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-California Automated Response and Engagement System (CWS-CARES) 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

The project unveiled its updated Project Roadmap that details digital service functionality roll out schedule for Intake, CALS (Licensing) and Case Management. This Roadmap covers a 15-month window of project releases, starting in July 2017 through September 2018 and provides a logical model illustrating general timeframes, which may shift due to agile development priorities. Snapshot is the first digital service tool to be rolled out as a part of the Project Roadmap.

In case you missed it, Child Welfare Digital Services (CWDS) recently announced a new name for what was formerly known as the Child Welfare System-New System (CWS-NS). The name of the Child Welfare System legacy system replacement is now CWS-CARES, which stands for Child Welfare Services-California Automated Response and Engagement System. The process to name the new system included a collaborative effort with child welfare directors and county staff. Project stakeholders are confident that the new name captures what the new system will deliver to users across the state.

We have our first functional software release, called Snapshot, scheduled to go live in the first quarter of 2018. Snapshot allows staff to search for one or more persons and view the history of their involvement with child welfare, including referrals and cases, in a fraction of the time that it currently takes to do the same work in CWS/CMS. Specifically, Snapshot gives staff the ability to search for people across CWS/CMS from a single field, see each person's current contact information and demographics, and view an at-a-glance summary of their CWS history. The tool also includes a way to easily copy and paste key information, which will greatly enhance workflow for staff. The CWS-CARES Implementation Team is currently providing a number of support services to counties in preparation for this exciting new tool.

Our next CWDS Quarterly Stakeholder Forum, which provides project updates on our progress, will be held on January 9, 2018. This event will be live webcast via the CWDS website and at https://cwds.ca.gov/live. Event materials are posted on our Stakeholder Resources 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.

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
Product Increment 4 (PI-4)	Nov 2017	11/15/17	Completed	CWDS continues to conduct feature development planning sessions in 90-day increments. Product Increment 4 period covers September-November 2017.
Procure Technology Platform 4 Contract	Dec 2017	12/14/17	Completed	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 contract was executed on 12/14/17.
Product Increment 5 (PI-5)	Feb 2018		In Progress	CWDS continues to conduct feature development planning sessions in 90-day increments. Product Increment 5 period covers -November 2017 – February 2018.
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. The RFO was released to the ADPQ Vendor Pool on 10/11/17. Offers were due on 12/1/17 and are currently being assessed.
Procure Courts Processing Development Contract	Feb 2018		Canceled	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. This RFO has been cancelled.
Procure CALS Front End Development Team Contract	April 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 Case Management 2 Contract Services	April 2018		In Development	The Case Management 2 Services will provide design and development services for the Case Management digital service for the CWS-NS. The RFO is in development.
Procure DevOps 3 Services Contract	July 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 Data Conversion Services Contract	July 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 that 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.
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.

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.	• Completed 12 bugs fixes.
	• Developed functionality to allow for the collection of person information to be utilized by other Digital Service Team.
	  ○ Ensured that code can be used by other teams for a common purpose (ex. Record an address for a person).
	• Completed analysis on 10 Doc Tools business rules for CARES compliance.
	  ○ Made sure that CARES applies consistent business rules as CWS-CMS.
	• Created end point for cases and referrals for History of Involvement (Snapshot).
	  ○ Modified search to call an end point for cases/referrals, rather than querying ElasticSearch for this information.

Digital Service	Progress to Date
	• Conducted UX-Investigation Outcomes Design. • Conducted UX-Investigation Dashboard Design. • Conducted UX-Household Composition Design. • Conducted UX-Applying Search Filters Design. • Completed functionality so the "COPY" button is available for Snapshot information possible on IE 11. • Developed functionality to notify users that "no records exist" when they search for a person, if valid. • Enabled users to search for people after they have saved a screening. • Disabled the submit button until users have saved all of their work. • Created and executed Performance tests for Snapshot with Core County Team.
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.	• Prepared role and authorization requirements for facility search and facility profile. • Created automated tests for confirming application performance in Internet Explorer. • Matched facility search and profile visual design to CWS-CARES design standards. • Delivered all of RFA01B and most of RFA01C to Preview environment. • Updated all physical address fields to the CWS-CARES geo-services validation component. • Established Core Constituents' access and credentials into Preview environment. • Established method for Core Constituents to report bugs and/or feature needs as they interact with software in Preview environment. • Initiated ideation workshop for an end-to-end Resource Family application approval service (will be refined by business subject matter experts and Core Constituents in January). • Participated in cross-team design critiques and planning for components to be shared with other digital services, especially reporting of relationships among persons in the CWS-CARES system. • Transitioned from separate front and back end development teams to two teams of both front and back end developers (operational beginning 12/28).
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.	• Built initial version of the child client profile page and worked with TPT3 to get required data fields that are currently displayed on the client ID page of the legacy system. • Built initial version of the landing page and worked with TPT3 to get required high-level case data related to a social worker's caseload. • Built a portion of the family finding tool in support of the placement feature. • Completed research on all of the above, as well as relationships.
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.	• Pending
The **Court Processing** digital service will enable CWDS to exchange data with court systems.	• Pending
The **Eligibility** digital service will provide an automated solution to determine Title IV-E eligibility.	• 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.	• 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.	• 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.	• Enforced legacy business rules (8 doctools rules). • Developed new search index to improve Snapshot performance. • Switched snapshot child access from search engine to instead use DB lookup for real-time accuracy. • Working on POC for Identity Management Replacement System. • Created services for Case Management landing page. • Continued work on RFA application. • Supported release of Snapshot as it moves to Production.

STAFFING VACANCY

Current Vacancy Rate: 28%

Current Vacancies: 35 of 127 CWS-NS positions:

Entity	Classification/Title	Date Vacant	# of Days Vacant	Efforts / Notes
OSI	Systems Software Specialist II Supervisor	04/01/16	609	Reclassifying to Sr. ISA Supervisor to Department of Finance (DOF) 11/16/17: Budgets will review updated Request for Personnel Action (RPA) package for re-class.
OSI	Staff Information Services Analyst	03/05/17	301	Interviews scheduled.
DSS	*Associate Government Program Analyst*	*05/11/17*	*234*	*Filled - Start 01/15/18*
DSS	*Staff Services Manager I*	*06/01/17*		*Filled - start 12/11/18*
OSI	*Data Processing Manager II*	*07/01/17*	*183*	*Filled - start 01/02/18*
OSI	Systems Software Specialist III	07/01/17	183	Reclassification in progress
OSI	Associate Information Systems Analyst	07/01/17	183	Pending HR approval of Duty Statement
OSI	Senior Information Systems Analyst	07/01/17	183	Candidate screening in progress
OSI	Senior Information Systems Analyst	07/01/17	183	Posted FFD 12/19/17
OSI	Staff Information Systems Analyst	07/01/17	183	Posted. FFD 11/16/17.
OSI	Associate Information Systems Analyst	07/01/17	183	Posted. FFD 11/16/17.
OSI	Systems Software Specialist III	07/01/17	183	Posting in progress
OSI	Systems Software Specialist III	07/01/17	183	No viable candidates. Re-advertised 11/16/17.
OSI	Systems Software Specialist II	07/01/17	183	Reviewing for appropriate classification.
OSI	*Associate Information Systems Analyst*	*07/01/17*	*183*	*Filled: Start TBD*
OSI	Systems Software Specialist II	07/01/17	183	In progress of re-writing Duty Statement
OSI	Senior Information Systems Analyst	07/01/17	183	HR - to be posted today or tomorrow.
OSI	System Software Specialist III Supervisor	07/01/17	183	Pending new Duty Statement to be written.
OSI	System Software Specialist III	07/01/17	183	Pending new Duty Statement to be written.
OSI	Senior Information Systems Analyst (Supervisor)	07/01/17	183	Screening and interviews in progress.
OSI	Senior Information Systems Analyst	07/01/17	183	New RPA pkg. in progress to re-advertise
OSI	Senior Information Systems Analyst	07/01/17	183	New RPA pkg. in progress to re-advertise
OSI	Senior Information Systems Analyst (Supv.)	07/01/17	183	Budgets wants updated RPA package and justification for re-class.
OSI	Senior Information Systems Analyst	07/01/17	183	Interviews conducted. No viable candidate. Will continue to screen.
OSI	Staff Information Systems Analyst	07/01/17	183	Interviews scheduled.
OSI	System Software Specialist II	07/01/17	183	HR Manager to write Duty Statement
OSI	System Software Specialist II	07/01/17	183	HR Manager to write Duty Statement
OSI	Systems Software Specialist I	07/01/17	183	HR Manager to write Duty Statement
OSI	Systems Software Specialist III Supv.	07/01/17	183	RPA justification in progress for re-class to SSS III Supv.
OSI	Data Processing Manager II	07/01/17	183	HR reviewing revised Duty Statement
OSI	Systems Software Specialist II Supv	07/01/17	183	Posted. FFD 12/18/17
OSI	Staff Information Systems Analyst	07/01/17	183	Pending further HR review/discussion
OSI	Systems Software Specialist II	07/01/17	183	Posted: FFD 1/3/18
OSI	*Systems Software Specialist II*	*07/01/17*	*183*	*Filled -Start 1/1/18*
OSI	Data Processing Manager IV	08/01/17	152	RPA in progress for re-advertisement.
OSI	*Senior Information Systems Analyst*	*09/01/17*		*Filled: Started 12/1/17*
OSI	Staff Information Systems Analyst	10/01/17	91	Posted. FFD 12/19/17
OSI	Associate Information Systems Analyst	10/01/17	91	Hiring Manager to write Duty Statement.
OSI	Systems Software Specialist II	10/01/17	91	Hiring Manager to write Duty Statement.
OSI	Staff Information Systems Analyst	10/01/17	91	In process of screening/scoring applications.
OSI	Systems Software Specialist II	12/02/17	29	Posted: FFD 1/3/18

QUESTIONS? comms @cwds.ca.gov

RISKS

For this reporting period, there are currently five (5) 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. 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.	Service Managers need to ensure that the MVP includes logical break points that do not split feature sets and allows 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. 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	Risks that deal with information security vulnerabilities are not being managed through a project process.	1. Implement an Information Security Risk Management process compliant with SAM and the SLAA 2. Establish a governance body to direct the development of state entity specific information security plans, policies, standards, and other authoritative documents; (1) develop and track key performance indicators; and (2) develop and disseminate security and privacy metrics and risk information 3. Establish a documented security authorization method that tracks official management decisions authorizing acceptance of risks based on implementation of agreed-upon information security measures. 4. Establish an entity-wide information security risk management strategy which includes a clear expression of risk tolerance for the organization, acceptable risk assessment methodologies, risk mitigation strategies, and a process for consistently evaluating risk across the organization 5. •Ensure the plan is approved and disseminated
Project staff regularly use external services and storage to collaborate with county users and external stakeholders. The current technology infrastructure is not adequate to meet staff needs to collaborate with external project stakeholders.	1. Information that is vital to the project is being stored on, and managed from, commercial services that are not owned or visible to State administrators 2. Project and staff waste time and money devising workarounds to lack of necessary technology support from project or OSI in order to achieve their business objectives. 3. Finding information across the variety of repositories is difficult, which could lead to re-work, missed opportunities, or decisions made with bad/incomplete data	Alternative, approved options are available to be explored including: 1. Outlook Groups (a.k.a. O365 Teams) - Can have different security settings, and are isolated from OSI and official project SharePoint 2. Atlassian Confluence - The project has 500 licenses for this collaboration service, similar to SharePoint 3. 0365 offers "Visio Online" service, which allows diagrams to be worked on collaboratively, which could reduce the need for external tools and services. Can also be used with Outlook groups to share diagrams outside of the organization. 4. Google Drive and Dropbox have a free service tier that many people already use personally, and have a very low barrier to entry and a high value proposition. Staff have already been using these services in unofficial capacity, and will continue to use them unless given a comparable and approved alternative.
*The absence of a strategy for document management with respect to forms, documents, and templates may create issues for each Digital service to manage. Without a documented strategy, teams will not be able to deliver the MVPs in the roadmap timely.	Each Digital Service will be designing forms, templates and have a need for document management. Users of CWS-NS need access to all information available to make informed decisions at any given point in time. Documents that are contained in paper format, in unstructured digital form or in external systems are not available for point in time decision making. Many of our partners such as behavioral health, probation, courts, attorneys and others also need to exchange and access documents.	1. Develop a document roadmap to determine what needs done consistency across the organization. 2. At the earliest point possible, plan, design or procure an integrated document management system/electronic content management system that is integrated with the CWS-NS applications functionality. 3. This action should include the proper categorization of documents by type and any appropriate workflow as defined by the digital service. The functionality of this sub-system has a direct correlation to the applications functionality. 4. The business processes should also include the scan points (front and back end) and a migration path for active and closed cases/charts. 5. The conversion of external systems that also contain these document types needs to be mapped and a mechanism needs to define to provide access to the

Risk	Impact	Response Plan
		existing CWS/CMS documents and/or to convert them to the new subsystem.
*The Dev/Ops team has not been able to fill two open engineer positions for several months. Since all engineers are contractors, there is a very real chance that essential knowledge will leave the organization when their contracts end.	The hiring expectation is that these positions need to be filled by people with actual experience doing continuous delivery and continuous integration (CI/CD) as well as experience building and maintaining technology infrastructure hosted in a cloud environment (IaaS). Delay in getting Dev/Ops tasks completed, lost opportunities for cross-training staff in a highly technical skillset, and loss of key institutional knowledge due to contractor turnover and eventual contract end.	1. Increase hiring outreach for DevOps engineer positions. 2. Modify duty statements to allow for entry-level hiring. 3. Add three SSS I (entry level) positions in lieu of the single SSS II position, and divide the work. Replace one of the SSS I positions with a SSS II position next year to provide career growth opportunity for trainees.

ISSUES

For this reporting period, there are currently five (5) 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.	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.	The State is taking the following steps with the intent to become CCWIS compliant: 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. 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.
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.	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: • 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.	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 icebox 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.
Security team staffing is insufficient to meet the work effort assigned to the team. As a result of lack of resources, technical debt is accumulating. In addition, the resources assigned to Security are lower classifications than asked.	Requested security resource levels in the BCP were not approved. Without additional security resources, a high volume of technical debt is expected, non-critical security tasks will be deferred, and critical security tasks may not be completed in expected timeframes, thereby putting the project at risk. Even if we extend offers and hire staff, the delay in getting the staff able to perform the work may be measured in several weeks to months from hire date. Without the right skill set of security	1. Look at the work backlog and determine what resources we need to get the work done and what skill sets are needed. Evaluate if we can change the classification of the resources allocated to get the right skill set. If not, escalate to the ELT with impact description. 2. Extend offers and hire staff. 3. Conduct a skills assessment of the new staff once they are on-boarded.

Issue	Impact	Next Steps
	resources, training ramp up is high, quality may be impacted and some work may be delayed.	4. Conduct a gaps analysis of the expected skill sets versus results of skills assessment. 5. Develop a training plan to address skill set gaps and execute against it.
CWDS has no holistic IdAM or role based access control (RBAC) for the resources not covered under the OSI Desktop Support	Unmanaged devices and unmanaged users cause a HIGH risk of security breach for the agency. The potential exists for an unmanaged user to either directly, or is a proxy for, a cyber actor to compromise the states assets.	1. Hire a contractor to develop the CWS-CARES RBAC and IdAM strategy and implement the strategy 2. Work with the contractor to insure the solution meets the CARES, and OSI objectives and support model 3. Turn the steady state operation of the IdAM over to FRUITS once the contractor has completed the work.

BUDGET/EXPENDITURES
AS OF 12/21/2017

2017-18 CWS-CARES Budget/Expenditure Report Summary

OSI Spending Authority Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures
Personnel Services	11,883,786	2,005,642	8,458,829
Other OE&E	3,046,722	204,664	2,842,058
Data Center Services	400,000	103,267	296,733
Facilities	1,421,345	388,419	1,032,926
Contract Services	65,295,891	9,882,233	55,413,658
Hardware & Software	4,116,197	535,797	3,580,400
Enterprise Services	4,191,896	217,053	3,974,843
OSI Spending Authority Total	**90,355,837**	**13,337,075**	**75,599,447**

CDSS Local Assistance Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures
Contract Services	2,584,820	291,399	-
Other OE&E	15,234,312	-	7,651,757
County Participation Costs	68,338,542	-	41,399,289
CDSS Local Assistance Total	**86,157,674**	**291,399**	**49,051,046**

CDSS State Operations Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures
Personnel Services	1,930,359	-	1,930,359
Facilities	568,000	-	-
Other OE&E	224,497	-	224,497
CDSS State Operations Total	**2,722,856**	**-**	**2,154,856**

| **CWS-NS Project Total** | **179,236,367** | **13,628,474** | **126,805,349** |