



CWDS
Child Welfare Digital Services

Child Welfare Services – New System Project Quarterly Stakeholder Briefing

April 11, 2017

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PROJECT VISION

Project Vision

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

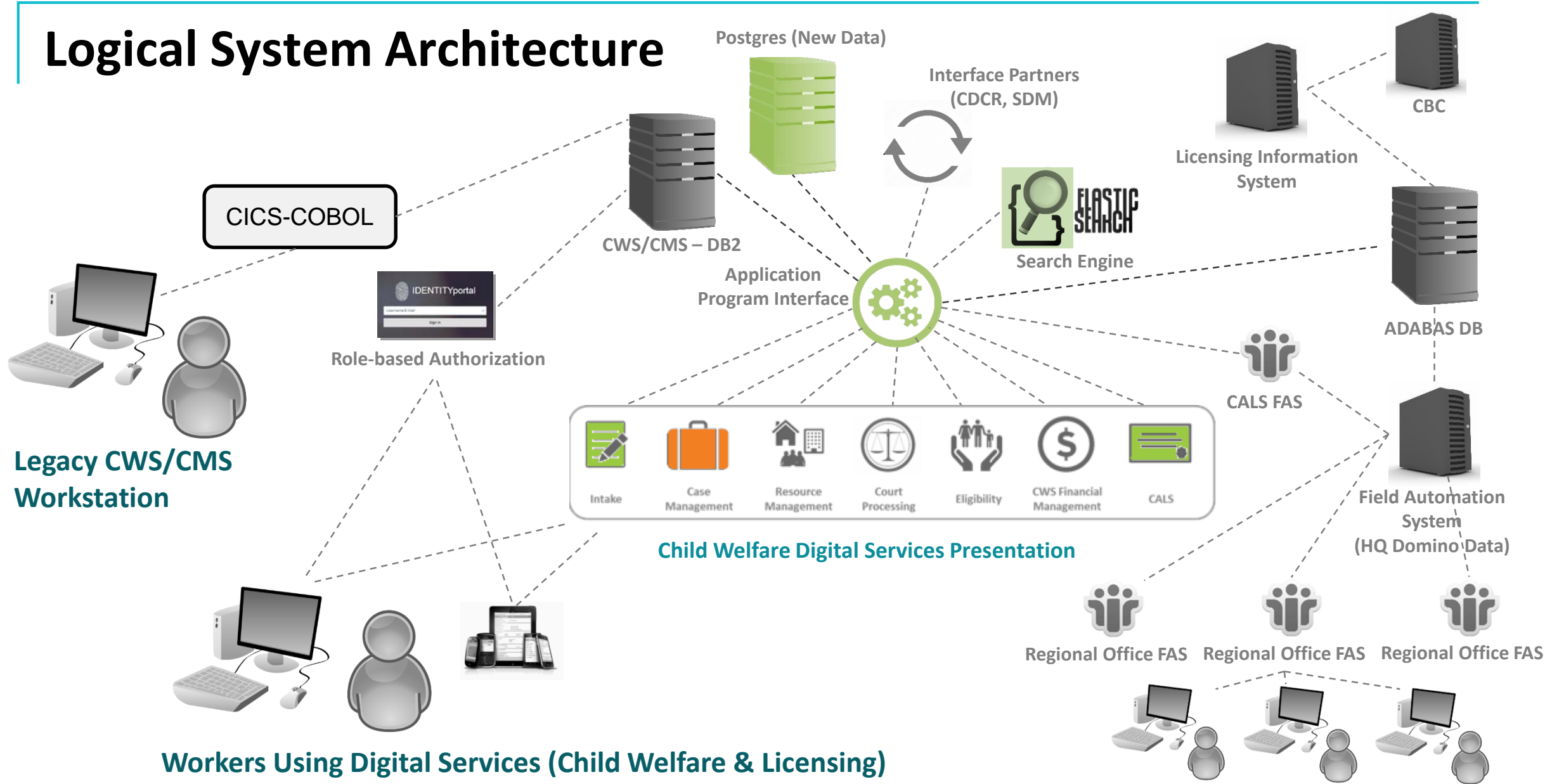
PROJECT STRATEGY

Core Strategies

- User-Centered Design
- Agile Development Methodology
- Open Source Technology
- Modular Procurement

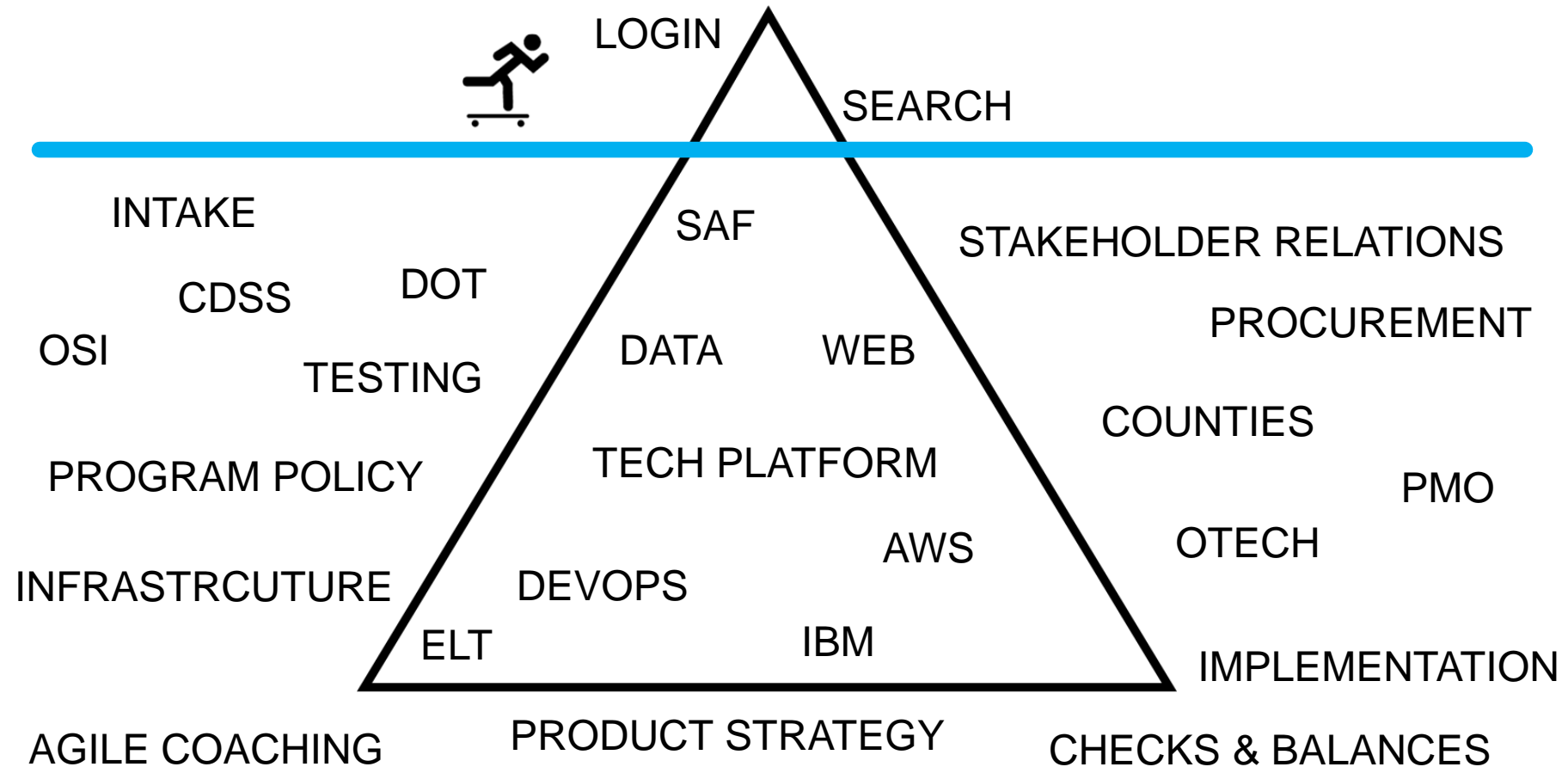
- Iterative Software Releases (Publishing)
- Emergent Technical Architecture
- Development and Operations (DevOps) Project Lifecycle

Logical System Architecture

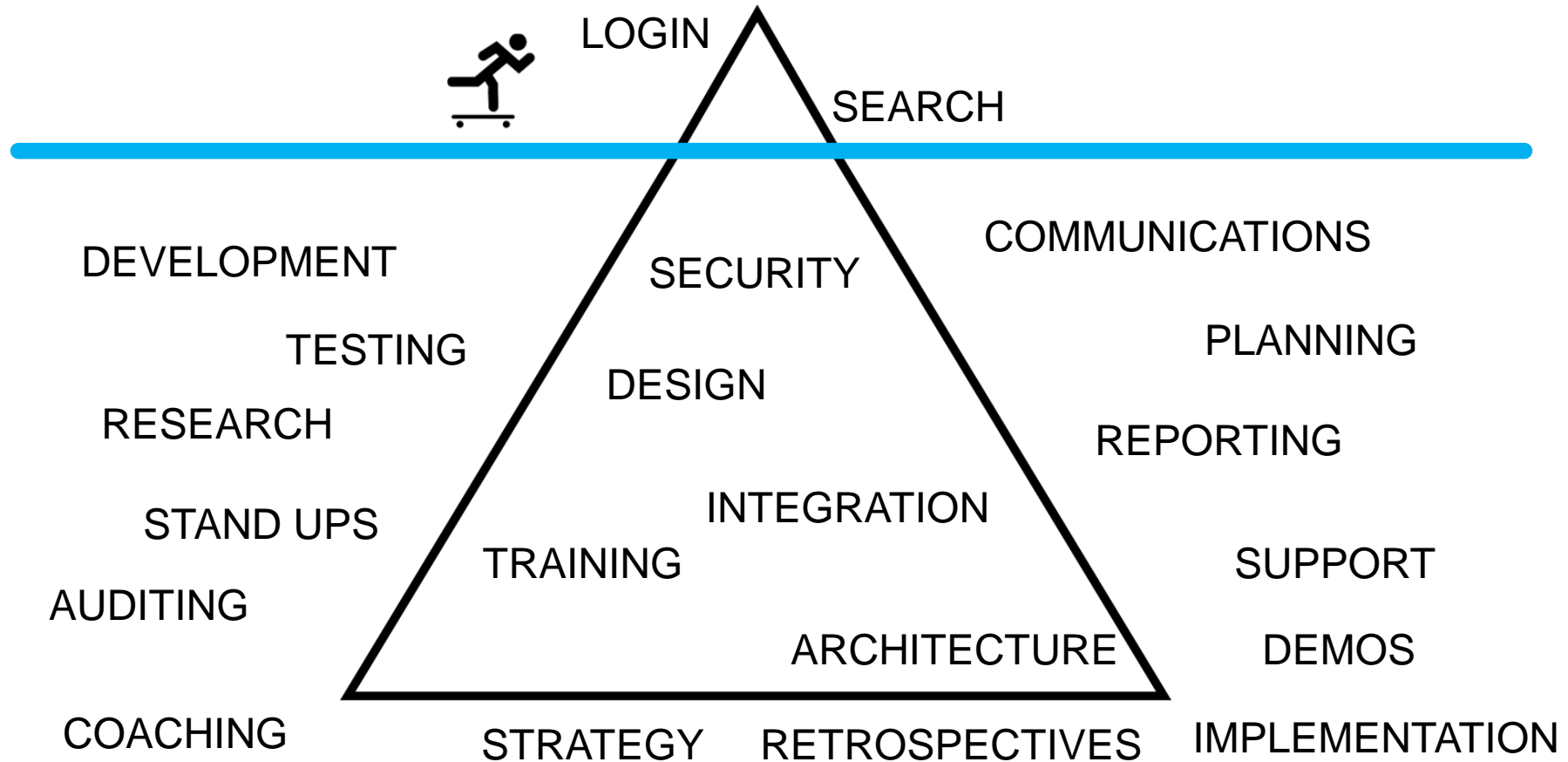


PROJECT STATUS

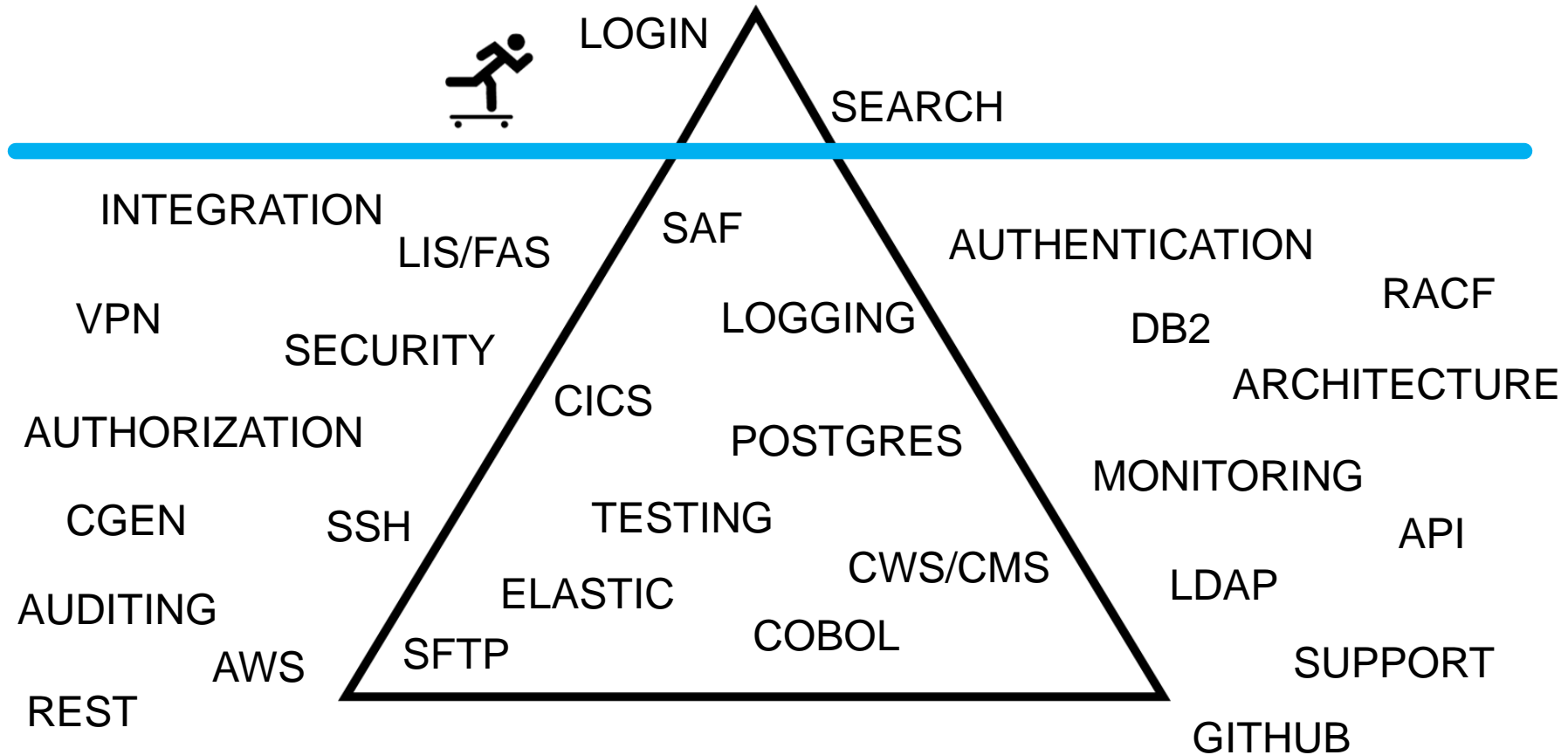
Release 1 - Resource Iceberg (People)



Release 1 - Activity Iceberg (Processes)



Release 1 - Technical Iceberg (Technology)



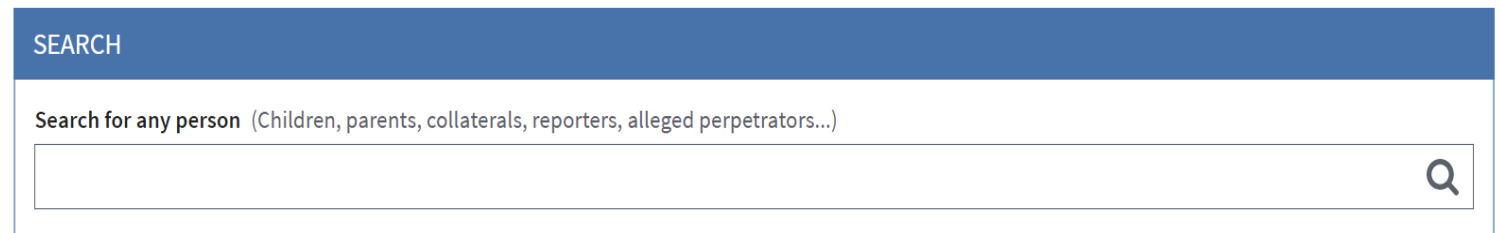
Accomplishments – Program Increment 1 (Release 1)

■ CWDS Technical Infrastructure

- ✓ Amazon Web Services (AWS) Environments
- ✓ Network
- ✓ Identity Management (SAF)

■ User Features

- ✓ Login
- ✓ Search
 1. Implement elastic search – *complete*
 2. Connect to CWS/CMS (DB/2) – *complete*
 3. Configure results filters – *complete*
 4. Iterative improvement of search – *ongoing*



SEARCH

Search for any person (Children, parents, collaterals, reporters, alleged perpetrators...)

Q




User Research and Design in Action

- Visited 6 Core Counties

- Butte
- Fresno
- Los Angeles
- Santa Cruz
- Ventura
- Yolo



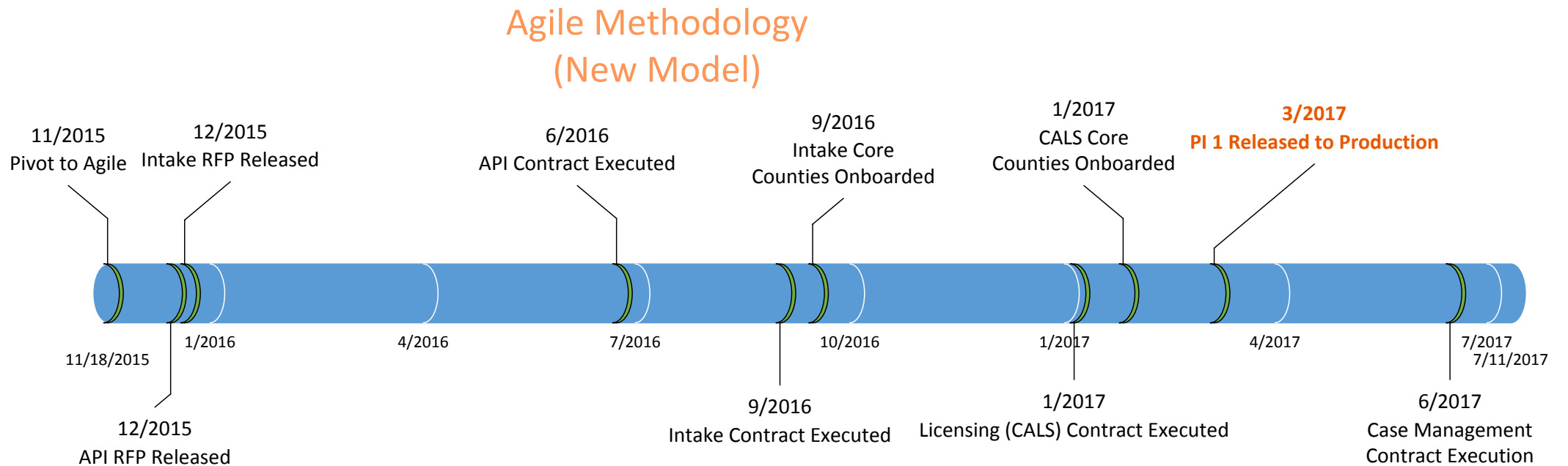
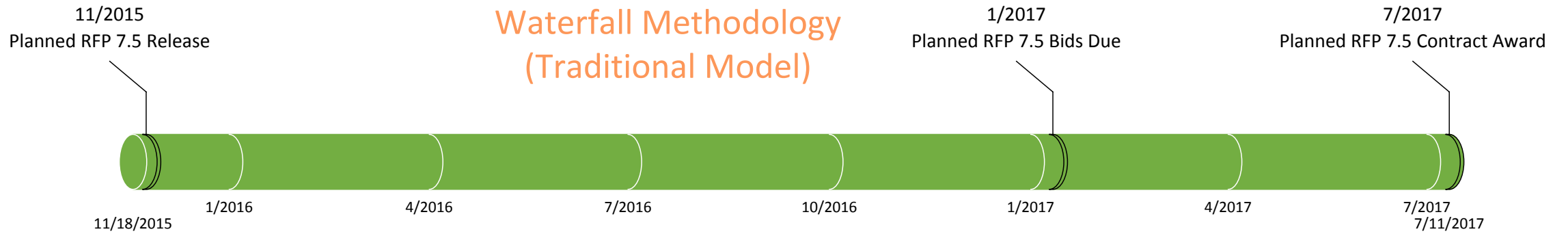
- 300+ Staff Interviews

- Observed in office
 - Social workers 
 - Clerical staff 
 - Supervisors 

- Shadowed Investigations

- Day, swing and on-call shifts

Agile Impact on Project Schedule



Procurement Status

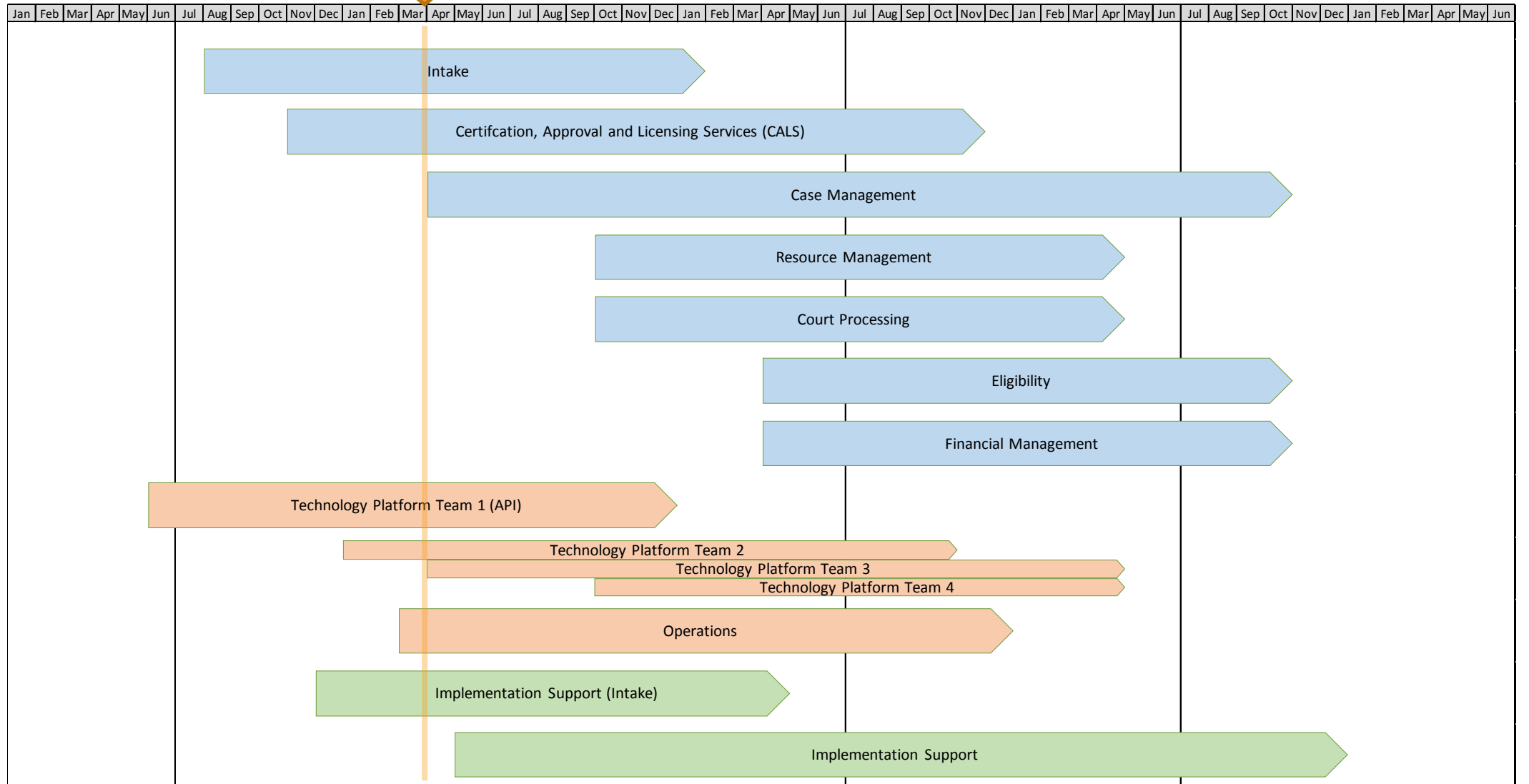
- In the last quarter, we have executed 7 new contracts, including:
 - ✓ CALS Digital Services 
 - ✓ Intake Implementation
 - ✓ Data Conversion Project Manager
 - ✓ Legacy Services 1-4
- In Quarter 4, we expect to execute 5 new contracts, including:
 - Technical Platform 2 
 - Case Management Digital Services 
 - Agile Coach 2
 - DevOps 1 & 2 (Engineering and Service Desk) 















Denotes a procurement utilizing the Agile Development Prequalified (ADPQ) Vendor Pool

FUTURE INITIATIVES






Product Roadmap



Where We Are – Intake

USER JOURNEY						
	RECEIVE REPORT	FIND PEOPLE	REFINE INFORMATION	EVALUATE	DETERMINE RESPONSE	APPROVAL
FEATURES	<ul style="list-style-type: none"> • Screener Information • Screener Narrative 	<ul style="list-style-type: none"> • Person Search 	<ul style="list-style-type: none"> • Person Demographics • Reporting Party 	<ul style="list-style-type: none"> • Allegations • Incident Information 	<ul style="list-style-type: none"> • Decision and Response Time • Cross Report 	<ul style="list-style-type: none"> • Submit a Referral
STATUS	 READY	 DELIVERED	 IN DEVELOPMENT	 DESIGN READY	 DESIGN READY	 IN DESIGN

Where We're Going – CALS (Facility Profile)

CALS JOURNEY	 PROOF OF CONCEPT	 SEARCH FOR FACILITY	 SEARCH RESULTS	 FACILITY PROFILE
FEATURES	<ul style="list-style-type: none"> • API Connection – Multiple Data Sources • Search & Search Results 	<ul style="list-style-type: none"> • Search by: <ul style="list-style-type: none"> - <i>Facility Address</i> - <i>Assigned LPA</i> - <i>Facility Approval Number</i> - <i>Approving Agency</i> - <i>Facility Name</i> 	<ul style="list-style-type: none"> • Search Results as Determined by County/State SMEs • Display of Search Results (Usability Study) 	<ul style="list-style-type: none"> • Determine Facility Profile Content • Usability Study
STATUS	 COMPLETE	 IN DEVELOPMENT	 IN DESIGN	 IN DESIGN

Where We're Going – Intake (Program Increment 2)

CWDS login sign up As of 3/28/2017

Login 63

Capture initial information 21

Add people to the report 220

Evaluate report 97

Login to account and dashboard 63

Create new screening 8

Enter narrative 13

Search for people 101

Add people to the screening 21

Edit person attached information 63

Edit reporter information 35

Review history of people involved 60

Determine if possible child abuse, neglect, or exploitation that meets statute 34

Determine risk in consultation with SDM 3

PI-2 24 cards, 283 left of 283 ?

Make our API's production ready 13

Establish role and authorization framework (basic, ver 1) 8

Establish role and authorization framework (basic, ver 2) 13

View list of only screenings relevant to users work. (filter) 5

Establish role of user at login 13

Collect data for Privacy Impact Assessment (Steve Grimes) 3

User can edit date and time 5

Screener can flag potential safety risks to investigator 5

E2E-Search by address 3

E2E-Search by Address, including partial 21

Search displays sensitive information by user permissions 5

Edit person's role in the screening (one or more roles per person) 8

Record person's relationships to another person in the system 21

View all relationships with/in families and extended for a screening 5

User can indicate if a person is [possibly] a member of a tribe (ICWA) 8

E2E-View all CWS history for all people attached to screening 13

Get data for referrals for a list of people (ES) 21

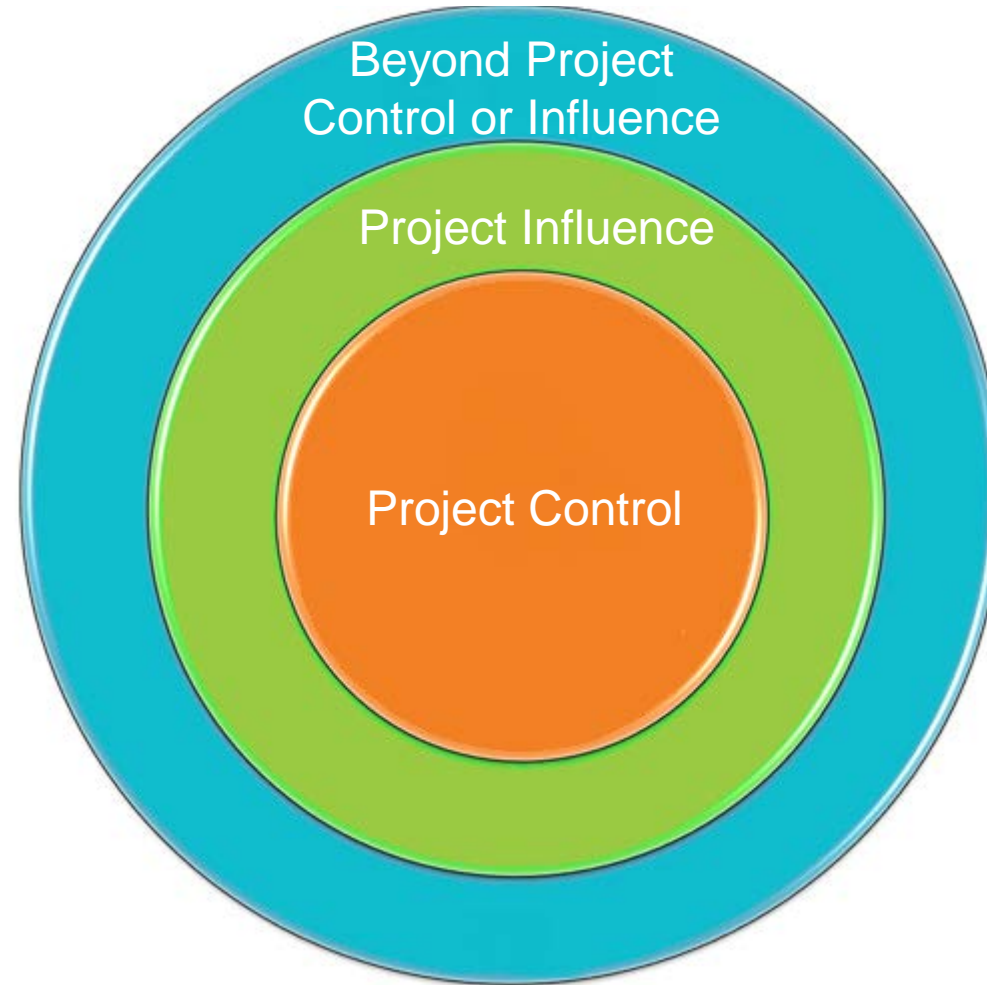
Ability to display sensitive person information in history 5

Link to SDM from NS to create new SDM 3

Check out the full [Storyboard!](#)

KEY CHALLENGES AND LESSONS LEARNED

Key Issues, Challenges, and Resolutions



Key Challenges (Within Our Control)

■ 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 refresh to expand the pool to more vendors (up to 30)

■ Technical Infrastructure

- External
 - Network circuit between CalCloud and AWS
 - Challenges integrating to legacy authentication service (SAF)
- Office Technology Environment
 - GWO WIFI
 - GWO network configuration (WIFI & wired vLAN, port assignation)
 - GWO direct internet link
 - Developer laptops
- CWDS IT Support Team
 - Short staffed
 - Need admin privileges

Key Challenges (What We Can Influence)

- Talent Portfolio
 - Recruiting new staff with high aptitude, modern technical skills
 - Salary restrictions, fitting skills needed into available roles/classes
 - Long hiring lifecycle
 - Mapping of planned staff positions to emergent needs

Lessons Learned from Agile

Insights which can be applied on other state projects

- Release 1
 - Allow enough time for testing on production data before releasing functionality.
 - Decouple development of software from user adoption.
- Project-Wide
 - There is an opportunity cost to not producing new software.
 - Interim local solutions may have to be implemented to accommodate new program requirements.
 - Children are at risk when programs do not have the appropriate tools.
 - Legacy costs continue until we complete the digital services solution.
 - Communicate to stakeholders using audience-appropriate language.
- County Partnership

PROJECT OVERSIGHT

Evolution of Project Approval and Oversight Methodology

- Checks & Balances Team
 - First Combined Oversight Report published February 2017
 - CDT Independent Project Oversight (IPO), Independent Verification & Validation (IV&V), & CWDS Project Management Office (PMO)
 - Twelve agile assessment categories, five completed and ongoing
 - Delivering a Report Every Sprint
 - Internal report delivered in Sprint 1
 - External report delivered in Sprint 2 (Similar to monthly IPO and IV&V reports)

PROJECT BUDGET

CWS-NS Budget/Expenditures FY 2016-17

CWDS FY 2016-17 Budget/Expenditure Summary as of 3/27/2017							
Budget Item	Budget Authority (A)	Expenditures				Unexpended	
		Total Actual YTD (B)	Projected (C)	Total (D) = (B) + (C)	Utilization Rate (E) = (D)/(A)	Total (F) = (A) - (D)	Utilization Rate (G) = (F)/(A)
Staff (Salaries and Benefits)	\$ 7,223,117	\$ 4,200,253	\$ 1,785,719	\$ 5,985,972	82.87%	\$ 1,237,145	17.13%
Hardware Purchase	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
Software Purchase/License	\$ 874,000	\$ 457,824	\$ 45,000	\$ 502,824	57.53%	\$ 371,176	42.47%
Telecommunications	\$ 2,000	\$ 5,520	\$ -	\$ 5,520	276.00%	\$ (3,520)	-176.00%
Contract Services	\$ 27,462,568	\$ 6,157,895	\$ 14,635,172	\$ 20,793,067	75.71%	\$ 6,669,501	24.29%
Data Center Services	\$ 1,153,516	\$ 291,453	\$ 434,908	\$ 726,361	62.97%	\$ 427,155	37.03%
Agency Facilities	\$ 3,754,545	\$ 670,901	\$ 3,083,644	\$ 3,754,545	100.00%	\$ -	0.00%
Other	\$ 17,920,121	\$ 254,375	\$ 14,065,841	\$ 14,320,216	79.91%	\$ 3,599,905	20.09%
Total	\$ 58,389,867	\$ 12,038,221	\$ 34,050,284	\$ 46,088,505	78.93%	\$ 12,301,362	21.07%

For More Information



<https://cwds.ca.gov>



[@CA_CWDS](https://twitter.com/CA_CWDS)



[California Child Welfare Digital Services](https://www.youtube.com/CaliforniaCWDS/)



CWDSCommunications@cwds.ca.gov



<https://www.linkedin.com/company/child-welfare-digital-services>



<https://www.facebook.com/CaliforniaCWDS/>

QUESTIONS