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 is actively preparing for the release of Snapshot, a feature developed by the Intake digital service that will allow county social workers to search for one or more persons and view the history of their involvement with child welfare, including referrals and cases. This feature reduces the time that it currently takes to do the same work in the Child Welfare Services/Case Management System (CWS/CMS). Specifically, Snapshot will give workers 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 that will greatly enhance workflow for staff and reduce the time it takes to produce case histories.

The CWDS Implementation Team hosted a series of web conferences in January to kick off Snapshot implementation activities with the State, county, and tribe organizations. These important sessions covered an overview of the Snapshot tool, logistics of the rollout, implementation services provided to organizations, key contacts and resources, next steps, and a brief Q&A. Ten regional sessions were conducted. Invitees included staff from the California Department of Social Services (CDSS), county directors, single point of contacts (SPOCs), technical contacts, and trainers. As they receive feedback and gather more information, they will update the information on the dashboard along with updating the format and potentially the widgets they display.

The CWS-CARES project recently underwent the initial stages of restructuring and revitalizing its digital service teams, called Team Optimization. This restructuring will allow greater flexibility across teams for quicker build and delivery of quality software. Team staffing will now be based on the skill sets needed and their priority development activities. Not only will this allow CWDS to adapt to changes more quickly, it provides better alignment between the digital services activities and project leadership goals.

Team Optimization began with the Intake digital service team. The goal for Intake is to deploy Snapshot into Production during the first quarter of 2018. Snapshot will at first be used by Core Team members (county participants in the CWDS project), then by all county workers in the Core Counties, and eventually by all county workers Statewide. Statewide utilization of Snapshot and other CWDS applications relies upon migration to a modern identity access management (IAM) solution; the target for production availability of the new IAM is Q2 2018. The Intake team has been staffed with individuals representing skill sets that allow them to be fully operationalized. These smaller, more nimble Agile teams help us realize quicker development cycles and quickly identify root causes and problem solve at the team level. Each digital service will also have design team representatives imbedded within the team for design optimization throughout all stages of development.

The project began development of the CWS-CARES Special Project Report (SPR) #3 in the first quarter of 2018. 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)	03/2017	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)	05/2017	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)	08/2017	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.
Product Increment 4 (PI-4)	11/2017	11/15/17	Completed	CWDS continues to conduct feature development planning sessions in 90-day increments. PI-4 period covers September-November 2017.
Procure Technology Platform 4 Contract	12/2017	12/14/17	Completed	The Technology Platform 4 will provide design and development to extend and enhance the CWS-CARES 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)	02/2018		In Progress	CWDS continues to conduct feature development planning sessions in 90-day increments. PI-5 period covers -November 2017 – February 2018.
Procure Front-End Development Contract	02/2018		In Procurement	The Front-End Development will provide design and development services to support customer facing digital services. The RFO was released to the Agile Development Pre-Qualified (ADPQ) Vendor Pool on 10/11/17. Offers were due on 12/1/17 and the contract package is currently being reviewed for approval.
Procure Courts Processing Development Contract	02/2018		Cancelled	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 Request for Offer (RFO) has been cancelled.
Procure CALS Front End Development Team Contract	05/2018		In Development	The Certification, Approval and Licensing Services (CALS) will provide design and development services for the CALS digital service for the CWS-CARES. The RFO is in development.
Product Increment 6 (PI-6)	05/2018		In Progress	CWDS continues to conduct feature development planning sessions in 90-day increments. PI-6 period covers -March 2018 – May 2018.
Procure DevOps 3 Services Contract	07/2018		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 Web Development Services Contract	07/2018		In Development	The Web Development services will provide digital media development services for the CWS-CARES. The RFO is in development.
Procure Data Conversion Services Contract	12/2018		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 Case Management 2 Contract Services	01/2019		In Development	The Case Management 2 Services will provide design and development services for the Case Management digital service for the CWS-CARES. The RFO is in development.
Procure Resource Management Contract	01/2019		In Development	The Resource Management will provide design and development services for the CWS-CARES. The RFO is in development.
Procure Training Delivery Services Contract	03/2019		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-CARES. 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	03/2019		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	03/2019		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	03/2019		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-CARES. The RFO is in development.

January 2018

| 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.	• Conducted Performance Testing of The Snapshot functionality with Core County representatives. • Provided revisions to the Intake portion of the Project Roadmap. • Migration from Pivotal Tracker to JIRA to optimize best results for development. • Developed Hotline Screenings viewed in chronological order. • Developed functionality to save cross report details to legacy. • Created a manual logout feature. • Developed the ability to validate and show error messages for SSN format. • Created address types in Snapshot. • Reduce duplicate address and phone numbers. • Replaced React-autocompleter component. • Developed a responsive design for photo placeholder. • Created functionality to show missing case history. • Developed child welfare history feature to show related persons.
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.	• Onboarded a new Core County (San Joaquin). • Convened two-day research and design workshop with representatives from Core Counties, Community Care Licensing, and CDSS Resource Family Approval (RFA) Implementation Policy Unit. • Refined ideation for software to support Assessing and Approving Resource Family Homes as a complete process with both the onsite CALS subject matter experts and during two-day workshop. • Initiated usability testing for automated RFA 01A/B/C forms. • Delivered side navigation to RFA01A. • Migrated to JIRA from Pivotal Tracker platform. • Established JIRA boards and work processes for multiple CALS teams. • Established permissions and process for approving stories in Integration environment. • Suggested revisions to Project Roadmap based on estimates of remaining work in CALS Scope and velocity of current resources. • Met with CDSS Information Systems Division (ISD) to establish action plan and timelines for Field Automation System (FAS) and Licensing Information System (LIS) connectivity for testing Facility Search and Profile in Performance environment. • Supported Snapshot 1.0 needs. • Resolved bugs found in Facility Search and Profile and RFA 01 forms.
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.	• Met with Sacramento, Los Angeles, Merced, and Lassen counties this month for a co-design workshop that allowed the team to gain valuable feedback on the most recent design concepts. The feedback received from the counties will be incorporated into software builds that are currently in development. • Provided revisions to the Case Management portion of the Project Roadmap. • Initiated development of the Case Management Landing page to include functionality that allows users to filter their caseload. • Initiated functionality that allows users to see a client's address and the addresses of their relatives in a map view. • Continued development of a child client profile to include functionality for safety alerts for social workers.
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 – RFO cancelled prior to release, modified to incorporate optimized development team configuration. New RFO release target is first quarter 2018.
The **Eligibility** digital service will provide an automated solution to determine Title IV-E eligibility.	• Pending – Foster Care Eligibility Determination (FCED) solution is being developed under direction of Statewide Automated Welfare System (SAWS) as a separate web service. SAWS is currently determining strategy and is expected to initiate development of an RFO/RFP during 2018.
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.	• Developed new API endpoints for History of Involvement. • Developed business rules in support of Hotline. • Made changes to support Snapshot 1.0. • Completed migration to JIRA from the Pivotal platform. • Moved to new organization of scrum teams for Intake. • Created new search index for Intake/Snapshot. • Completed pipeline improvements: automated functional tests and automated performance tests. • Continued development of Facility search. • Developed Client Update functionality for Case Management.

STAFFING VACANCY

Current Vacancy Rate: 29%
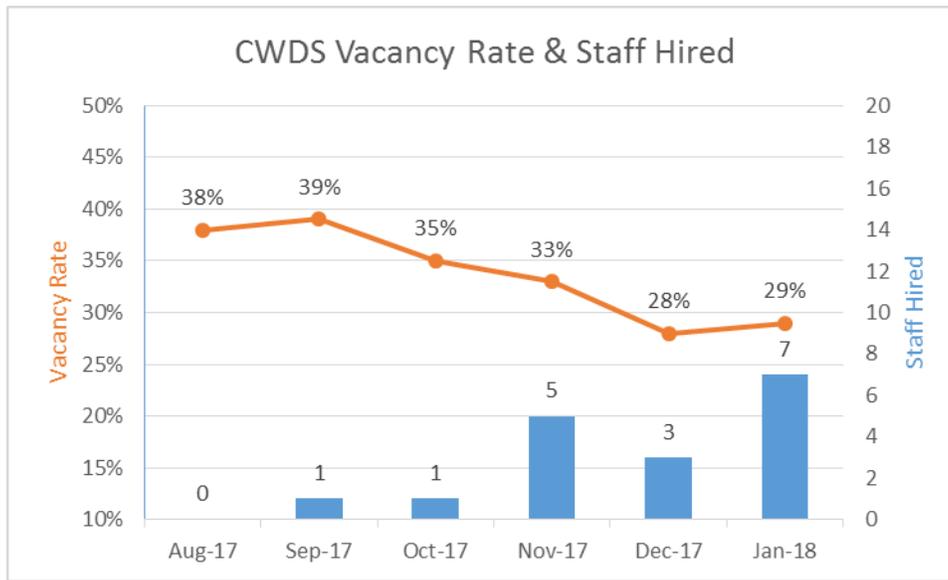
Current Vacancies: 37 of 127 CWS-CARES positions:

Entity	Classification	Date Vacant	# of Days Vacant	Efforts/Notes
	Critical Leadership Positions			
OSI	Data Processing Manager IV Digital Services Director	08/01/17	152	Screening in progress.
OSI	Data Processing Manager III Product Chief	07/01/17	214	Pending reclassification of existing Senior Information Systems Analyst
OSI	Data Processing Manager III Information Technology Security Chief	07/01/17	214	Pending reclassification of existing Systems Software Specialist III (Sup)
	Other Positions			
OSI	Systems Software Specialist I	07/01/17	214	On hold – Position to be posted after conversion to new CalHR IT Classification
OSI	Senior Information Systems Analyst (Supervisor)	07/01/17	214	On hold – Position to be posted after conversion to new CalHR IT Classification
OSI	Systems Software Specialist III	07/01/17	214	On hold – Position to be posted after conversion to new CalHR IT Classification
OSI	Associate Information Systems Analyst	07/01/17	214	Screening in progress.
OSI	Senior Information Systems Analyst	07/01/17	214	Screening in progress.
OSI	Staff Information Systems Analyst	07/01/17	214	Screening in progress.
OSI	Associate Information Systems Analyst	07/01/17	214	Pending Screening.
OSI	Systems Software Specialist III	07/01/17	214	On hold – Position to be posted after conversion to new CalHR IT Classification
OSI	Systems Software Specialist III	07/01/17	214	Pending Screening.
OSI	Systems Software Specialist II	07/01/17	214	On hold – Position to be posted after conversion to new CalHR IT Classification

Entity	Classification	Date Vacant	# of Days Vacant	Efforts/Notes
OSI	Associate Information Systems Analyst	07/01/17	214	On hold – Position to be posted after conversion to new CalHR IT Classification
OSI	Systems Software Specialist II	07/01/17	214	On hold – Position to be posted after conversion to new CalHR IT Classification
OSI	Senior Information Systems Analyst	07/01/17	214	Pending Screening
OSI	Senior Information Systems Analyst	07/01/17	214	Interviews in progress
OSI	Senior Information Systems Analyst	07/01/17	214	Interviews in progress
OSI	System Software Specialist III Supervisor	07/01/17	214	On hold – Position to be posted after conversion to new CalHR IT Classification
OSI	System Software Specialist III	07/01/17	214	On hold – Position to be posted after conversion to new CalHR IT Classification
OSI	Senior Information Systems Analyst (Supervisor)	07/01/17	214	Interviews in progress.
OSI	Senior Information Systems Analyst	07/01/17	214	On hold – Position to be posted after conversion to new CalHR IT Classification
OSI	Senior Information Systems Analyst	07/01/17	214	On hold – Position to be posted after conversion to new CalHR IT Classification
OSI	System Software Specialist II	07/01/17	214	On hold – Position to be posted after conversion to new CalHR IT Classification
OSI	System Software Specialist II	07/01/17	214	On hold – Position to be posted after conversion to new CalHR IT Classification
OSI	Data Processing Manager II	07/01/17	214	On hold – Position to be posted after conversion to new CalHR IT Classification
OSI	Staff Information Systems Analyst	07/01/17	214	On hold – Position to be posted after conversion to new CalHR IT Classification
OSI	Systems Software Specialist II	07/01/17	214	Screening in progress.
OSI	Staff Information Systems Analyst	10/01/17	122	HR reviewing interview candidate list for meeting qualifications
OSI	Associate Information Systems Analyst	10/01/17	122	On hold – Position to be posted after conversion to new CalHR IT Classification
OSI	Systems Software Specialist II	10/01/17	122	On hold – Position to be posted after conversion to new CalHR IT Classification
OSI	Staff Information Systems Analyst	10/01/17	122	In progress of scheduling interviews.
OSI	Systems Software Specialist II	12/02/17	60	Screening in progress.
OSI	Staff Services Manager III	12/15/17	47	Manager is currently reviewing duty statement.
OSI	Systems Software Specialist II	01/01/18	30	On hold – Position to be posted after conversion to new CalHR IT Classification
OSI	Staff Information Services Analyst	01/01/18	30	On hold – Position to be posted after conversion to new CalHR IT Classification
OSI	Senior Information Systems Analyst	01/01/18	30	Interviews in progress
Filled Positions				
OSI	Staff Information Services Analyst	03/05/17		Filled: start date 01/16/18
OSI	Systems Software Specialist II Supervisor	07/01/17		Filled: Start date 01/29/18
OSI	Senior Information Systems Analyst	07/01/17		Filled: Start date 01/25/18
OSI	Staff Information Systems Analyst	07/01/17		Filled: Start date 01/08/18
OSI	Systems Software Specialist II	07/01/17		Filled: Start date 01/01/18
OSI	Data Processing Manager II	07/01/17		Filled: Start date 01/02/18
OSI	Associate Governmental Program Analyst	05/11/17		Filled: Start date 01/15/18

R I S K S

For this reporting period, there are currently three (3) high priority risks to report.

Risk	Impact	Mitigation
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.	Mitigation strategy includes: 1. Minimizing the need for users to toggle between CWS-CARES and CWS/CMS within a business workflow is a key consideration for user-centered research and design. This focus has been in place from the beginning of research, and is a factor in prioritization of features and functionality.

QUESTIONS? comms @cwds.ca.gov

Risk	Impact	Mitigation
	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.	
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 the standard project risk/issue review process. A separate process for security risk review needs to be established.	Mitigation strategy includes: 1. Project has updated the project risk and issue management plan to define the process for management of security risks/issues. 2. Operations & Security team members will continuously improve the security risk management process.
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	Mitigation strategy includes: 1. Project began migration to Atlassian JIRA and Confluence in December 2017. Ongoing configuration and development currently in progress to leverage Confluence for team collaboration and information sharing. 2. Project procured licenses for Google GSuite (Government version) in January. Contractors and other project teams will migrate to the GSuite version of Google Drive/Docs.

ISSUES

For this reporting period, there are currently three (3) high priority issues being tracked and managed on the project.

Issue	Impact	Resolution
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. Logical product roadmap continually updated to reflect evolving priorities and technical dependencies. 2. Product delivery target dates provided to stakeholders on a regular basis via multiple communication channels. 3. Product delivery target dates defined as prioritized work approaches completion.
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. (Completed) Form a state/county workgroup 2. (In Process) Define and develop consensus for the minimum level of automation in SAWS that is needed to support end-to-end FCED business processes. 3. (Will build the gap analysis with one of the consortiums) Conduct a gap analysis to compare current SAWS business processes against the minimum level of automation required to support end-to-end FCED business processes. 4. Work with OSI CMU as it coordinates the design, acquisition, development, and implementation of a FCED business rules engine that will be consumed by LRS and CalWIN, AND identify opportunities to incrementally bring the SAWS' end-to-end FCED business processes to an acceptable level of automation. 5. Decide how to fund changes to the SAWS. 6. Advocate with ACYF, CMS and FNS for consensus on an "acceptable" level of automation that is most efficient, effective and economical for California.
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.	1. Recruiting security team staff positions is a priority, and currently in progress. Positions will be recruited 2. Positions are being recruited based on the new IT classifications. 3. Contractor resources are being considered to supplement staff positions.

BUDGET/EXPENDITURES
AS OF 1/24/2018

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	1,975,505	7,578,236
Other OE&E	2,838,822	397,391	2,441,431
Data Center Services	400,000	103,267	296,733
Facilities	1,421,345	649,079	772,266
Contract Services	65,503,791	11,891,775	47,526,252
Hardware & Software	4,116,197	875,933	3,240,264
Enterprise Services	4,191,896	402,272	3,789,624
OSI Spending Authority Total	**90,355,837**	**16,295,222**	**65,644,806**

CDSS Local Assistance Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures
Contract Services	2,584,820	291,399	439,715
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**	**49,490,761**

CDSS State Operations Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures
Personnel Services	1,930,359	955,993	974,366
Facilities	568,000	31,236	536,764
Other OE&E	224,497	16,114	208,383
CDSS State Operations Total	**2,722,856**	**1,003,343**	**1,719,513**

CWS-NS Project Total	**179,236,367**	**17,589,964**	**116,855,080**