



## 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 March 16, the project reached a major milestone, delivering the first software release (R1) for testing and technical feasibility to a small subset of county users. The Intake Digital Service team has developed the ability for end users to securely log on to the CWS-New System (CWS-NS), as well as the ability to search for people. The new search functionality is far more powerful than the legacy system, and with user testing and feedback, it will enhance case workers' ability to more quickly locate individuals in the child welfare system.

This first release demonstrates that the underpinnings of the development strategy are sound, and will allow the project to ramp up additional functionality much more rapidly. These basic features require a complex technical foundation to allow the digital service to interact with the legacy CWS/CMS database in a production environment.

The subset of Intake Core County team members include Butte, Yolo, Santa Cruz, Fresno, Ventura, and Los Angeles. This small sample of end users will provide feedback and validate that the functionality is working properly, with the next step to include users in additional counties.

## KEY PROJECT MILESTONES

Milestone	Baseline Finish Date	Actual Finish Date	Status	Notes
Release 1 (R1)	Mar 2017	03/16/17	Completed	R1 functionality (Login/Search) was released to production on March 6. The search feature required additional configuration to adjust the search results filter prior to releasing to the users. On March 16, the Login and Search functionality was made available to the 12 core county participants. The project is conducting lessons learned to capture areas for continuous improvements.
Procure Technology Platform 2 Contract	Apr 2017	-	In Progress	The Technology Platform 2 vendor 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 the customer facing digital services (e.g., CALS). Assessment of the vendors' offers was completed. The contract package has been developed and is being routed for signatures.
Procure DevOps 2 - Help Desk Support Contract	Jun 2017	-	In Progress	The Help Desk Support services will develop a new Service Desk support model that provides quicker response times to user problems, with clear procedures

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				for whom to contact when a service is unavailable. The RFO was released to California Multiple Award Schedule (CMAS) vendors on 2/3/17. In response to vendors' request for more time to develop their offers, Addendum 1 and 2 to the RFO were released which extended the Key Action Dates.
Procure DevOps 1 - DevOps Services Contract	Jun 2017	-	In Progress	The DevOps 1 vendor will develop DevOps in collaboration with the existing CWS-NS DevOps Engineering team to support the ongoing development of the CWS-NS. The Request for Offer (RFO) was released to the ADPQ Vendor Pool on 2/6/17. In response to vendors' request for more time to develop their offers, Addendum 1 to the RFO was released which extended the Key Action Dates.
Procure Case Management Development Contract	Jun 2017	-	In Progress	The Case Management Development services will design and develop solutions for maintaining case records. The RFO was released to the ADPQ Vendor Pool on 2/7/17. In response to vendors' questions, Addendum 1 and 2 to the RFO were released which extended the Key Action Dates.
Program Increment 2 (PI-2)	Jul 2017		In Development	CWDS continues to conduct feature development planning sessions each quarter (approximately 90 days). Program Increment 2 (previously referred to as "Release 2") is scheduled for July 2017.
Procure Technology Platform 3 Contract	Jul 2017	-	In Progress	The Technology Platform 3 services will extend and enhance the existing technology platform currently being developed by Taborda Solutions. The RFO was released to the ADPQ Vendor Pool on 2/8/17. In response to vendors' questions, Addendum 1 to the RFO was released which extended the Key Action Dates.
Procure Implementation 2 - Implementation Services Contract	Sep 2017	-	In Development	The Implementation 2 services will prepare counties and tribes for the rollout of at least two Digital Services (CALs and Case Management). The RFO is in development.
Procure Implementation 2 - Organizational Change Management (OCM) Services Contract	Oct 2017	-	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 2 - Training Development Services Contract	Oct 2017	-	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.
Procure Implementation 2 - Training Delivery Services Contract	Nov 2017	-	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.

## DIGITAL SERVICE UPDATE

Digital 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 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>Completed the groundbreaking setup of DB2 replication for use in the Release 1 solution.</li> <li>Completed integrating the CDSS SAF Identity Management framework into CWDS.</li> <li>Executed Elasticsearch performance tests to test the loading of the Amazon (ElasticSearch) person search index.</li> <li>Assisted in completing the build of the performance environment (both mainframe and Amazon) for the CWDS project.</li> <li>Added new services to support the continued development of Intake functionality (ability to save addresses, phone #s, people, and the overarching screening object).</li> <li>Added a new security service (code named "Perry") to allow a consistent API for all security functionality for CWDS.</li> </ul>
<p>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.</p>	<ul style="list-style-type: none"> <li>The first release of the new system went live!</li> <li>On March 16, 2017 designated core county users logged on to the New System to begin using the "Person Search" functionality.</li> <li>Hotline development functionality has been completed in the following areas: 1) Screener Information, 2) Screener Narrative.</li> <li>Hotline design has been completed specific to "Incident Information".</li> </ul>
<p>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.</p>	<ul style="list-style-type: none"> <li>Established the first goal for feature delivery: A facility and home search which integrates state and counties' data such that state and county workers can view critical information about a facility or home in one system.</li> <li>Demonstrated an initial mock facility search and profile on March 14.</li> <li>Appointed an Interim Product Owner, while a state recruitment is prepared for announcement.</li> <li>Completed additional site visits for user research purposes in Los Angeles, Orange, and San Mateo Counties as well as with additional Community Care Licensing's Children's Residential Program regional offices.</li> <li>Obtained the data schema for the three legacy systems that CALS will encapsulate (CWS/CMS, FAS, and LIS) to guide the development of an API to retrieve facility and home search results.</li> </ul>
<p>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.</p>	<ul style="list-style-type: none"> <li>Completed Q&amp;A sessions with potential bidders for the Case Management RFO.</li> <li>On boarded new Orange County consultant to the team.</li> <li>Identified the Placement feature set to be the first priority for the vendor teams to work on upon contract execution and team arrival.</li> <li>Continued engagement of voluntary county involvement for once a month advisory group for case management.</li> </ul>
<p>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.</p>	<ul style="list-style-type: none"> <li>Pending</li> </ul>
<p>The <b>Court Processing</b> digital service will enable CWDS to exchange data with court systems.</p>	<ul style="list-style-type: none"> <li>Pending</li> </ul>
<p>The <b>Eligibility</b> digital service will provide an automated solution to determine Title IV-E eligibility.</p>	<ul style="list-style-type: none"> <li>Pending</li> </ul>
<p>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.</p>	<ul style="list-style-type: none"> <li>Pending</li> </ul>

## STAFFING VACANCY

**Current Vacancy rate: 15 %**

Current Vacancies: 20 of 137 CWDS positions (includes consultant positions)

Entity	Classification/Title	Date Vacant	FFD	# of Days Vacant	Efforts / Notes
OSI-Legacy Application Design	Staff Information Systems Analyst	3/1/2017	TBD	23	Requesting approval from ELT to backfill.
OSI-PMO	Staff Information Systems Analyst	3/5/2017	TBD	19	Recruitment package being developed.
OSI-DevOps Engineering	Systems Software Specialist III	04/01/16	TBD	333	Recruitment package is routing for approval.
OSI-Legacy Budget and Reporting	Senior Information Systems Specialist	04/01/16	TBD	333	Recruitment package is routing for approval.
OSI-Legacy Application Design	Data Processing Manager I	06/01/16	TBD	272	Recruitment package is at Agency for review.
OSI-Legacy Web	Associate Programmer Analyst	07/25/16	Until filled	218	In the process of screening applications.
OSI-Legacy Web	Student Assistant	09/01/16	Until filled	180	No viable candidates from interviews. Continuing recruitment efforts.
CDSS-Business Services	Office Technician	09/30/16	01/23/17	151	Readvertising due to recent list abolishment.
OSI-Communications	Staff Information Systems Analyst	12/01/16	TBD	89	Recruitment package being developed.
OSI-Legacy	Senior Information Systems Analyst	1/11/17	TBD	48	Duty statement to be reviewed and discussed.
OSI-Legacy	Data Processing Manager III	1/17/17	TBD	42	Duty statement to be reviewed and discussed.
OSI-Legacy	Data Processing Manager IV	1/30/17	TBD	29	Duty statement to be reviewed and discussed.
OSI-Legacy	Career Executive Assignment	1/9/17	TBD	50	Processing recruitment package.
CDSS-Business Services	Office Technician	06/01/15	09/02/16	638	Tentative offer made to candidate.
CDSS-Communications	Associate Governmental Program Analyst	07/18/16	2/21/17	225	Interviews to be completed by 3/24/2017.
CDSS-Program/Policy	SSC III	10/15/16	TBD	136	Pending ELT discussion/approval.
CDSS-Business Services	Associate Governmental Program Analyst	11/01/16	TBD	119	HR currently reviewing recruitment package.
CDSS-CALS	Staff Services Manager II / Performance Analyst	11/23/16	TBD	97	HR reviewing current duty statement.
CDSS-Budget/Reporting	Staff Services Manager I	12/31/16	TBD	59	Reviewing current duty statement
CWDA-29	County Consultant/Social Services-Foster Care/Eligibility	07/01/16	Until filled	183	No viable candidates from interviews. Continuing recruitment efforts.

## RISKS

For this reporting period, there are currently two (2) 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.	The bifurcation of data entry between CWS-NS and CWS/CMS presents challenges to county processes designed to ensure high practice standards. 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.	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: 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.

	<p>2. Requiring social workers to toggle back and forth and sign on and potentially re-sign on to each system.</p> <p>3. Challenges to data quality as it increases the possibility for data entry errors resulting in data loss and/or incomplete processes.</p> <p>4. User will not be able to access or enter critical information.</p>	<p>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.</p> <p>4. Therefore, it is imperative that feature sets are not split and remain intact in one single system.</p>
<p>The Application Program Interface (API) team will make changes to mainframe data when new applications are deployed to production. These changes may result in some part of the new system impacting current system functionality or operations.</p>	<p>Potential system outage or broken functionality within the CWS/CMS application.</p> <p>1. Existing contract requires IBM to support system availability including problems introduced by integrating CWS-NS into the legacy CWS/CMS database. This means they are already contractually required to assist in the triage and repair of issues (data or other) introduced by CWS-NS.</p> <p>2. A contract amendment will be signed in January 2017 to include a new "technical support" bucket that will replace the existing interim agreement providing 6,000 consulting hours, and removing the cap.</p>	<p>DGS executed Amendment 30, a non-competitive bid (NCB), for the existing M&amp;O IBM contract on March 8, 2017. The amendment moves \$2.5 million from the "Project Office" line item to the "Technical Support" line item to provide CWS-NS related support, if needed. This change has a net zero budget impact to the state and is possible due to the state assuming responsibility for providing a facility. This risk will be closed.</p>

## ISSUES

For this reporting period, there are currently two (2) high priority issues being tracked and managed on the project.

Issue	Impact	Next Steps
<p>Flexible (agile) digital services completion dates may limit or delay the ability of the users to prepare for the new functionality from an OCM, training and implementation readiness perspective</p>	<p>Users may not have adequate time to prepare for or execute OCM, training, and implementation activities. This may result in users delaying the adoption of digital services functionality. This may also increase the number of users needing support within a given timeframe, potentially exceeding the implementation team's ability to provide concurrent support to users while they transition from CWS/CMS to the Intake Digital Service.</p>	<p>CWDS project mitigation options include:</p> <ol style="list-style-type: none"> <li>1. Estimated dates for delivery of Hotline and Investigations have been established.</li> <li>2. Adjust the approach for delivering implementation services, shifting focus from traditional deterministic training to a responsive support service which better aligns with the CWDS agile development methodology.</li> <li>3. Provide responsive implementation services based upon Hotline and Investigations functionality that is ready for use by the users.</li> </ol>
<p>CWS-NS Implementation Advance Planning Document (IAPD) does not describe a Comprehensive Child Welfare Information System (CCWIS) compliant Title IV-E Eligibility determination process.</p>	<p>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>	<p>The State is taking the following steps with the intent to become CCWIS compliant:</p> <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, 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>

## BUDGET/EXPENDITURES

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%
<b>Total</b>	<b>\$ 58,389,867</b>	<b>\$ 12,038,221</b>	<b>\$ 34,050,284</b>	<b>\$ 46,088,505</b>	<b>78.93%</b>	<b>\$ 12,301,362</b>	<b>21.07%</b>

Note: Expenditures may not be all inclusive due to the delay in receiving financial reports from FI\$Cal. Financial reports from FI\$Cal have not been received for FY 2016/17.