



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 October 10, Child Welfare Digital Services (CWDS) held the Quarterly Stakeholder Forum. The forum started with a panel discussion that included all of the Digital Service leads followed by a general update on the teams' progress. Below is an update of the current status of each Digital Service team.

The Intake Team has refined the elastic search query for more accurate results when searching for individuals in the child welfare system. They have completed several user permission functions as well as user notifications of system and database errors. The team has also corrected the way that unnecessary Child Welfare Services/Case Management System (CWS/CMS) fields were automatically completed and reduced the number of mandatory data fields the user must complete to save a referral in CWS/CMS. The team is most excited about being able to produce the first version of a shared library of design assets that all digital service teams can use for a uniform user interface.

Certification, Approval and Licensing Services (CALs) has completed initial automation of Resource Family Approval (RFA) application form RFA 01A, and begun development of automating application form RFA 01B. With this new functionality CALs is now able to create a new facility in CWS/CMS that populates data appropriately to all tables where facility data is required.

Case Management completed onsite visits with Sacramento, Los Angeles, and Lassen Counties. It also developed a global header for use across all digital services so that users will have a consistent experience across the platform. Case Management completed a two-day core county workshop to help identify possible design candidates for Resource Family Approval and Family Finding capabilities. The User Research and Design (UX/UI) team completed a design concept for family finding and emergency placement search functionality based on the site visits, co-design workshop, and core county calls. The design concept is currently being validated and modified based on core county input.

The training team is currently developing training materials for Intake, CALs, and Case Management digital services roll out. Future training development will occur for the Resource Management, Court Processing, Eligibility, Financial Management, and Administration as these digital services are developed. Counties and tribes will be responsible for delivering training to their staff. The project will deliver Train-the-Trainer sessions. Each county or tribe will be able to determine which training method fits their organization's learning-style and preference. The goal is to provide a variety of training materials that meets a variety of training needs. Materials can also be customized to meet an organization's specific business processes. The county will receive the entire set of training tools during the Train-the-Trainer sessions. The Implementation Team presented demos of training materials at the Regional Training Academy (RTA) All Staff meeting, the Southern California Children's meeting, the Training Advisory Board, and the CWDS Quarterly Stakeholder Forum. The team continues developing implementation, training, and Organizational Change Management materials for Snapshot functionality that will be rolled out later this year.

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.
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	10/24/17	Completed	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
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 were received and are being assessed.
Procure Front-End Development Contract	Feb 2018		In Procurement	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	Feb 2018		In Development	The Certification, Approval and Licensing Services (CALS) 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	Feb 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 Courts Processing Development Contract	Apr 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 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	Mar 2019		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	Mar 2019		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 Services Contract	Mar 2019		In Development	The Implementation Services will prepare counties and tribes for the rollout of Digital Services. The RFO is in development.

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
Procure Training Development Services Contract	Mar 2019		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 2018		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 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.	<ul style="list-style-type: none"> Developed functionality to indicate "Primary Language" for a person. Developed a dashboard for screeners to show the work on their caseload. Developed functionality to indicate the approximate age – a field built for persons without a date of birth. Fine-tuned "Snapshot" queries to filter clients only. Added functionality to allow cross reporting to Community Care Licensing. Add/Update Race information for a person. Completed 8 bug fixes. Conducted the Quarterly Stakeholder Forum Demonstration of Snapshot and Hotline functionality. Conducted the IT Solutions Management (ISM) Demonstration. Completed County Outreach meetings to present Snapshot functionality.
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.	<ul style="list-style-type: none"> Finished design of Resource Family Approval (RFA) 01 A/B/C. Quarterly Stakeholder demonstration of RFA 01A. Enabled Facility/Home Search against Legacy API (test data only). Convened Core Constituents for Co-Design Workshop and evaluation of development priorities. Contributed to DesignOps shared components library. Implemented shared DesignOps components in CALS application.
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.	<ul style="list-style-type: none"> Completed family finding concept design with Core Counties. Completed 1:1 feedback sessions for concept validation. Onboarded TPT 3 development team. Welcomed Merced County as a new Core County.
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.	<ul style="list-style-type: none"> Pending
The Court Processing digital service will enable CWDS to exchange data with court systems.	<ul style="list-style-type: none"> Pending
The Eligibility digital service will provide an automated solution to determine Title IV-E eligibility.	<ul style="list-style-type: none"> Pending
The Financial Management 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"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> The team made final improvements to the Snapshot software Service contracts were defined for use by the Intake team around Investigations (aka Referrals), and completed development of the contacts service for Investigations Authorization was added to the search infrastructure. Efforts continued in developing/testing the hotline functionality Cross-team work was done to improve the release pipeline Staff participated in the "war room" project review with CDT held over a two week period.

STAFFING VACANCY

Current Vacancy Rate: 35 %

Current Vacancies: 45 of 127 CWS-NS positions:

Entity	Classification/Title	Date Vacant	# of Days Vacant	FFD	Efforts / Notes
OSI	Systems Software Specialist II Supv	04/01/16	578		Reclassifying to Sr. ISA Supv
DSS	Social Service Consultant III	01/01/17	303		Position was redirected back to DSS
OSI	Staff Information Services Analyst	03/05/17	240		HR - Reviewing Duty Statement /RPA pkg.
DSS	Associate Government Program Analyst	05/11/17	173		DSS - Screening in progress
DSS	Staff Services Manager I	06/01/17	152	10/10/17	DSS - Job Posted
OSI	Data Processing Manager II	07/01/17	122	10/6/17	CWDS - Posted. FFD 10/6/17.
OSI	Associate Programmer Analyst	07/01/17	122		HR - Reviewing Duty Statement /RPA pkg.
OSI	Systems Software Specialist III	07/01/17	122		Reclassifying to SSS III
OSI	Associate Information Systems Analyst	07/01/17	122		CWDS - Hiring Manager updated DS on 10/8/17. Pending HR Review/Approval.
OSI	Senior Information Systems Analyst	07/01/17	122		Pending HR Review/Approval of updated Duty Statement.
OSI	Senior Information Systems Analyst	07/01/17	122		DOF - pending approval, then to HR.
OSI	Staff Information Systems Analyst	07/01/17	122		HR - Reviewing revised DS. Submitted on 9/28/17.
OSI	Associate Information Systems Analyst	07/01/17	122		HR - Reviewing revised DS. Submitted on 9/28/17.
OSI	Systems Software Specialist III	07/01/17	122		Pending reposting
OSI	Systems Software Specialist III	07/01/17	122	10/16/17	CWDS - Posted. FFD 10/16/17
OSI	Systems Software Specialist II	07/01/17	122		HR - Reviewing RPA pkg.
OSI	Associate Information Systems Analyst	07/01/17	122	10/16/17	CWDS - Posted. FFD 10/16/17
OSI	Staff Information Systems Analyst	07/01/17	122		CWDS - pending justification for transfer.
OSI	Senior Information Systems Analyst	07/01/17	122		No viable candidates, considering re-classifying to SSS II.
OSI	Senior Information Systems Analyst	07/01/17	122		HR - pending job posting.
OSI	Senior Information Systems Analyst	07/01/17	122		CWDS - Minor revisions to Duty Statement, then post.
OSI	Senior Information Systems Analyst	07/01/17	122		CWDS - Minor revisions to Duty Statement, then post.
OSI	System Software Specialist III Supv	07/01/17	122		CWDS - Re-writing Duty Statement (re-class).
OSI	System Software Specialist III	07/01/17	122		CWDS - Re-writing Duty Statement.
OSI	Senior Information Systems Analyst Supv	07/01/17	122	Until filled	CWDS - Posted. FFD Until Filled.
OSI	Senior Information Systems Analyst	07/01/17	122	9/19/17	CWDS - Interviews completed. Tentative offers made. Pending acceptance.
OSI	Senior Information Systems Analyst	07/01/17	122	9/19/17	CWDS - Interviews completed. Tentative offer declined due to pay. Need to re-post.
OSI	Associate Government Program Analyst	07/01/17	122		HR - Pending hire approval
OSI	Senior Information Systems Analyst	07/01/17	122	Until filled	CWDS - Screening. FFD Until Filled.
OSI	Staff Information Systems Analyst	07/01/17	122		HR - Pending post to ECOS
OSI	System Software Specialist II	07/01/17	122		CWDS - Re-writing DS. Awaiting approval from DOF.
OSI	System Software Specialist II	07/01/17	122		CWDS - Re-writing DS. Awaiting approval from DOF.
OSI	Systems Software Specialist I	07/01/17	122		CWDS - Pending Hiring Manager to write DS.
OSI	Systems Software Specialist III	07/01/17	122		CWDS - RPA package in progress.
OSI	Senior Information Systems Analyst	07/01/17	122		CWDS - Pending Hiring Manager to write DS.
OSI	Data Processing Manager II	07/01/17	122		HR - Reviewing Duty Statement/RPA package.
OSI	Systems Software Specialist II Supervisor	07/01/17	122		Posted
OSI	Systems Software Specialist I	07/01/17	122	10/16/17	IT - Screening in progress.
OSI	Office Technician	07/01/17	122		HR - Interviews in progress.
OSI	Staff Information Systems Analyst	07/01/17	122		CWDS - RPA pkg in progress

Entity	Classification/Title	Date Vacant	# of Days Vacant	FFD	Efforts / Notes
OSI	Senior Information Systems Analyst	07/01/17	122		Filled - start date 11/1/17
OSI	Systems Software Specialist II	07/01/17	122	7/17/17	Filled - start date 11/1/17
OSI	Systems Software Specialist II	07/01/17	122	7/17/17	Filled - start date 11/1/17
OSI	Systems Software Specialist II	07/01/17	122	7/17/17	Filled - start date 11/1/17
OSI	Systems Software Specialist II	07/01/17	122	7/17/17	Filled - start date 11/1/17
OSI	Data Processing Manager IV	08/01/17	91	5/11/17	CWDS - Screening candidates in progress.
OSI	Senior Information Systems Analyst	08/31/17	61	10/13/17	CWDS - Posted to ECOS. FFD 10/13/17
OSI	Staff Information Systems Analyst	10/01/17	30		CWDS - Pending HR feedback on rewrite of DS
OSI	Associate Information Systems Analyst	10/01/17	30		CWDS - Pending Hiring Manager to write DS.
OSI	Systems Software Specialist II	10/01/17	30		CWDS - Pending Hiring Manager to write DS.
OSI	Staff Information Systems Analyst	10/01/17	30		CWDS - Posted. FFD 10/19/17

RISKS

For this reporting period, there are currently six (6) high priority risks 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.	<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"> 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. 	<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"> 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.
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>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>	<ol style="list-style-type: none"> 1. Keep a separate risk and issue log for security risks that is protected and confidential and not open to the PRA (Completed 10/2017). 2. Develop a governance forum that allows compliance to the applicable policy: <ol style="list-style-type: none"> a. Option 1: Develop a separate Risk and Issue Forum to specifically address information security risks with only the ELT and the Information Security Leader. b. 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 c. Option 3: Track and manage security risks in JIRA and report high severity risks to the ELT at a monthly forum. 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.
The current CWS-NS application is not browser agnostic. The current version of the CWS-NS application is not functioning properly with Internet Explorer.	<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: *Browser Priority 1 (Standards compliant)</p> <ul style="list-style-type: none"> • WebKit <ul style="list-style-type: none"> • Chrome • Safari • Edge 	<ol style="list-style-type: none"> 1. Inform Counties of the project projections for becoming browser agnostic or commitment. 2. 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). 3. 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.

Risk	Impact	Response Plan
	<ul style="list-style-type: none"> Gecko <ul style="list-style-type: none"> Firefox Browser Priority 2 (Non-Standards compliant) Microsoft (Legacy) <ul style="list-style-type: none"> IE v11 	This will keep Counties informed and up to date on this issue.
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.	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.	<ol style="list-style-type: none"> 1. Work with Stakeholders and digital service teams to develop roadmap of planned delivery of functionality for all critical CWS modules (in process). 2. Held 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. 3. Develop a shared vision of the CWS-NS. 4. Develop customer value goals. 5. Share roadmap with stakeholders and project staff.
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.	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.	<ol style="list-style-type: none"> 1. We have requested additional positions in the next BCP to handle some of this work. 2. Leadership working with other State agencies to augment the work we are currently doing (emergency planning).
Lack of functionality in the prescribed tool Secure Access Framework (SAF) to provide authentication and lack of support team may impact the schedule and security of the CWS-NS system. The current SAF system does not have the functionality that the project needs.	<p>The project may be out of sync with the schedule, security and support as:</p> <ol style="list-style-type: none"> 1. The project depends on the development of new functionality with SAF and testing. 2. The project depends and relies on the security of the SAF system as any vulnerability and breach can compromise the system. 3. The project depends on SAF for post-implementation support. 	<ol style="list-style-type: none"> 1. (Completed) Build a prototype to identify if SAF will work. 2. (Completed) Resolve any functionality issues identified. 3. (In Process) Resolve any infrastructure issues and redefine a new support model with CDSS.

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.	<ol style="list-style-type: none"> 1. Digital Service Teams establish dates for delivery of any feature that will be promoted to the Production environment 2. Implementation changes the model of delivering implementation services (contract modification) 3. Delay start of implementation services until a DS team has a fully developed MVP identified as ready to promote to the Production environment 4. 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 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.	<p>The State is taking the following steps with the intent to become CCWIS compliant:</p> <ol style="list-style-type: none"> 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 (CaWIN), 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, County Welfare Directors Association (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.

Issue	Impact	Next Steps
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.	<p>There are 34 points associated with the basic recurring support user stories in the PMO. With current capacity reduced and team strength at 40 percent, 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:</p> <ul style="list-style-type: none"> • Analysis of cross-team dependencies, issues, impediments or blockers. • Management of the Product Roadmap. • Integration of PMO staff into each digital service team. • Increased PMO presence in the Checks and Balances Team. • Training on revised project management plans, processes and procedures. 	<ol style="list-style-type: none"> 1. Continuing with sprint 44 and beyond, keep team strength at 40% until capacity and resource availability changes. 2. Keep track of needed strategic user stories in the ice box and when capacity changes, have the service manager prioritize them and bring into sprint planning. 3. Seek qualified staff in other service teams that may be able to help with allocation of time in the PMO.
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"> 1. Escalated to HR Management by CWDS executive management. (complete) 2. Schedule training with the OSI Hiring Managers and OSI HR to learn how to write effective duty statements. (complete)

BUDGET/EXPENDITURES AS OF 10/25/2017

2017-18 CWS-NS Budget/Expenditure Report Summary			
OSI Spending Authority Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures
Personnel Services	11,883,786	2,423,213	9,460,573
Other OE&E	3,046,722	63,357	2,983,365
Data Center Services	602,497	58,693	543,804
Facilities	1,421,345	293	1,421,052
Contract Services	66,442,591	5,206,654	61,235,937
Hardware & Software	2,767,000	518,374	2,248,626
Enterprise Services	4,191,896	403,311	3,788,585
OSI Spending Authority Total	90,355,837	8,673,895	81,681,942
CDSS Local Assistance Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures
Contract Services	2,584,820	291,399	2,293,421
Other OE&E	15,234,312	-	15,234,312
County Participation Costs	68,338,542	-	68,338,542
CDSS Local Assistance Total	86,157,674	291,399	85,866,275
CDSS State Operations Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures
Personnel Services	1,930,359	-	1,930,359
Facilities	568,000	-	568,000
Other OE&E	224,497	-	224,497
CDSS State Operations Total	2,722,856	-	2,722,856
CWS-NS Project Total	179,236,367	8,965,294	170,271,073