Agenda
Quarterly Stakeholder Forum

Location: 2870 Gateway Oaks – Ford (1SW01)

Time: 10:00 am to 3:00 pm

Facilitator(s): Bill Maile

Purpose: To focus on digital services being developed, program policy, tools, testing, implementation, and other related project information.

QSF - Q2 Agenda Items	Speaker(s)	Time
Welcome/Housekeeping	Bill Maile	10:00 – 10:05 am
Quarterly Legislative Briefing	Tony Fortenberry | Penni Clarke | Kevin Gaines	10:05 – 11:00 am
Solution Demo: CALS	Leon Elzie	11:00 – 11:30 am
Solution Demo: Intake	Wendy Christian	11:30 – 12:00 pm
Lunch On Your Own		12:00 – 1:00 pm
CALS: *Information Architecture Discussion*	Leon Elzie | Liz Lin	1:00 – 1:45 pm
Implementation | Intake: *An Example of Implementation Planning in Los Angeles County*	Kalani Mertyris | Wendy Christian | Kellie Figoten | Katie Hastings	1:45 – 3:00 pm

CWDS / Child Welfare Digital Services

Quarterly Legislative Briefing

Tony Fortenberry | Penni Clarke | Kevin Gaines

Child Welfare Services – New System Project Quarterly Stakeholder Briefing

July 11, 2017

Agenda

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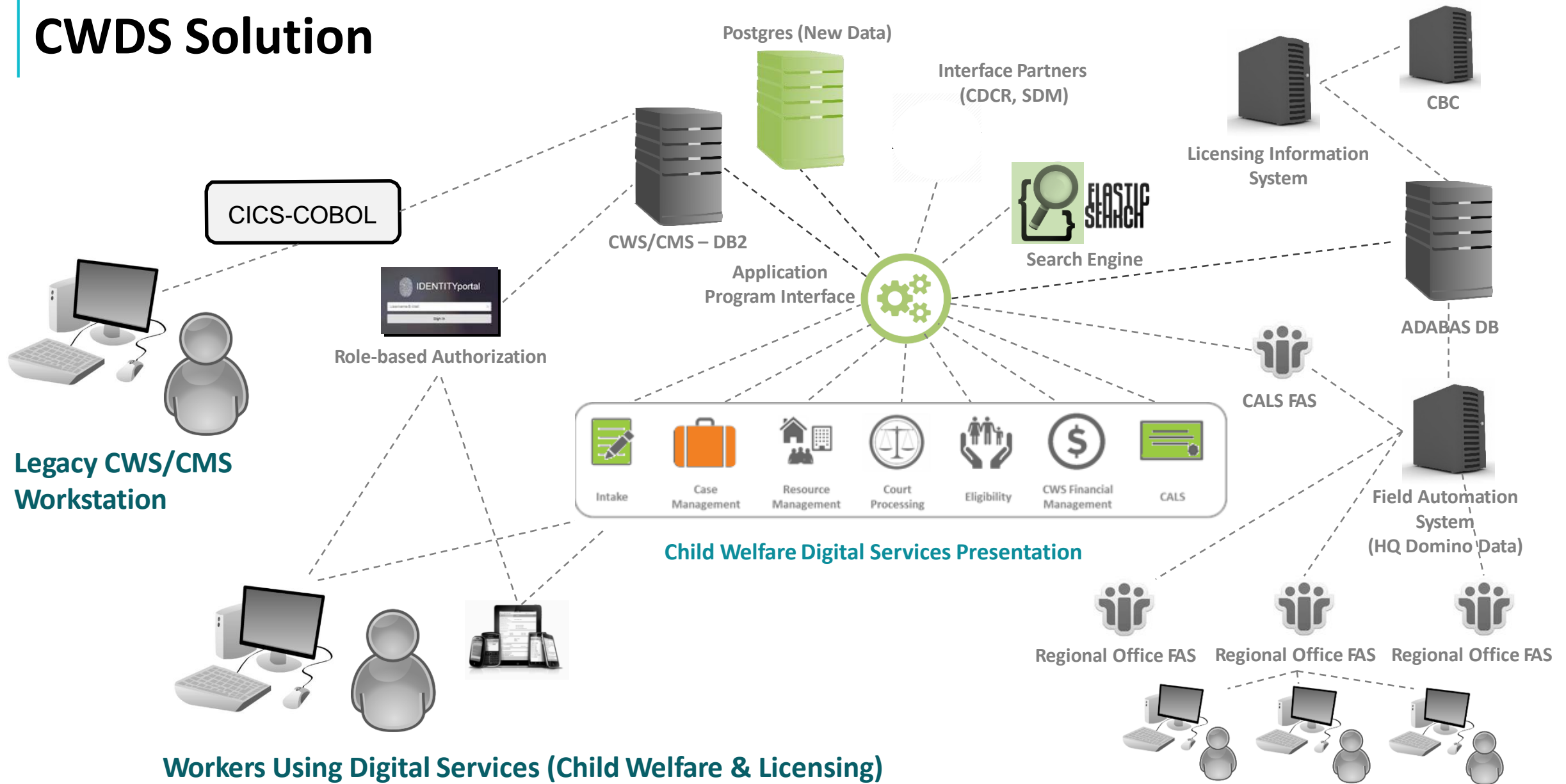
Tony Fortenberry

OVERVIEW

Project Vision

- 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

CICS-COBOL

Postgres (New Data)

Interface Partners
(CDCR, SDM)

CBC

Licensing Information
System

CWS/CMS – DB2

IDENTITYportal

Role-based Authorization

Application
Program Interface

Search Engine

ADABAS DB

CALS FAS

Legacy CWS/CMS
Workstation

Intake | Case Management | Resource Management | Court Processing | Eligibility | CWS Financial Management | CALS

Child Welfare Digital Services Presentation

Field Automation
System
(HQ Domino Data)

Workers Using Digital Services (Child Welfare & Licensing)

Regional Office FAS   Regional Office FAS   Regional Office FAS

CWDS
Child Welfare Digital Services

CWS-NS Budget FY 2016/17

	Budget Authority (A)	Expenditures					Unexpended	
CWS-NS FY 2016-17 Summary Comparison of Budget Authority to Expenditures								
Budget Item	**Budget Authority (A)**	**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	$ 4,531,169	$ 380,567	$ 4,911,736	67.51%	$	2,363,381	32.49%
Hardware Purchase	$ -	$ -	$ -	$ -	0.00%	$	-	0.00%
Software Purchase/License	$ 874,000	$ 797,060	$ 291,644	$ 1,088,704	124.57%	$	(214,704)	-24.57%
Telecommunications	$ 2,000	$ 90,095	$ -	$ 90,095	4504.75%	$	(88,095)	-4404.75%
Contract Services	$ 27,462,568	$ 10,492,213	$ 4,244,765	$ 14,736,978	53.66%	$	12,725,590	46.34%
Data Center Services	$ 1,153,516	$ 368,965	$ 48,038	$ 417,003	36.15%	$	736,513	63.85%
Agency Facilities	$ 3,754,545	$ 1,224,991	$ 1,834,083	$ 3,059,074	81.48%	$	695,471	18.52%
Other	$ 17,933,121	$ 2,564,397	$ 8,564,614	$ 11,129,011	62.06%	$	6,804,110	37.94%
Total	**$ 58,454,867**	**$ 20,068,890**	**$ 15,363,711**	**$ 35,432,601**	**60.62%**	**$**	**23,022,266**	**39.38%**

Project FY 2016-17 Month to Month Cumulative Display Budget Expended												
	Budget	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Project ($)	$ 58,454,867	$ 997,488	$ 2,187,471	$ 3,593,548	$ 5,324,082	$ 7,029,270	$ 8,944,706	$ 11,124,519	$ 13,617,532	$ 16,378,416	$ 18,580,955	$ 20,937,968	$ -
Project (%)		1.71%	3.74%	6.15%	9.11%	12.03%	15.30%	19.03%	23.30%	28.02%	31.79%	35.82%	0.00%

CWS-NS Budget FY 2017/18

CWS-NS FY 2017-18 Budget			
Budget Item	**Baseline Budget (A)**	**FY 2017-18 BCP/ BL Adjustments (B)**	**FY 2017-18 Budget (C) = (A) + (B)**
Staff (Salaries and Benefits)	$ 7,190,117	$ 5,881,810	$ 13,071,927
Hardware Purchase	$ -		$ -
Software Purchase/License	$ 874,000	$ (607,000)	$ 267,000
Telecommunications	$ -	$ -	$ -
Contract Services	$ 26,060,000	$ 58,476,931	$ 84,536,931
Data Center Services	$ 1,153,516	$ 271,000	$ 1,424,516
Agency Facilities	$ 1,686,545	$ (352,000)	$ 1,334,545
Other	$ 21,392,690	$ 56,638,542	$ 78,031,232
Total	**$ 58,356,868**	**$ 120,309,283**	**$ 178,666,151**

Tony Fortenberry

PROCUREMENT

Procurement Summary

| CWDS Procurement Initiatives	Contract Execution	Award To
Technology Platform 1 (API)	Jun-16	Taborda Solutions
Intake (Digital Service)	Aug-16	Case Commons
Business Rules Extraction - 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 2	Apr-17	EngagePoint
Case Management 1 (Digital Service)	Jun-17	Cambria Solutions
Case Management 2 (Digital Service)	Jun-17	Accenture
DevOps Engineering	Jun-17	Civic Actions
Technology Platform 3	Aug-17	
Agile Coach 2	Oct-17	
Service Desk	Nov-17	
Eng & Tech Mgmt Services (Digital Service)	Nov-17	
Courts (Digital Service)	Jan-18	
Technology Platform 4	Jan-18	
Implementation Services 2 (Implementation)	Jan-18	
Implementation Services 3 (OCM)	Jan-18	
Implementation Services 4 (Training Dev)	Feb-18	
Implementation Services 5 (Training Delivery)	Mar-18	
Resource Management (Digital Service)	Jul-18	

CWDS
Child Welfare Digital Services

Contract Roadmap
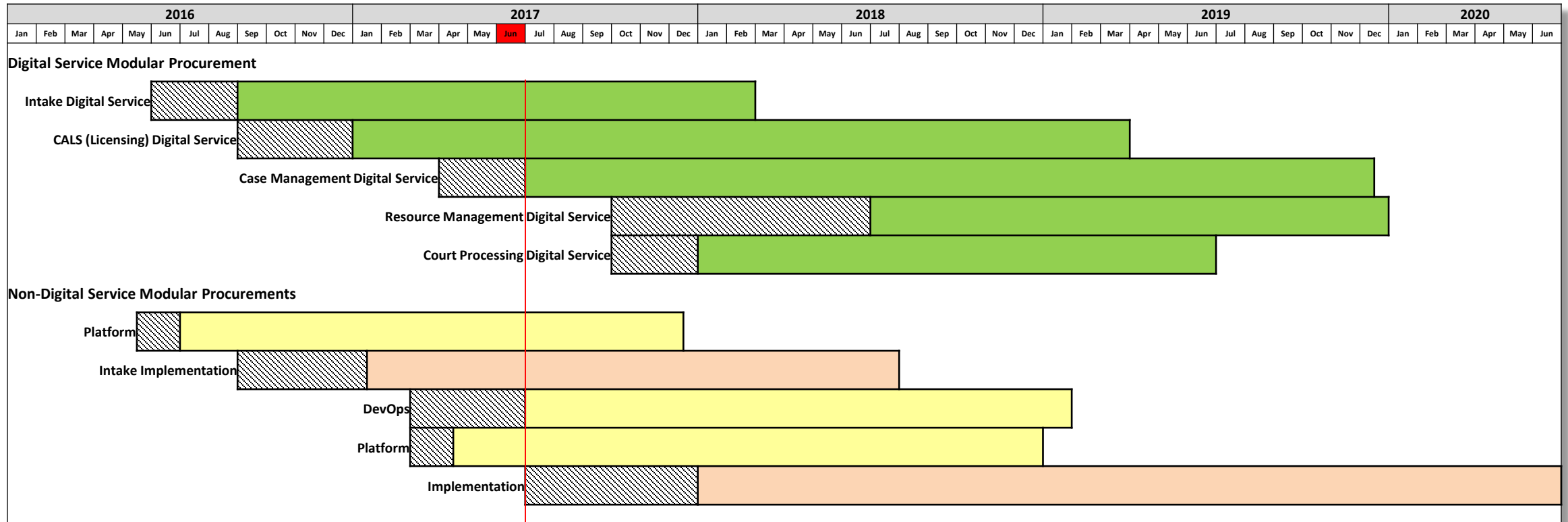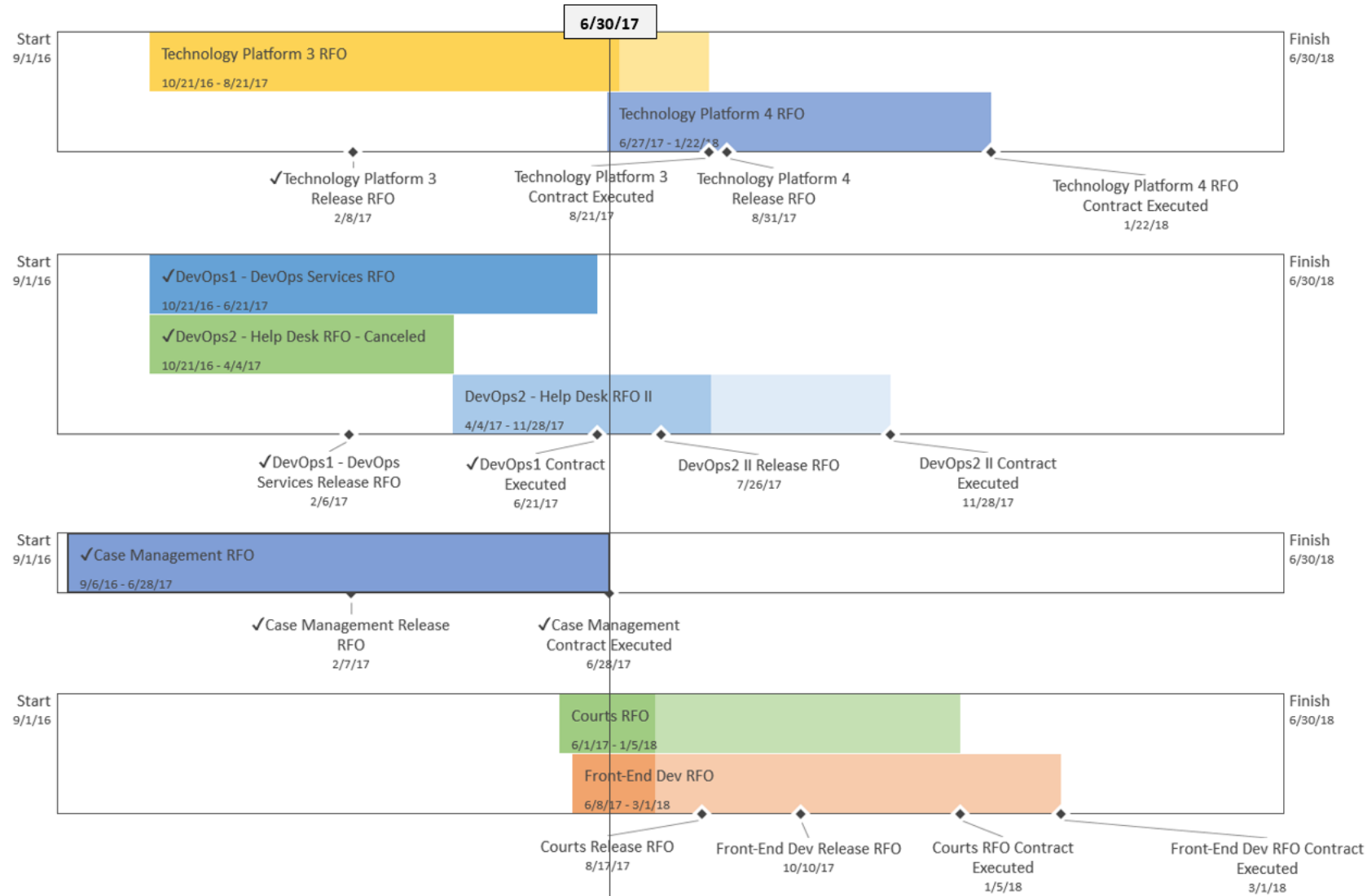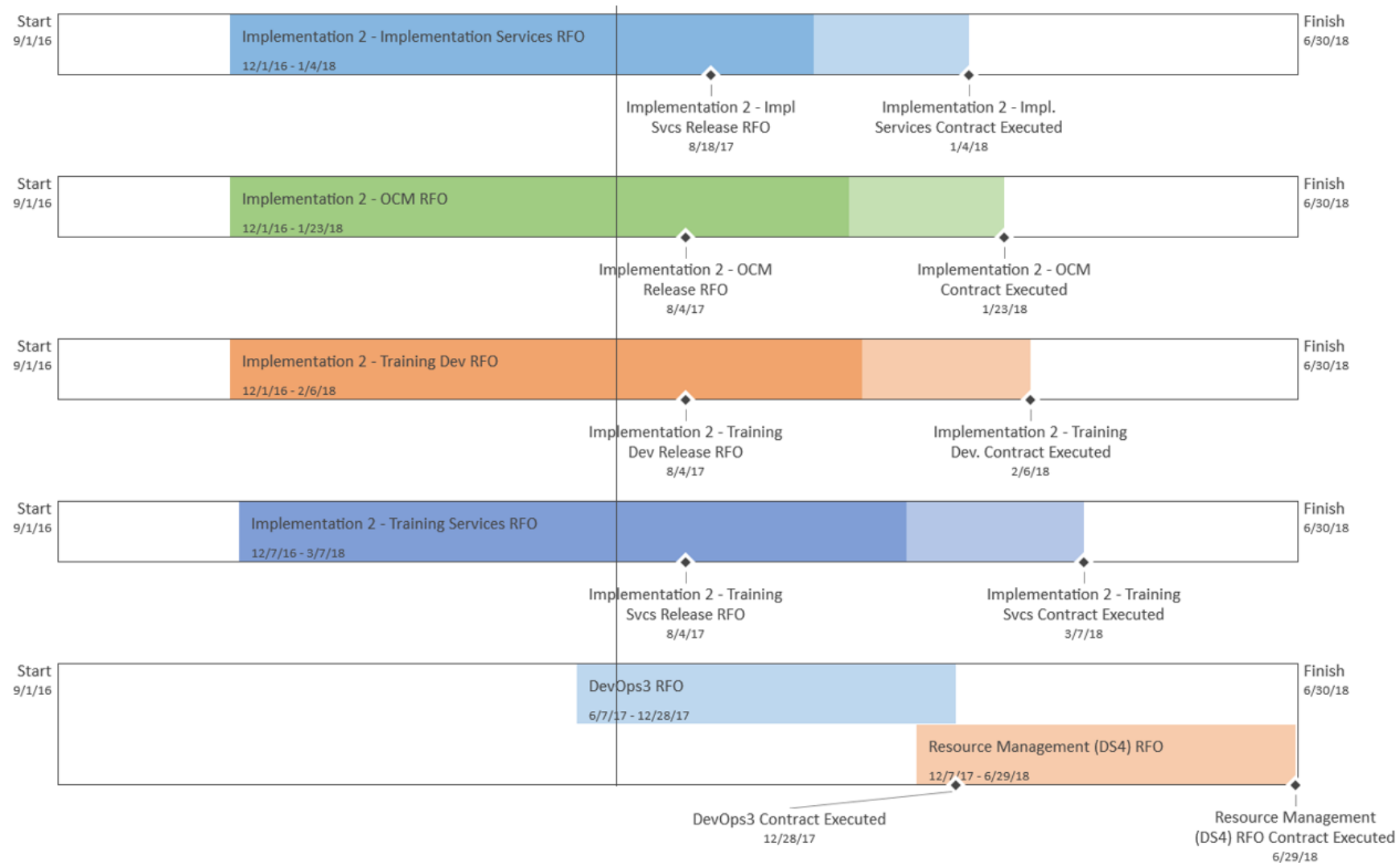
Penni Clarke

COUNTY PERSPECTIVE
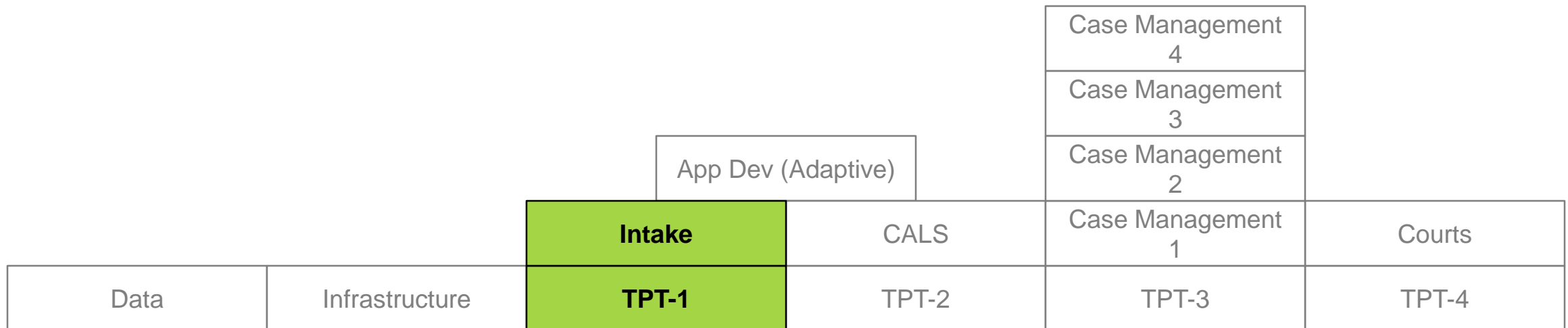
Kevin Gaines

PRODUCT DEVELOPMENT

Digital Services

- CWDS Web *(Development)*
- CWDS Technology Platform *(Development)*
- CWDS Infrastructure *(Development)*

Digital Services

- Intake *(Development)*
- Certification, Approval and Licensing Services (CALS) *(Development)*
- Case Management *(Development)*
- Court Processing *(Procurement)*
- Eligibility
- Resource Management
- Financial Management
- Administration

- Implementation Support Services *(Active)*
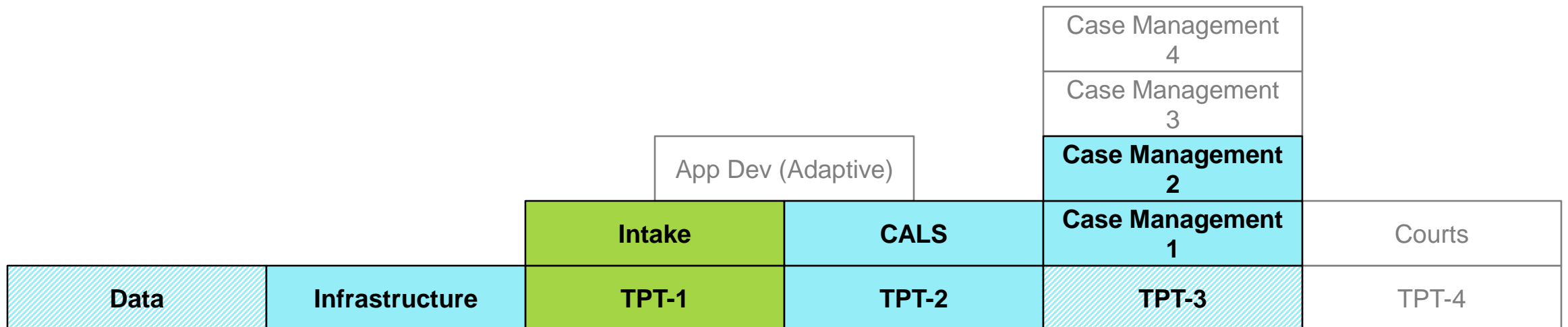
Product Development: Critical Mass *(1 of 2)*

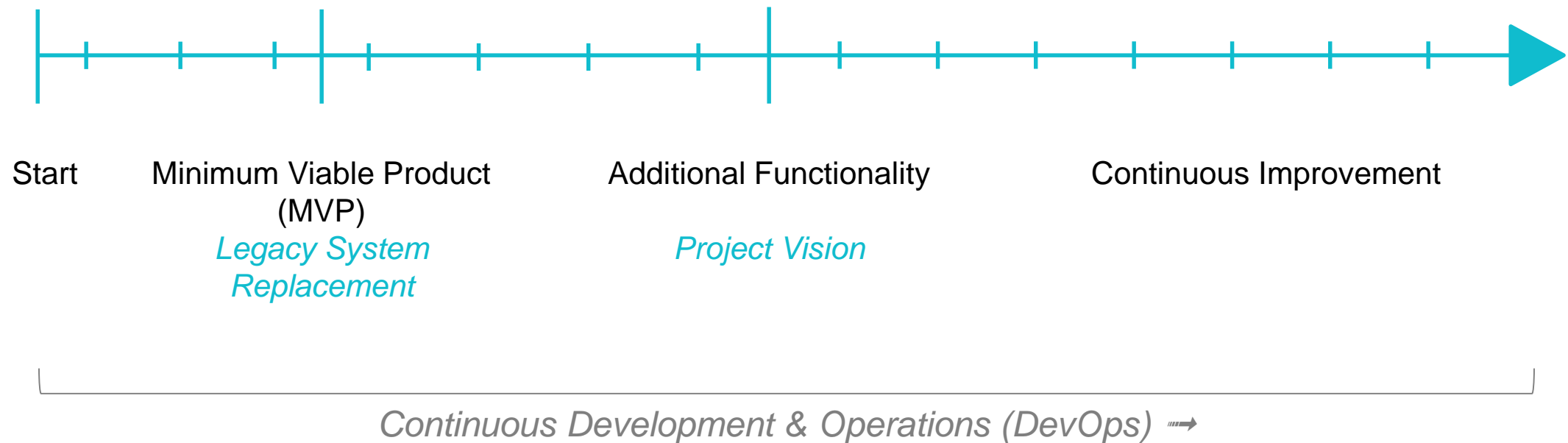| | | App Dev (Adaptive) | | Case Management 4 | |
				Case Management 3	
				Case Management 2	
		Intake	CALS	Case Management 1	Courts
Data	Infrastructure	**TPT-1**	TPT-2	TPT-3	TPT-4

Product Development: Critical Mass *(2 of 2)*

- 2016 = 2 contractor teams
- 2017 = 9 contractor teams
- *Most 2017 teams awarded within the last 90 days*

				Case Management 4	
				Case Management 3	
			App Dev (Adaptive)	**Case Management 2**	
		Intake	CALS	**Case Management 1**	Courts
Data	Infrastructure	TPT-1	TPT-2	TPT-3	TPT-4

Iterative Product Development

Start

Minimum Viable Product (MVP)
Legacy System Replacement

Additional Functionality
Project Vision

Continuous Improvement

Continuous Development & Operations (DevOps) ➠

Kevin Gaines

CHALLENGES & IMPROVEMENTS

Challenges

- Procurement Timeline
  - Continuing to Streamline/Accelerate Procurement Process
  - RFO flow has improved, but timelines remain challenging
  - Working in partnership with OSI and CDT to continually improve
  - ADPQ expanded to include 24 vendors

- Slow Project Ramp-up
  - Intake application development slower than anticipated
  - Delays in developing infrastructure with limited staff

- Maturity of technical environments still in progress
  - QA / code 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 (Development Chief, Development Advisor)
  - Incoming Data and Security teams
- Agile Maturity Assessment
- New development and Agile process management tools (JIRA)
- Improved communication & relations with County stakeholders
  - Information roadshow
  - Ensure consistent content across all communication vectors
- Legacy CWS/CMS team support for digital services development (testing, discovery)

QUESTIONS

Solution Demo: CALS

Leon Elzie

Agenda

- Product Increment (PI) 3 Goals
- Where we are now / What is next
- Present: Solutions Demo
- Roadmap: A Look Ahead

Goals

CALS Value Proposition

Why are we building this service?

Child Welfare Goals	Impact of our service	Features to deliver value
• Child Safety and Welfare	• Enforced standards of quality to ensure placement facilities are safe for children • Easier for RFA workers to assist applicants in creating good homes for children	• Home and facility profiles that display compliance history at a glance • Track RFA progress towards decision within 90 days
• Workload Management	• Less time fighting the tool and more time for the social work	• Status-tracking of RFA Applications • Creation of facilities within CWS/CMS
• Improve Data Quality	• Reduce the duplication of data entry across reports and modules	• Single entry of applicant information that is reused throughout RFA forms

• Resource Family Approval (RFA)
• Child Welfare Services/Case Management System (CWS/CMS)

Where are we now?
What is next?

Facility Profile

CALS JOURNEY	SEARCH FOR FACILITY	SEARCH RESULTS	FACILITY PROFILE	INFORMATION ARCHITECTURE

FEATURES	• Search by:
	  o Facility Address
	  o Assigned LPA
	  o Facility Approval Number
	  o Approving Agency
	  o Facility Name
		• Search Results as Determined by County/State SMEs
		
		• Display of Search Results
			• Identification of Facility using Key Indicators
			
			• View Children placed in Facility
			
			• Complaint History
				• Integration of common business functionality
				
				  o Organization
				  o Labeling
				  o Navigation
				  o Search

STATUS	**COMPLETE**	**COMPLETE**	**IN DEVELOPMENT**	**IN DESIGN**

• Licensed Program Analyst (LPA)

RFA Application

CALS JOURNEY	CREATE RFA APPLICATION	APPLICATION SEARCH	PRINT	CREATE FACILITIES

FEATURES	• Create/Edit RFA Application
	  ○ Resource Family Application
	  ○ Criminal Records Statement
	  ○ RFA Confidential
	
	• Display of Search Results
		• Determine Search Criteria
		
		• Determine Search Results
		
		• Display of Search Results
			• AS IS Print of RFA Application	• Create Facility in CWS/CMS
				
				• Create Facility from within RFA Application

STATUS	IN DESIGN IN DEVELOPMENT	IN RESEARCH	IN RESEARCH	IN RESEARCH IN DEVELOPMENT

Demo

What's coming next sprint (or two or three)?

Product Increment (PI) 3

Sprint 3.4	*Sprint 3.5*	*Sprint 3.6*

Sprint 3.4

- ❑ **Create Facility-CWS/CMS**
- ❑ **Search for Application**
- ❑ **RFA01 A**
  - • **Foster Care/Adoption History**
  - • **More About Applicant**
  - • **Minor Children**
- ❑ **RFA 01B & 01C-Design**

Sprint 3.5

- ❑ **Create Facility-cont.**
- ❑ **Search for Application-cont.**
- ❑ **RFA01 A**
  - • **Application History**
  - • **Child Desired**
  - • **References**
  - • **Employment**

Sprint 3.6

- ❑ **RFA01 A**
  - • **Declaration**
  - • **Relationships**
- ❑ **RFA 02 & 03-Design**
- ❑ **RFA Data Validation**
- ❑ **Search Facility-cont.**
- ❑ **RFA01 B & C**

07/14 - 07/27	07/28 - 08/09	08/10 - 08/23

The Future

Research, design & product roadmap

Way Into The Future

Product Increment (PI)
PI-3 / PI-6

PI-3

- RFA Application (RFA01A,B,C)
- CREATE FACILITY
- APPLICATION SEARCH
  - List View

June – Aug.

PI-4

- APPLICATION CHECKLIST
- BACKGROUND CHECKS (RFA02)
- HOME ENVIRONMENT (RFA03)
- CREATE FACILITY cont.
- INFORMATION ARCHITECTURE

Sep. – Nov.

PI-5

- FFA APPLICATION (Forms TBD)
- RFA Application (Forms TBD)
- HEALTH SCREENING
- WRITTEN REPORT

Dec. – Feb.

PI-6

- APPLICATION PORTAL
- MANAGERS WORKFLOW
- NOTIFICATIONS

Mar. – May

- Resource Family Approval (RFA)
- Foster Family Agency (FFA)

More About CALS

Important Links

CALS Digital Service

- GitHub Wiki: https://github.com/ca-cwds/CALS/wiki
- GitHub Repository: https://github.com/ca-cwds/CALS

CALS API

- GitHub Wiki: https://github.com/ca-cwds/cals-api/wiki
- GitHub Repository: https://github.com/ca-cwds/cals-api

Shared resources

- CALS SharePoint (OSI email required): Link
- CALS Shared Google Drive (request access)

Thank You

Solution Demo: Intake

Wendy Christian

The Scope of Intake

Emergency Response

Hotline

Investigation
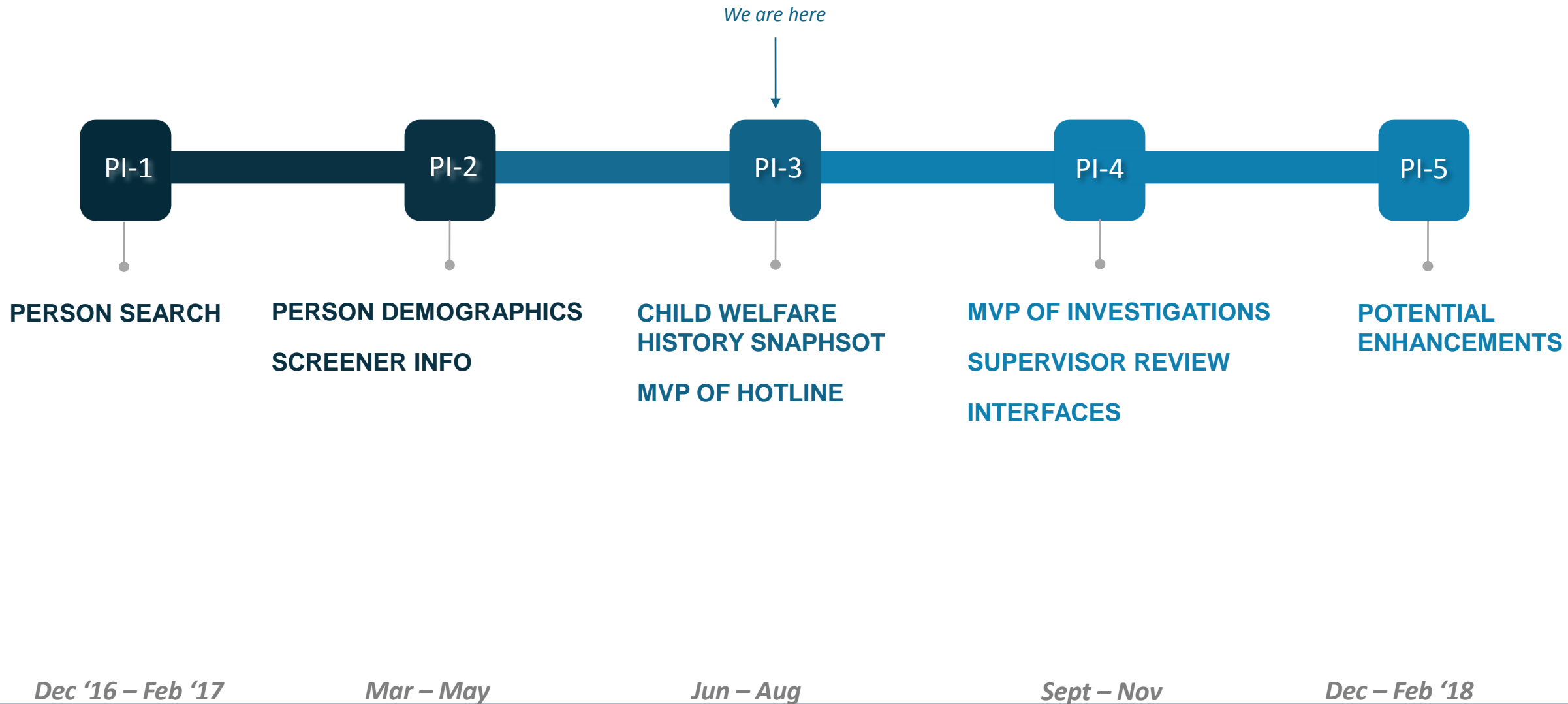
The past
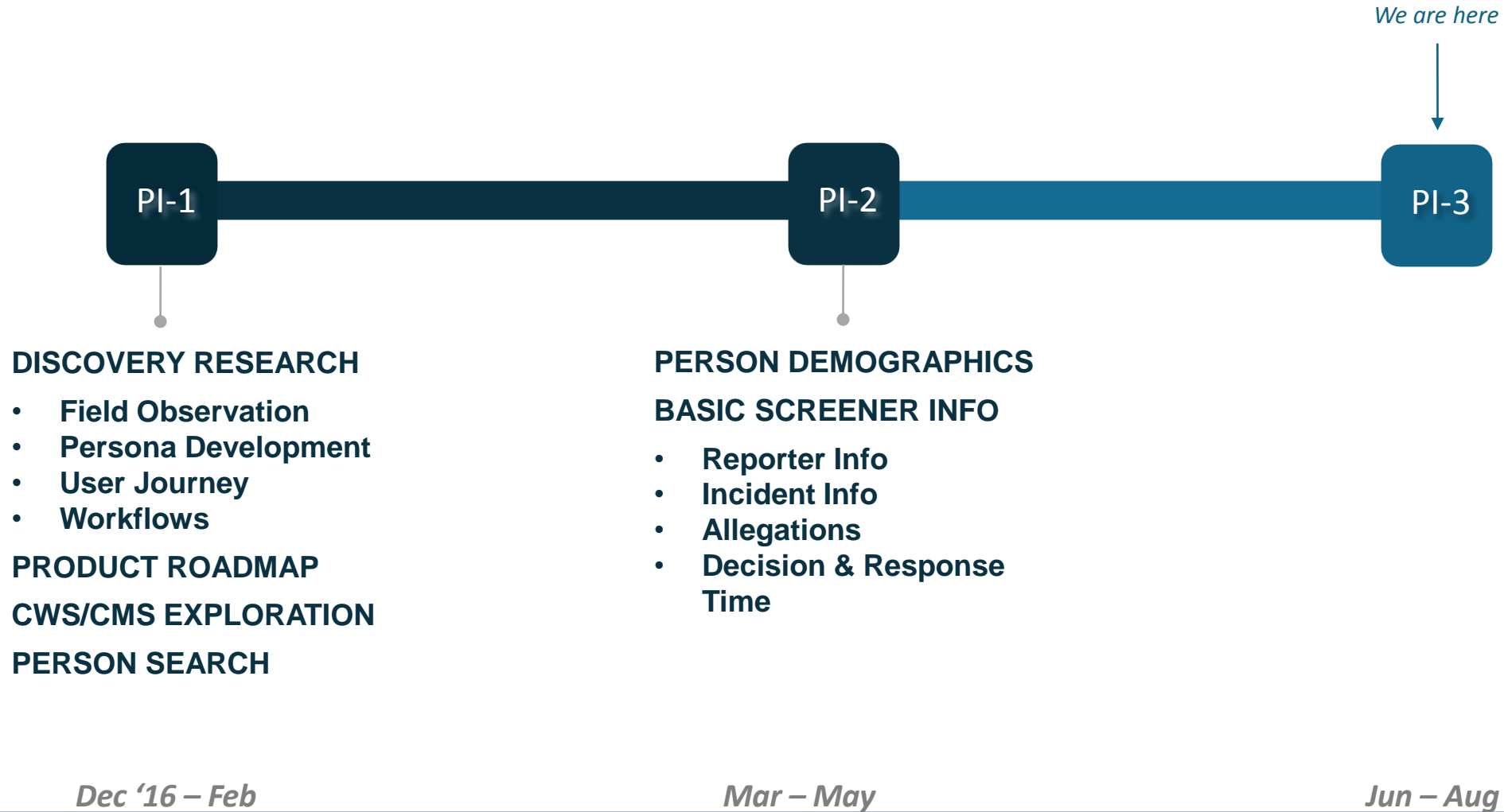
The present and future

We are here

PI-3 — **PI-4** — **PI-5**
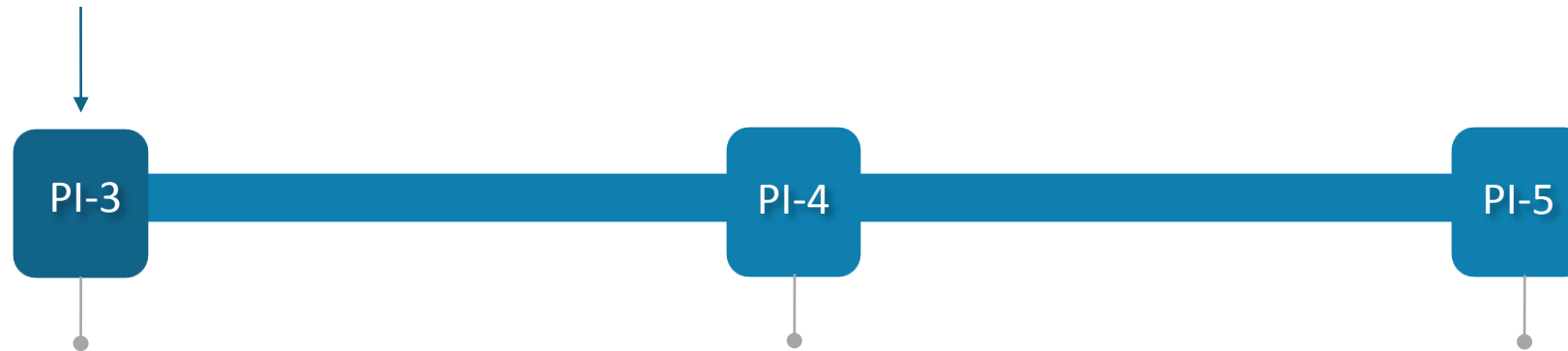
CHILD WELFARE HISTORY SNAPHSOT

MVP OF HOTLINE

SAVE DATA TO CWS/CMS

USABILITY TESTING

DISCOVERY RESEARCH

- **Investigations**

MVP OF INVESTIGATIONS

- **Contacts**
- **Disposition**
- **Outcomes**

SUPERVISOR REVIEW

INTERFACES

- **SDM Tool**
- **Smarty Streets**

POTENTIAL ENHANCEMENTS

- **Genogram**
- **Timeline of child welfare history**
- **Improved search accuracy**
- **Duplicate reduction**
- **Criminal history integration**
- **Mental health integration**
- **etc**

Jun – Aug   *Sept – Nov*   *Dec – Feb '18*

- Minimum Viable Product (MVP)
- Structured Decision Making (SDM)

Demos

Lunch

12:00-1:00 pm | Please join us after lunch using the same WebEx and access code.

CALS

Leon Elzie | Liz Lin

Information Architecture

IA

- What is IA
- How it relates to us
- Where we are right now

What is it?

"Information architecture focuses on organizing, structuring, and labeling content in an effective and sustainable way. The goal is to help users find information and complete tasks. "

- usability.gov

How does it relate to us ?

How does it relate to us ?

Organization Schemes and Structures – *How you categorize and structure information*

Labeling Systems – *How you represent information*

Navigation Systems – *How users browse or move through information*

Search Systems – *How users look for information*

- Lou Rosenfeld and Peter Morville in their book, *Information Architecture for the World Wide Web*

Where are we?

"Now, this is just a simulation of what the blocks will look like once they're assembled."
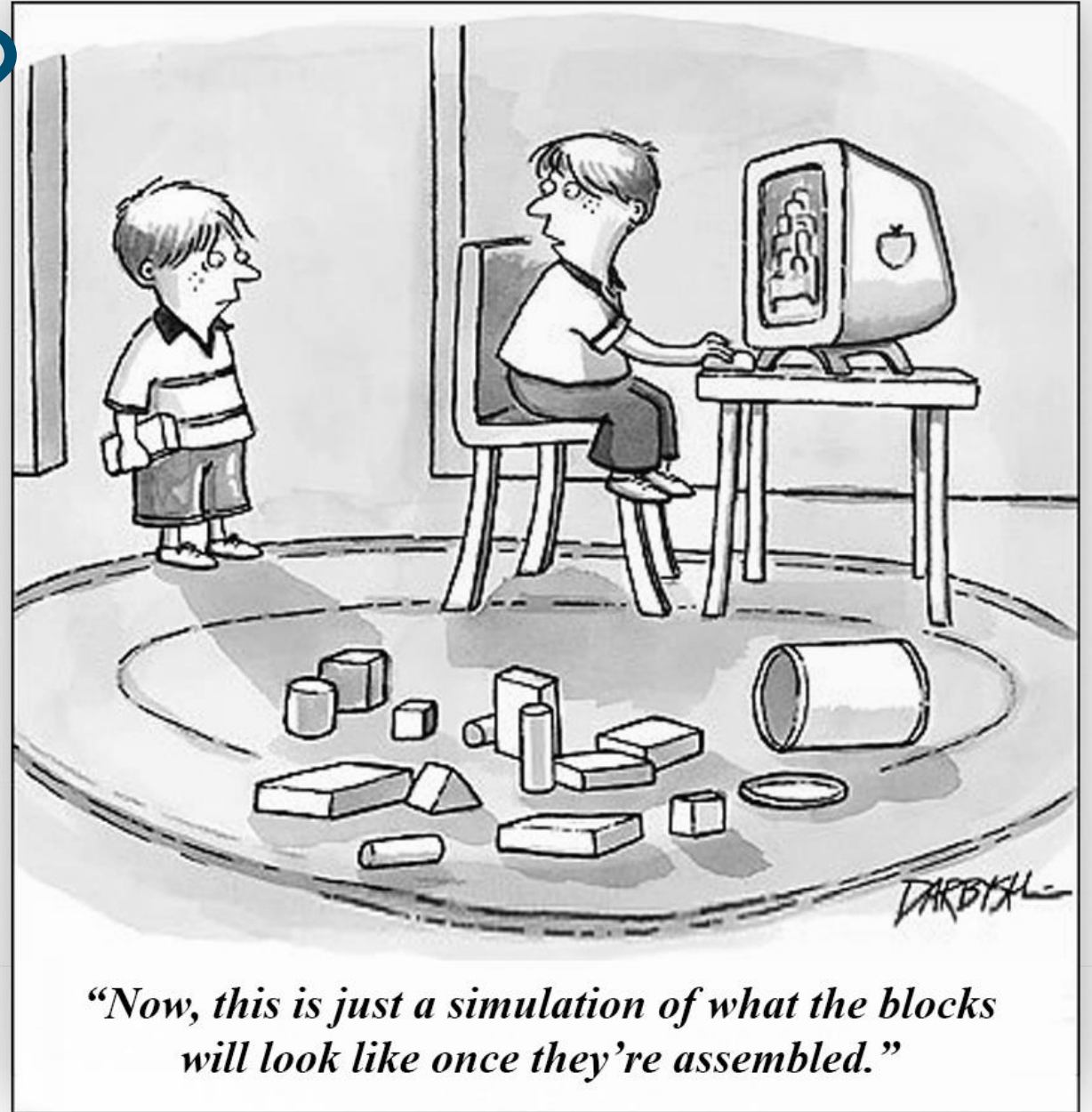
Open Discussion

Thank You

Implementation | Intake

Kalani Mertyris | Wendy Christian | Kellie Figoten | Katie Hastings

Implementation Briefing

Quarterly Stakeholder Forum

July 2017

CWDS / Child Welfare Digital Services

Agenda

- Introductions
- Implementation: The Big Picture
- An Example of Implementation Planning in Los Angeles County
- Next Steps

Introductions

Today's speakers

Greetings

Speakers for today's presentation

- Kalani M. – Service Manager for the Implementation Team
- Wendy C. – Service Manager for the Intake Team
- Kellie F. – Los Angeles County Intake Digital Service Lead
- Katie H. – Project Implementation Lead for Los Angeles

Implementation: The Big Picture

Elements of Implementation

Implementation Core Elements

	IMPLEMENTATION	**ORGANIZATIONAL CHANGE MANAGEMENT (OCM)**	**TRAINING**
Foundational Components	• Org Pre-Kickoff and Kickoff • Org Implementation Schedule • Go Live Readiness Checklist • Cutover Checklist • Statewide Readiness Dashboard • Go Live Support Plan • Contingency Plan	• As-Is Process Models • To-Be Process Models • Gap Analysis / Impact Matrix • Change Readiness Plan • OCM Training	• Training Curriculum • Training Materials • User Manuals (Job Aids) • TTT Materials
Key Activities	• Provide Org Imp Support (pre & post Go Live)	• Provide Support to Imp. Leads	• Prepare Training Logistics and Schedule TTT Facilities • Deliver & Evaluate TTT

Implementation Supporting Elements

	PRE PLANNING	**RELEASE PREPARATION**	**SANDBOX & MISC.**
Foundational Components	• Org Implementation Team Contacts • Statewide Rollout Plan	• Identify Technical Readiness Items • Identify Data Cleansing Items • Identify Interface and/or External System Readiness Items	• Preview Env. / Sandbox Job Aids • Preview Env. / Sandbox Scenarios
Key Activities	• Bi-Weekly Implementation Calls (Intake)		• Provide Intake QA Support • Facilitate Intake Core County Calls

Elements and their Related Activities

Readiness Activities

Post-Go Live Activities

PROJECT MANAGEMENT	Conduct Pre-Kickoff & Kickoff	Track Status of Implementation Schedule				Post-Go Live Support	Imp Org Complete Report
			Tailor Readiness & Cutover Checklists	Tailor Go Live Support	Go / No Go Decision		
				Validate Contingency Plan			
ORGANIZATION CHANGE MGMT		Review As-Is & To-Be Process Models	Review Gap / Impact Analysis	Execute Change Readiness Plan	Procedures Training		
				Update Procedures			
TRAINING		Reserve Training Facilities	Identify Trainers	Schedule Users for Training	Attend TTT	End User Training	
TECHNICAL READINESS		Monitor Technical Readiness					
		Monitor Interfaces & External Systems Readiness					
DATA CLEANSING		Track Data Cleansing					
COMMUNICATIONS		Communications Plan	Support Communications				

○ JOINT TASKS ● ORG ONLY TASKS

An Example of Implementation Planning in Los Angeles County

Activities undertaken and accomplished

Los Angeles County Activities

- Pre-Planning for Core Counties
- Planning Readiness and Rollout*
- Execute Readiness and Rollout

Los Angeles County Activities

- **Pre-Planning for Core Counties**
- Planning Readiness and Rollout*
- Execute Readiness and Rollout

CWS-NS News

Search within CWS-NS News website 🔍

NAVIGATION MENU

- Home
- Digital Services ›
- Training and Resources
- About Us ›
- Frequently Asked Questions

LATEST NEWS

Sed ut perspiciatis unde natus error sit voluptatem
February 21, 2017 - 12:16 pm

Nemo enim ipsam volupta voluptas sit aspernatur aut
February 17, 2017 - 11:54 am

At vero eos et accusamus odio dignissimos ducimus
February 14, 2017 - 3:27 pm

Nam libero tempore, cum nobis est eligendi
February 10, 2017 - 1:33 pm

WHO ARE WE?

Greetings! We are the CWS-NS Team here to provide you updates & news about the NEW Child Welfare Services- New System (CWS-NS). We are here to help answer any questions that you may have!

WHAT IS CWS-NS?

The Child Welfare Services New System (CWS-NS) is a web-based solution that will replace the legacy CWS/CMS that has been in existence since 1997. CWS-NS will provide:

- A new technology platform & suite of digital services to be released incrementally over the next few years.

- The digital services will provide a more intuitive user experience & new capabilities not currently provided by the CWS/CMS, LIS, & FAS legacy systems.

8 DIGITAL SERVICES

INTAKE   CALS   CASE MANAGEMENT   COURT PROCESSING   RESOURCE MANAGEMENT   ELIGIBILITY   FINANCIAL MANAGEMENT   ADMINISTRATION

LAKIDS
dcfs intranet site

🏠 | Organization | Systems | Security | Services | Resources |

CWS-NS News

Search within CWS-NS News website 🔍

NAVIGATION MENU

Home

Digital Services ›

Training and Resources

About Us ›

Frequently Asked Questions

Frequently Asked Questions

1. I have a question/feedback about CWS-NS. Where can I go to provide my question/feedback?

You can reach us by clicking on About Us > Contact Us on the Navigation menu on the left and sending us a message with the form or you can email us directly at CWSNSTeam@dcfs.lacounty.gov.

2. How will I be notified about updates regarding CWS-NS?

3. When will we start to see the CWS-NS application in our offices?

4. What will happen to CWS/CMS?

5. How will we be trained on CWS-NS?

Los Angeles County Activities

- **Pre-Planning for Core Counties**
- Planning Readiness and Rollout*
- Execute Readiness and Rollout

Office Analysis

CWS-NS: Roles by Office

#	Role/Items	Description		Belvedere	Belvedere Annex	CPHL	Compton	
	ER CSW	Emergency response - Iniital investigation						
	CS CSW	Continuing Services - primary case manager						
	Vertical CSW	Vertical Caseloads - doing ER and CS in specialized programs						
	DI CSW	Dependency Investigators - secondary investigation						
	DI SCSW	Dependency Investigators Supervisors						
	ER SCSW	Emergency Response						
	CS SCSW	Continuing Services						
	Vertical SCSW	Vertical Caseloads - doing ER and CS in specialized programs						
	ARA	Assistant Regional Admin - manages the supervisors						
	RA	Regional Admin - manages the supervisors						
		Dependency Investigator Assistant						

Hotline = 200 Users, 1 location
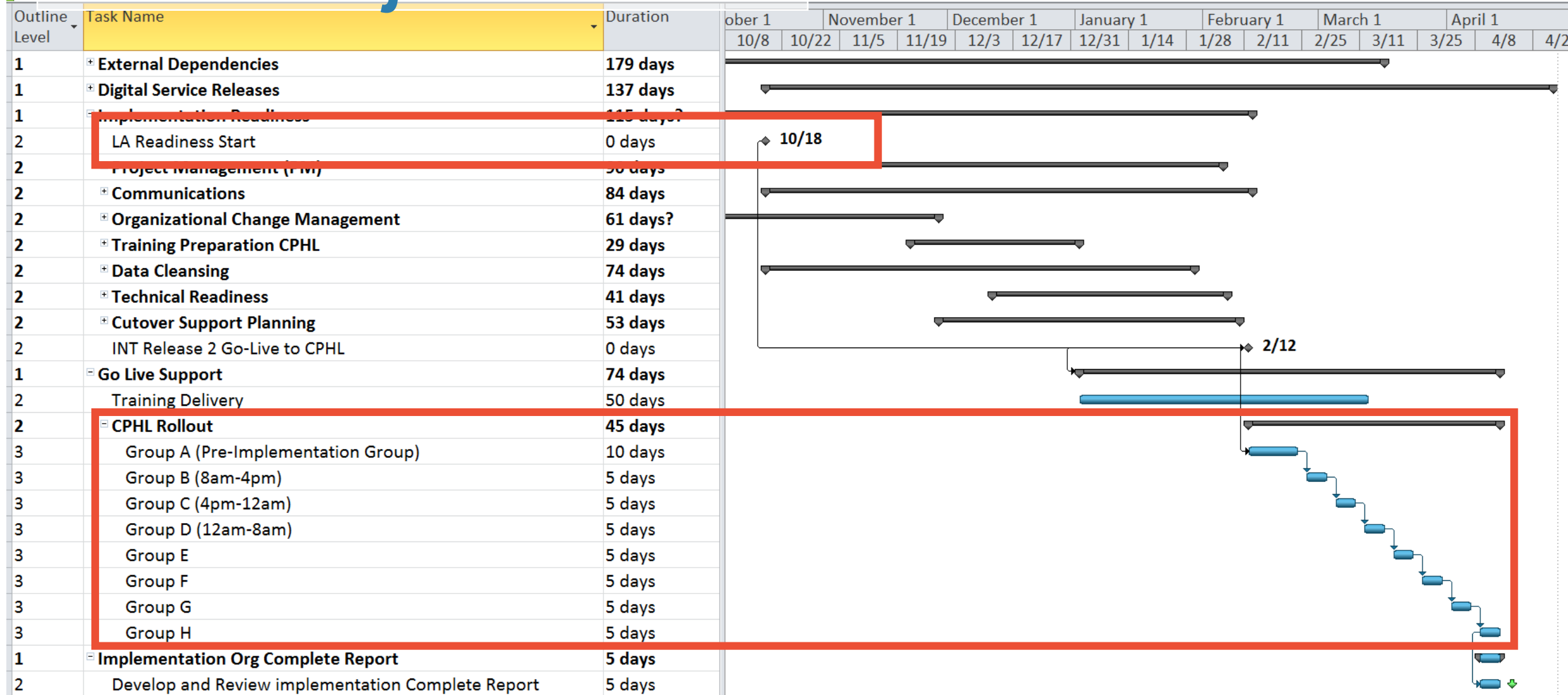
vs.

Investigations = 917 Users, 22 locations

Los Angeles County Activities

- Pre-Planning for Core Counties
- **Planning Readiness and Rollout***
- Execute Readiness and Rollout

LA Project Plan

Outline Level	Task Name	Duration	ober 1 10/8	10/22	November 1 11/5	11/19	December 1 12/3	12/17	January 1 12/31	1/14	February 1 1/28	2/11	2/25	March 1 3/11	3/25	April 1 4/8	4/2
1	⊞ External Dependencies	179 days															
1	⊞ Digital Service Releases	137 days															
1	Implementation Readiness	115 days?															
2	LA Readiness Start	0 days		10/18													
2	Project Management (PM)	90 days															
2	⊞ Communications	84 days															
2	⊞ Organizational Change Management	61 days?															
2	⊞ Training Preparation CPHL	29 days															
2	⊞ Data Cleansing	74 days															
2	⊞ Technical Readiness	41 days															
2	⊞ Cutover Support Planning	53 days															
2	INT Release 2 Go-Live to CPHL	0 days										2/12					
1	Go Live Support	74 days															
2	Training Delivery	50 days															
2	⊟ CPHL Rollout	45 days															
3	Group A (Pre-Implementation Group)	10 days															
3	Group B (8am-4pm)	5 days															
3	Group C (4pm-12am)	5 days															
3	Group D (12am-8am)	5 days															
3	Group E	5 days															
3	Group F	5 days															
3	Group G	5 days															
3	Group H	5 days															
1	⊟ Implementation Org Complete Report	5 days															
2	Develop and Review implementation Complete Report	5 days															

Los Angeles County Activities

- Pre-Planning for Core Counties
- Planning Readiness and Rollout*
- **Execute Readiness and Rollout**

Next Steps

Short and medium-term activities

Team Activities

Short Term (immediate)

- All County Communications
  - Regional User Group Meetings
  - Outreach
  - Plan recurring Implementation meetings

Medium Term (within the next 3 months)

- Core County Implementation Activities

Contact Us

CWDSImplementation@osi.ca.gov

Questions?

Thank you for attending!