

# Child Welfare Services – New System Project

## Quarterly Legislative Briefing

September 28, 2017



CWDS / Child Welfare Digital Services

# Agenda

- Overview
  - Project Vision
  - Core Strategies
  - CWDS Solution
  - Budget
- Procurement
- County Perspective
- Product Development
- CCR
- Challenges & Improvements
- Oversight

# Overview

Tony Fortenberry

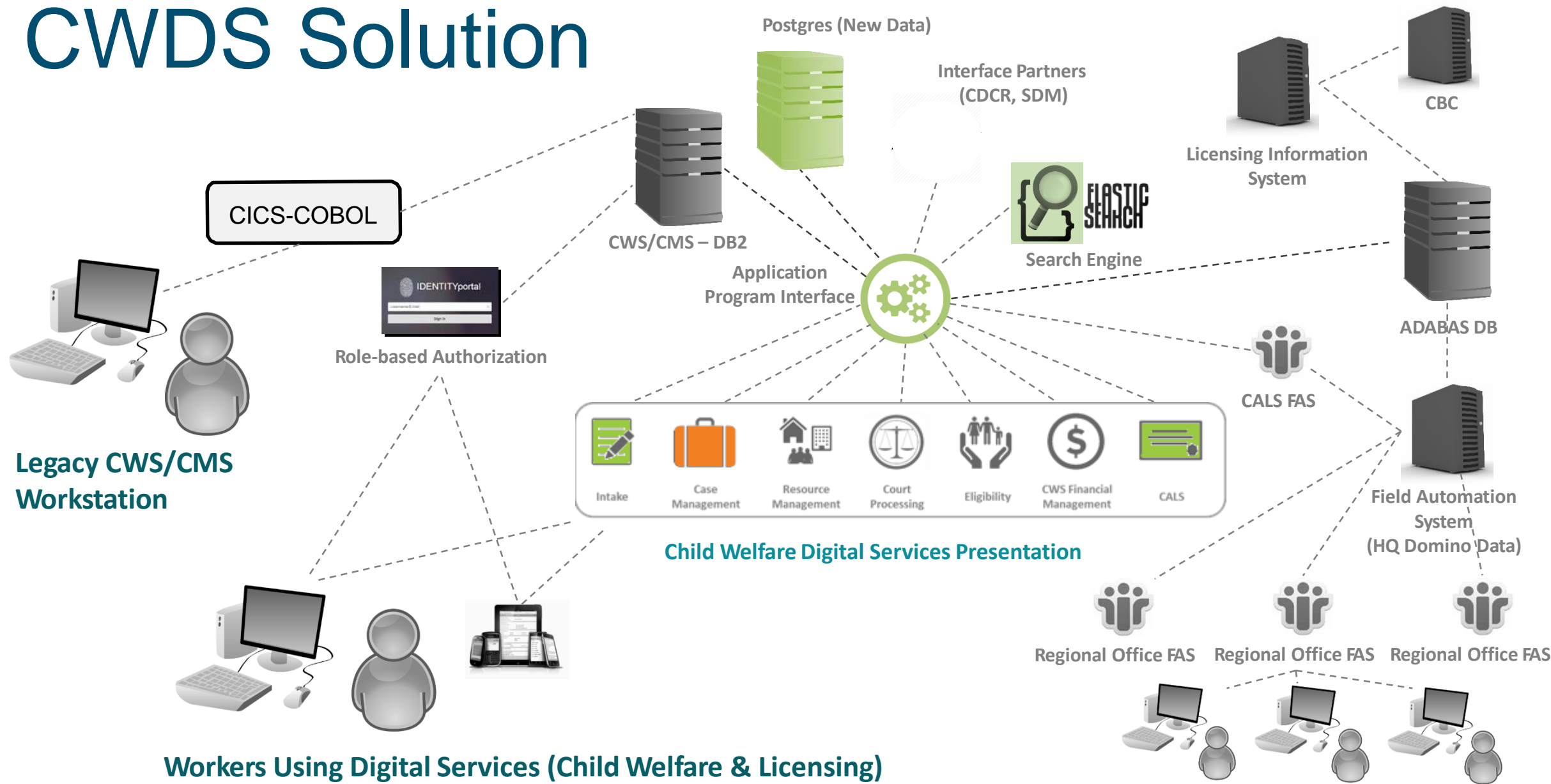
# Project Vision

- Child Welfare Digital Services (CWDS) will provide a new **technology platform** and suite of **digital services** to be released incrementally over the next few years.
- The new digital services are being developed as a **collection of web applications**, accessible from both computers and mobile devices.
- The new digital services leverage the principles of **Agile methodology**, **user-centered design**, and **free/open source software (FOSS)**.
- The new digital services will provide an intuitive **user experience** and **new capabilities** not currently provided by legacy systems.
- The new digital services will replace the mainframe-based Child Welfare Services / Case Management System (CWS/CMS) in service since 1997.

# Core Strategies

- User-Centered Design
- Agile Development Methodology
- Open Source Technology
- Modular Procurement
- Iterative Software Releases (Publishing)
- Emergent Technical Architecture
- Development and Operations (DevOps) Project Lifecycle

# CWDS Solution



# CWS-NS Budget FY 2017-18

2017-18 CWS-NS Budget/Expenditure Report Summary

	Expenditures					Unexpended	
OSI Spending Authority Budget Item	2016-17 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	2016-17 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	2016-17 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>

# Procurement

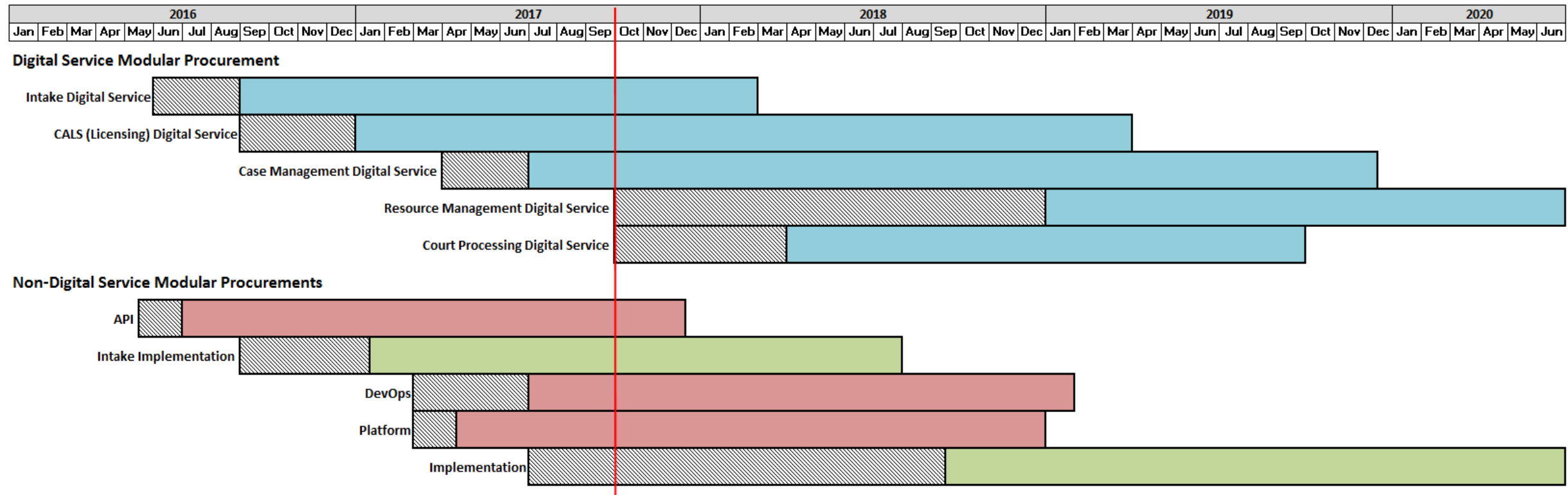
Tony Fortenberry



# Procurement Summary

CWDS Procurement Initiatives	Contract Execution	Award To
Technology Platform Team 1 (TPT-1)	Jun-16	Taborda Solutions
Intake (Digital Service)	Aug-16	Case Commons
Business Rules Extraction – Certification, Approval, and Licensing Services (CALS)	Nov-16	Xfusion Technologies
Implementation Services 1 (Intake/Strategy)	Jan-17	OnCore Consulting
CALS (Licensing) (Digital Service)	Jan-17	Cambria Solutions
Data Project Manager	Feb-17	Natoma Technologies
Technology Platform Team 2 (TPT-2)	Apr-17	EngagePoint
Digital Service - Case Management 1	Jun-17	Cambria Solutions
Digital Service - Case Management 2	Jun-17	Accenture
DevOps 1 - Engineering	Jun-17	Civic Actions
Technology Platform Team 3 (TPT-3)	Oct-17	
Agile Coach 2	Oct-17	
DevOps 2- Service Desk	Oct-17	
Engineering and Technical Management Services	Nov-17	
Technology Platform Team 4 (TPT-4)	Dec-17	
Digital Services – Court Processing	Mar-18	
Front End Development	Mar-18	
Digital Service - Resource Management	Jul-18	
Implementation Services	Sep-18	
Organizational Change Management (OCM) Services	Sep-18	
Training Development Services	Sep-18	
Training Delivery Services	Sep-18	

# Contract Roadmap



# Procurement Status (1 of 2)

Digital Service and Digital Service Related Procurements		
Procurement	Estimated Execution	Status
Technology Platform 3	10/18/2017	Contract is development with ACSD and is waiting for updates from the selected vendor.
DevOps 2 (Service Desk)	10/25/2017	Vendor has been selected and contract package is being developed.
Technology Platform 4	12/18/2017	RFO released on 8/28/17 and offers are due 9/28/17.
DevOps 3	3/20/2018	RFO is in development by the Project.
Front-End Dev	3/23/2018	RFO package is currently in the Red Folder review process.
Courts Processing	3/28/2018	ACSD is updating RFO package.
CALS Front End Development Team 2	3/30/2018	RFO is in development by the Project.
Implementation 2 (Implementation Services)	9/1/2018	RFO is in development by the Project.
Implementation 2 (Organizational Change Management)	9/1/2018	RFO is in development by the Project.
Implementation 2 (Training Development)	9/1/2018	RFO is in development by the Project.
Implementation 2 (Training Services)	9/1/2018	RFO is in development by the Project.
Resource Management	1/1/2019	Not started

# Procurement Status (2 of 2)

Project Support Consultant Procurements		
Procurement	Estimated Execution	Status
Engineering & Technology Services	9/20/2017	Contract executed 9/20/17.
CWDS Service Manager	10/16/2017	Waiting for responses from vendors on the RFQ package.
CWDS Product Manager	10/18/2017	Waiting for responses from vendors on the RFQ package.
Agile Coaching II	10/27/2017	Vendor has been selected and contract package is being developed.
CWDA Executive Liaison	1/2/2018	Agency is reviewing the NCB package.
Digital Media Development	4/18/2018	RFO in development.
Data Support Services	4/20/2018	RFO in development.
Data Conversion Services – Team Members	6/13/2018	RFO not started.
Release Training Services	7/17/2018	RFO not started.
Implementation 2 –Implementation Coordination Support Services	9/1/2018	RFO is in development by the Project.
County Consultant Procurements		
Procurement	Estimated Execution	Status
CALS County Consultant CC#16	10/10/2017	Contract package is with County for review and approval.
Ventura County (CC#21,24,29,34,35)	10/17/2017	Project is working with the county on changes to the contract.
Platform County Consultant CC#25	10/17/2017	Candidate not identified.
Court Processing County Consultant CC#27	12/1/2017	Candidate not identified.
Court Processing County Consultant CC#28	12/1/2017	Candidate not identified.
Case Management County Consultant CC#17	1/1/2018	Candidate not identified.
Case Management County Consultant CC#22	1/1/2018	Candidate not identified.
Case Management County Consultant CC#23	1/1/2018	Candidate not identified.
Resource Management County Consultant CC#26	3/1/2018	Candidate not identified.
Eligibility County Consultant CC#30	4/1/2018	Candidate not identified.
Financial Management County Consultant CC#31	4/1/2018	Candidate not identified.
Financial Management County Consultant CC#32	4/1/2018	Candidate not identified.

# County Perspective

Penni Clarke

# Product Development

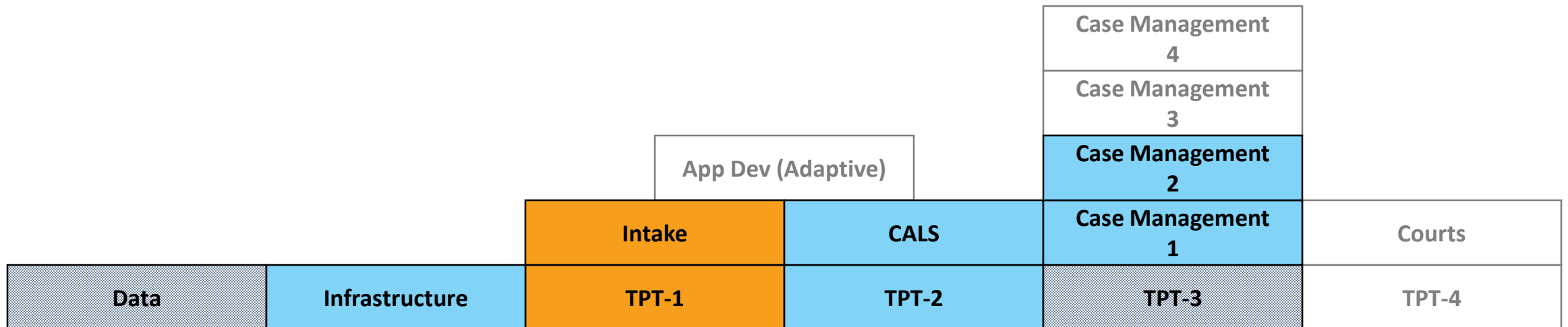
Kevin Gaines

# Digital Services

Digital Services

- CWDS Web (*Development*)
- CWDS Technology Platform (*Development*)
- CWDS Infrastructure (*Development*)
- Intake (*Development*)
- Certification, Approval and Licensing Services (CALS) (*Development*)
- Case Management (*Development*)
- Court Processing (*Procurement*)
- Eligibility (*Planning*)
- Resource Management
- Financial Management
- Administration
- Implementation Support Services (*Active*)

# Product Development: Critical Mass





# CCR

Kevin Gaines

# Challenges & Improvements

Kevin Gaines

# Challenges

- **Procurement Timeline**

- Continuing to Streamline/Accelerate Procurement Process
- Request for Offer (RFO) flow has improved, but timelines remain challenging
- Working in Partnership with Office of Systems Integration (OSI) and California Department of Technology (CDT) to continually improve
- Agile Development Pre-Qualified (ADPQ) vendor pool expanded to include 24 vendors

- **Maturity of technical environments still in progress**

- Quality Assurance (QA) / code of analysis tools
- Consistent identification of technical debt
- Quality and conciseness of stories in development backlogs

- **Recruitment / Staffing**

- Attracting strong talent to public service
- Long hiring lifecycle
- Compensation below market
- Agility in changing staff positions as needs evolve

# Improvements

- **Organizational Tuning**

- Unify all aspects of product lifecycle under one leader (Product Director)
  - Product Strategy, Research, & Design
  - Product Development
  - Product Operations
- Establish technology leadership positions (Product Advisor, Development Advisor)
- Incoming Data and Security teams

- **Progress made on recruiting key positions**

- **New development and Agile process management tools (JIRA)**

- **Improved communication and relations with County stakeholders**

- Information roadshow
- Ensure consistent content across all communication vectors

# Project Oversight

# Resources



<https://cwds.ca.gov>



[@CA CWDS](#)



[California Child Welfare  
Digital Services](#)



[www.facebook.com/  
CaliforniaCWDS/](http://www.facebook.com/CaliforniaCWDS/)



[www.linkedin.com/company/  
child-welfare-digital-services](http://www.linkedin.com/company/child-welfare-digital-services)



[Comms@cwds.ca.gov](mailto:Comms@cwds.ca.gov)