

Information Technology Workgroup

Report to the Nebraska Children's Commission

Work Group Co-Chairs

- Nancy Forney, CASA Volunteer
- Dave Newell, President and CEO of Nebraska Families Collaborative

Commission Members

- Karen Authier, Executive Director of Nebraska Children's Home Society
- Kim Hawekotte, Executive Director of Foster Care Review Office
- Martin Klein, Deputy Hall County Attorney
- Thomas Pristow, Director of Children and Family Services within the Department of Health and Human Services
- Vicky Weisz, Nebraska Court Improvement Project

Subject Matter Experts

- Doug Beran, Department of Health and Human Services
- Lynn Castrianno, Nebraska Families Collaborative
- Linda Cox, Foster Care Review Office
- Paula Crouse, Justice
- Brenda Decker, OCIO
- Dean Folkers, Department of Education
- Steve Gedwillo, Probation
- Kelli Hauptman, Center for Children, Families, and the Law
- Chrissy Hauschel, Voices for Children
- Eric Henrichsen, Department of Health and Human Services
- Linda Leatherman, Justice
- Mike Overton, NCJIS Admin at Crime Commission
- Liz Neely, Objective Advantage, LLC
- Corey Steel, Probation

Preamble

Child welfare agencies and organizations utilize a diverse array of technology, with hundreds of different systems in use. However, the use of technology in child welfare is approximately a decade behind the business sector. The current system in Nebraska, N-FOCUS, has been in operation statewide since 1996. In the seventeen years that N-FOCUS has been utilized, a number of other systems have developed and advanced to assist in the collection and analysis of data. In April of 2012, the Nebraska State Legislature passed LB 1160, which called for a solution to the technological, data collection, and workforce challenges faced by child welfare in Nebraska. LB 1160 recognizes that the capacity to collect child welfare data effectively has many benefits at both the field level and the policy level. Enhanced data collection and analysis allows the legislature to provide better oversight and create responsive legislation that addresses the current needs and challenges of the child welfare system. Timely and quality case management decisions and actions can be made only with access to complete and accurate data. In turn, this ability to access information and manage caseloads leads to a more competent and stable workforce with greater retention of case workers. An electronic data collection system with the capacity to integrate child welfare information into one system can more effectively manage, track, and share information, leading to better outcomes for children and families.

Workgroup Responsibilities

The Nebraska Children's Commission formed the IT Workgroup for the purpose of recommending technological solutions to information exchange and measured results across Nebraska's systems of care (see Appendix A for the Information Technology Work Group Charter). The purpose of the IT Workgroup is to recommend information management/technology solutions that will improve data sharing, communication and accountability, and foster data driven decision making by administrators and policy makers. A goal of the Nebraska Children's Commission's Strategic Plan is the utilization of technological solutions to information exchange to ensure measured results across systems of care and the IT workgroup was created to further this goal. One role of the Work Group is to develop a proposal for system integration, coordination and accessibility. The IT Workgroup has explored and analyzed a number of different systems and ideas as potential solutions.

Recommendations

The IT Work group has reviewed a number of different systems. Three of the ideas and systems considered have risen to the top as highly promising practices for the utilization and organization of data, and are recommended for further exploration. These highly promising systems are Management Information Systems, Data Aggregate Systems, and Predictive Analytics Systems. The IT Workgroup recognizes that each organization or agency will need to implement a solution to meet its unique business needs. While each organization or agency may choose a different IT solution, any system should have the following characteristics:

- Consistent and accurate data management;
- Improves reporting capabilities;
- Improves capacity of workers to perform the major functions of their jobs; and
- Provides stakeholders with access to information and tools that support consistent policy and practice standards across the state.

The purpose of this report is to provide a brief summary and overview of each of these systems to inform further deliberation and exploration. There are a number of products that provide technological solutions and this report considers three in particular. In addition to the products considered here, there are other promising products, such as Casebooks and SAP. At pages 12-17, each of the three systems has been placed on a matrix comprising of key considerations when selecting a system. These criteria are the components of the necessary characteristics for any solution. Because each agency and organization has their own needs, not every criterion will need to be met to fulfill its unique business needs. Included at page 18 is a blank matrix for further exploration of other systems.

Background

The IT Workgroup recognizes the importance of reliable data as it relates to child welfare and services. Organized and accurate data is necessary to improve outcomes for children and families as it facilitates tracking, scheduling, reviewing, reporting, and other necessary functions in identifying service needs and providing necessary interventions. There is little doubt that the child welfare and juvenile justice systems in the State of Nebraska have a wealth of

administrative data. However, the data currently collected by various State and private agencies is not currently being utilized to its fullest potential. The quantity of data has increased, but due to challenges in reporting, access, and training, the availability of real information is limited which has resulted in DRIP (data rich information poor).

Although many of the data points needed for decision making are in the data base, extracting this data in one manageable report is often unavailable, making it difficult for decision makers to obtain all necessary information to inform decisions. Having data in one accessible place would give decision makers all of the information needed to inform their actions, leading to better outcomes for children and families. Data is not only important in making decisions, but without data it becomes impossible to measure outcomes to ensure that the appropriate services and programs are available in communities for families. There is a saying “if you can’t measure it, you can’t manage it”. Although we’re measuring quite a bit, we still can’t manage because we can’t access what we’re measuring. Technological solutions to information exchange are necessary in order to support a prevention and intervention system of care to improve the safety, permanency and well-being of children and families across the State of Nebraska.

The Current System

Nebraska’s current system, N-FOCUS, has been the subject of a Legislative Bill, LB 1160, passed by the 102nd session of the Nebraska Legislature identifying several key weaknesses that any new system would need to address. There are three main issues which impact the ability of N-FOCUS to meet the data capture and reporting needs for Child Welfare. The first is that the N-FOCUS system does not have the capacity to analyze routinely and effectively the data required to inform policy decisions, child welfare service development, and evaluation of its child welfare system. As an example, the Foster Care Review Office, (“FCRO”) has been tasked by statute with a number of data tracking and reporting tasks regarding children in out-of-home care. However, the FCRO has encountered a number of hurdles in performing these tasks due to the structure and functioning of N-FOCUS. The FCRO’s 2013 annual report notes that N-FOCUS does not have the capacity to respond to changes in the child welfare system in a timely manner, is unable to meet FCRO’s data needs, and the FCRO must resort to cumbersome and time consuming methods of obtaining data, such as hand counts and other manual means.

The second is that the system is difficult to use and does not provide the appropriate reports for meaningful monitoring of the child welfare system for children's safety, permanency and wellness. N-FOCUS requires trained professionals to make program changes and only a select few can successfully query the system. New caseworkers enter the job accustomed to using up to date technology and are burdened with learning an outdated and esoteric system. This issue has had drastic effects on the ability to maintain a stable and consistent workforce in front line child welfare workers. Caseworkers spend a significant amount of time at their desks redundantly entering data instead of providing services to children and families in the field. The data is inconvenient to enter and does not result in any usable reports. This means poor worker buy in to the current system, and consequently, timely and accurate data entry is not a priority to caseworkers.

The third issue is that the system does not easily integrate with other computer systems that have different purposes, capacities, file structures, and operating systems, resulting in silos of operation and information. N-FOCUS does not interface with the court's data system (JUSTICE), juvenile probation computer system, and the department of education's computer system. Each of these systems has relevant data about children that should be shared, but N-FOCUS does not support the exchange of data between entities.

These issues deal with the effectiveness, accuracy, and ease of use of the N-FOCUS system. Any proposed solution to information exchange needs to address the three above issues.

Management Information System: FAMCare

The first type of system considered by the IT workgroup was a Management Information System (MIS). The purpose of a MIS is to provide information that organizations require to manage themselves efficiently and effectively. This purpose is achieved through running reports that provide information about business operations. The term MIS is broadly used and includes decision support systems, resource and people management applications, project management, and database retrieval applications.

In investigating this type of system, the IT workgroup considered a case management program owned by Global Visions Technology, ("GVT"). GVT specializes in software solutions for agencies involved in health care and human services. GVT created "FAMCare," a web based case management platform and has continued to update the system since its creation twelve years

ago. At this time, over 9,500 state employed workers nationwide use the FAMCare system. FAMCare's website is accessible at www.famcare.net.

In order to implement the FAMCare system in the State of Nebraska, GVT would approach the process by slowly shifting the legacy system (N-FOCUS) to the FAMCare system. In the beginning stages of the implementation process, data would be entered directly into the legacy system. On a periodic basis, the data would be extracted and sent to the FAMCare system to avoid duplicate entry of data. The transferred data would include case notes, demographic information, placement information, and court information. An Electronic Data Interface would be created to allow for Nebraska's legacy system to share data with FAMCare. The social worker would not need to enter duplicate data into the FAMCare system; however since N-FOCUS does not perform all functions the social workers need, some additional data would need to be entered into the FAMCare system as well.

Child welfare agencies and workers put significant amounts of effort and time into collecting and entering data about the communities, families, and children they serve. Workers then collect the data and spend significant amounts of time interpreting the data. FAMCare has the capacity to allow staff to run reports that would enhance the agency's ability to provide services based on timely feedback without the burden of time and labor intensive raw data analysis. Because the reports would give staff ownership in the outcomes, there would be an incentive for staff to take greater care to ensure data entry and documentation is complete and accurate.

FAMCare has a number of strengths, including cost effectiveness, ability to meet the requirements of 1160, and ability to create reports. One highly important consideration for any solution is the continued operation of Nebraska's legacy system during a transition to a different system. This system would allow for the infrastructure of N-FOCUS to be maintained while transitioning to the FAMCare system.

The end goal of the FAMCare system is to create software allowing all data to reside in one system so that reports can be made accurately and with ease. This goal has the effect of saving staff time, reducing staff burnout, and allowing for more information to be easily available to the staff, resulting in better decisions made based on outcomes for the children in the State of Nebraska child welfare and juvenile justice system.

A possible strategy with this solution is to develop a “Proof of Concept” in conjunction with the FCRO. This would pilot the ability to transfer data from the N-FOCUS legacy system to a case management database designed specifically for the FCRO. This database would allow the FCRO to manage data collection and match it with data from N-FOCUS.

Data Aggregate System: Data Warehouse

The second type of system explored by the IT Workgroup was a Data Aggregate System. A Data Aggregate System is database use for reporting and data analysis. Data are deposited in the warehouse from disparate sources, and then are congregated into a single database. As an example of the data warehouse, the workgroup investigated the People Service Center Data Warehouse, a central depository database. People Service Center (“PSC”) is headquartered in the state, in Omaha, Nebraska, and has been in operation since 2001. PSC’s website is accessible at <http://www.peopleservices.biz/PSCProducts/Pages/BIDataWarehousing.aspx>.

The Data Warehouse is created in a series of steps that allow for the customization of the database to the needs of the client. The creation and implementation of the Data Warehouse begins with a Planning/Initiation Phase. As PSC creates software and data warehouses for a diverse array of fields, a detailed and focused planning and strategy phase is necessary to create a Data Warehouse project to meet the needs of the Child Welfare field. This system would migrate legacy data to the Data Warehouse. A significant advantage of the Data Warehouse is the ability to create Ad Hoc reports. Ad Hoc reports allow case workers to create or modify reports with little to no training. A web based platform allows for ease of use, and the ability to create reports via the web platform.

PSC notes that their systems are reusable from client to client as it can be modified to fit the needs of the client, and while this does allow for some measure of cost saving, it also means that it is difficult to modify the Data Warehouse structure when the organization changes its structure. Given that there are a number of agencies and players involved in the administration of Child Welfare services, special attention should be given to Data Warehouse’s less flexible structure.

More jurisdictions nationwide are recognizing the value of collecting and utilizing data across all child welfare and other social service agencies and departments. The aggregation of this data in one spot eliminates duplication, consolidates information, and allows States to achieve better outcomes for the children and families in their communities. There has been a

noted lack of communication between county and state governments, and between the governments of different counties. A data warehouse would have the additional beneficial effect of becoming a significant statewide resource, encouraging partnerships, research projects and collaboration between agencies, departments, and systems. Aggregate data allows agencies to identify systemic problems, develop effective policies and priorities, and target funding for maximum impact.

Predictive Analytics System: MindShare Technologies

The third and final type of system investigated by the IT workgroup was predictive analytics systems. These systems analyze the information that has been input into the program and creates reports and alerts. As an example, the IT Workgroup explored MindShare Technologies. This system includes a case management program that allows for mobile access and data entry. Data can be entered as the case worker becomes aware of new information. This supports the case at each point of contact, making data available to the people who make decisions. MindShare Technologies' website can be accessed at www.mindshare-technology.com.

The end goal of MindShare is utilizing data and mobile devices to create a user-friendly case management system in which outcomes can be effectively measured. MindShare requires a visual inspection of each child at least once every thirty (30) days. The system sends an alert to the caseworker and supervisor when a visit is overdue. Photographs stamped with longitude and latitude coordinates and date and time are required from visits. The photograph will be sent directly from smartphone to database without being saved on the smart phone. This system also allows for queries of text strings in case note narratives, to ensure that narratives are filled out properly by caseworkers.

The information that is entered into MindShare is then analyzed for every single case. Information is prioritized and structured into high risk escalation dashboards, where caseworkers can view or receive automated alerts when thresholds are met. Critical factors that are analyzed for each case include prescribed psychotropic medications, placement disruptions, number of caseworkers involved in the case, school absences and grade patterns, allegations of maltreatment in care, conditions of parents and caregiver, timeliness and content of case reviews, status and timeliness of medical visits, input from Guardian ad Litem and demographic information for child and caregiver. Case workers receive alerts to ensure that high risk cases

are monitored closely. The FCRO recently released its annual report and found the concerning statistic that one third of the children reviewed has not been personally contacted by their caseworker or a courtesy worker within the two months prior to the FCRO's review. The FCRO has recommended that a trigger mechanism be created to notify supervisors if worker-child has not been documented.

MindShare software generates reports automatically, unlike the previous two systems explored. While FAMCare and the Data Warehouse have the capacity to create a wide variety of reports, the reports must be user generated. MindShare software creates reports automatically based on a number of risk factors to ensure that state wards are visited and contacted in a timely manner. Access to real time data allows for organizations and individual workers to read the situation in real time and alter actions and services in minutes and hours, not in months and years. This makes the challenges of case management easy for a case worker, who can turn his or her attention from duplicate data entry and paperwork to the substance of the cases and the wellbeing of the children.

A further strength of MindShare technologies is that the system was created specifically to address problems and challenges unique to child welfare services. MindShare Technologies has demonstrated an ability to work with state leaders and with each lead agency to ensure that the unique needs of each agency are met by the system. On-staff lobbyists can assist State and private agencies in implementing this solution through their state and local governments.

Further Considerations

Although each of these ideas have shown promise, it is necessary to be mindful of the following cautions. As with any program, it is imperative to consider the cost of implementation, and to balance the cost with the potential to save time and increase effective case management. A further consideration relates to the nature of technology itself. As technology evolves, any system will need to be updated, requiring additional cost and user training. It is also necessary to be mindful, especially when considering the purchase of external software, of the difference between developing staff skills and vendor management, and system configuration and interface development. Any purchased system may need add-on functionality when applied to existing structures within the State, and it is necessary that the vendor be able to competently develop the functions in a timely manner. It is highly unlikely that any existing

product will meet Nebraska's unique business requirements, so the service will not be a onetime cost due to necessity of customization.

One highly important facet is the systems potential interaction with Medicaid, Resources Development, Adult Protective Services, SNAP, TANF and other social welfare programs. Child welfare services are provided on an incident basis, rather than an eligibility basis. Once child protection services are deemed appropriate, needs for economic or other services may be identified for the family and/or child. The ability to interact effectively with these systems would allow for families to easily determine their eligibility and enroll in necessary services. A further hurdle is to consider the SACWIS compliance of each system.

A further factor is the impact on user, including the ease of use and the time spent training. Caseworker burnout has been identified as a problem within the State of Nebraska's Child Welfare system. An effective and intuitive software system could assist case workers in effectively managing cases and free them from the burden of paperwork and duplicate data entry, allowing for more focus on the cases and children. As a suggested component of the solution of this problem is mobile access, a concern is the security of data where mobile devices are used to input or store data. The sensitive nature of the data requires scrutiny of the security measures of any system considered. Though any change in system will present its own sets of challenges, it is clear that the current system, N-FOCUS, has several critical problems for which solutions are necessary.

While it is important that any new system implemented address the functional and technical issues presented by N-FOCUS, the success of the system depends on timely and accurate data entry. Caseworkers must buy in to the system and consistently enter data. Strong leadership is necessary to ensure that data are entered accurately and consistently. While an updated and organized technological solution is necessary for better outcomes for children and families, it is useless without effective leadership and dedicated staff.

Summary

The IT Workgroup has considered and investigated potential solutions, and three have risen to the top as highly promising practices to solve the information exchange and measured results issues in the State of Nebraska. The first type of system considered, Management Information Systems, uses as an example a case management software program called "FAMCare," a promising system that would allow for maximum utilization of data while slowly

shifting the legacy system to the new system. The second type of system, Data Aggregate Systems, using the People Service Center Data Warehouse as an example, allows for the aggregation of data from disparate sources and the creation of Ad Hoc reports. The third and final type of system explored by the workgroup is Predictive Analytics System, an example of which is the MindShare Technologies program, a user friendly web based “App” for case management that creates alerts based on a number of risk factors. Each system has its advantages and challenges, and each should be thoroughly explored as a potential solution to the problems facing the child welfare service community in the State of Nebraska.

Management Information System

FAMCare

Criterion	Capacity to meet criterion
Meets the requirements of LB 1160	Yes
Reduces paperwork	Yes
Reduces redundant data entry	Yes
Strong change management practices	Unknown
System generated alerts	No
User generated alerts	Yes
Easy to use	Yes
Numerous and comprehensive reports	Yes
Ad hoc reporting capability	Yes
Real time reports	Yes
Real time data entry	No (Some data must be entered into legacy system, which does not have mobile access)
Ability to run search queries	Yes
Real time reports and data	Can run real time reports to the extent that data is entered into legacy system
Mobile Access	Yes
Web based	Yes
Short ROI	ROI is longer as it takes a significant amount of time to utilize this program's full capacity
Easily audit activities	Yes
Allows legacy system to function during implementation period	Yes
Allows input of data at the field level	To some extent. Some data can be entered at field level; however some data is entered into legacy system, which does not have

	mobile access.
Useful at a policy making level	Yes
Useful at a case management level	Yes
Monitors caseworker input of data to ensure accurate and complete input	Yes
Cost effective	Yes
Allows for collaboration between different state and private agencies	Yes
Eliminates or helps to eliminate information silos	Yes
Vendor experience with child welfare field	Vendor has experience with child welfare field; however product was not created for child welfare.
Experience working with state governments and agencies	Yes
Improve child welfare outcomes on a short term timeline	No
Improve child welfare outcomes on a long term timeline	Yes
Consistent and accurate data management	Yes

Data Aggregate System

Data Warehouse

Criterion	Capacity to meet criterion
Meets the requirements of LB 1160	Yes
Reduces paperwork	Yes
Reduces redundant data entry	Yes
Strong change management practices	No
System generated alerts	No
User generated alerts	No
Easy to use	Yes
Numerous and comprehensive reports	Yes
Ad hoc reporting capability	Yes
Real time reports	Yes
Real time data entry	Yes
Ability to run search queries	Yes
Real time reports and data	Yes
Mobile Access	No
Web based	Yes
Short ROI	ROI is very long due to length of strategy and implementation phases
Easily audit activities	Yes
Allows legacy system to function during implementation period	Yes
Allows input of data at the field level	No
Useful at a policy making level	Yes
Useful at a case management level	No
Monitors caseworker input of data to ensure accurate and complete input	Yes
Cost effective	Yes

Allows for collaboration between different state and private agencies	Yes
Eliminates or helps to eliminate information silos	Yes
Vendor experience with child welfare field	Vendor has experience with child welfare field; however product was not created for child welfare.
Experience working with state governments and agencies	Yes
Improve child welfare outcomes on a short term timeline	No
Improve child welfare outcomes on a long term timeline	Yes
Consistent and accurate data management	Yes

Predictive Analytics System

MindShare Systems

Criterion	Capacity to meet criterion
Meets the requirements of LB 1160	Yes
Reduces paperwork	Yes
Reduces redundant data entry	Yes
Strong change management practices	Yes
System generated alerts	Yes
User generated alerts	Yes
Easy to use	Yes
Numerous and comprehensive reports	Yes
Ad hoc reporting capability	Yes
Real time reports	Yes
Real time data entry	Yes
Ability to run search queries	Yes
Real time reports and data	Yes
Mobile Access	Yes
Web based	Yes
Short ROI	Yes
Easily audit activities	Yes
Allows legacy system to function during implementation period	Yes
Allows input of data at the field level	Yes
Useful at a policy making level	Yes
Useful at a case management level	Yes
Monitors caseworker input of data to ensure accurate and complete input	Yes
Cost effective	Yes
Allows for collaboration between different	Yes

state and private agencies	
Eliminates or helps to eliminate information silos	Yes
Vendor experience with child welfare field	Yes
Experience working with state governments and agencies	Yes
Improve child welfare outcomes on a short term timeline	Yes
Improve child welfare outcomes on a long term timeline	Yes
Consistent and accurate data management	Yes

Sample Matrix

Criterion	Capacity to meet criterion
Meets the requirements of LB 1160	
Reduces paperwork	
Reduces redundant data entry	
Strong change management practices	
System generated alerts	
User generated alerts	
Easy to use	
Numerous and comprehensive reports	
Ad hoc reporting capability	
Real time reports	
Real time data entry	
Ability to run search queries	
Real time reports and data	
Mobile Access	
Web based	
Short ROI	
Easily audit activities	
Allows legacy system to function during implementation period	
Allows input of data at the field level	
Useful at a policy making level	
Useful at a case management level	
Monitors caseworker input of data to ensure accurate and complete input	
Cost effective	
Allows for collaboration between different	

state and private agencies	
Eliminates or helps to eliminate information silos	
Vendor experience with child welfare field	
Experience working with state governments and agencies	
Improve child welfare outcomes on a short term timeline	
Improve child welfare outcomes on a long term timeline	
Consistent and accurate data management	

Appendix A

Last Revised: **Nebraska Children's Commission**

July 12, 2013 **IT Work Group Charter**

NCC Statement of Purpose: Recommend technological solutions to information exchange and measured results across Nebraska's systems of care.

Work Group Statement of Purpose:

To improve the safety and well-being of Nebraska's children and families by recommending information management/technology solutions that will 1) improve data sharing, communication, and accountability; and 2) foster data-driven decision making by administrators and policy makers.

Objectives:

- Reach agreement on population outcomes and indicators: Agree on whole-population outcomes and specific indicators and suggest strategies that can be developed by the system of care across the state
- Identify data fields that would be useful for data-driven decision making by administrators and policy makers based on national trends and projected state needs identified by the Commission's Strategic Plan.
- Design a data solution using information management/technology to support integration, coordination and accessibility of services provided by the state.
- Develop common data systems and standards with external data mining: Develop common data systems/standards across the state.
- Create an appropriations schedule utilizing system design: Utilize system design and consultant input to create an appropriations schedule for the Legislature and talk to foundations for funding partnerships.

Work Group Composition: The Committee is made up of NCC members and the following resource people who may participate as needed:

Work Group Co-Chairs: Nancy Forney and Dave Newell

NCC Members: Thomas Pristow, Martin Klein, Karen Authier, and Vicki Weisz

Subject Matter Experts:

- Corey Steel-Probation
- Steve Gedwillo – Probation
- Paula Crouse - Justice
- Linda Leatherman-Justice
- Kim Hawekotte-FCRO
- Linda Cox - FCRO
- Mike Overton- NCJIS Admin at Crime Commission
- Chrissy Hauschel – Voices for Children
- Dean Folkers – Department of Education
- Brenda Decker - OCIO
- Eric Henrichsen - DHHS
- Doug Beran-DHHS
- Liz Neeley-Objective Advantage, LLC
- Lynn Castrianno-NFC
- Kelli Hauptman – Center for Children, Families, and the Law

Support Staff:

- Leesa Sorensen – NCC
- Regina Hamm – NFC

Workgroup Roles and Scope:

- Identify and reach agreement on general population outcomes and indicators.
- Research national trends and literature to develop general, statewide measures of child permanency, safety, and well-being. Identify sources for these data indicators from the system databases mentioned below. Coordinate the collection of these indicators to: 1) establish a baseline of child permanency, safety, and well-being in Nebraska; and 2) utilize these data indicators to inform data-driven decision making.
- Review the strategic plans of each of the Nebraska Children’s Commission’s Committees and Workgroups to identify: 1) how to measure the implementation/impact of each goal/strategy; 2) whether the data indicator is currently collected; and 3) the source for each data indicator; and 4) how the data indicator will be collected if a source is not currently available.

- Develop a proposal for system integration, coordination and accessibility.
- Utilize the proposed system design and consultant input to create an appropriations schedule for the Legislature.

Workgroup Time Frame:

The Workgroup will begin its work on or before April 15, 2013. The workgroup will meet on a monthly basis.

Systems Impacted:

The following systems will be considered as a part of this initiative: N-Focus, JUSTICE, Foster Care Review Office, NPACS, NCJIS, NDEN