



## VISION STATEMENT

*“We will establish and maintain an innovative statewide 21<sup>st</sup> 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 September 11, 2017 our Intake Digital Services Team presented an [overview](#) of future enhancements and functionality scheduled for upcoming releases. Intake is wrapping up the development and testing of the child welfare history snapshot and hotline functionality. In the next development phase, they will be adding contacts and interfaces that will allow social workers to check addresses and map out their day in a geographically user-friendly way. Future development cycles will include enhanced functionality for investigations, including dispositions and outcomes, supervisory review and interfaces to our Structured Decision Making (SDM) risk and safety assessments tools. Other future enhancements are slated to feature more user-friendly tools for social workers including: genograms of relationships; timeline of child welfare history; improved search accuracy; data duplication reduction; criminal history integration; mental health integration; and equitable workload distribution among many other improvements currently under discussion. You can watch the entire solution demo [here](https://www.youtube.com/watch?v=atVagA_MBZU): [https://www.youtube.com/watch?v=atVagA\\_MBZU](https://www.youtube.com/watch?v=atVagA_MBZU)

Also this month, the Case Management Digital Service, which completed its first procurement and launched this summer, continued in their user research and design phase which included onsite visits in Sacramento, Los Angeles and Lassen counties. The team also conducted a two-day core county workshop to work on design candidates for Resource Family Approval and Family Finding capabilities. Shared component design work this month included the development of a global header that will give users a consistent experience across all digital services. In addition, research has begun on legacy requirements and restrictions to prepare for the arrival of our back end development team.

The Certification, Approval and Licensing Services (CALs) Digital Service is making progress toward the creation of New System tools that will provide state and county licensing and resource family approval staff and managers with automated workflows and forms for the purposes of resource family home approval and facility licensing and certifying. CALs has completed initial automation of Resource Family Approval Form RFA 01A and begun development of form RFA 01B. The team has also demonstrated technical capability to: (1) auto-populate ready-to-print PDF forms from a combination of new and legacy data; and (2) create a new facility in the legacy system from the New System API, a major technical achievement.

The CWDS Communications Team has launched a new webpage to make it easier for stakeholders to follow project activities, such as sprint reviews, solutions demos and other reports and publications that document progress being made each week. Publications are posted daily for the public to easily find. Visit the new page at <https://cwds.ca.gov/feed>. CWDS stakeholders can follow the project’s weekly progress on the blog site: <https://blog.cwds.ca.gov>.

## KEY PROJECT MILESTONES

Milestone	Planned 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	05/2017	Completed	CWDS continues to conduct feature development planning sessions in 90 day increments. PI-2 time period covers 03/2017 - 05/2017.
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.
Product Increment 3 (PI-3)	Aug 2017	08/23/17	Completed	CWDS continues to conduct feature development planning sessions in 90 day increments. PI-3 time period covers 06/2017 – 08/2017.
Procure Technology Platform 3 Contract	Oct 2017		In Procurement	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 Request for Offer RFO was released to the Agile Development Pre-Qualified (ADPQ) Vendor Pool on 2/8/17. Offers were received and are being assessed.
Procure DevOps 2 - Service Desk Support Contract	Oct 2017		In Procurement	The Service 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 made revisions to the scope of work and released the RFO on 7/20/17. Offers were received and are being assessed.
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 Technology Platform 4 Contract	Dec 2017		In Procurement	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 was released on 8/28/17. Offers are due 9/28/17.
Procure Courts Processing Development Contract	Mar 2018		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 Development Contract	Mar 2018		In Development	The Front-End Development will provide design and development services to support customer facing digital services. The RFO is in development.
Procure CALS Front End Development Team Contract	Mar 2018		In Development	The Certification, Approval and Licensing Services (CALC) will provide design and development services for the CALS digital service for the CWS-NS. The RFO is in development.
Procure DevOps 3 Services Contract	Mar 2018		In Development	DevOps Engineering will provide support in the following areas: continuous integration, continuous deployment, automated testing, scripting of server configuration, and repeatable process automation. DevOps Engineering will also provide operating system administration support. The RFO is in development.
Procure Data Conversion Services Contract	Jun 2018		In Development	The Data Conversion services will assist counties in the migration of production CWS/CMS data to be utilized for core product configuration and to support development of the custom services, as well as data from identified decommissioned external systems in CDSS and counties. The RFO is in development.
Procure Training Delivery Services Contract	Sep 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.
Procure Organizational Change Management (OCM) Services Contract	Sep 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.

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
Procure Implementation Services Contract	Sep 2018		In Development	The Implementation Services will prepare counties and tribes for the rollout of Digital Services. The RFO is in development.
Procure Training Development Services Contract	Sep 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.
Product Increment 5 (PI-5)	Feb 2019		Pending	CWDS continues to conduct feature development planning sessions in 90 day increments. PI-5 time period covers 12/2017 – 02/2018.

## DIGITAL SERVICE UPDATE

Digital Service	Progress to Date
The <b>Intake</b> 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.	<ul style="list-style-type: none"> <li>Completed Elastic Search query refinement for more accurate results when searching for individuals in the child welfare system.</li> <li>Completed User Permissions to include following:</li> <li>Developed the ability to add a “sensitive” person to a screening.</li> <li>Developed the functionality to restrict access to a screening for users who do not have appropriate permission to view files.</li> <li>Completed functionality to notify the user of system and database errors so they can be reported.</li> <li>Corrected the way that unnecessary CWS/CMS fields are automatically completed.</li> <li>Reduced the number of mandatory data fields the user must complete to save a referral in CWS/CMS.</li> <li>Deployed the first version of a shared library of design assets that all digital service teams can use for a uniform user interface.</li> <li>Completed Hispanic/Latino data fields.</li> </ul>
The <b>Certification, Approval and Licensing Services (CALs)</b> 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.	<ul style="list-style-type: none"> <li>Completed initial automation of Resource Family Approval application form RFA 01A (testing still to come).</li> <li>Began development of automating application form RFA 01B.</li> <li>Demonstrated capability to create a new facility in CWS/CMS that populates data appropriately to all tables where facility data is required.</li> <li>Demonstrated capability to auto-populate a PDF form ready to print from legacy and new system data.</li> </ul>
The <b>Case Management</b> 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.	<ul style="list-style-type: none"> <li>Completed onsite visits with Sacramento, LA, and Lassen counties.</li> <li>Developed a global header for project use across all digital services so that users will have a consistent experience across the platform.</li> <li>Completed a two day core county workshop to help identify possible design candidates for Resource Family Approval and Family Finding capabilities <a href="https://cwscms.osi.ca.gov/Portal/Training-Portal/Process-Maps">https://cwscms.osi.ca.gov/Portal/Training-Portal/Process-Maps</a>.</li> </ul>
The <b>Resource Management</b> 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.	<ul style="list-style-type: none"> <li>Pending</li> </ul>
The <b>Court Processing</b> digital service will enable CWDS to exchange data with court systems.	<ul style="list-style-type: none"> <li>Pending</li> </ul>
The <b>Eligibility</b> digital service will provide an automated solution to determine Title IV-E eligibility.	<ul style="list-style-type: none"> <li>Pending</li> </ul>
The <b>Financial Management</b> digital services will provide an automated solution necessary to ensure accurate and timely financial record and transaction authorization, processing and reconciliation.	<ul style="list-style-type: none"> <li>Pending</li> </ul>
The <b>Administration</b> 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.	<ul style="list-style-type: none"> <li>Pending</li> </ul>

## TECHNICAL SERVICES UPDATE

Technical Service	Progress to Date
<p>The <b>Technology Platform</b> 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.</p>	<ul style="list-style-type: none"> <li>Began work on defining API contracts for Investigations.</li> <li>Completed work on API for Investigations (Delivered Service).</li> <li>Deployed Snapshot functionality to the performance environment as final test prior to release.</li> <li>Delivered ability to mark screenings as Sealed and Sensitive.</li> <li>Continued implementing tests and fixes to support saving a Screening as a Referral in CWS/CMS.</li> <li>Created project-wide standard for error handling between front end and platform teams.</li> <li>Created service for reuseable solution for saving simple forms.</li> <li>Created service for saving documents using open source document management system.</li> </ul>

### STAFFING VACANCY

**Current Vacancy Rate: 39 %**

Current Vacancies: 50 of 127 CWS-NS positions:

Entity	Classification/Title	Date Vacant	# of Days Vacant	Efforts / Notes
OSI	Systems Software Specialist II Supv <del>Systems Software Specialist II</del>	04/01/16	547	HR - Review Duty Statement (DS) package.
DSS	Social Service Consultant III	01/01/17	272	DSS - pending
OSI	Senior Information Systems Analyst	01/11/17	262	CWDS - Posted on 9/22/17. Final Filing Date (FFD) 10/6/17.
OSI	System Software Specialist II <del>Staff Information Systems Analyst</del>	03/02/17	212	DOF - Waiting approval
OSI	Staff Information Services Analyst	03/05/17	209	HR - Reviewing DS package.
DSS	AGPA	05/11/17	142	CWDS – Posted on 9/12/17. FFD 9/26/17.
DSS	Staff Services Manager I	06/01/17	121	DSS - Posted to ECOS.
OSI	Data Processing Manager II	07/01/17	91	CWDS - Posted on 9/22/17. FFD 10/6/17.
OSI	Systems Software Specialist II	07/01/17	91	CWDS - Interviews in progress.
OSI	Systems Software Specialist II <del>Staff Information Systems Analyst</del>	07/01/17	91	CWDS - Conducting interviews.
OSI	Systems Software Specialist II <del>Staff Information Systems Analyst</del>	07/01/17	91	CWDS - Conducting interviews.
OSI	Systems Software Specialist II <del>Staff Information Systems Analyst</del>	07/01/17	91	CWDS - Conducting interviews.
OSI	Systems Software Specialist II <del>Staff Information Systems Analyst</del>	07/01/17	91	CWDS - Conducting interviews.
OSI	Senior Information Systems Analyst	07/01/17	91	CWDS - Interviews being scheduled this week.
OSI	Associate Information Systems Analyst	07/01/17	91	CWDS - Erica had suggestions for updates to DS. Bill to complete updates.
OSI	Senior Information Systems Analyst <del>Staff Information Systems Analyst</del>	07/01/17	91	HR - Reviewing DS package.
OSI	Systems Software Specialist III	07/01/17	91	CWDS - HR rejected. On hold/escalated.
OSI	Systems Software Specialist III	07/01/17	91	CWDS - HR rejected. On hold/escalated.
OSI	Systems Software Specialist II <del>Staff Information Systems Analyst</del>	07/01/17	91	HR - Reviewing RPA package.
OSI	Associate Information Systems Analyst	07/01/17	91	CWDS - HR rejected DS. On hold/escalated.
OSI	Staff Information Systems Analyst	07/01/17	91	CWDS - Ben to write justification for transfer.

Entity	Classification/Title	Date Vacant	# of Days Vacant	Efforts / Notes
OSI	Senior Information Systems Analyst	07/01/17	91	CWDS - HR rejected DS: re-writing.
OSI	Senior Information Systems Analyst	07/01/17	91	HR - reviewing revised DS. Awaiting feedback/approval.
OSI	Senior Information Systems Analyst	07/01/17	91	HR - reviewing revised DS. Awaiting feedback/approval.
OSI	System Software Specialist III Supv Senior Programmer Analyst Supv	07/01/17	91	CWDS - Re-writing DS. Then request approval from DOF.
OSI	System Software Specialist III Senior Programmer Analyst	07/01/17	91	CWDS - Re-writing DS. Awaiting approval from DOF.
OSI	Senior Information Systems Analyst (Supervisor)	07/01/17	91	CWDS - HR rejected: need stronger justification.
OSI	Senior Information Systems Analyst	07/01/17	91	HR - sent to HR on 9/20 for screening MQ's
OSI	Associate Government Program Analyst	07/01/17	91	CWDS - scheduling 2nd interviews
OSI	Senior Information Systems Analyst	07/01/17	91	HR - awaiting DS review/approval
OSI	Senior Information Systems Analyst	07/01/17	91	HR - reviewing revised DS. Awaiting feedback/approval.
OSI	Staff Information Systems Analyst	07/01/17	91	CWDS - using previous job control candidate pool to hire from.
OSI	System Software Specialist II Staff Programmer Analyst	07/01/17	91	CWDS - Re-writing DS. Awaiting approval from DOF.
OSI	System Software Specialist II Staff Programmer Analyst	07/01/17	91	CWDS - Re-writing DS. Awaiting approval from DOF.
OSI	Associate Programmer Analyst	07/01/17	91	CWDS - Re-writing DS. Awaiting approval from DOF.
OSI	Systems Software Specialist I Associate Programmer Analyst	07/01/17	91	CWDS - Pending hiring manager to write Duty Statement.
OSI	Systems Software Specialist III	07/01/17	91	CWDS - cancel RPA 18-021 to rewrite DS. Working title/duties changed.
OSI	Senior Information Systems Analyst	07/01/17	91	CWDS - HR Mgr to write DS
OSI	Data Processing Manager II Senior Information Systems Analyst	07/01/17	91	HR - pending RPA #/review and approval
OSI	Senior Information Systems Analyst	07/01/17	91	CWDS - MQ's confirmed. Scheduling interviews.
OSI	Systems Software Specialist II Supervisor	07/01/17	91	JC pending - expected post date of 9/27/17
OSI	Systems Software Specialist I	07/01/17	91	JC pending - expected post date of 9/27/17
OSI	Office Technician	07/01/17	91	HR - Eligibility verifications. Schedule interviews next week.
OSI	Data Processing Manager IV	08/01/17	60	CWDS - Screening candidate in progress
OSI	Senior Information Systems Analyst	08/31/17	30	CWDS - preparing RPA pkg. to submit to HR
OSI	Systems Software Specialist II Supv Systems Software Specialist II	04/01/16	547	HR - Review DS.pkg
DSS	Social Service Consultant III	01/01/17	272	DSS - pending
OSI	Senior Information Systems Analyst	01/11/17	262	CWDS - Posted on 9/22/17. FFD 10/6/17.
OSI	System Software Specialist II Staff Information Systems Analyst	03/02/17	212	DOF - Waiting approval
OSI	Staff Information Services Analyst	03/05/17	209	HR - Reviewing DS/pkg.

# RISKS

For this reporting period, there are currently five (5) high priority risks to report.

Risk	Impact	Response Plan
<p>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.</p>	<p>The bifurcation of data entry between CWS-NS and CWS/CMS presents challenges to county processes designed to ensure high practice standards.</p> <ol style="list-style-type: none"> <li>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.</li> <li>2. Requiring social workers to toggle back and forth and sign on and potentially re-sign on to each system.</li> <li>3. Challenges to data quality as it increases the possibility for data entry errors resulting in data loss and/or incomplete processes.</li> <li>4. User will not be able to access or enter critical information.</li> </ol>	<p>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:</p> <ol style="list-style-type: none"> <li>1. Each feature set is not split and remains intact in one single system.</li> <li>2. Service Managers are to ensure that the MVP includes logical break points that do not split feature sets.</li> <li>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.</li> <li>4. Therefore, it is imperative that feature sets are not split and remain intact in one single system.</li> <li>5. Improve feedback from core counties. Short term: using current stakeholder feedback process.</li> </ol> <p>Long term: Incorporate feedback through future service desk.</p>
<p>Information Security Risks are not managed through the formal Risk Management process. Due to the sensitivity of the potential security risks and in accordance to policy, they must be managed in a separate governance forum to reduce external threats</p>	<p>SAM 5305, SAM 5305.6, SIMM 5305A, SIMM 5305B and C, Government Code 6254.19 and Government Code 13400 – 13407 states that security risks must be managed and tracked with a restricted audience and not open to public review. The current Risk and Issue governance process is open to all project staff and does not allow for the confidential nature of discussing security risks. Risks that deal with information security vulnerabilities are not being managed through a project process.</p>	<p>The project will take the following steps to address the risk:</p> <ol style="list-style-type: none"> <li>1. Keep a separate risk and issue log for security risks that is protected and confidential and not open to the public records act.</li> <li>2. Develop a governance forum that allows compliance to the applicable policy:             <ol style="list-style-type: none"> <li>a. Option 1: Develop a separate Risk and Issue Forum to specifically address information security risks with only the Executive Leadership Team (ELT) and the Information Security Leader.</li> <li>b. (Preferred) Option 2: Add an agenda item at the bottom of each Risk and Issue Forum agenda to discuss security risks, and excuse all attendees with the exception of the ELT and the Information Security Leader</li> </ol> </li> <li>3. Populate the risk and issue log with all open security risks and initiate the new process for management and tracking of security risks no later than August 15.</li> </ol>
<p>The current CWS-NS application is not browser agnostic.</p>	<p>Approximately 22 Counties use the Internet Explorer exclusively as their standard internet browser. Current list of priorities states that compatibility with Internet Explorer is a lower priority:</p> <p>Browser Priority 1 (Standards compliant)</p> <ul style="list-style-type: none"> <li>• WebKit             <ul style="list-style-type: none"> <li>• Chrome</li> <li>• Safari</li> <li>• Edge</li> </ul> </li> <li>• Gecko             <ul style="list-style-type: none"> <li>• Firefox</li> </ul> </li> </ul> <p>Browser Priority 2 (Non-Standards compliant)</p> <ul style="list-style-type: none"> <li>• Microsoft (Legacy)             <ul style="list-style-type: none"> <li>• IE v11</li> </ul> </li> </ul>	<ol style="list-style-type: none"> <li>1. Release checklist includes validation of various types of browsers (acceptance criteria is that all browsers must be tested). Currently being tested in IE 11.</li> <li>2. Provide a technical solution to ensure that the CWS-NS application is browser agnostic.</li> <li>3. Inform Counties of the project projections for becoming browser agnostic or commitment.</li> <li>4. Ensure that alternative browsers are available to the dedicated counties via the dedicated CWS/CMS Image (assuming the Internet Explorer fix won't be immediately available).</li> <li>5. If the Core Counties for Intake will be required to use a specific browser then they, along with all other Counties should be informed as soon as possible. This will keep Counties informed and up to date on this issue.</li> </ol>
<p>The project lacks a product roadmap that depicts expected program increment (PI) dates and planned release scope, hindering the ability to measure success against customer value goals and communicating with stakeholders about upcoming delivery.</p>	<p>Without knowledge of the shared vision for the product roadmap, the Digital Services teams may not be in concert on priorities and instead concentrate work on features locally important to their goals. Stakeholders are unaware of future release planning and are not able to proactively take steps to prepare staff and business processes for new functionality.</p>	<ol style="list-style-type: none"> <li>1. Work with Stakeholders and digital service teams to develop roadmap of planned delivery of functionality for all critical CWS modules (in process).</li> <li>2. Hold a 1.5 day session held with digital service teams to build the roadmap. Product Owners need to be led through the roadmap process to contribute consistently.</li> <li>3. Develop a shared vision of the CWS-NS.</li> <li>4. Develop customer value goals.</li> <li>5. Share roadmap with stakeholders and project staff.</li> </ol>
<p>Current project resources are being asked by other service team and executive management to work on unanticipated or non-project work, which may ultimately impact the ability of the resources to deliver to committed backlogs and timelines.</p>	<p>When Project Resources are asked to execute non-project work that has not been planned for in the current sprint or the backlog, those resources are unable to meet committed scope and timelines for work that has been planned. Unanticipated tasks that are not project work can include: booking conference rooms and moving furniture to accommodate meetings, hosting staff for fellowship, project management for building punch list completion, hosting job fairs, emergency response planning and training, and visiting hotels for cleanliness and booking travel for county SME's.</p>	<ol style="list-style-type: none"> <li>1. We have requested additional positions in the next BCP to handle some of this work.</li> <li>2. Leadership working with other State agencies to augment the work we are currently doing (emergency planning).</li> </ol>

## ISSUES

For this reporting period, there are currently four (4) high priority issues being tracked and managed on the project.

Issue	Impact	Next Steps
The unknown Minimum Viable Product (MVP) release dates may limit the ability of the organizations to prepare for the new functionality from an OCM, training and implementation readiness perspective or delay their use altogether. This could cause a delay of Go Live.	Organizations may not have time to prepare for or execute OCM, training, and implementation activities. This may result in an organization delaying the use of functionality if they are not prepared. This may also cause more organizations to stack within a given timeframe, limiting the implementation team's ability to support the organizations while they transition from CWS/CMS to the Intake Digital Service.	CWDS project mitigation options include: <ol style="list-style-type: none"> <li>1. Estimated dates for delivery of Hotline and Investigations have been established.</li> <li>2. Implementation changes the model of delivering implementation services (contract modification).</li> <li>3. Delay start of implementation services until full Hotline and Investigations functionality has been developed and identified as ready to release to the Organizations.</li> <li>4. Intake Implementation contract terms and conditions are updated to reflect the project's change in strategy.</li> </ol>
CWS-NS Implementation Advance Planning Document (IAPD) does not describe a Comprehensive Child Welfare Information System (CCWIS) compliant Title IV-E Eligibility determination process.	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: <ol style="list-style-type: none"> <li>1. Formed a state/county workgroup comprised of CWS-NS project team members, Office of Systems (OSI) Consortium Management Unit (CMU), Leader Replacement System (LRS), Consortium IV (C-IV), California Work Opportunity and Responsibility to Kids Information Network (CalWIN), and affected counties.</li> <li>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, County Welfare Directors Association (CWDA), and leaders of the consortia operating automated welfare systems.</li> <li>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.</li> </ol>
Based on current resource availability and delays in recruiting for new staff, PMO has limited capacity for strategic user stories and must focus instead on the day-to-day tactical user stories needed for basic administration and support.	There are 34 points associated with the basic recurring support user stories in the PMO. With current capacity reduced and team strength at 40%, the PMO is unable to plan for more stories. Until capacity increases, the PMO must focus on the day-to-day tactical work and not bring in stories that are of strategic or proactive significance. Potential strategic stories may include: <ul style="list-style-type: none"> <li>• Analysis of cross-team dependencies, issues, impediments or blockers.</li> <li>• Management of the Product Roadmap.</li> <li>• Integration of PMO staff into each digital service team.</li> <li>• Increased PMO presence in the Checks and Balances Team.</li> <li>• Training on revised project management plans, processes and procedures.</li> </ul>	<ol style="list-style-type: none"> <li>1. Starting with Sprint 43, team strength has been set to 40% to reflect current capacity.</li> <li>2. Duty statements are continuously revised for new positions as per OSI HR feedback.</li> </ol>
BCP recruiting (51 positions) is taking longer than expected due to HR rejecting Duty Statements for not being detailed enough or multiple HR representatives asking for different levels of detail.	We anticipated getting these positions hired no later than July 1, 2017. The process is taking up to 60 days longer than anticipated and is resulting in a delay in hiring the necessary resources for this fiscal year.	<ol style="list-style-type: none"> <li>1. Escalated to HR Management by CWDS executive management. (complete)</li> <li>2. Schedule training with the OSI Hiring Managers and OSI HR to learn how to write effective duty statements.</li> </ol>

**BUDGET/EXPENDITURES**  
AS OF 9/25/2017

2017-18 CWS-NS Budget/Expenditure Report Summary							
OSI Spending Authority Budget Item	Expenditures					Unexpended	
	2017-18 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections	Expenditure Utilization Rate	Total Unexpended Projection	Unexpended Utilization Rate
Personnel Services	11,883,786	895,468	10,988,318	11,883,786	100.00%	-	0.00%
Other OE&E	3,046,722	34,461	3,012,261	3,046,722	100.00%	-	0.00%
Data Center Services	602,497	24,360	578,137	602,497	100.00%	-	0.00%
Facilities	1,421,345	-	1,421,345	1,421,345	100.00%	-	0.00%
Contract Services	66,442,591	2,799,594	63,642,997	66,442,591	100.00%	-	0.00%
Hardware & Software	2,767,000	343,408	2,423,592	2,767,000	100.00%	-	0.00%
Enterprise Services	4,191,896	698,649	3,493,247	4,191,896	100.00%	-	0.00%
<b>OSI Spending Authority Total</b>	<b>90,355,837</b>	<b>4,795,940</b>	<b>85,559,897</b>	<b>90,355,837</b>	<b>100.00%</b>	<b>-</b>	<b>0.00%</b>
CDSS Local Assistance Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections	Expenditure Utilization Rate	Total Actuals/ Projections	Unexpended Utilization Rate
Contract Services	2,584,820	264,684	2,320,136	2,584,820	100.00%	-	0.00%
Other OE&E	15,234,312	-	15,234,312	15,234,312	100.00%	-	0.00%
County Participation Costs	68,338,542	-	68,338,542	68,338,542	100.00%	-	0.00%
<b>CDSS Local Assistance Total</b>	<b>86,157,674</b>	<b>264,684</b>	<b>85,892,990</b>	<b>86,157,674</b>	<b>100.00%</b>	<b>-</b>	<b>0.00%</b>
CDSS State Operations Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections	Expenditure Utilization Rate	Total Actuals/ Projections	Unexpended Utilization Rate
Personnel Services	1,930,359	-	1,930,359	1,930,359	100.00%	-	0.00%
Facilities	568,000	-	568,000	568,000	100.00%	-	0.00%
Other OE&E	224,497	-	224,497	224,497	100.00%	-	0.00%
<b>CDSS State Operations Total</b>	<b>2,722,856</b>	<b>-</b>	<b>2,722,856</b>	<b>2,722,856</b>	<b>100.00%</b>	<b>-</b>	<b>0.00%</b>
<b>CWS-NS Project Total</b>	<b>179,236,367</b>	<b>5,060,624</b>	<b>174,175,743</b>	<b>179,236,367</b>	<b>100.00%</b>	<b>-</b>	<b>0.00%</b>