIT?

The current seed-to-sale system is hosted by the vendor. We expect candidate vendors will have a variety of system hosting solutions ranging from software as a service (SaaS) to on-premises solutions that we will work closely with OIT to evaluate the pros and cons during the procurement process.

3. The CC-IT form indicates that the project will not have an OIT Contracted Program Manager. Will any OIT staff or resources be involved in the project, for example during procurement or for other IT support?

We understand OIT's processes are evolving and welcome their support throughout the procurement process and as part of the implementation. At the time of assembling this capital request, it was expected that OIT's post procurement support as part of the implementation to be limited. We expect the existing platform and future platform options to be vendor-supported. We are also assuming the same implementation and support structure with the new system as we have had with our existing system which has limited OIT involvement outside of compliance activities.

4. What is the projected life expectancy of this system? Is there a cost to decommission the old system?

For significant system implementations with the training, reporting, and additional investment to maximize these tools in our organization, we plan to use this system productively in our environment for 10-15 years.

We do expect costs related to decommissioning the old system to ensure the data is archived and available for access if it is not wholly migrated to the new system. We did include basic assumptions around this consideration that inform our capital request.

Fiscal Year 2024-25 Information Technology Request

Labor and Employment CoCo Replacement System

SHORT PROJECT DESCRIPTION

The Department of Labor and Employment (CDLE) is requesting cash funding for phase one of a three-phase project to replace the workers' compensation computer system and database, commonly known as CoCo.

PRIORITY NUMBERS

2025038

<u>Prioritized By</u>	<u>Priority</u>	
OSPB	13 of 13	Recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CF	\$0	\$8,626,812	\$22,104,732	\$0	\$30,731,544
Total	\$0	\$8,626,812	\$22,104,732	\$0	\$30,731,544

PROJECT STATUS

This is a new, never-before-requested project.

PROJECT DESCRIPTION

CDLE is requesting cash funds spending authority for a full system replacement of its workers' compensation computer system and database, commonly known as CoCo. This request is for phase one of a three-phase project. In 2018, CDLE met a state mandate to transition off a legacy system, but the system was not fully modernized.

The project will create a system that integrates all workers' compensation workflows and processes, and provide the ability to file all forms electronically. This allows for increased accuracy, efficiency, and improved user access by staff as well as external stakeholders such as insurance carriers, medical providers, attorneys, and injured workers.

PROJECT JUSTIFICATION

The current CoCo system operates as a database with limited workflow, causing several work units to create separate, non-OIT supported external systems to accommodate their workflow. The new system will provide user controlled access and eliminate employee designed systems and current risks associated with potentially high-risk email form submissions vulnerable to phishing and malware.

Additionally, the department noted the opportunity for improved coverage reporting, artificial intelligence to identify non-compliant employers, data sharing with the Office of Administrative Courts, and other beneficial monitoring and data mining to share with data management partnerships such as the Division of Unemployment Insurance.

COST-BENEFIT ANALYSIS

The department was unable to quantify cost savings as required by Section 24-37-304 (1)(c.5)(V), C.R.S. but noted the alternative to this project is keeping the CoCo system as-is. The current system requires specialized training and would maintain the current technical debt associated with the system. The department may be able to invest in other technologies such as a digital filing system, digital storage, and others. These technologies have been quoted to cost \$85,000 in implementation costs and an additional \$30,000-50,000 in annual licensing fees per each technology needed. These would require extensive work to integrate with the current CoCo system, if possible at all.

Fiscal Year 2024-25 Information Technology Request

Labor and Employment CoCo Replacement System

PROJECT COST INFORMATION

CDLE provided the following project cost information:

- Office of Information Technology (OIT) Contracted Program Manager: \$106,866
- Independent Verification and Validation: \$250,000
- Training: \$50,000
- Feasibility Study: \$300,000
- Other Professional Services: \$685,671
- Software Build: \$6,000,000
- Servers (Hosting): \$450,000
- 10% Project Contingency: \$784,256

CASH FUNDS

The sources of cash funds for this project are the Workers' Compensation Cash Fund, the Subsequent Injury Fund, and the Major Medical Insurance Fund.

PROJECT RESEARCH

The department has completed a request for information (RFI) and met with several states who have implemented system changes since 2015 to get feedback on system options and expose unidentified risks.

ADDITIONAL PROJECT INFORMATION

Change management plan. In order to not interrupt existing services, the new system will be designed and implemented in tandem with the current CoCo system. The department plans on selecting a vendor with experience in the claims management field and will work with OIT and the department to assist with implementation maintenance and upgrades.

IT accessibility considerations. The software vendor will be required to meet the accessibility compliance as required through House Bill 21-1110 and the Web Content Accessibility Guidelines 2.1.

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	July 2023	July 2024
Implementation	July 2024	June 2025
Testing	January 2025	December 2026
Closing	January 2027	June 2027

QUESTIONS

1. Recently, the JTC has required departments and institutions to provide quarterly progress reports upon receipt of IT capital funds. Will there be any obstacle to providing these updates if the project receives funding this year?

CDLE will provide quarterly project progress reports as requested.

2. Why do the outyear request amounts not include any adjustments for inflation?

3% inflation was applied in the third year for the Office of Information Technology (OIT) Contracted Project Manager and for Other Costs/Services item. Additionally, a 10% across the board contingency was applied.

3. What will the consequences be if the department does not receive an appropriation for future phases?

Fiscal Year 2024-25 Information Technology Request

Labor and Employment *CoCo Replacement System*

The consequences of not receiving appropriation for future phases of the project include increased risk and probability of incomplete deliverables and overall dissatisfaction of service expectations from external stakeholders.

4. What is the projected life expectancy of this system? Is there a cost to decommission the old system? Will the data from the old system be scrubbed before transferring to the new system?

Life expectancy of the replacement system is forecasted to be at least 10-years technical and business relevancy. The costs associated with decommissioning the old system primarily relate to the time of our developers provided by OIT. The new system will include a normalized database, and all historical data will be appropriately scrubbed prior to transference into the new system.

5. The submission documents explain that there are 71 active forms required to navigate a claim or operate this system. How will this be improved through the new system?

The Division of Workers Compensation (DOWC) will complete a division-wide process improvement exercise prior to system development. An integral function of the new system will be to eliminate as many manual processes and paper-based workflows as possible. Current form processes will be replaced with automated workflows and include online digital forms for the remaining information that needs to be collected.

6. Considering many work units created stand-alone systems through Access databases, how will external stakeholders be trained on the new system?

External stakeholders do not currently have access to any of our systems or Access databases. Multiple stakeholder meetings will be held to inform the overall needs and design of the external interfacing portions of the system. The DOWC will host multiple webinars, live training sessions, develop job aids, and be available through our call center, to assist in training stakeholders on use of the new system.

7. How will the external systems that have been put in place be assimilated and used in the new product?

External systems and web portals will be evaluated and considered for integration or incorporation into the new system. External stakeholders and services provided will not be impacted or experience any down time in relation to these changes.

8. Where will the hardware for this system reside if the COOP/Disaster Recovery Plan requires them for disaster recovery? Who will maintain the hardware?

The virtual cloud hardware associated with this new system will reside in the State Cloud, supported and maintained through the Governor's Office of Information Technology (OIT).

9. If scope creep occurs, as described in the Risks and Constraints section, is there a proposed solution i.e., a backup plan for a cost overrun?

Defined project scope will be influenced and managed appropriately throughout the project lifecycle by the Governor's Office of Information Technology gating process team and the Division of Workers' Compensation's project managers. Any potential cost overrun will have the appropriate mitigative responses listed within a Project Remediation Plan, within the Cost Risk Register. The new system will also be implemented in phases with the highest priorities implemented first to allow for flexibility and adjustments if needed in later phases of the project.

10. The annual licensing fees are estimated to be \$100,000 and will require an increase in spending authority. What if licensing fees are higher than the current estimate? Is there a plan in place to fund the maintenance and upgrades for the new system?

DOWC sets an annual premium surcharge rate that covers the costs needed to run the Division. This ensures funding will be available for an increase in licensing fees. The Division also regularly reviews processes and procedures for cost saving opportunities.

Fiscal Year 2024-25 Information Technology Request

Public Health and Environment COHFI and ASPEN Systems Replacement

SHORT PROJECT DESCRIPTION

The Colorado Department of Public Health and Environment (CDPHE) is requesting state funds to build a system to replace two existing systems used for regulating health care facilities, the Colorado Health Facilities Interactive (COHFI), custom-built by OIT, and the Automated Survey Process Environment (ASPEN), an aging system that will no longer be supported by the federal government.

PRIORITY NUMBERS

2025024

<u>Prioritized By</u>	<u>Priority</u>	
OSPB	Not Prioritized	Not recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$0	\$1,500,000	\$0	\$0	\$1,500,000
Total	\$0	\$1,500,000	\$0	\$0	\$1,500,000

PROJECT STATUS

This is a new, never-before-requested project.

PROJECT DESCRIPTION

CDPHE is requesting state funds to source a vendor and build a system used for both state and federally required regulation and licensing of various health care facilities, including hospitals, hospices, long-term care facilities, and others. According to the department, the Health Facility and Emergency Medical Services Division (HFEMSD or "the division") relies on ASPEN to complete federally contracted Medicare health facility inspection work, as well as certain state-only licensing tasks, while using COHFI, developed in 2020, for other state-only licensing tasks that are unable to be performed in ASPEN. The federal government informed the department that ASPEN will be decommissioned entirely in the coming years and that the new federal system replacing ASPEN, the internet Quality Indicator Evaluation System (iQIES), may or may not have the capability to be used by HFEMSD for state-only licensing tasks. The department states that the intent of this request to procure a new system to replace COHFI and to use the new system to maintain current functionality for state-only licensed providers being completed in ASPEN. HFEMSD will still need to utilize iQIES for certain federal licensing tasks.

PROJECT JUSTIFICATION

The department states that the costs of upgrading and maintaining the COHFI system as well as the uncertain timeline and capabilities of the new federal system justify the development of a new state system that has higher functionality and may also be designed to better accommodate potential legislative or regulatory changes with shorter turn-around times. While the department indicates that COHFI is only three years old and was estimated to have functionality for five to seven years, they also state that phase three development intended to incorporate ASPEN functionality, at a total estimated cost of \$1.9 to \$2.9 million, has not been initiated. The department further states that funds needed for that work will be better invested in the new system. The department anticipates that COHFI will continue to operate through FY 2025-26 while the proposed new system is developed and deployed.

According to the department, when determining whether COHFI could be expanded to better support CDPHE's needs, OIT stated they could not devote additional resources to improve functionality of the system. The department states that if nothing is done, the state may risk the ability to efficiently regulate 2,400 facilities. Additionally, the department points out that a major success of the project will be increased transparency and public access to information about health facilities and that improved data management will also ensure that the division is completing workload in compliance with statutory and contractual

Fiscal Year 2024-25 Information Technology Request

Public Health and Environment COHFI and ASPEN Systems Replacement

requirements.

COST-BENEFIT ANALYSIS

The department states that currently, COHFI requires 2,000 hours of OIT Senior Development support each year. This, in addition to server team support, database and database team support, and QA support, brings the cost of operating and maintaining COHFI to around \$300,000 per year. The department states that the estimated cost of to incorporate the most basic functions from Aspen into COHFI, excluding annual operations, is \$575,000 to \$1,725,000. CDPHE provided estimated development and operating costs for four new system options aside from upgrading COHFI as well as the cost of doing nothing. The department pointed out that it has ruled out one option that was provided due to the high cost of custom development, estimated at over \$3.5 million. The department states that the ongoing licensing costs of a vendor-based solution are projected to be \$50,000 to \$150,000 per year with an anticipated configuration expense of \$500,000-\$750,000. The department states that the cost of doing nothing will include both annual operating costs of maintaining COHI in its current state, and replacing ASPEN functionality with manual processes that would require upwards of 40 FTE.

PROJECT COST INFORMATION

CDPHE provided the following cost information:

-Software COTS Purchase: \$1,500,000

The department states that costs within the scope of this project are vendor licensing, business requirements documentation, discovery, vendor configuration, Federal Application Programming Interface (API) integration, training for agency staff, deployment to stakeholders, project management, and decommissioning of existing OIT solutions on the State network. The department also indicated that no hardware expenses will be associated with the project and any cloud storage costs will be likely be included in the system licensing.

According to the department, since it will take at least a year to solicit, identify the desired system, and negotiate the contract, an operating request for ongoing costs will be submitted in future years.

CASH FUNDS

This project is not funded from cash sources.

PROJECT RESEARCH

The department researched solutions to the problems created by the decommissioning of ASPEN and utilized networks and associations to poll other states on what they are doing in response. The division sent out a poll via the Association of Health Facility Survey Agencies (AHFSA) and received many responses. The division then began discussions with Alpine Technology Group, ImageTrend, EdVera, and Slalom Professional Services to document needs and receive high-level estimates of costs. During the process, the division identified four categories of service and compared each option for each category. The department contracted with a vendor to conduct an analysis of various systems. The report has been completed and will serve as the foundation for an RFP, should approval be received.

ADDITIONAL PROJECT INFORMATION

The department identified five phases of rollout in the context of change management consideration. These are defined as: discovery, configuration, deployment, production, and maintenance. The department indicates that it will integrate agency subject matter experts and additional staff, with processes and accessibility testing giving way to performance and data migration testing. In addition, with regard to accessibility, the contract with the selected vendor will include that the solution must be compliant with WCAG 2.1 AA Guidelines.

Fiscal Year 2024-25 Information Technology Request

Public Health and Environment COHFI and ASPEN Systems Replacement

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	July 2024	September 2024
Implementation	September 2024	January 2025
Testing	January 2025	December 2025
Closing	January 2026	July 2026

QUESTIONS

1. Will any OIT staff or resources be involved in the project?

OIT will review the contract with the selected vendor. Additionally, the division will partner with OIT through a Project Manager tied to the Enterprise Project Management Office. It is assumed that the vendor creating the system will be providing project management while division staff will provide subject matter expertise and monitoring project progress closely, with regularly scheduled check-ins and progress reviews. Once the project is complete, there will need to be an OIT effort to decommission COHFI and archive the data. The division does not anticipate significant decommissioning costs. However, on-going maintenance and support of the COHFI system will become more expensive the longer it takes to implement the new system.

2. What is the projected life expectancy of the new system? Is there a cost to decommission the old system?

The life expectancy of the system will be dependent on the solution chosen. However, it is the division's goal to establish a robust system with the capability to expand and adapt as division and public needs evolve. The cost of decommissioning COHFI is anticipated to be minimal; limited hours of database admin, server, network team and developer time to archive the code base. It is important to note that, the longer it takes to replace COHFI, the greater costs will be for system maintenance and support. If replacing COHFI is delayed too long, a phased launch will need to be employed as certain functions will need to be disabled in the COHFI system as the features go live in the new system. This approach would only be necessary if COHFI becomes unstable due to an extended delay in system migration.

Fiscal Year 2024-25 Information Technology Request

Corrections
DocNet Modernization

SHORT PROJECT DESCRIPTION

The Department of Corrections (DOC) is requesting state funds to build and replace the department's internal intranet (DOCNet) embedded applications suite.

PRIORITY NUMBERS

2025026

<u>Prioritized By</u>	<u>Priority</u>
OSPB	Not Prioritized Not recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$0	\$3,197,250	\$0	\$0	\$3,197,250
Total	\$0	\$3,197,250	\$0	\$0	\$3,197,250

PROJECT STATUS

This is a new, never-before-requested project.

PROJECT DESCRIPTION

DOC is requesting state funds to resolve department technology debt by using OIT-provided labor for software development to replace an embedded applications suite intranet called DOCNet. The department states that the DOCNet platform allows DOC staff to interact with aging legacy inmate data, staff data, training registration, and completion information, maintenance of DOC's security technology catalogs, staff announcements, policies, and many other applications that simplify how staff access and manage their responsibilities.

PROJECT JUSTIFICATION

According to the department, DOCNet was first established over 20 years ago and as a result, the system is outdated, inefficient, and inadequate compared to more current and widely available technology. The department states that continued use of legacy systems risks the loss of vital personal data and forgoes the benefits of increased accuracy, efficiency, and reliability.

In partnership with OIT, the department conducted a comprehensive review and tabulation of technology debt, which revealed that DOCNet accounts for over a third of DOC's identified technology debt. The new system will also integrate the new Electronic Offender Management Information System (eOMIS) and staffing data as those new platforms are implemented.

COST-BENEFIT ANALYSIS

The department states that this project will not impact ongoing operating budgeting. DOC states that it will require an estimated 29,000 hours of OIT staff time to implement the project. The department states that a reliable new intranet embedded applications suite would provide the following benefits:

- improved employee efficiency and process improvement created through more effective and user-friendly resources and links;
- employee time savings (approximately 1-2 hours per week per user); and
- mitigation of the risk of legacy systems failures.

The department anticipates that approximately 20 percent of the total workforce will realize the estimated time savings on a weekly basis. According to the department, this represents over 1,000 users and 1,000 to 2,000 hours of productivity savings per week. DOC states that the total cost of ownership beyond the necessary decision item funding will be covered in existing common policy funding that currently funds the maintenance of the legacy system.

Fiscal Year 2024-25 Information Technology Request

Corrections DocNet Modernization

PROJECT COST INFORMATION

DOC provided the follow cost information:

- OIT Contracted Program Manager (.25 FTE): \$48,557
- OIT Contracted Developer (1 FTE): \$232,804
- Software Purchase (COTS or Customized): \$1,381,819
- Software Built: \$1,381,820
- 5% Contingency: \$152,250

The department states that the funding request for FY 2025-26 is unknown at this time, but additional funds may be needed for up to three years based on the deliverable timeline for the OIT Developers. The department will request additional or roll-forward funding in future cycles if development extends beyond FY 2024-25.

CASH FUNDS

This project is not funded from cash sources.

PROJECT RESEARCH

DOC states that there are two feasible approaches to the development and implementation of a new suite of DocNet-embedded applications. The first option is the in-house development of the applications by OIT personnel. The secondary alternative is development by a contracted vendor. According to DOC, both options have similar estimated fiscal impacts; however, in-house development brings the benefit of in-house support for necessary additions or modifications in the future by existing OIT resources that support the current suite of applications.

ADDITIONAL PROJECT INFORMATION

Accessibility. Any solution chosen will meet the World Wide Web Consortium Accessibility Guidelines (WCAG) 2.0 Level AA to support users of all abilities. Users with visual or mobility impairments can navigate the solution with ease by taking advantage of options such as Voice Over (VO), Zoom, and Invert Colors. These accessibility points meet Section 24-85-103, C.R.S. criteria to set and maintain non-visual access standards for IT systems statewide.

Change management. DOC states that it will employ an OIT methodology which acclimates change agents and practitioners to the new software solution. DOC further states that a full testing strategy will be deployed that includes user acceptance testing, data migration testing, and system integration testing.

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	July 2024	March 2025
Implementation	April 2025	October 2027
Testing	July 2027	June 2028

Fiscal Year 2024-25 Information Technology Request

Corrections *DocNet Modernization*

QUESTIONS

1. What is the projected life expectancy of the new system? Will there be a decommissioning plan for the disparate systems so that no sensitive data is easily accessible or lost? Is there a cost to decommission the old system?

- a. The standard life expectancy for software applications has a range of 5-10 years or more. This can be influenced by factors such as technological advancements, security, as well as, ongoing support and updates.
- b. Yes, there will be a decommissioning plan and data security technical standard TS-CISO-001 will be followed.
- c. There will be a resource cost that could come from common policy hours for the agency.

2. Why is there no amount requested for project contingency?

This was an oversight made in the completion of the cost worksheet. The correct calculated 5% contingency should be \$152,250.

Fiscal Year 2024-25 Information Technology Request

Public Safety Records Utilization Upgrade

SHORT PROJECT DESCRIPTION

The Department of Public Safety (DPS) is requesting cash fund spending authority to overhaul the Colorado State Patrol (CPS) records management process, establish electronic citation (eCitation) capability, integrate internal and external criminal justice data systems, and improve analytics and reporting.

PRIORITY NUMBERS

2025031

<u>Prioritized By</u>	<u>Priority</u>
OSPB	Not Prioritized
	Not recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CF	\$0	\$4,725,000	\$0	\$0	\$4,725,000
Total	\$0	\$4,725,000	\$0	\$0	\$4,725,000

PROJECT STATUS

This is a new, never-before-requested project.

PROJECT DESCRIPTION

The Department of Public Safety (DPS) is requesting cash fund spending authority for a records utilization upgrade (RUU) and federated records advancement with eCitation (FRAE). The project will allow CPS to overhaul its records process and to establish an eCitation capability. It will enable advanced records management which will allow cases to be assigned to a specific unit based on prescribed business rules. DPS states the project will also improve integration and interoperability of internal and external criminal justice data systems and offer improved analytics, investigatory data services, and strategic reporting.

PROJECT JUSTIFICATION

According to DPS, the benefits from the project include a CSP enterprise systems blueprint, reduced manual data entry, and improved strategic and operational decision making supported by integrated intelligence in near real time. DPS indicates that the project aims to reduce the need for CSP to operate and access over 15 numerous disparate internal and external information systems for needed data input, analysis and reporting. DPS states that this project will allow CPS to integrate with the Colorado Integrated Criminal Justice Information System (CICJIS), the Colorado Crime Information Center (CCIC), and the Colorado Information Sharing Consortium (CISC).

DPS also states that the eCitation project will reduce the time, complexity, and uncertainty associated with current manual, paper-based traffic citation processes. In addition to improving the safety of roadside citations, DPS states that this will provide citizens with advantages of online and mobile access to citation information, and easily accessible options to remit fees or schedule judicial proceedings. According to DPS, the FRAE project includes both information systems and services that will be replaced for improved capability and new information systems and services for new capability. The department states the project will lead to the improvement areas for numerous CSP systems identified on the CSP Five-Year IT Roadmap.

Fiscal Year 2024-25 Information Technology Request

Public Safety Records Utilization Upgrade

COST-BENEFIT ANALYSIS

Excluding investment cost, DPS states that the current system operation staff time cost is \$3.5 million while the FRAE operation staff time is estimated to cost \$1.1 Million. DPS estimates an additional ongoing systems cost of new capability of \$630,000, discussed in further detail below. As a result of these figures, DPS expects a net yearly operating costs savings of approximately \$3.5 million as a result of the project.

Life expectancy. DPS states that the project centers on a cloud services delivery model, with capabilities provided through software as a service (SaaS) and platform as a service (PaaS). This delivery shifts traditional life expectancy toward the continuous improvement capability of the SaaS and PaaS service providers, evaluated over conventional contract renewal cycles, such as the one plus for option year procurements. DPS further states this would result in a comprehensive review at a five-year point, where renegotiation or alternative provider actions are considered. With regard to decommissioning of the existing system, legacy system decommissioning costs center primarily in data transfer and conversion, and business process transformation. and these legacy costs are included within each phase of the request.

Operating costs. The department states that the operating budget will be impacted for ongoing vendor licensing, hosting and support services. DPS further states that these funds would be requested for FY 2027-28, after the three-year implementation and that no additional FTE are anticipated as necessary, and are not a factor in increased operating cost. Without ongoing operating funds starting in FY 2027-28, the department will submit a request through the regular annual budget process to request additional operating funding.

DPS offered the following estimated time-savings benefits:

- Total CSP Officer time duration annually to issue traffic citations is expected to decline from 41,583 hours to 13,861 hours.
- Total CSP Supervisor time duration annually to conduct quality checks for traffic citation data entry is expected to decline from 5,544 hours to zero (0) hours.
- Total CSP Administrative Professional time duration annually to process traffic citations is expected to decline from 6,570 hours to 2,168 hours.
- Total DOR administration time duration annually to receive and process (paper and/or scanned) CSP citations is expected to decline 2,214 hours to zero (0) hours.

DPS indicates that while these numbers suggest a considerable reduction in workload, no FTE will be reduced or eliminated as a result due to existing high workloads and ability for staff and officers to reallocate time on other pressing needs of the department.

PROJECT COST INFORMATION

DPS provided the following cost information:

- Independent Verification and Validation: \$150,000
- Other Services/Costs: \$600,000
- Software COTS Purchase: \$2,660,000
- Printers, Scanners, Peripherals: \$1,090,000
- 5% project contingency: \$225,000

CASH FUNDS

The source of cash funds for this project is the Highway Users Tax Fund (HUTF).

Fiscal Year 2024-25 Information Technology Request

Public Safety Records Utilization Upgrade

PROJECT RESEARCH

DPS states it conducted a strategy level business process analysis, including a workload analysis of the current process for issuance of a CSP traffic citation, in order to evaluate the scope of the business problem and business opportunity addressed in the IT Capital Request in the following categories:

- citizen and member safety concerns;
- CSP service efficiency and reliability;
- CSP process systems governance;
- standards and practices conformance; and
- business partner interoperability and integration.

The analysis included multiple peer law enforcement technology advancement programs, in publicly available after-action reports, contract procurement scope of work and financial contracts, and vendor integration specifications. In addition, CSP states it has conducted vendor information interviews over the past 24 months.

DPS also considered migrating significant CPS systems to a single vendor. This option was estimated to cost twice that of RUU/FRAE in both initial investment and ongoing systems cost.

ADDITIONAL PROJECT INFORMATION

Change management. According to the department, the CSP will establish an executive steering committee with representation of key stakeholders and partners, including internal stakeholders, partner stakeholders among STRAC and CICJIS agencies, technology governance partners (i.e., OIT), and key service providers. In addition, the CSP Office of Project Management (PMO) will coordinate the project steering committee throughout the project effort, and is responsible for providing integrated project management.

Accessibility. The department included specific accessibility compliance milestones in the overall project management plan and will conform to the following OIT guidelines:

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	July 2024	September 2024
Implementation	October 2024	January 2027
Testing	January 2026	January 2027
Closing	January 2027	March 2027

Fiscal Year 2024-25 Information Technology Request

Public Safety Records Utilization Upgrade

QUESTIONS

1. In the “Request Summary” section, under the “Expenditures” subheading, the request indicates that the CICJIS, Department of Revenue, and Judicial Branch “may require business and process analysis; system and data advancements; and change management” but that these elements are out of scope. What is the department’s plans to address these needs?

Partner collaboration with CICJIS, Department of Revenue and the Judicial Branch regarding electronic citation capability is coordinated through the Statewide Traffic Records Advisory Committee (STRAC). A STRAC electronic citation task force provides mutual understanding and consideration of business and technical requirements. The partner department identify their unique needs for change management, system and data investments to integrate electronic citation workflows.

2. Please explain how the estimated project timeline was determined, especially the duration of phases 1 and 2.

The timeline was designed to first establish a records utilization upgrade blueprint across the CSP technology portfolio, that creates a roadmap for maintenance, enhancement or replacement of primary and ancillary systems. Notably, the second phase emphasizes an electronic citation capability to offer prompt benefit not only to CSP, as well as partner organizations at the Department of Revenue and Judicial agencies. The first two phases are considered foundational elements in a logical sequence to support follow on project phase implementation.

3. According to the “Cash Fund Projections” section, the requested amount exceeds available funds in the HUTF. Is the department requesting a General Fund transfer to the HUTF to cover the difference?

The available HUTF fund balance noted in the “Cash Fund Projections” section implied project approval, therefore the full project cost was accounted for in our estimate. However, the actual FY25 HUTF obligation could not be determined at the time of submission due to incongruent deadlines for IT Capital Construction in October and the Governor’s budget request on November 1st. The preliminary estimates in the “Cash Fund Projections” did not include complete FY25 HUTF obligations for total compensation and other common policies. Now that these obligations are known, the request cannot be funded with HUTF in FY25.

4. What is the anticipated life expectancy of this new system? Is there a cost to decommission the old system?

Conceptually, the acquisition strategy for the project centers on a cloud services delivery model, with capabilities provided through Software as a Service (SaaS) and Platform as a Service (PaaS). This delivery shifts traditional life expectancy toward the continuous improvement capability of the SaaS and PaaS service providers, evaluated over conventional contract renewal cycles, such as the one plus for option year procurements. This would result in a comprehensive review at a five-year point, where renegotiation or alternative provider actions are considered. The expected costs regarding legacy system decommission center primarily in data transfer and conversion, and business process transformation– these legacy costs are included within each phase of the request. For example, in Phase 3 Federated Records Advancement, the phase includes effort to decommission legacy systems or legacy components.

Fiscal Year 2024-25 Information Technology Request

Public Safety
Colorado Gang Database

SHORT PROJECT DESCRIPTION

The Department of Public Safety is requesting one-time state funds for Colorado Gang Database migration and website replacement.

PRIORITY NUMBERS

2025001

<u>Prioritized By</u>	<u>Priority</u>
OSPB	Not Prioritized Not recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$0	\$1,600,000	\$0	\$0	\$1,600,000
Total	\$0	\$1,600,000	\$0	\$0	\$1,600,000

PROJECT STATUS

This is a new, never-before-requested project.

PROJECT DESCRIPTION

The Department of Public Safety (DPS) is requesting state funds to retire the current Colorado Gangs (CoG) system and replace it with a new website and database. The project will allow DPS to meet statutory requirements and improve accessibility and security of organized crime data aiding law enforcement investigations.

PROJECT JUSTIFICATION

The database is intended to allow law enforcement officials to add and change information on gangs, track gangs and their members, and access current information. Currently, the system is outdated and unsecure which causing some law enforcement agencies to create their own databases, which leads to a lack of collaboration. Current policy requires that any information in the database that is not validated within a five-year retention period to be purged from the system; however, the autopurge function in the current database is not currently working."

Section 24-33.5-412(1)(i), C.R.S. requires the database to be maintained, operated, and managed by the Colorado Bureau of Investigations (CBI). DPS stated that if this project is not funded, OIT will shut down the current application due to security risks, resulting in the CBI being noncompliant under state law.

COST-BENEFIT ANALYSIS

The department was unable to quantify cost savings as required by Section 24-37-304 (1)(c.5)(V), C.R.S. but noted that the new database will lead to increased availability of organized crime data, which may assist law enforcement in investigating and solving crimes.

PROJECT COST INFORMATION

DPS provided the following project cost information:

- Professional Services: \$300,000
- Software Acquisition: \$900,000
- Equipment: \$320,000
- 5% Project Contingency: \$80,000

Fiscal Year 2024-25 Information Technology Request

Public Safety
Colorado Gang Database

CASH FUNDS

This project is not funded from cash sources.

PROJECT RESEARCH

The vendor, Computer Projects of Illinois, currently supports the Colorado Crime Information Center (CCIC) and the CoG. The vendor will remain the same and the current project cost estimates were provided by the vendor.

ADDITIONAL PROJECT INFORMATION

The vendor will be responsible for services including database administration, training, testing, and post-deployment issue resolution. Additionally, this will be an OIT-managed project, which includes project management addressing change management accessibility, and other aspects ensuring the project meets OIT best practices.

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	July 2024	August 2024
Implementation	August 2024	May 2025
Testing	May 2025	June 2025
Closing	June 2025	

QUESTIONS

1. The request mentioned that some law enforcement agencies have built their own gang databases. How does the department anticipate obtaining data from these agencies for the new system? How does the department intend to get the agencies trained and on board with the new system?

Response: Historically, local law enforcement agencies have contributed to CoG, regardless of what information is housed within their own system. It is strongly encouraged that each agency, without regard to the possession of their own database, will contribute their data into the statewide database. As the project progresses, the CBI will take the lead in developing training protocols in concert with the vendor to host and provide training on this new system for law enforcement agencies around the state.

2. Are all law enforcement agencies required by the Colorado Bureau of Investigations to cooperate in this effort? What happens if not?

Response: There is no statutory mandate for a local law enforcement agency to contribute to the CoG. CoG is a shared information tracking system; however, there is no penalty for non-participation as this is strictly voluntary.

3. Is it possible to quantify the anticipated efficiencies, cost-benefit analysis, return on investment, or total costs of ownership, as outlined in Section 24-37-304 (1)(c.5)(V), C.R.S.?

Response: It is not possible to quantify any anticipated efficiencies as any efficiencies available would be realized by the local law enforcement agency. Initial cost for the database is \$1.6 million with an additional maintenance fee of \$120K for the life of the contract. Participating agencies would have current access to data to determine any gang affiliation for the person with whom they would have contact. Ultimately, the availability of organized crime data will assist law enforcement in investigating and solving crime and making Colorado safer.

4. What measures will be put in place to ensure the data is secure through the transition?

Fiscal Year 2024-25 Information Technology Request

Public Safety Colorado Gang Database

Response: The CBI complies with Criminal Justice Information Services (CJIS) security policies, and the CoG will continue to be 28 CFR compliant. Further, according to State OIT and the CBI vendor, data will be accessed and transferred through a secure, currently existing, VPN tunnel and the data will remain encrypted throughout the transition.

5. How was this vendor selected? How will the ongoing operating expenses and potential cost of support be covered?

Response: Computer Projects of Illinois (CPI) is the vendor that supports CCIC and the current gang database and is integrated within CCIC so there was no selection process. The initial development and migration costs are \$1.6 million with a maintenance fee of \$120K for the life of the contract.

6. What is the projected life expectancy of this system? Is there a cost to decommission the old system?

Response: In looking at similar databases, it is expected this type of system will last 10 years with maintenance and support. Per OIT, they do not believe there is a cost associated with disabling the old system; however, this may depend on if there are other live applications on the server. If not, it should just be a matter of disabling services or taking the server offline.

7. If CBI is required to "host" the Colorado Gang database (CoG), will there need to be an amendment to the Statute that will allow the data to be stored in the cloud?

Response: 24-33.5-415.3, C.R.S. states "the Colorado bureau of investigation shall develop and maintain a computerized database system" but does not specify how this data is stored. It should be noted that the SAAS migration associated with the CCIC project will be cloud-based, which includes the CoG.

8. Is Oracle partnering with MS Azure to host the data?

Response: CPI has their own SAAS architecture environment, per the vendor and will not be partnering with MS Azure.

9. Will this be a newly created database, or will this be a modified version of the antiquated database?

Response: According to CPI, this will be a newly created database in CPI's SAAS architecture environment. Existing data in the current CoG database will be migrated into the new cloud-based environment.

10. The one-month time period to migrate and rewrite the database is relatively short. Has some work already been done to enhance the database?

Response: The existing CoG database is proprietary information from the current vendor (CPI), which will expedite the migration process. However, the overall project duration is expected to take one year.

11. Will the data automatically be uploaded to the Colorado Crime Information Center?

Response: There will only be a "Gang" indication in the CCIC return if they have been identified in CoG. Full access to the information in CoG is on a "right to know, need to know" basis, and requires a separate user agreement to access specific information from the CoG database.

Fiscal Year 2024-25 Information Technology Request

Public Safety Victim Compensation Case Management System

SHORT PROJECT DESCRIPTION

The Department of Public Safety (DPS) is requesting one-time state funding to procure a new case management system for local victim compensation administrators.

PRIORITY NUMBERS

2025040

<u>Prioritized By</u>	<u>Priority</u>
OSPB	Not Prioritized Not recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$0	\$1,575,000	\$0	\$0	\$1,575,000
Total	\$0	\$1,575,000	\$0	\$0	\$1,575,000

PROJECT STATUS

The Department of Public Safety (DPS) is requesting one-time state funding to procure a new case management system for local victim compensation administrators.

PROJECT DESCRIPTION

DPS is requesting state funds to create a new compensation case management system for victim compensation administrators at all 22 district attorneys' (DA) offices. The project will increase efficiency and effectiveness for the 22 districts to enter the data, ease of use for victims who apply, and number of applications capable of being processed at a time.

PROJECT JUSTIFICATION

The Department of Criminal Justice received a federal grant four years ago to procure a new victim compensation management system. The department states that system is no longer meeting their needs and despite meeting with the current vendor bi-weekly, there has been no resolution for issues with the speed of the system, search functionality, and insufficient reporting functionality. This has caused an increase in the workloads of the local victim compensation administrators. The current system will be replaced with a web-based system with unique portals for all 22 district attorneys' offices.

COST-BENEFIT ANALYSIS

The department was unable to quantify cost savings as required by Section 24-37-304 (1)(c.5)(V), C.R.S. but noted the increased workload of the local victim compensation administrators due to the current inefficient system. Additionally, the department also stated an alternative option to a new system is requiring all 22 DA offices to track and report data independently. Many local programs will not have the funding to procure a new system and it would lead to a discrepancy of efficiency and equity between agencies.

Fiscal Year 2024-25 Information Technology Request

Public Safety

Victim Compensation Case Management System

PROJECT COST INFORMATION

The department provided the following project cost information:

- Development Project Management: \$100,000
- Development System Design: \$900,000
- Development Data Conversion: \$150,000
- Testing- End User Installation: \$250,000
- Testing- Training and Materials: \$50,000
- Installation and Onsite Training: \$50,000
- 5 percent Contingency: \$75,000

Additionally, the department stated that the 22 victims advocacy programs will be responsible for all upgrades and annual maintenance fees.

CASH FUNDS

This project is not funded from cash sources.

PROJECT RESEARCH

The department completed a request for proposal (RFP) for the federally funded project four years ago. When asked how the RFP process would change and if it would reflect the same project costs and timelines, the department responded with the following:

“The RFP will be updated to better reflect the needs of the local programs in a couple of areas including:

- the uploading and queuing of documents to multiple claims;
- ensuring that reports can be run without an overnight delay;
- clarifying the need to connect claims in the system without extensive data duplication efforts; and
- looking for a strong search feature within the system.”

The Office for Victims Programs (OVP) anticipates a similar timeline for the implementation of the system. DPS note that it is possible that project costs will have increased over four years. DPS also indicated that some of the RFPs received for the last system were above the amount of available funds at that time. The proposals received varied considerably in price and OVP would anticipate the same would be true with a new RFP.

The manager of the OVP, local victim compensation administrators, and the state Victim Compensation Administrator will work together to select the new vendor. Additionally, the vendor will be required to work with IT staff for the district attorneys' offices to ensure the system meets all accessibility and security standards.

ADDITIONAL PROJECT INFORMATION

Change management plan. Local victim compensation administrators and the selected vendor will be responsible for the implementation of the new system. The RFP will include a request for end-user testing with the local agencies, data migrations at the local level, and local user training.

IT accessibility considerations. The selected vendor will be required to work with OIT to ensure the system meets all accessibility requirements. The 22 local agencies will be responsible for ensuring anything added to their website will meet accessibility requirements.

Fiscal Year 2024-25 Information Technology Request

Public Safety Victim Compensation Case Management System

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	July 2024	October 2024
Implementation	November 2024	April 2025
Testing	May 2025	June 2025
Closing	June 2025	June 2025

QUESTIONS

1. What is the justification for funding a statewide system for a local government function?

The Division of Criminal Justice, Office for Victims Programs (OVP) has the responsibility for monitoring and compliance with state standards for 22 local victim compensation programs, so designing a single system for all programs to use helps to ensure compliance with the state standards. In addition, the local programs are required to submit aggregate data to OVP and having a single case management system allows for the data to be submitted in a standardized format.

2. The request mentions that the RFP will be changed to not make the same mistakes. What does that entail? Does the department think the RFP will reflect the same project costs and timeline calculated, considering the last RFP was 4 years ago?

The RFP will be updated to better reflect the needs of the local programs in a couple of areas including:

- the uploading and queuing of documents to multiple claims
- ensuring that reports can be run without an overnight delay
- clarifying the need to connect claims in the system without extensive data duplication efforts, and
- looking for a strong search feature within the system.

The OVP anticipates that the timeline will be similar for the implementation of the system. It is possible that the project costs will have increased because of the 4-year time difference. Some of the RFPs received for the last system were above the amount of available funds at that time. The proposals received varied considerably in price and OVP would anticipate the same would be true with a new RFP.

3. The Project Description states that the new system will be web-based. Why is the data going to be housed on local servers at each District Attorney's office? Wouldn't housing the data in one location be more cost-effective and equitable?

The data for each victim compensation program is confidential by statute for each of the local programs so their data is housed locally. Ultimately, the vendor could house the data centrally and allow each program to only have access to their data, but that would be an agreement between the local programs and the vendor selected. No data is stored at the state level.

4. Will there be 22 systems maintained by the local District Attorney's offices? Why not have one system with many users?

Because of confidentiality requirements of each program, there are 22 local programs, but the design with the most recent vendor includes 22 unique portals in a single system so that may also be the design with a new vendor as well. Each program is, however, responsible for maintaining their system and working with the vendor directly for any issues/concerns.

5. Will any of this system reside on any state OIT infrastructure, i.e. network, buildings where OIT maintains any IT hardware or infrastructure equipment or connectivity? If so, OIT should be consulted. If OIT will not be needed for this project, why is \$100,000 allocated to the OIT manager?

The plan is for system itself to not reside on an OIT infrastructure. The State Victim Compensation Administrator needs to receive aggregate data reports for the local programs. In the past, the reports have just come in via email. If a vendor were to want to create a "portal" or single user for the State Victim Compensation Administrator to get the reports from within the system, that could change the answer. OVP believes, because the system would be web-based, the administrator would just need a log in and it would still not live on any OIT infrastructure. The OIT manager will be needed to make sure the project

Fiscal Year 2024-25 Information Technology Request

Public Safety

Victim Compensation Case Management System

conforms to state requirements.

6. The department's requests states that any upgrades and annual maintenance fees will be paid by the 22 local programs. How will this be managed? Will all programs contribute equally?

In the current system and moving forward the vendor will bill each of the local programs their portion of the maintenance fee for the system. Vendors in the past have set up this structure differently. One vendor set it up based on how many local users/licenses a program had so it was not equal. The current vendor split it equally between the 22 local programs and sent them each an invoice.

7. The request was not marked if a three-year spending authority is required. Is the department certain the project schedule will be followed or does the department anticipate requesting an extension to the spending authority? What plans are in place if the vendor falls behind? Who will be managing the implementation of this project and keeping it on task?

At this time, OVP cannot say for certain whether more time would be needed. The request was based on past experience and the timeline worked. The OVP and the local program administrators would be managing the implementation of this project and keeping it on task. If the vendor were to fall behind, there would be additional planning meetings held with the vendor to determine what needed to be adjusted on the timeline and whether those changes were feasible.

8. Does this project conform with the state's accessibility standards?

The RFP would be drafted with the state accessibility standards as part of that request so the vendors could speak to the accessibility requirements. Part of the review of the submitted bids would be a review of the vendors' answers to see if they can meet the standards set forth by the state.

9. What is the anticipated life expectancy of this new system? Is there a cost to decommission the old system?

The life expectancy of the system would really depend on the vendor and their ability to adapt the system to meet the needs of the local programs. The first system that Colorado had lasted for over 30 years. The current system in place does not seem to have that adaptability which is the reason for the request to find a different case management system. The only anticipated cost would be the transfer of the data in the current system to a new system. Each program owns their data so it is a matter of whether the code can then be translated into the newly selected system. The RFP would require the potential vendor to provide a quote for the data transfer.

10. Why is a business process analysis not being done? 22 separate entities maintaining a system might need a process in place.

Based on statute, each program is responsible for their data and their program. This is not a state-run system, and it was OVP's understanding that it didn't fall under some of the procedures, such as a business plan, that OIT would normally develop.

11. What disaster recovery and/or business continuity processes will be put in place?

The contract with the final vendor selected would need to address disaster recovery or business continuity. Again, any loss of function is handled with the vendor and the local program and their IT staff. It is not part of OVP's disaster recovery because it is not on the state OIT infrastructure.

Fiscal Year 2024-25 Information Technology Request

Metropolitan State University of Denver
Reimagining the Campus Digital Experience

SHORT PROJECT DESCRIPTION

Metro State University Denver (MSUD) is requesting state funds and cash funds spending authority to implement a Student Information System (SIS) transformation as the culmination of a multi-phase digital transformation program.

PRIORITY NUMBERS

2020063

<u>Prioritized By</u>	<u>Priority</u>	
OSPB	11 of 13	Recommended for funding.
DHE	1 of 7	Recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$5,650,000	\$8,406,163	\$0	\$0	\$14,056,163
CF	\$1,191,837	\$850,000	\$0	\$0	\$2,041,837
Total	\$6,841,837	\$9,256,163	\$0	\$0	\$16,098,000

PROJECT STATUS

This request is for phase four of a continuation project. Funding for phase one was appropriated for FY 2021-22, phase two for FY 2022-23, and in phase three for FY 2023-24. Phase three was submitted as a joint request between MSUD and the Colorado School of Mines.

PROJECT DESCRIPTION

MSUD states that the SIS transformation project institutes a new mobile-friendly cloud-based system used for numerous critical administrative processes completed by students, faculty, and staff whose work supports enrollment, registration, retention and graduation. The previous phase of this continuation project included the launch of Workday's Enterprise Resource Planning (ERP) platform in January 2023.

PROJECT JUSTIFICATION

MSUD states that the Ellucian Banner system currently in place was first deployed in 1998 and that a modern SIS will offer advantages to students, faculty, and staff through course registration, submitting grades, and awarding financial aid. According to the university, transitioning to a cloud-based, geographically distributed, fully redundant SIS infrastructure from a system hosted on-premises that is dependent on campus network services will reduce potential disruptions. The university also states that a cloud-based system mitigates the risk of a ransomware attack and offers enhanced data encryption protocols, and that any provider under consideration has documented alignment with the ISO 27000 Family of Standards and regular completion of Service Organization Controls Type 1 and 2 reports, indicating a prioritization of reliability. The university highlights that investing in the SIS project benefits the state at large as over 95 percent of MSU Denver students are from Colorado, and nearly 80 percent remain in Colorado long-term after graduation, the highest rate in the state.

Fiscal Year 2024-25 Information Technology Request

Metropolitan State University of Denver
Reimagining the Campus Digital Experience

COST-BENEFIT ANALYSIS

MSUD indicates that it commits roughly \$2.5 million annually to support an existing on-premises ERP solution, including licensing, infrastructure, staffing, and ancillary systems. MSUD further states that the on premise environment previously supported both the ERP and SIS platforms, but will not be able to be decommissioned in full until the university can move away from both the ERP element that was transitioned in phase three and this SIS request. According to the university, the bulk of licensing and infrastructure expenditures do not scale down until the combined solution has been implemented, and that projected infrastructure savings will not be realized until a replacement cloud-based SIS is in place. The university states that following initial implementation, the annual cost of the proposed alternative solution is projected at less than \$2 million in total, resulting in a gross cost savings of approximately \$5 million over the contract term of ten years. The university states that it has identified over 20 third-party applications currently in use that may be eliminated if a modern system is deployed.

MSUD states decommissioning of the existing system has been incorporated into the costs and that the funding requested in this fiscal year would be allocated entirely in support of implementation of the project. Based on present course and speed, MSUD anticipates that the university would begin realizing savings in FY2026-27, with the bulk of Banner components and supporting technology being retired in FY2027-28. At present, MSUD projects an annual savings of approximately \$400,000 per year once Banner has been retired.

PROJECT COST INFORMATION

MSUD provided the following cost information:

- Consultants/Contractors: \$4,761,516
- Training: 227,000
- Other Services/Costs: \$2,058,781
- Software COTS: \$1,970,790
- 5% Project Contingency: \$238,076

CASH FUNDS

The source of cash funds for this project were encumbered from university general fund reserves in 2021, and remain available to support the FY24-25 request.

PROJECT RESEARCH

MSUD states that it completed a review and analysis of two SIS vendors that included numerous live demonstration sessions, attendance at conferences on the topic, as well as many reference calls and internal working sessions.

MSUD indicated that research for the project included work the university did in anticipation of previous phases of transforming other aspects of the university's ERP/SIS including a comprehensive external analysis of existing ERP/SIS landscape, which was based on best practice comparisons, constituent interviews, and a market review of available solutions. The university also states that it surveyed the student population with roughly two-thirds of survey respondents favoring significant transformation of the SIS as a priority.

ADDITIONAL PROJECT INFORMATION

The university states it has chartered cross-functional steering committees, made ongoing revision of internal project and portfolio management practices, and chartered a broad Change Champion Network, engaging staff throughout the organization to build grassroots support for the project. The university also emphasizes that the project will support multiple pillars of its 2030 Strategic Plan.

Fiscal Year 2024-25 Information Technology Request

Metropolitan State University of Denver
Reimagining the Campus Digital Experience

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	January 2024	June 2024
Implementation	May 2024	October 2026

QUESTIONS

1. Has a SIS vendor been identified?

Following exhaustive review and analysis, MSU Denver has narrowed our selection to two finalists, and are in the final stages of making our final, official decision. The University aims to finalize the selection no later than March 31st, which will allow the University to secure discounted pricing should funds be awarded for FY24-25.

2. The request states that the SIS will “potentially” encompass academic advising and career counseling functions. When will a determination be made on whether these functions will be part of the system, and will this determination have an effect on the timeline or costs associated with the project?

During the initial Strategy and Readiness planning process, we will determine which ancillary systems may be fully transitioned to the new SIS, and on what timeline. Further, the University is presently launching a Student Digital Experience Optimization effort, which will also inform these decisions. We do not anticipate that choosing to include these elements or to exclude them will carry material impact on either timeline or project cost.

3. Will the new system integrate at all with the Ellucian Banner system? Will data in the Ellucian Banner system be scrubbed after the new system is in place?

MSU Denver does presently have Workday HCM/Finance integrated with the Ellucian Banner system to effectively manage data and business processes that bridge the two domains, including student accounts, financial aid, faculty employment, and student employment. As part of the transformation process, significant data cleanup and translation will be performed, after which Ellucian Banner data can be ported into Workday Student successfully. Among other benefits, the new architecture would permit us to manage active students, inactive students, and alumni records differently, maintaining the ability to produce comprehensive reports but reducing the amount of sensitive information retained in the production system.

4. What is the projected life expectancy of this system? Is there a cost to decommission the old system?

This system will support MSU Denver students for a minimum of ten years following implementation, with a likely lifespan on par with previous SIS solutions – in the range of 20-25 years. MSU Denver views this project and investment as generational in nature. Decommissioning costs of the old system will be minimal as all active contracts will be permitted to lapse. The majority of costs will be for computer hardware recycling, estimated to be less than \$1000.00 in total.

Fiscal Year 2024-25 Information Technology Request

Auraria Higher Education Center
Auraria Campus Network Infrastructure

SHORT PROJECT DESCRIPTION

The Auraria Higher Education Center (AHEC) is requesting state funding for phase one of a two-phase project to modernize the campus network infrastructure.

PRIORITY NUMBERS

2025033

<u>Prioritized By</u>	<u>Priority</u>	
OSPB	Not Prioritized	Not recommended for funding.
DHE	2 of 7	Recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$0	\$4,614,341	\$3,746,390	\$0	\$8,360,731
Total	\$0	\$4,614,341	\$3,746,390	\$0	\$8,360,731

PROJECT STATUS

This is a new, never-before-requested project.

PROJECT DESCRIPTION

The Auraria Higher Education Center (AHEC) is requesting state funds to replace the aging wired and wireless network equipment and ethernet cabling throughout several shared classrooms and office buildings on the campus. The project will provide a more stable and reliable foundation for AHEC's combined enterprise networks, increase cybersecurity, and improve technological resources for students, staff, and faculty for the entire campus.

PROJECT JUSTIFICATION

While the industry standard for network infrastructure is five years, most equipment on the campus is over the expected lifetime by an average of one to ten years throughout the campus. Without funding, the campus risks equipment failure and network outages due to aging equipment. The institution states the project requires two phases due to the thirty buildings involved and the limited amount of consecutive days the campus can accommodate network outages.

COST-BENEFIT ANALYSIS

The institutions were not able to provide a quantified cost-benefit analysis as per Section 24-37-304 (1)(c.5)(V), C.R.S. but noted the risk of failing equipment and network outages affecting students, staff and faculty efficiency if the network is not replaced.

PROJECT COST INFORMATION

AHEC gave the following project cost information for phase one of the project:

- AHEC Network Infrastructure: \$919,800
- CCD Network Infrastructure: \$412,750
- CU Denver Network Infrastructure: \$1,993,650
- MSU Denver Network Infrastructure: \$495,200
- Contactor Services: \$573,210
- 5% Contingency: \$219,731

Fiscal Year 2024-25 Information Technology Request

Auraria Higher Education Center
Auraria Campus Network Infrastructure

CASH FUNDS

This project is not funded from cash sources.

PROJECT RESEARCH

The cost was estimated by the campus through market research into the average price costs per device needed. Similarly, installation and cabling costs were determined using industry standards for existing conduit path and designs.

ADDITIONAL PROJECT INFORMATION

The project will be overseen by the Chief Business Officer Committee and the institutions' IT departments will work together to install the new equipment and complete the project.

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	July 2024	September 2024
Implementation	September 2024	June 2026
Testing	September 2024	June 2026
Closing	June 2026	

QUESTIONS

1. Recently, the JTC has required departments and institutions to provide quarterly progress reports upon receipt of IT capital funds. Will there be any obstacle to providing these updates if the project(s) receives funding this year?

There will not be any obstacles to providing quarterly progress report updates if the project receives funding this year.

2. What is the projected life expectancy of this project? Is there a cost to decommission the old system?

No End of Sale/End of Life dates have been announced for the equipment specified. There are no additional decommission costs. Expected costs for decommission of old equipment are included in the Capital IT Request. Each institution will follow their normal disposal procedures.

3. Is the department able to quantify the anticipated efficiencies, cost-benefit analysis, return on investment, or total costs of ownership, as outlined in Section 24-37-304 (1)(c.5)(V), C.R.S.?

Each institution anticipates an improved wireless experience for all Students, Faculty and Staff as the current combined systems are inadequate. The new equipment and design offer seamless, high performing wireless connectivity across campus. The purchasing process will leverage buying power by making one purchase for synergies in Total Cost of Ownership.

a. AHEC

The Auraria Higher Education Center anticipates gaining efficiencies in several departments that utilize the Campus Wireless signal as a part of their job duties including Auraria Campus Police, Central Receiving/Delivery, Facilities Management, Early Learning Center, and Campus Events Services.

b. Community College of Denver

The Community College of Denver anticipates increased demands on the network as we move our Health Sciences programs, including Veterinary Medicine, Nursing, Dental Hygiene, and our full-service dental clinic, to the Auraria Campus. Many

Fiscal Year 2024-25 Information Technology Request

Auraria Higher Education Center Auraria Campus Network Infrastructure

programs will utilize new “smart” devices like smart beds, mannequins, and virtual/augmented reality devices as well as traditional equipment like X-Ray machines and computer labs. This project will help provide both expanded wireless coverage and increased bandwidth by running a fiber connection directly to the building from our campus core network switch to support new technology in these very important pathway programs.

4. Last year, MSU Denver was appropriated \$1,295,000 for phase three of the Network Infrastructure Modernization project. AHEC mentions that this program will enable MSU Denver to complete upgrades in the 4 remaining buildings. Why was this not completed with the Network Infrastructure Modernization project funding?

With the introduction of the Auraria Campus Infrastructure initiative, MSU Denver wanted to comply with the other institutions in developing a campus wide network upgrade and seamless wireless environment and experience for all students, faculty, and staff. To facilitate alignment, MSU Denver needed to upgrade 4 remaining buildings which drove the request for additional funds. When all institutions agreed to move forward with this request, we were well into the final phase of the Network Modernization project, and it was too late to adjust our original funding request.

5. Would it be more cost effective if all of the network hardware being purchased were standardized in order to leverage a possible cost savings with volume purchasing in the hardware and licensing?

No, it would not be more cost effective for all the network hardware being purchased to be standardized. Though interconnected, each institution maintains their own independent networking equipment. The network hardware being requested through the Capital IT Request represents a portion of the networking hardware at each institution. Moving all institutions to one networking equipment standard would require the replacement of all the networking equipment in use at each institution, instead of just this portion.

However, the networking equipment requested (though tailored for each institutions’ needs), meets a campus wide compatibility standard for wireless networking and network peering interoperability between institutions. This will allow the wireless connectivity process to be unified for all campus constituents.

Additionally, plans will be made to leverage price agreements where available and use a competitive process for any equipment not covered by a price agreement.

6. Please describe the potential impact if funding is received for phase 1 but not subsequent phases in future years.

a. AHEC

For AHEC, most of the project will be completed during Phase I. Though all the new wireless access points would be installed, almost half of the network switches needed to support the new APs and network improvements would not be available.

b. Community College of Denver

If funding is not received in additional phases, this will delay the enhanced capabilities for additional Wi-Fi connections, but our bandwidth expansion is addressed in Phase I. Delays in expanding the wireless infrastructure would have a negative impact on CCD’s ability to increase enrollment, fully realize our programs’ potential, and offer an exceptional student experience.

c. CU Denver

For CU Denver, phase 1 funding will allow CU Denver to complete the removal of all legacy access points that have been designated end-of-life (EOL). This will also allow for the installation of all remaining wireless access points so that the removal of the legacy access points will not have any adverse effect upon the user base (limited coverage, and so on). Phase 1 funding will remove the imminent threat of failing hardware from our wireless network. However, Phase 1 funding will not allow for the complete installation of the new switching gear that is necessary to get the best out of our new wireless infrastructure. The new wireless access points come with a plethora of new features that will require new switching gear for us to fully realize. A delay in addressing this need will result in a severely limited ability to deploy location-based Wi-Fi services, population monitoring, and supporting the hybrid teaching experience.

d. Metropolitan State University

Fiscal Year 2024-25 Information Technology Request

Auraria Higher Education Center
Auraria Campus Network Infrastructure

Phase 1 funding allows MSU Denver to continue upgrading the remaining buildings to align with the Auraria campus direction to implement a seamless wireless environment/experience for student, faculty and staff. If we are fortunate to receive phase 1 funding, we will be able to complete two of the 4 remaining buildings. If subsequent funding is not available, MSU Denver will have to look internally to complete the remaining two buildings which will delay the completion of a full campus rollout with the potential to experience failures in the remaining two buildings.

7. Please explain why CU Denver is getting Mist Access Points while CCD, MSUD, and AHEC will get Meraki access points.

For the specific needs of faculty and student body, CU Denver prefers the customizability and functionality of the MIST Access Points. CU Denver also has the technical staff & resources necessary to integrate and maintain the MIST technology. The MIST APs are highly compatible with the CISCO Meraki infrastructure being implemented at other institutions.

8. CU Denver will receive significantly more funding than the other schools despite having the newest equipment. What is the reasoning behind that? How many students and buildings are at each school?

CU Denver has made progress in modernizing some of its wireless infrastructure, but CU Denver also supports some of the highest densities of students, staff, and faculty (e.g. The North Classroom) In addition, CU Denver supports many inter-collegial buildings and presentation spaces such as the Auraria Library, and the King Center. These inter-collegial buildings serve all students/staff/faculty and demand special solutions and hardware to support large numbers of constituents within such a large open space.

Fiscal Year 2024-25 Information Technology Request

Colorado School of Mines
Network Modernization and Refresh

SHORT PROJECT DESCRIPTION

Colorado School of Mines (Mines) is requesting one-time state funds to replace the network infrastructure.

PRIORITY NUMBERS

2025044

<u>Prioritized By</u>	<u>Priority</u>	
OSPB	Not Prioritized	Not recommended for funding.
DHE	2 of 7	Recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$0	\$7,300,000	\$0	\$0	\$7,300,000
CF	\$0	\$2,700,000	\$0	\$0	\$2,700,000
Total	\$0	\$10,000,000	\$0	\$0	\$10,000,000

PROJECT STATUS

This is a new, never-before-requested project.

PROJECT DESCRIPTION

Mines is requesting a combination of state funds and cash funds spending authority for a single-phase project to replace their network infrastructure. The project will replace equipment that is no longer supported, improve interoperability across networking systems, enhance network security, and increase network bandwidth and coverage.

PROJECT JUSTIFICATION

Mines stated that about 35 percent of the network switches and 65 percent of the wireless access points are no longer supported. Additionally, the border routers are between 14 and 17 years old and limited to 10Gb connectivity. The project will include new border routers that will support 100GB connectivity and provide greater bandwidth to support cloud management options.

Mines will also expand the network coverage to areas where coverage is lacking or unavailable. According to the institution, network infrastructure and secure access is a vital part of supporting the programs offered by Mines, allowing for staff, students, and researchers to be more efficient and effective while on campus.

COST-BENEFIT ANALYSIS

Mines estimated that replacing the existing hardware with the similar technology would cost approximately \$1.4 million. That estimation does not include the infrastructure needed for two new buildings, additional security measures, and addressing outdoor connectivity as part of the project.

Fiscal Year 2024-25 Information Technology Request

Colorado School of Mines
Network Modernization and Refresh

PROJECT COST INFORMATION

Mines provided the following project cost information:

- Professional Services: \$1,600,000
- Software: \$800,000
- Equipment: \$7,600,000

CASH FUNDS

The source of cash funds for this project is primarily the Mines General Fund, funded by tuition revenue, as well as the Mines technology fee.

PROJECT RESEARCH

Mines stated hardware costs were estimated through current vendors, and software costs were estimated through research and web results from other network infrastructure implementations. Additionally, Mines hired a wireless survey firm, CommunicaOne, to identify gaps in wireless coverage and efficiencies to design an improved wireless system. This information was used in the request for proposal (RFP) released by Mines to replace the entire campus edge network infrastructure, the campus border routers, and a network access control or zero trust network access system.

ADDITIONAL PROJECT INFORMATION

Change management plan. The accepted proposal will include a vendor that ensures reliable and responsive support while replacing and modernizing the campus network.

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	January 2023	December 2023
Implementation	August 2023	June 2024
Testing	July 2024	August 2024
Closing	July 2024	June 2026

QUESTIONS

1. The cost summary page has \$500,000 for "Other (licensing and support)" while the assumptions for calculations section has \$600,000 for "other". Why the discrepancy?

The \$100,000 difference is related to training expenses.

The assumptions for the calculations section included \$100,000 training costs in "Other", for a total of \$600,000.

The cost summary page has the \$100,000 training costs listed independently, with "Other (Licensing and support)" at \$500,000, for a total of \$600,000.

2. Does the campus currently have two data centers, or is the second data center part of a COOP plan not yet implemented?

We have one main data center with a backup site at Jeffco Public Schools. The secondary site is fully functional and part of our current COOP (Continuity of Operations Plan), however, this project will allow us to increase the frequency and reliability of backups.

3. Is there a plan in place so that no network equipment exceeds end of life and becomes vulnerable as described in section L. Business Process Analysis, paragraph 3?

Fiscal Year 2024-25 Information Technology Request

Colorado School of Mines
Network Modernization and Refresh

IT has been modernizing our processes and part of that, IT capital needs are being more thoroughly planned.

4. How long is the warranty available for all network equipment you plan to purchase? Will that warranty determine the end of life for the new equipment?

The purchased solution is from Extreme Network. The equipment comes with a limited lifetime warranty. With our ongoing support contract, the warranty will stay in effect.

5. What is the source of cash funds that will be used?

The \$2.7 million of cash funds is primarily sourced from the Mines General fund. The Mines General fund is funded by tuition revenue. The remainder comes from the Mines Technology Fee.

6. Recently, the JTC has required departments and institutions to provide quarterly progress reports upon receipt of IT capital funds. Will there be any obstacle to providing these updates if the project(s) receives funding this year?

Mines does not foresee any obstacles with providing quarterly progress reports upon receipt of IT Capital Funds.

7. Why did the request not include any funding for project contingency or inflation?

Our 3-year project with High Point Networks has a fixed-rate cost for hardware and professional services.

Fiscal Year 2024-25 Information Technology Request

Front Range Community College
IT College Wide Cellular Improvements

SHORT PROJECT DESCRIPTION

Front Range Community College (FRCC) is requesting one-time state funds to improve the cellular coverage throughout the three Front Range Community College campuses.

PRIORITY NUMBERS

2025023

<u>Prioritized By</u>	<u>Priority</u>	
DHE	2 of 7	Recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$0	\$2,695,500	\$0	\$0	\$2,695,500
CF	\$0	\$299,500	\$0	\$0	\$299,500
Total	\$0	\$2,995,000	\$0	\$0	\$2,995,000

PROJECT STATUS

This is a new, never-before-requested project.

PROJECT DESCRIPTION

FRCC is requesting a combination of state funds and cash funds spending authority for a single-phase project to improve cellular coverage throughout the three Front Range Community College campuses in Westminster, Boulder County, and Larimer County. The project will improve student and faculty experience, improve security communications, and improve facility operations.

PROJECT JUSTIFICATION

FRCC states that there are currently several buildings where getting a cell phone signal is challenging. This causes students, faculty, and staff to exit buildings in order to get a signal which may cause issues regarding efficiency and convenience, as well as safety in the event of an emergency or disaster.

COST-BENEFIT ANALYSIS

FRCC was not able to quantify the anticipated efficiencies, cost-benefit analysis, return on investment, or total costs of ownership, as outlined in Section 24-37-304 (1)(c.5)(V), C.R.S., but noted the time saved by not having to exit the building for cell service.

PROJECT COST INFORMATION

FRCC provided the following cost estimates:

- Professional Services: \$31,523
- Construction Costs: \$153,299
- Equipment: \$2,537,905
- 10% contingency: \$272,273

CASH FUNDS

The source of cash funds for this project is college reserves.

Fiscal Year 2024-25 Information Technology Request

Front Range Community College
IT College Wide Cellular Improvements

PROJECT RESEARCH

The college stated the project cost was estimated through Advanced Network Management, Inc. and Engineering Wireless Services, LLC.

ADDITIONAL PROJECT INFORMATION

Change management. The college has a licensed architect on staff with experience in construction management that will manage the project. Additionally, the installation of equipment will be fully supported by a third-party vendor through a maintenance and management contact.

IT accessibility considerations. The project will allow for cell service to be available throughout campus.

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	July 2024	March 2025
Implementation	March 2025	December 2025
Testing	August 2025	December 2025
Closing	January 2026	March 2026

QUESTIONS

1. Recently, the JTC has required departments and institutions to provide quarterly progress reports upon receipt of IT capital funds. Will there be any obstacle to providing these updates if the project(s) receives funding this year?

There should be no problem providing quarterly reports.

2. What is the source of the \$299,500 in cash funds?

College reserves.

3. The request mentions that the vendor will be certified to install the chosen systems, design a comprehensive coverage solution utilizing iBwave Design, and will perform benchmark data collection at all three campuses. Will this be the same vendor for all tasks outlined in the request?

The final solution has not yet been designed, but the College will hire a team via a Design Built contract that will ensure the vendor will have all resources needed to undertake all tasks noted.

4. The request explains that a qualified engineer will set up and perform a comprehensive baseline scan of all available LTE channels. Is this included in the vendor cost? If not, how will that be funded?

Yes, it is anticipated that the cost of the baseline scan will be included in the overall project budget.

5. Why does the Boulder campus cost significantly less than the other two campuses?

The Boulder Campus is leased and is the smallest of the three FRCC campuses (roughly 1/3 the size of the Larimer and Westminster Campuses). The buildings are one story and will not be as challenging to configure.

6. How will the ongoing operating cost of \$100,000 be funded?

The operating cost will be covered as part of the College's yearly operating budget for IT.

Fiscal Year 2024-25 Information Technology Request

Front Range Community College *IT College Wide Cellular Improvements*

7. The request documents indicate that the project will not need the three-year roll forward spending authority. However, the project schedule shows the project will not be complete until March 2026. Will all of the funding be spent by June 30, 2025?

We inadvertently checked 'no' when we meant to check 'yes'. The project will take more than one fiscal year to complete.

8. What is the projected life expectancy of this system? Is there a cost to decommission the old system?

The life cycle of cellular system equipment is 3 to 5 years. There is not a current dedicated cellular system to decommission, but any old hardware components that need to be replaced/removed will be done so as part of the overall project budget.

9. Is it possible to quantify the anticipated efficiencies, cost-benefit analysis, return on investment, or total costs of ownership, as outlined in Section 24-37-304 (1)(c.5)(V), C.R.S.?

It is difficult to quantify the efficiencies of providing a functioning environment where students, faculty and staff can more easily have access to cellular coverage. There will be benefits to the students being able to download course materials and research information more easily. There will also be benefits to first responders who will be able to communicate once inside the FRCC buildings, and benefits to staff and faculty who will not need to go outside to make or receive a phone call.

10. The "Equipment fully Supported by Manufacturer" section explains that all equipment will be covered by a 3-year warranty. Is FRCC considering purchasing additional years on the warranty of the equipment, if available, or will the 3-year warranty be considered the end of life for this cellular system?

Yes, the College will consider purchasing additional years on the warranty if available and the budget can cover. The College as a matter of routine on capital construction and controlled maintenance project routinely will included extended warranties.

Fiscal Year 2024-25 Information Technology Request

University of Northern Colorado
Wireless First

SHORT PROJECT DESCRIPTION

The University of Northern Colorado (UNC) is requesting one-time state funds and cash funds spending authority to implement a modern wireless network on campus, referred to as a Wireless First initiative.

PRIORITY NUMBERS

2025034

<u>Prioritized By</u>	<u>Priority</u>	
OSPB	Not Prioritized	Not recommended for funding.
DHE	2 of 7	Recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$0	\$5,125,326	\$0	\$0	\$5,125,326
CF	\$0	\$219,122	\$0	\$0	\$219,122
Total	\$0	\$5,344,448	\$0	\$0	\$5,344,448

PROJECT STATUS

This is a new, never-before-requested project.

PROJECT DESCRIPTION

UNC is requesting state funds and cash funds spending authority to transition from wired internet and physical phone connectivity to a wireless network in every academic, residential, and administrative area of campus. According to the university, the current network is an obsolete design from the early 2000s. The university states that the Wireless First project will upgrade and provide a wifi-6 environment to roughly a million square feet. The project will also expand the adoption of Microsoft Teams Softphone to reduce wired switch count for physical phones.

The project will reduce technical debt and avoid increased security vulnerabilities associated with aging infrastructure and discontinued manufacturer updates of existing network in 2025. UNC states that by modernizing its wireless network design, technology, and edge switches, it can provide a seamless technology experience for students, faculty, staff. The university states that the project will enhance teaching, learning, and research outcomes, as well as improve overall user satisfaction.

PROJECT JUSTIFICATION

According to the university, existing residential connectivity relies on a single wired "port-per-room" system, whereby student dorm rooms, which are in most cases shared between multiple students, allow access for a single device to be connected to the internet via the room port. Additionally, student devices that are not equipped with an ethernet port require an adapter that students are required to purchase. The university states that the alternative wireless option of using cellular connectivity is impeded by the location and design of buildings on campus that interfere with reliable stable mobile data coverage. Additionally, the university states that students are not allowed to setup/connect personal Wi-Fi routers.

The university identifies physical and cyber security justifications for the project. According to the university, ensuring that students and staff have reliable wireless connectivity provides the necessary ability to communicate and receive alerts in the event of an emergency. UNC states that refreshing edge switches will ensure optimal availability for life safety systems such as building control systems, door access, security cameras, and digital campus signage.

Fiscal Year 2024-25 Information Technology Request

University of Northern Colorado
Wireless First

COST-BENEFIT ANALYSIS

UNC indicates that it compiled a cost-benefit analysis of a Wireless First design that will provide the best return on investment and will be supported for at least the next decade. UNC's initial research resulted in an estimated wireless and edge technology debt of roughly \$5.0 million, or 32 percent of their annual operating budget. Additionally, UNC states that migrating campus to a software-based phone system will eliminate at least 20 percent of existing switches and save over \$600,000 in the long term in operating costs.

PROJECT COST INFORMATION

UNC provided the following project cost estimates for this project:

- Equipment: \$5,089,999
- 5% Project Contingency: \$254,500

CASH FUNDS

The source of cash funds for this project is institution operating funds.

PROJECT RESEARCH

UNC indicated that it explored all options to provide the best service and coverage at a competitive price and consulted with various vendors over the past two years, including Nile, Comcast, CenturyLink, Cisco, Aruba, Ubiquiti, and multiple value-added resellers (VARs). UNC stated that it has spent the last two years developing a unified Wireless First project within a proven project management framework, governed by UNC's Information Management & Technology's Project Management Office, that will be implemented by experienced project managers. UNC also states that representatives are meeting monthly with other institutions of higher education that are modernizing their wireless infrastructures in order to discuss best practices.

ADDITIONAL PROJECT INFORMATION

According to the university, access to the networking administrative functions will require two-factor authentication, and securing data associated with this project will not compromise federal privacy laws such as the Family Educational Rights and Privacy Act (FERPA), Health Insurance Portability and Accountability Act (HIPPA), or payment card industry (PCI) compliance laws.

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	April 2024	July 2024
Implementation	July 2024	June 2026
Testing	July 2024	June 2026
Closing	August 2025	June 2026

Fiscal Year 2024-25 Information Technology Request

University of Northern Colorado
Wireless First

QUESTIONS

1. How long is the warranty available for all network equipment you plan to purchase? Will that warranty determine the end of life for the new equipment?

For wireless access points, we plan to use that equipment until it is depreciated past usefulness or does not meet security standards. Network switches have a greater impact on our security posture, we would use the limited lifetime warranty until the switch is at the end of support. Currently, there is no end-of-support date identified for the switches we plan on purchasing. At a minimum, we plan on purchasing seven years for maintenance for our switches.

2. Is there a cost to decommission the old system?

They are accounted for in both our existing FTE and in labor associated with installing the new systems.

3. Will all equipment for this project be purchased once to leverage volume pricing, and if so, will some equipment be in storage until it is time to install it?

Yes. We will be purchasing all equipment upfront to take advantage of volume pricing. Switches will be stored in environmentally controlled environments in our warehouse or IM&T storage areas. The APs will be stored in partner warehouses, or within our environmentally controlled spaces previously outlined until deployed.

4. Does the campus have a redundant internet provider for emergencies?

Yes. UNC has two ISPs. We have two redundant connections with our primary ISP. Our secondary ISP services us through a third independent path.

Fiscal Year 2024-25 Information Technology Request

Otero College

Classroom Security Access Software and Computer Equipment Upgrades

SHORT PROJECT DESCRIPTION

Otero is requesting state funds for the purchase of technology, software, and equipment upgrades. Funds will be directed towards personal laptop computers for students to borrow for an entire semester at no charge, and also to allow Otero to purchase software for classroom security access.

PRIORITY NUMBERS

2025035

<u>Prioritized By</u>	<u>Priority</u>	
OSPB	Not Prioritized	Not recommended for funding.
DHE	6 of 7	Recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$0	\$438,000	\$0	\$0	\$438,000
CF	\$0	\$80,000	\$0	\$0	\$80,000
Total	\$0	\$518,000	\$0	\$0	\$518,000

PROJECT STATUS

This is a new, never-before-requested project.

PROJECT DESCRIPTION

Otero is requesting state funds and cash funds spending authority to upgrade classroom technology, purchase personal computers for students to check out, and to allow Otero to purchase software for classroom security access. The college indicates that the software would allow classrooms to be locked at all times, but allow students to have access to specific classrooms based on their class schedule. Otero states that the software would thereby eliminate the need for teachers to prop doors open for the first 15 minutes of class for students who arrive late.

PROJECT JUSTIFICATION

According to Otero, current equipment is at the end of its life. The college states that upgrading computer equipment across campus, providing no-cost laptops for check-out and improving security on campus through acquisition of software that would align with the current door lock system would enable it to advance accomplishing Goal 1 of its strategic plan of enhancing the student's experience. As online instruction becomes more common in higher education, Otero states that project will increase its ability to provide remote delivery of course content and that the project would support additional Otero strategic goals, to transform the workplace.

COST-BENEFIT ANALYSIS

According to the college, a cost-benefit analysis of the project shows improvement in student enrollment, retention, and completion rates, and meeting the need to stay up to date with industry standards of software and devices. Otero indicated that it is unable to quantify a return on investment in regard to campus security for staff, students, and the overall community; however, the college indicated that being able to offer remote access in its courses will increase revenue as more students search for its education platform. Furthermore, it states that the \$438,000 requested for the software and hardware upgrades will have an impact on safety as well as student learning, completion, and retention rates.

Fiscal Year 2024-25 Information Technology Request

Otero College

Classroom Security Access Software and Computer Equipment Upgrades

PROJECT COST INFORMATION

Otero provided the following cost information:

- PCs, Laptops, Terminals, PDAs: \$453,000
- Other (Specify) - Software: \$65,000

According to Otero, project cost estimates are based on current market value of items requested. The college states that there will most likely be no cost savings associated with this project and that any ongoing costs will be absorbed within the general fund budget. The college states that it did not request funding for contingency as it projected actual cost of hardware and software. It also states that there will be no labor and installation costs on the hardware as its IT department will be performing this work.

CASH FUNDS

The source of cash funds for this project is the Otero College Student Technology Fee.

PROJECT RESEARCH

Otero states that it analyzed several alternatives and, due to the current infrastructure and continued partnership with the Colorado Community College System, the proposed project is the most cost- and time- effective, and will allow the college to mitigate issues to prevent cost overruns. Otero states that project cost estimates are based on current market value of items requested.

ADDITIONAL PROJECT INFORMATION

The college states that the ability to provide laptops and iPads for students to check out if they are unable to afford this technology equipment on their own helps remove equity gaps and invests in the affordability of higher education.

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	July 2024	July 2024
Implementation	October 2024	June 2026

QUESTIONS

1. What is the projected life expectancy of the new software and equipment? Is there a cost to decommission old systems and equipment?

Hardware – 5 to 7 years. Many of our old devices have been disposed of at no charge to the college. I expect this to continue. Software – Generally 6 to 10 years, depends on vendor support. This would be new software so no cost to decommission old systems.

2. What does Otero College consider as end-of-life for hardware and software? Are the systems and equipment being replaced in this request considered beyond end-of-life?

We generally consider hardware and software end of life when we can no longer apply updates and/or get support.

3. Will the college leverage state purchasing agreements to purchase the hardware and software included in the request?

Yes, we ensure that we look at the state purchasing agreements first when making all purchases and use them whenever possible.

4. Can you clarify specifically what hardware and software will be purchased?

Fiscal Year 2024-25 Information Technology Request

Otero College

Classroom Security Access Software and Computer Equipment Upgrades

Hardware

Staff/faculty mobile devices. (Laptops, doc stations, Apple tabs where needed)

Student mobile devices. (Laptops and Apple tablets)

Software

The software we currently use is Vanderbilt Security Management System, the request is for an upgrade option to the current software we use.

5. Why does the project require three year roll forward spending authority?

Hardware replacement/refreshing takes a lot of time. When replacing staff/faculty devices you must consider each use case and ensure all current application/files/settings are transferred over. This process will be time consuming to ensure accurate transfers occur.

Fiscal Year 2024-25 Information Technology Request

Colorado State University
Human Capital Management

SHORT PROJECT DESCRIPTION

Colorado State University (CSU) is requesting a combination of state funds and cash funds spending authority to replace multiple human resources (HR) systems with an inter-campus cloud-based Human Capital Management (HCM) system. Funding will be used for software acquisition and related contingency planning.

PRIORITY NUMBERS

2025025

Prioritized By	Priority	
OSPB	Not Prioritized	Not recommended for funding.
DHE	7 of 7	Recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

Fund Source	Prior Approp.	FY 2024-25	FY 2025-26	Future Requests	Total Cost
CCF	\$0	\$11,015,322	\$14,552,818	\$691,934	\$26,260,074
CF	\$0	\$3,477,656	\$1,680,671	\$2,057,614	\$7,215,941
Total	\$0	\$14,492,978	\$16,233,489	\$2,749,548	\$33,476,015

PROJECT STATUS

This request is for phase one of a three-year continuation project. This is a new, never-before-requested project.

PROJECT DESCRIPTION

CSU is requesting a combination of state funds and cash funds spending authority to purchase and integrate a shared multi-campus HCM system to replace numerous outdated HR systems through alignment of IT across the CSU Ft. Collins, Pueblo, and Spur campuses, and the CSU-System office. According to the university, this upgrade will increase efficiencies, reduce vulnerabilities, and improve faculty and staff workflows. CSU also indicates that it will positively impact students through student employee interactions with the system, as well as use by the CSU Career Center. The proposed HCM system will be cloud-based and is intended to reduce security vulnerabilities and redundancies in existing systems and will result in substantial cost savings and opportunities for staff reallocations.

PROJECT JUSTIFICATION

If funded, CSU will be replacing HR systems that, according to the CSU, range between 20 to 30 years old. The university provided an example of recent severe issues that caused a necessary restoration of their Fort Collins system from an old backup, losing days' worth of work and data. The university states that there are security vulnerabilities that increase the university's technological debt and further heighten the need to address the operational challenge of managing third-party systems used to supplement an aging HR IT infrastructure. The university is formally combining the organizational structures, budgets, services, and systems for IT across CSU-Ft. Collins, CSU-Pueblo, CSU Spur, and the CSU-System Office into a single operating system, which they refer to as the CSU System IT Alignment Initiative. CSU indicates that development of a HCM is a key strategy of this initiative. Additionally, according to the university, the cloud-based disaster recovery system will complement existing on premises disaster recovery processes, thereby improving emergency management processes. Finally, the university highlights the impact of the HCM system on student employees, stating that the system will require an application process for student employees that will better resemble the experience they will face when applying for jobs after graduation.

Fiscal Year 2024-25 Information Technology Request

Colorado State University
Human Capital Management

COST-BENEFIT ANALYSIS

CSU anticipates decommissioning 17 different HR systems that were purchased to address gaps with the current platform. CSU plans to reinvest the cost of operating these systems, estimated to be \$1.0 million annually, into the new HCM system. The university indicates that future HCM system operating costs are estimated at \$1.8 million annually, which will be funded through the reallocation of costs associated with the current HR system. CSU anticipates increases in staff productivity as a result of time savings that will be realized from the new system across campuses both for HR professionals as well as hiring managers and employee supervisors. According to CSU, from an IT staff perspective, initial evaluations suggest the ability to reallocate and reinvest 5 IT FTE to other growth areas such as business intelligence, cybersecurity, and platform integrations.

PROJECT COST INFORMATION

The university provided the following cost estimates in FY 2024-25 for the total funding of the HCM system:

- Consultants/Contractors: \$3,407,656
- Training: \$70,000
- Software COTS: \$10,586,751
- Contingency: \$428,571

The university provided the following cost estimates for FY 2025-26:

- Consultants/Contractors: \$1,411,282
- Training: \$87,389
- Software COTS: \$12,163,389
- 10% Renovation Contingency: \$2,571,429

The university provided the following cost estimates for FY 2026-27:

- Consultants/Contractors: \$667,274
- Training: \$44,340
- Other Services/Costs: \$1,000,000
- Software COTS: \$1,037,934

CSU states that a detailed budget with a range of vendors with varying capabilities was created by the Tambellini Group and that they are including vendor costs at the upper end of the range in their request. According to the university, if expected costs through competitive bidding come in lower, CSU will revert funds back to the state. The university states that functionality and selection of the right HR modules are important to achieve long-term return on investment. They further state that this could result in a higher initial costs depending on the vendor, but will reduce the total cost of ownership when looking at the investment over 15 to 20 years. With regard to the impact of software licenses on project cost, CSU states that licenses are transferable and increased employee counts will affect the annual cost which will be borne by the institutions. According to CSU, an annual certification of employee counts by the vendor is anticipated to adjust license costs.

CASH FUNDS

CSU indicates that institutional sources will be the source of the cash funds for the implementation of this project and the campuses will each be responsible for their share of the ongoing costs (licensing, staffing, etc.) once the project is into a steady state environment.

PROJECT RESEARCH

CSU hired the higher education advisory firm Tambellini Group in November 2022 to conduct an assessment of its current HR system. Tambellini met with key internal stakeholders and produced a report for CSU outlining various options that included a recommended solution. The university provided a GAP analysis and Key Challenges section as a component of their request.

Challenges identified by the university include:

- burdens of manual, transactional work;
- limited reporting and analytics capabilities;
- a lack of integration among teams;
- security vulnerabilities and added expense of maintaining disparate systems; and,
- reliability of system for contacting employees in the event of an emergency.

Fiscal Year 2024-25 Information Technology Request

Colorado State University
Human Capital Management

According to CSU, the report produced by Tambellini included a national evaluation of mid- and large-market HCM vendors for higher education and requirements around pre- and post-implementations phases of the project.

ADDITIONAL PROJECT INFORMATION

CSU states that institutional agreement on principles and preparation before implementation activities begin is critical to project success. The university will prioritize consolidation and replacement of third-party systems used for payment processing, reporting, and other functions as a component of maximizing the functionality of the new HCM system. CSU also indicates that it will develop mature data governance and will commit resources to understanding of and transparency into data sources, appropriate and timely access, and oversight into its use.

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	July 2024	January 2025
Implementation	January 2025	July 2026
Testing	July 2026	January 2027

QUESTIONS

1. Why do the outyear request amounts not include any adjustments for inflation?

There are three components to this:

-There is a contingency budget line item to cover inflationary increases if needed for training and tool cost overruns to ensure a new subsequent request to the state will not be required.

-Personnel costs are established for a set three years and due to the timing of hiring and negotiated salary, we have the flexibility to adjust salary offers to ensure inflationary increases are incorporated but staying within the requested state funding.

-From experience with enterprise software vendors, we anticipate a set three-year contract with equal amounts in each year when the contract is awarded, so inflation will be built into the overall cost of the entire project from the vendor quote.

2. Why does the year three request not include any amount for project contingency? In addition, for phase one, form CC_IT-C indicates a total project cost of \$14,064,407, with a 10% contingency amount of only \$428,571. Please explain the discrepancy or resubmit a corrected form.

The overall implementation costs has a contingency percentage of 20% applied to \$15,000,000 (not the entire overall project cost).

The amount of \$428,571 is correct in year 1 and the amount of \$2,571,429 is correct in year 2 because it is based on a contingency rate of 20% applied to only the implementation costs that are subject to contingency.

Year 3 does not include a contingency because it is primarily post go-live, and all costs will be known as we enter year three of project implementation.

3. What will the consequences be if the department does not receive an appropriation for future phases?

Our main sources of funding are from student tuition and fees and state support. So, the primary benefit of State participation is to alleviate cost pressures on students across our entire enterprise. Fundamentally, any State support for our infrastructure (either physical spaces or information technology) allows us to serve students at lower costs. In this case, this HCM system supports all the employees across multiple campuses who serve our students. The main consequence of not receiving State support is the opportunity cost of that money to other student services.

4. How will the project be managed?

The project structure below includes dedicated resources (core planning team) as well as partnership from the executive and functional expert level. Additionally, we are committed to change management and communication best practices to ensure

Fiscal Year 2024-25 Information Technology Request

Colorado State University
Human Capital Management

timely execution and adoption of this project across our various campus communities.

This project implementation will also have project management support from the selected vendor and associated implementation partner.

HCM Project Structure

Executive Committee:

CSU-System: Sr. Vice Chancellor Administration

CSU -Ft. Collins: CFO, VP Information Technology, VP Human Resources, & Dean of Libraries

CSU-Pueblo: CFO, VP Operations

*Meets monthly with Project Lead and Core Planning Team as needed

Core Planning Team:

CSU-Ft. Collins: Project Lead, Project Manager, Communication/Change Manager, HRIS lead, and Distributed HR lead

CSU-Pueblo: Sr. Human Resources Manager

*Meets weekly and on a recurring basis with Implementation Teams

Implementation Teams:

Formation of implementation teams will occur in 2024 and include campus stakeholders, Human Resources staff (employee relations, talent management, benefits, payroll), and technology staff.

5. In "Phase 1" of the "Project Timeline and Backfill" section, several actions are described that the research vendor recommends the university complete before July 1, 2024. Has the university begun this process? Does the university have the capacity to complete these tasks before July 1, 2024?

Yes, we have begun our process and have completed:

- Hiring a project lead
- Multi-campus software functionality requirements gathering for the RFP
- Drafting RFP with procurement department leadership
- Developing staff backfill strategy
- Identifying resources for Project Management, Change and Communication Management
- Establishing network for communication and participation with campus HR liaisons and supervisors

Upcoming in Q1 and Q2 2024 efforts will include:

- Change Management activities on each campus
- HR data review and cleanup
- Business process review standardization
- Platform integration review

We are on track to start our implementation in July 2024.

Fiscal Year 2024-25 Information Technology Request

Colorado Historical Society (History Colorado)
History Colorado Website

SHORT PROJECT DESCRIPTION

History Colorado is requesting \$541,000 in state funds and cash funds spending authority to create a new, reconstructed website.

PRIORITY NUMBERS

2025039

<u>Prioritized By</u>	<u>Priority</u>	
OSPB	Not Prioritized	Not recommended for funding.
DHE	Not Prioritized	Not recommended for funding.

PRIOR APPROPRIATION AND REQUEST INFORMATION

<u>Fund Source</u>	<u>Prior Approp.</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>Future Requests</u>	<u>Total Cost</u>
CCF	\$0	\$336,000	\$214,000	\$0	\$550,000
CF	\$0	\$175,000	\$75,000	\$0	\$250,000
Total	\$0	\$511,000	\$289,000	\$0	\$800,000

PROJECT STATUS

This is a new, never-before-requested project.

PROJECT DESCRIPTION

History Colorado is requesting a combination of state funds and cash funds spending authority to redesign a new website. The public uses the website to purchase tickets to the museum, access the museum's online collection and educational resources, and provides a number of community resources including grant funding. The project will create a new website with the capacity for growing community engagement, improved access to grants and resources, and increased functionality for mobile devices.

Phase one of the project will begin the Request for Information (RFI) process and the planning, design, and development of the website redesign.

PROJECT JUSTIFICATION

Sections 24-80-202 and 24-80-210, C.R.S. require History Colorado to preserve the state's collection and make it accessible. The current website database provides access to the online collection, informational resources, and grants, most notably to rural communities. In FY 2022-23, the agency received 108 grant applications for a total potential of \$22 million in historic preservation and funded 70 of those grant applications for \$10.2 million. History Colorado operates eleven museums and historic sites and is responsible for their main website as well as the Colorado Encyclopedia, Curriculum, and Online Exhibits websites.

According to the agency, the website hosted 985,000 users, a 31 percent increase from the prior year, and 2.1 million page views during FY 2022-23. The current website has been in operation for six years and the industry standard lifetime for a website like this is five to seven years. Additionally, the current website was not designed for access by mobile devices, and the agency states about 56 percent of users access the website on a mobile device.

COST-BENEFIT ANALYSIS

History Colorado was unable to quantify cost savings as required by Section 24-37-304 (1)(c.5)(V), C.R.S. but states ticket sales are projected to increase with improved website navigation and compatibility with search engines. History Colorado is an enterprise agency and is responsible for generating its own revenue.

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Additionally, the current website requires an outside vendor for external content page template rebuilds costing about \$200 an hour for approximately 60 hours per project. The updated website would streamline the process for the agency to do that work in house.

PROJECT COST INFORMATION

History Colorado provided the following project cost information for phase one of the project:

- OIT Contracted Program Manager: \$100,000
- Other Services and Costs, Website Development, and Implementation: \$420,000
- 5% Project Contingency: \$21,000

CASH FUNDS

The source of cash funds for this project is the Museum and Preservation Operations Account Fund 4390.

PROJECT RESEARCH

History Colorado states that the agency staff worked with the Office of Information Technology, Statewide Internet Portal Authority, and vendors to analyze estimates for development of a website containing over 30,000 pages. Additionally, the agency used the last website rebuild in 2017 to help in project cost estimates and best practices.

ADDITIONAL PROJECT INFORMATION

Change Management Plan. The agency will require a change management plan to train staff and conduct prior-to-launch testing as part of the request for proposal (RFP).

IT Accessibility Considerations. The vendor will be required to adhere to the IT Accessibility requirements as outlined in House Bill 23-111- and Senate Bill 23-244.

PROJECT SCHEDULE

	Start Date	Completion Date
Planning	July 2024	February 2025
Implementation	December 2024	September 2025
Testing	June 2025	October 2025
Closing	August 2025	December 2025

QUESTIONS

1. Recently, the JTC has required departments and institutions to provide quarterly progress reports upon receipt of IT capital funds. Will there be any obstacle to providing these updates if the project(s) receives funding this year?

History Colorado would be happy to provide quarterly updates to the JTC in any format requested and there are no obstacles to providing these updates.

2. Page 5 of the request mentions that the operating budget will increase by an additional \$34,000 and the improved website is expected to generate enough revenue to cover this cost on an ongoing basis. What if it does not?

The current operating budget for website maintenance is \$130K and ranges up to \$150K depending on maintenance needs in a given year for the various websites managed by History Colorado. This cost would remain roughly the same year over year, but with potentially large annual increases due to the aging of the current main website (HistoryColorado.org) if this request is not funded. Additionally, based on improved customer experiences provided by a new website there are earned revenue generating

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opportunities that are limited under the current website due to poor website navigability.

3. What is the projected life expectancy of this website? Is there a cost to decommission the old website?

Websites can generally last for 5-7 years or perhaps longer if they are maintained properly and built to expand. It is imperative for websites to evolve overtime to meet the current industry, technological advancements and common use standards such as page load times, navigation features, etc. Sites that are built from the onset with these types of expansions and upgrades in mind can last longer and be more cost effective to maintain over time as well as grow and adjust to accommodate technological advancements. If this website development project is funded, History Colorado plans to secure a vendor to provide this flexibility on the new website design, layout, and construction using an open source platform that can accommodate shifts as required over time.

Part of the anticipated development costs include the content transfer to the new site, deletion of outdated or unused content, redesign of the navigation and home page. There are no additional fees associated with closing down (or transferring) the old website.

4. Is History Colorado able to quantify the anticipated efficiencies, cost-benefit analysis, return on investment, or total costs of ownership, as outlined in Section 24-37-304 (1)(c.5)(V), C.R.S.?

The Need for Redesign:

The proposed redesign, budgeted at \$830,000, is a strategic investment in our digital future. It is a blueprint for a website that is intuitive, accessible, and engaging. By leveraging the latest advancements in Drupal and optimizing our hosting solutions with Pantheon, we anticipate a significant reduction in page load times—a critical factor in user retention and satisfaction.

Furthermore, the redesign will introduce a suite of new features, including interactive exhibits, virtual tours, and enhanced educational resources, which are projected to increase our online traffic by at least 30% within the first year post-launch. This should lead to increased earned revenue, but the amount of revenue generation is difficult to estimate.

We are confident that this investment will yield a high return through better functionality and user experience, operational efficiencies, and in expanding the statewide impact of History Colorado.

Cost-Benefit Analysis and ROI:

The benefits, though not easily quantifiable, are substantial. An updated website will enhance our brand, attract more educational partnerships, improve the dissemination of information which supports the History Colorado strategic goals of sharing diverse stories of Colorado and strengthening Colorado through education, and support the strategic goal of investing in rural prosperity by making Historic Preservation grant opportunities and information easier to access. These factors contribute to a robust ROI that extends beyond the cost, savings, and potential revenue numbers.

Qualitative Case

History Colorado strengthens Colorado through education and shares diverse stories and histories of Colorado that otherwise might not be told. Our website is not merely a digital brochure but a dynamic repository where history is preserved, explored, discussed and disseminated. However, after six years of service, our digital infrastructure has aged in a sector where technological advancement is rapid and relentless. The proposed redesign is not a luxury; it is a necessity to ensure that we continue to engage, educate, and connect communities across the state.

Quantitative Modeling

Enhanced Performance and User Engagement:

- Current average page load time: 5 seconds.
- Industry standards suggest that reducing page load time by 1 second can increase user engagement by up to 20%.
- Post-redesign target page load time: 2 seconds, aiming for a 60% increase in user engagement.
- Anticipated increase in online visitors: 40% increase from – to – annually, based on improved engagement metrics.

Cost Reduction via Streamlined Operations:

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- Current content update process: 5 hours per week at \$50/hour.
- Post-redesign, with a more efficient CMS, estimated reduction to 2 hours per week.
- Annual savings in labor: \$7,800.
- Over five years, labor savings amount to \$39,000.
- This allows for staff to redirect their efforts to other priorities and will not result in a budget reduction.

5. If the RFP process has not yet begun, how did History Colorado determine that \$883K will cover the upgrade costs?

In order to prepare this request, History Colorado carefully reviewed the costs and lessons learned from the 2017 History Colorado website upgrade and updated them for current costs. Staff also reviewed other state IT project requests of a similar nature. Current costs were determined through staff research, discussions with the Office of Information Technology and Statewide Internet Portal Authority and informal discussions with various website vendors to compare and contrast general estimates for development of a website this size (30,000+ pages).

6. Is there a plan to scrub data before any data is transferred to the new system from antiquated data sources?

Yes. The web development team, in conjunction with History Colorado, can determine outdated content and/or broken page links that may need to be removed. This junk data and old content will be deleted prior to the new site posting to the public. This site content clean-up will also have a positive impact on how search engines view our website and will ultimately improve our SEO rating making it easier to share History Colorado's products and services with the general public.

7. What will the consequences be if the department does not receive an appropriation for future phases?

If History Colorado does not receive an appropriation for future phases of the website redesign, the consequences could be multifaceted and increasingly detrimental over time. Here's a detailed look at the potential impacts:

Immediate Consequences:

Stagnation of Digital Presence: Without funding, the website will remain in its current state, which is already identified as outdated. As digital standards and user expectations continue to evolve, the site will become increasingly misaligned with contemporary web practices, leading to a decline in user engagement.

Decreased User Engagement: Users today expect fast, responsive, and visually appealing websites. The current site's inability to meet these expectations will likely result in a continued decrease in traffic, lower session durations, and higher bounce rates, directly affecting the visibility and reach of History Colorado's digital content.

Opportunity Costs: The failure to modernize will result in missed opportunities for increased revenue through ticket sales, membership renewals, gift shop sales, and enrollment in educational programs that a more modern and engaging website would likely facilitate.

Long-Term Consequences:

Erosion of Educational Impact: As a government agency with an educational mission, the inability to provide a robust online learning environment will hinder the agency's ability to serve schools, researchers, and the general public, potentially leading to a decline in educational outreach and impact.

Brand and Reputation: The website serves as the face of History Colorado. An outdated website may reflect poorly on the institution's image, suggesting a lack of innovation and relevance, which could impact partnerships, sponsorships, and grant opportunities.

Security Risks: Older websites are more vulnerable to security breaches. Without updates and redesigns that include the latest security measures, the site may become a target for cyber-attacks, which could compromise user data and trust.

Increased Maintenance Costs: As the website ages, maintenance will become more complex and costly. The site may require more frequent emergency fixes and patches, leading to unpredictable and potentially higher expenses.

Incompatibility with Modern Technologies: The lack of updates will eventually lead to incompatibilities with modern browsers,

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devices, and third-party integrations, which could further degrade the user experience and functionality.

Loss of Competitive Edge: Other historical institutions and educational resources will continue to improve their online offerings, making them more attractive to users and potential donors. History Colorado risks falling behind other cultural institutions, losing both visitors and prominence.

Diminished Accessibility: As web accessibility standards evolve, the current site may fall out of compliance, making it difficult for users with disabilities to access information, which is not only a disservice to the community but could also lead to legal challenges.

Conclusion: The absence of funding or partial funding for the website redesign would place History Colorado at a significant disadvantage. It would impede the department's ability to fulfill its mission effectively, diminish its educational and cultural impact, and potentially increase long-term costs due to outdated technology and lost opportunities. The appropriation for future phases is not just an investment in a website but an investment in the cultural capital and educational future of Colorado.