VISION STATEMENT

"We will establish and maintain an innovative statewide 21st century information technology application that aids child welfare stakeholders in assuring the safety, permanency, and well-being of children at risk of abuse and neglect."

The agile approach to software design and development adopted in November 2015 has fundamentally changed how the Child Welfare Services New System (CWS-NS) Project, hereinafter referred to as "Project", will approach its goal of ensuring the safety, permanency and well-being of California's children. Rather than procuring a single monolithic, one-time solution, we will instead develop and integrate a suite of digital services through which we can deliver continually-improving support and assistance, that will aid state and county workers to effectively engage and assist children and families.

HIGHLIGHTS

On July 11, Child Welfare Digital Services (CWDS) held its Quarterly Stakeholder Forum (QSF) where CWDS executives briefed county users and other stakeholders on the Child Welfare Services-New System (CWS-NS) project status. At the forum, the Certification, Approval and Licensing Service (CALS) team provided a solution demonstration of a more efficient way to collect information using Resource Family Applications (RFA) functionality. The RFA includes only the fields needed as you complete the form and auto populates other fields using intelligent technology. The RFA also provides a "Card View" that displays the common fields, allowing users a quick glance at the necessary fields resulting in a more efficient review of cases.

The Intake team provided a solution demonstration of the Child Welfare History Snapshot. The Snapshot Tool includes searching for someone, their basic demographics and a view into their Child Welfare history. They have bundled these things together and will offer them to the user as a tool to make their jobs much more efficient. The Intake team collaborated with the Implementation team to provide an example of implementation planning . The video and slides from the Quarterly Stakeholder Forum can be found at: https://www.cwds.ca.gov/quarterly_stakeholder_forums. The next day, CWDS executives presented to the Legislature on the status of the CWS-NS project. The briefing materials can be found at: https://www.cwds.ca.gov/quarterly_leg_presentations.

Beginning July 18, the CWDS hosted a three day on-site visit with our federal partners from the Administration for Children and Families (ACF). CWDS and ACF leveraged the visit as a learning exercise to determine how to measure the health for projects following an Agile process to develop digital services. The goal of the visit was to have an opportunity for open conversations where both the state and ACF could learn, discuss, ask questions and share ideas. Working with ACF, a full three day agenda was developed that included sessions with various team members throughout the project, including county stakeholders. The sessions allowed ACF to do a detailed analysis that will be used to build templates for evaluating an Agile project. ACF recognized that the project has challenges due to complexity and the early stages of the project. CWDS received immediate feedback from ACF, stating they were impressed and the project had exceeded their expectations. They highlighted how transparent the project was during the visit and that level of transparency is unprecedented.

On July 21, the Director and California State Chief Information Officer, Amy Tong, met with CWDS to discuss the status of the project. The project facilitated an efficient, one hour meeting that focused on digital services software developed to date. The focus on completed work and work in progress reflected the project adherence to the Agile process, and is an example of how projects can successfully convey the most important information to key stakeholders.

CWDS stakeholders can follow the project's weekly progress on the blog site: https://blog.cwds.ca.gov.

KEY PROJECT MILESTONES

Milestone	Baseline Finish Date	Actual Finish Date	Status	Notes
Release 1 (R1)	Mar 2017	03/16/17	Completed	The project reached a major milestone on 3/16/17 with its first release for testing and technical feasibility to a small subset of county users. The Login and Search functionality was made available to the twelve core county participants.
Product Increment 2 (PI-2)	May 2017	May 2017	Completed	CWDS continues to conduct feature development planning sessions in 90 day increments. Product Increment 2 time period covers March-May 2017.
Procure DevOps 1 - DevOps Services Contract	Jun 2017	06/21/17	Completed	The DevOps 1 vendor will provide DevOps services with the existing CWS-NS DevOps Engineering team to support the ongoing development of the CWS-NS.
Procure Case Management Development Contract	Jul 2017	06/27/17	Completed	The Case Management Development services will design and develop solutions for maintaining case records.
Procure Technology Platform 3 Contract	Aug 2017	-	In Progress	The Technology Platform 3 services will provide design and development services to extend and enhance the CWS-NS application program interface (API) and provide data access services to legacy and new data stores, common business services (e.g., business rules, workflow), and information exchange interfaces to existing digital services. The RFO was released to the ADPQ Vendor Pool on 2/8/17. Offers were received and are being assessed.
Product Increment 3 (PI-3)	Aug 2017	-	In Progress	CWDS continues to conduct feature development planning sessions in 90 day increments. Product Increment 3 time period covers June-August 2017.
Procure DevOps 2 - Help Desk Support Contract	Nov 2017	-	In Development	The Help Desk Support services will develop a new Service Desk support model that provides quicker response times to user problems, with clear procedures for whom to contact when a service is unavailable. The RFO was released to California Multiple Award Schedule (CMAS) vendors on 2/3/17. The RFO was cancelled. The project is making revisions to the scope of work and is in the process of re-releasing a new RFO.
Product Increment 4 (PI-4)	Nov 2017	-	In Progress	CWDS continues to conduct feature development planning sessions in 90 day increments. Product Increment 4 time period covers September-November 2017.
Procure Courts Processing Development Contract	Dec 2017	-	In Development	The Court Processing digital service will provide state and county staff with software that allows a child welfare professional to generate, complete, submit, and record a submission of the proper legal notice and court report. This information provides the court the status of the children and families served and memorializes the jurisdictional process. The RFO is in development.
Procure Front-End Dev Contract	Dec 2017	-	In Development	The Front-End Dev will provide design and development services to support customer facing digital services.
Procure Implementation 2 - Implementation Services Contract	Dec 2017	-	In Development	The Implementation 2 services will prepare counties and tribes for the rollout of at least two Digital Services (CALS and Case Management). The RFO is in development.
Procure Implementation 2 - Organizational Change Management (OCM) Services Contract	Jan 2018	-	In Development	The OCM Services will assist end users at the state, county, and tribal levels to make the transition from existing legacy to the new CWDS digital service environments. OCM will prepare individuals to successfully adopt and utilize changes to their system functionality and environments. The RFO is in development.
Procure Implementation 2 - Training Development Services Contract	Jan 2018	-	In Development	The Training Development Services will develop the required training materials to successfully train the county, state, and tribal CWS agencies for the transition from the current legacy CWS/CMS to the CWS-NS. The RFO is in development.

QUESTIONS? Comms@cwds.ca.gov

Milestone	Baseline Finish Date	Actual Finish Date	Status	Notes
Procure Technology Platform 4 Contract	Jan 2018	-	In Development	The Technology Platform 4 will provide design and development to extend and enhance the Child Welfare Services-New System (CWS-NS) Technology Platform and provide data access services to legacy and new data stores, common business services (e.g., business rules, workflow), and information exchange interfaces to customer facing digital services. The RFO is in development.
Procure Implementation 2 - Training Delivery Services Contract	Feb 2018	-	In Development	The Training Delivery Services will provide training to county, State, and Tribal CWS agencies to assist them in making the transition from the current legacy CWS/CMS to the CWS-NS. The required services include providing "Train-the Trainer" (TTT) services which will provide the knowledge necessary for county trainers to deliver training to other end users. The RFO is in development.

DIGITAL SERVICE UPDATE

Digital Service	Progress to Date
The **Intake** digital service will provide county Child Welfare Agencies an easy to navigate and efficient way to record and access information regarding child abuse, neglect, exploitation allegations, investigative findings and outcomes.	• Made further progress on saving a referral to the legacy CWS/CMS system. • Completed functionality for the Child Welfare History "Snapshot" which will allow users to search and obtain child welfare history in an "at a glance" format. It is a tool which enables users to copy this information into multiple documents for use throughout the CWS/CMS system and ultimately for use in the new system (NS). • Continued updating values for additional functionality for "Saving a Referral" (v5) in the legacy system. • Completed several error messages and validations functionality. • Facilitated remote usability testing in counties on 1) Supervisor Review and 2) Dashboard views. • Surveyed Core Counties on "contacts" and "sealed and sensitive" labels. • Began investigations discovery and research in two counties. • Continued legacy mapping efforts for consistency with the NS. • Implemented a date picker with consideration to "accessibility".
The **Certification, Approval and Licensing Services (CALS)** digital service will provide state and county licensing and approval staff and managers with a simple and efficient tool for facility licensing, certifying and resource family home approval.	• Completed usability testing of the application form for Resource Family Approval by a County (RFA 01A). The form allows individuals to apply as a Home for Resource. • Completed initial information architecture analysis for core business functions and digital service landing pages. • Modified Date has been introduced into the Licensing Information System (LIS). Changes tested and confirmed by team. • Began creation of Facility Information within CWS/CMS in collaboration with the Technical Platform Team. • Began development of Proof of Concept for Document Management System in collaboration with the Technical Platform Team.
The **Case Management** digital service will provide county Child Welfare Agencies a comprehensive, automated case management system that fully supports the child welfare practices and incorporates the functional requirements mandated by federal regulations.	• Onboarded Cambria and Accenture front end development teams. • Developed product roadmap through November 2017. • Implemented separate work strategies between vendors to ensure unduplicated work. • Began onboarding core counties.
The **Resource Management** digital service will provide caseworkers a single, integrated database to search for goods or services that have been purchased or contracted out so clients can receive proper assistance in the most efficient and effective manner.	• Pending
The **Court Processing** digital service will enable CWDS to exchange data with court systems.	• Pending
The **Eligibility** digital service will provide an automated solution to determine Title IV-E eligibility.	• Pending

Digital Service	Progress to Date
The **Financial Management** digital services will provide an automated solution necessary to ensure accurate and timely financial record and transaction authorization, processing and reconciliation.	• Pending
The **Administration** digital service addresses the overall business organizational structure, staff management, and supporting tools, including forms and reports. This service manages state and county staff work and outcome measures that support California's Child Welfare program. Counties administer their own users and roles via a super-user capability.	• Pending

TECHNICAL SERVICES UPDATE

Technical Service	Progress to Date
The **Technology Platform** digital service encompasses the delivery of system software, security, cloud-based technical infrastructure, and communications infrastructure to support all CWDS digital services. The application program interface (API) digital service will also establish development, continuous integration, and testing standards for all other digital service teams to follow.	• Continued making progress on saving a referral to the legacy CWS/CMS system. • Developed and implemented a new Json Web Token (JWT) to help efficiently secure the applications. • Created new data extracts from the legacy environment to support the "History of Involvement" (aka Snapshot) functionality. • Developed relationship functionality to support Intake.

STAFFING VACANCY

Current Vacancy Rate: 17 %

Current Vacancies: 23 of 137 CWDS positions (includes consultant positions)

Entity	Classification/Title	Date Vacant	FFD	# of Days Vacant	Efforts / Notes
OSI-DevOps Engineering	Systems Software Specialist II	04/01/16	6/1/17	455	Job announcement will be readvertised.
OSI-Legacy Budget and Reporting	Senior Information Systems Specialist	04/01/16	TBD	485	Developing interview material.
OSI-Legacy Application Design	Data Processing Manager I	06/01/16	TBD	424	Job announcement to be advertised in August.
OSI-Legacy Web	Associate Programmer Analyst	07/25/16	Until filled	370	Verifying candidate eligibility.
OSI-Business Services	Office Technician	9/30/16	6/30/17	303	Hiring manager is reviewing applications.
OSI-Stakeholder Communications	Staff Information Systems Analyst	12/01/16	TBD	241	Conducting interviews.
OSI-Legacy	Career Executive Assignment	1/9/17	TBD	202	Position was filled and will be effective 8/1/17.
OSI-Legacy	Senior Information Systems Analyst	1/11/17	TBD	200	Job announcement will be posted in August.
OSI-Legacy	Data Processing Manager III	1/17/17	TBD	194	Application screening complete.
OSI-Legacy	Data Processing Manager IV	1/30/17	TBD	181	Conducting interviews.
OSI-PMO	Staff Information Systems Analyst	3/5/2017	TBD	147	Recruitment package in review.
OSI-Legacy Budget and Reporting	Associate Governmental Program Analyst	5/10/17	TBD	81	Revising duty statement.
OSI-Legacy Testing	Senior Information Systems Analyst	4/1/17	TBD	90	Reviewing applications.
OSI-Legacy Testing	Senior Information Systems Analyst	3/2/17	TBD	150	Job announcement has been advertised.
OSI-PMO	Senior Information Systems Analyst	6/1/2017	TBD	59	Reviewing duty statement.
CDSS-Program/Policy	SSC III	10/15/16	TBD	277	Project responding to inquiry from Department of Finance (DOF).

Entity	Classification/Title	Date Vacant	FFD	# of Days Vacant	Efforts / Notes
CDSS-Business Services	Associate Governmental Program Analyst	11/01/16	TBD	271	Reviewing minimum qualifications.
CDSS-CALS	Staff Services Manager II / Performance Analyst	11/23/16	TBD	249	Project responding to inquiry from DOF.
CDSS-Budget/Reporting	Staff Services Manager I	12/31/16	TBD	211	Recruitment package is being routed for review.
CDSS-Budget/Reporting	Associate Governmental Program Analyst	5/11/17	TBD	80	Developing recruitment package.
CDSS-Business Services	Office Technician	5/17/17	TBD	75	Checking candidates minimum qualifications.
CDSS-Business Services	Office Technician	05/25/17	6/30/17	66	Hiring manager is reviewing applications.
CWDA-29	County Consultant/Social Services-Foster Care/Eligibility	07/01/16	Until filled	394	No viable candidates from interviews. Continuing recruitment efforts.

R I S K S

For this reporting period, there is currently one (1) high priority risk to report.

Risk	Impact	Response Plan
As a result of the Agile development approach, business flows have been interrupted and require data to be entered into two systems. This interruption promotes the potential for imposing barriers to accessing and recording comprehensive data.	The bifurcation of data entry between CWS-NS and CWS/CMS presents challenges to county processes designed to ensure high practice standards. 1. Business documentation critical to child welfare practice must encompass feature sets that reside entirely in one system in order to eliminate the need to modify business processes to accommodate parallel systems. 2. Requiring social workers to toggle back and forth and sign on and potentially re-sign on to each system. 3. Challenges to data quality as it increases the possibility for data entry errors resulting in data loss and/or incomplete processes. 4. User will not be able to access or enter critical information.	Service Managers need to ensure that the MVP includes logical break points that do not split feature sets and allows for a complete process to reside in one system. We recommend we mitigate the risk by doing the following: 1. Each feature set is not split and remains intact in one single system. 2. Service Managers are to ensure that the MVP includes logical break points that do not split feature sets. 3. Providing the functionality within a feature set to allow a social worker to complete an entire workflow within one system to eliminate data integrity concerns. 4. Therefore, it is imperative that feature sets are not split and remain intact in one single system. 5. Improve feedback from core counties. Short term: using current stakeholder feedback process. Long term: Incorporate feedback through future service desk.

I S S U E S

For this reporting period, there are currently two (2) high priority issues being tracked and managed on the project.

Issue	Impact	Next Steps
Flexible (agile) digital services completion dates may limit or delay the ability of the users to prepare for the new functionality from an OCM, training and implementation readiness perspective	Users may not have adequate time to prepare for or execute OCM, training, and implementation activities. This may result in users delaying the adoption of digital services functionality. This may also increase the number of users needing support within a given timeframe, potentially exceeding the implementation team's ability to provide concurrent support to users while they transition from CWS/CMS to the Intake Digital Service.	CWDS project mitigation options include: 1. Estimated dates for delivery of Hotline and Investigations have been established. 2. Implementation changes the model of delivering implementation services (contract modification). 3. Delay start of implementation services until full Hotline and Investigations functionality has been developed and identified as ready to release to the Orgs. 4. Intake Implementation contract terms and conditions are updated to reflect the project's change in strategy.
CWS-NS Implementation Advance Planning Document (IAPD) does not describe a Comprehensive Child Welfare Information	If the State chooses not to describe or become CCWIS compliant, the CWS-NS project will receive a reduced level of Federal funding as a non-CCWIS project.	The State is taking the following steps with the intent to become CCWIS compliant: 1. Formed a state/county workgroup comprised of CWS-NS project team members, Office of Systems (OSI) Consortium Management Unit (CMU),

Issue	Impact	Next Steps
System (CCWIS) compliant Title IV-E Eligibility determination process.		Leader Replacement System (LRS), Consortium IV (C-IV), California Work Opportunity and Responsibility to Kids Information Network (CalWIN), and affected counties.
		2. A project charter document has been developed which outlines the plan for development and implementation of a single, statewide foster care eligibility determination (FCED) service, to be consumed by all public workers performing foster care eligibility determinations. It was reviewed by key stakeholders, and approved by CWDS, CWDA, and leaders of the consortia operating automated welfare systems.
		3. The state has engaged the federal Administration for Children, Youth and Families regarding the FCED proposal; this engagement is expected to culminate in a plan that is eligible for federal approval and investment in federal fiscal year 2018.

BUDGET/EXPENDITURES

CWDS FY 2016-17 Summary Comparison of Budget Authority to Expenditures
As of July 27, 2017

Budget Item	Budget Authority (A)	Expenditures				Unexpended	
		Total Actual YTD (B)	Projected (C)	Total (D) = (B) + (C)	Utilization Rate (E) = (D)/(A)	Total (F) = (A) - (D)	Utilization Rate (G) = (F)/(A)
Staff (Salaries and Benefits)	$ 7,275,117	$ 4,604,106	$ 72,937	$ 4,677,043	64.29%	$ 2,598,074	35.71%
Hardware Purchase	$ -	$ -	$ -	$ -	0.00%	$ -	0.00%
Software Purchase/License	$ 874,000	$ 797,788	$ 291,644	$ 1,089,432	124.65%	$ (215,432)	-24.65%
Telecommunications	$ 2,000	$ 108,229	$ -	$ 108,229	5411.45%	$ (106,229)	-5311.45%
Contract Services	$ 27,462,568	$ 10,544,509	$ 406,157	$ 10,950,666	39.87%	$ 16,511,902	60.13%
Data Center Services	$ 1,153,516	$ 423,822	$ -	$ 423,822	36.74%	$ 729,694	63.26%
Agency Facilities	$ 3,754,545	$ 1,078,150	$ 1,773,724	$ 2,851,874	75.96%	$ 902,671	24.04%
Other	$ 17,933,121	$ 4,962,700	$ 8,707,231	$ 13,669,931	76.23%	$ 4,263,190	23.77%
Total	**$ 58,454,867**	**$ 22,519,304**	**$ 11,251,693**	**$ 33,770,997**	**57.77%**	**$ 24,683,870**	**42.23%**

CWDS FY 2017-18 Summary Comparison of Budget Authority to Expenditures
As of July 27, 2017

Budget Item	Budget Authority (A)	Expenditures				Unexpended	
		Total Actual YTD (B)	Projected (C)	Total (D) = (B) + (C)	Utilization Rate (E) = (D)/(A)	Total (F) = (A) - (D)	Utilization Rate (G) = (F)/(A)
Staff (Salaries and Benefits)	$ 13,387,145	$ -	$ 13,387,145	$ 13,387,145	100.00%	$ -	0.00%
Hardware Purchase	$ -	$ -	$ -	$ -	0.00%	$ -	0.00%
Software Purchase/License	$ 267,000	$ 95,615	$ 171,385	$ 267,000	100.00%	$ -	0.00%
Telecommunications	$ -	$ -	$ -	$ -		$ -	
Contract Services	$ 71,516,196	$ 30,499	$ 71,485,697	$ 71,516,196	100.00%	$ -	0.00%
Data Center Services	$ 1,424,516	$ -	$ 1,424,516	$ 1,424,516	100.00%	$ -	0.00%
Agency Facilities	$ 1,889,345	$ -	$ 1,889,345	$ 1,889,345	100.00%	$ -	0.00%
Other	$ 90,290,950	$ 10,013	$ 59,576,442	$ 59,586,455	65.99%	$ 30,704,495	34.01%
Total	**$ 178,775,152**	**$ 136,127**	**$ 147,934,530**	**$ 148,070,657**	**82.83%**	**$ 30,704,495**	**17.17%**