VISION STATEMENT

"We will establish and maintain an innovative statewide 21st century information technology application that aids child welfare stakeholders in ensuring the safety, permanency, and well-being of children at risk of abuse and neglect."

Child Welfare Digital Services (CWDS) is a software product development organization within the Office of Systems Integration (OSI) which is responsible for two projects: the Child Welfare Services / Case Management System (CWS/CMS) and the Child Welfare Services-California Automated Response and Engagement System (CWS-CARES). In November 2015 the project embraced an agile approach to software design and development. Rather than procuring a 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.

HIGHLIGHTS

On February 7, the Intake Digital Service team launched Snapshot 1.0, the first release of CWS-CARES software, which is now live and accessible by 22 county social workers. The underlying technical platform is a significant achievement that demonstrates the viability of the project's cloud infrastructure, web application architecture, and user-centered design methodology. CWS-CARES is the first major California project to leverage Amazon Web Services (AWS), new California network connectivity, a modern identity and access management system, the highly scalable elastic search engine, and open standards technologies. CWS-CARES priorities include expanding Snapshot functionality and providing access to a larger set of users toward an eventual statewide deployment in coming months.

During the week of February 19 our federal partners at ACYF sent to CWDS a team of consultants from Leading Agile, a firm specializing in Agile organizational maturity. ACYF provides this advisory service at no cost to the State. The Leading Agile consultants were onsite for three days, conducting interviews and analysis of CWDS work methodology. A report of findings is anticipated within the next 60 days.

Also this month, the CWS-CARES project resources for user research and design previously assigned to individual digital services, will now operate as an enterprise collective DesignOps team for all of the digital service teams. The DesignOps team will work on a common backlog, prioritized by product leadership, across all digital services. This change will provide an enterprise-wide view of important features that will help the project deliver world class software and expedite the deployment of CWS-CARES. The team occupies a space on the first floor of the office, now referred to as the Research + Design Studio.

The next Product Increment begins in March with plans to expand on Snapshot and make progress with features by other digital services. Digital Teams will hold public sprint reviews monthly, with details of progress published regularly online. Stakeholders can stay updated by visiting the CWDS website at https://cwds.ca.gov/feed.

Event materials are posted on our Stakeholder Resources page at https://cwds.ca.gov/feed. CWS-CARES 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.

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
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 09/2017-11/2017.
Procure Front-End Development Contract	02/2018	02/13/18	Completed	The Front-End Development will provide design and development services to support customer facing digital services. The contract was executed on 2/13/2018.
Product Increment 5 (PI-5)	03/2018		In Progress	CWDS continues to conduct feature development planning sessions in 90-day increments. PI-5 period covers -11/2017 – 03/2018. PI-5 was extended by two additional sprints to discuss the project's legacy strategy approach and implement the changes for an enterprise-wide DesignOps team.
Procure Digital Service Development Team (Courts Processing) Contract	05/2018		In Development	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) is in development.
Product Increment 6 (PI-6)	05/2018		Not Started	CWDS continues to conduct feature development planning sessions in 90-day increments. PI-6 period covers -03/ 2018 – 05/2018.
Procure DevOps 3 Services Contract	06/2018		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 Digital Service Development Team (CALS Front End) Contract	07/2018		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.
Procure Digital Service Development Team (Web Development) 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 Digital Services Development Team (Case Management 3) Contract Services	01/2019		In Development	The Case Management 3 Services will provide design and development services for the Case Management digital service for the CWS-CARES. The RFO is in development.
Procure Digital Service Development Team (Case Management 4) Contract Services	03/2019		In Development	The Case Management 4 Services will provide design and development services for the Case Management digital service 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.
Procure Digital Service Development Team (Resource Management) Contract	05/2019		In Development	The Resource Management will provide design and development services for the CWS-CARES. The RFO is in development.

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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.	• Released Snapshot CWS History tool in production to Core County Users in Los Angeles, Butte, Yolo, Fresno, and Ventura County. • Completed two subsequent production fix releases to improve case and referral history results. • Completed DOB highlighting in search results. • Continued to work on automated acceptance testing for current functionality. • Completed the capability for users to query names with apostrophes and hyphens, scheduled for next release of Snapshot. • Worked directly with Core County users on features for next release of Snapshot. • Worked with Core County used that accessed the Preview Environment to test and provide feedback on Hotline functionality.
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.	• Continued the team formation/norming work of having optimized development teams as smaller scrum teams with both back end and front end developers. • Supported the centralization of research and design resources across digital service teams. • Identified research questions for the further development of software to support Resource Family Approval (RFA). • Corrected bugs in both Facility Search/Profile and current RFA software in development. • Worked with the Core County users and Implementation team members who are actively testing CALS software in development to identify bugs or new feature needs. • Continued refinement of our backlog to improve roadmap estimates for product delivery.
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.	• Implemented new team structure that is made up of three development teams, each including both front-end and back-end developers; smaller team sizes will allow for more efficiency. • Iterating on Case Management landing page and map feature to include feedback from counties. • Starting to implement Child Client Profile business rules that will allow users to update the child client profile data. There are hundreds of child client business rules to implement prior to client data being updateable. • Starting to develop relationships and integrate with the API so users can see who is related to a child client. The new CARES view of relationships will be more user friendly. • Started work to create a new automated quality assurance tool to test code environment. • Moved Intake's server to a state managed environment from the vendor managed environment.
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 teams configuration. New RFO release target is second quarter of 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.	• Released Snapshot 1.0 to Production • Continued working on next release of Snapshot • Released updated security framework (Perry 2.0) • Developed testing containers to help with test automation. • DB reset process for testing enhanced • Implemented business rules for all APIs (Case Management, CALS, Intake) • Identity and access management (IdAM) solution: Research and proof of concept for Amazon Web Services Cognito (AWS Cognito) completed in January. Development/configuration of AWS Cognito continuing through February, completion target is end of PI-6 (May 2018).

STAFFING VACANCY

Current Vacancy Rate: 28%

CWDS Vacancy Rate & Staff Hired
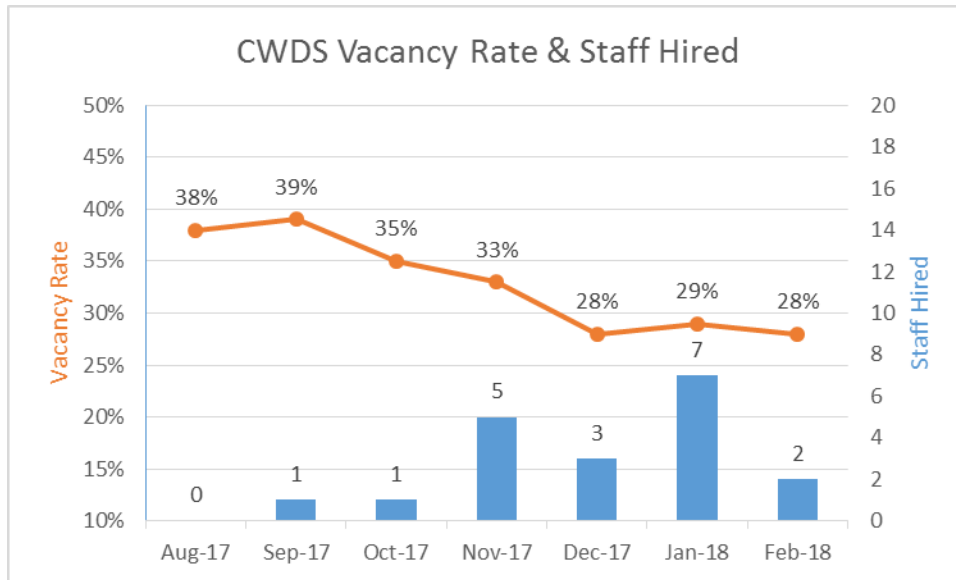
Current Vacancies: 36 of 127 CWS-CARES positions:

Entity	Classification [New]	Date Vacant	# of Days Vacant	Efforts/Notes
	Critical Leadership Positions			
OSI	Career Executive Assignment B Deputy Director	02/26/18	2	Reviewing duty statement.
OSI	Information Technology Supervisor II Product Chief	07/01/17	243	Revise Duty Statement and transfer to new template
OSI	Information Technology Supervisor II Information Technology Security Chief	07/01/17	243	Updated Duty Statement sent to HR for review/post position.
	Other Positions			
OSI	Information Technology Specialist I	07/01/17	243	Updated Duty Statement sent to HR for review/post position.
OSI	Information Technology Specialist I	07/01/17	243	Updated Duty Statement sent to HR for review/post position.
OSI	Information Technology Specialist II	07/01/17	243	HR manager to write Duty Statement
OSI	Information Technology Specialist I	07/01/17	243	Candidate selected/pending HR for hire approval
OSI	Information Technology Specialist I	07/01/17	243	Screening still in progress.
OSI	Information Technology Specialist I	07/01/17	243	Expect final hiring approval from HR today.
OSI	Information Technology Associate	07/01/17	243	Interviews in progress

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Entity	Classification [New]	Date Vacant	# of Days Vacant	Efforts/Notes
OSI	Information Technology Specialist II	07/01/17	243	Pending screening.
OSI	Information Technology Specialist I	07/01/17	243	Duty Statement to be re-written due to new classification requirements
OSI	Information Technology Associate	07/01/17	243	Duty Statement to be re-written due to new classification requirements
OSI	Information Technology Specialist I	07/01/17	243	HR Manager to write Duty Statement
OSI	Information Technology Specialist I	07/01/17	243	Screening in progress.
OSI	Information Technology Specialist I	07/01/17	243	Interviews scheduled
OSI	Information Technology Associate	07/01/17	243	In progress of scheduling interviews
OSI	Information Technology Specialist I	07/01/17	243	No viable candidates. Will need to re-post with new classification.
OSI	Information Technology Supervisor I	07/01/17	243	HR Manager to write Duty Statement
OSI	Information Technology Specialist II	07/01/17	243	HR Manager to write Duty Statement for upgraded position.
OSI	Information Technology Specialist I	07/01/17	243	HR Manager to write Duty Statement (asked HR for similar Duty Statement)
OSI	Information Technology Specialist I	07/01/17	243	HR Manager to write Duty Statement (asked HR for similar Duty Statement)
OSI	Information Technology Specialist I	07/01/17	243	Re-directed to be a Product Owner. HR Manager to write new Duty Statement.
OSI	Information Technology Specialist I	10/01/17	151	Interviews completed. Reference checks in progress.
OSI	Information Technology Associate	10/01/17	151	Re-directed to Digital Communications Unit. Pending HR manager to write Duty Statement.
OSI	Information Technology Specialist I	10/01/17	151	Duty Statement in progress
OSI	Information Technology Specialist I	10/01/17	151	Transferring Duty Statement to new template
OSI	Information Technology Specialist I	12/02/17	89	Interviews scheduled
OSI	Information Technology Specialist I	01/01/18	59	Need to revise Duty Statement and re-advertise.
OSI	Information Technology Specialist I	01/01/18	59	Updated Duty Statement sent to HR for review/post position.
OSI	Information Technology Specialist I	01/01/18	59	Duty Statement in progress
OSI	-	12/15/17	76	**Holding** to downgrade to allow for Product Chief (DPM III) position.
OSI	-	07/01/17	243	**Holding** to allow for IS Chief
OSI	-	07/01/17	243	**Holding** to allow for DPM IV (Technical Director) position
OSI	-	07/01/17	243	**Holding** to allow for DPM IV (Technical Director) position
OSI	-	07/01/17	243	**Holding** to allow for Product Chief (DPM III) position.
	Filled Positions			
OSI	Information Technology Specialist II	07/01/17	230	Position filled effective 2/16/18.
OSI	Information Technology Manager II	08/01/17	241	Position filled effective 2/26/18.

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R I S K S

For this reporting period, there are currently two (2) high priority risks to report.

Risk	Impact	Mitigation
Because 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-CARES 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.	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.
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.
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. ***CLOSED, 1/31/18***	*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.* *Risk owner and Project Director are recommending that this risk be closed. All the mitigation steps have been completed by the owner or transferred to the Information Security Lead. A separate process exists for managing, reporting and escalating security risks and issues that is confidential and managed by the ISL and the ELT.*

I S S U E S

For this reporting period, there are currently four (4) 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. 4. Project is currently exploring ways to decouple implementation support from development of product features. The goal is to provide counties with a predictable implementation schedule.
CWS-CARES 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-CARES 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

Issue	Impact	Resolution
		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. Because 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.
Continued problems with audio at the All Staff meeting or Stakeholder Quarterly Forums is affecting the ability of counties to hear the content presented. In addition, the lag time on the WebEx is making it difficult to follow along with the presentation.	Counties are raising concerns and requesting a higher quality solution. External staff that call into the All Staff or the Quarterly Stakeholder Forum are unable to hear the content clearly, cannot follow along with the meeting material, and may not feel engaged in the process that could lead to external staff no longer participating.	1. Notify the audience if problems arise immediately (via email or Slack) 2. Conduct a dry run one hour before to make sure the technology is up and running 3. Have back-up plans in place when technology breaks or does not work as expected to meet user needs (could use a different facility) 4. Work with the audio contractor to fix the problems with the in-house sound system so it works reliably – either strip out the automation or replace the system so it works. 5. Work with facilities team to create a better physical configuration of the chairs and tables to allow more in-house staff to all sit down (keeping with fire regulations when you store the tables).

BUDGET/EXPENDITURES
AS OF 2/22/2018

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	2,376,806	6,808,238
Other OE&E	2,838,822	752,895	2,085,927
Data Center Services	400,000	172,989	227,011
Facilities	1,421,345	778,958	642,387
Contract Services	65,503,791	14,875,581	44,589,855
Hardware & Software	4,116,197	1,127,809	2,988,388
Enterprise Services	4,191,896	509,118	3,682,778
OSI Spending Authority Total	**90,355,837**	**20,594,156**	**61,024,584**

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	656,905	41,399,289
CDSS Local Assistance Total	**86,157,674**	**948,304**	**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**	**22,545,803**	**112,234,858**

QUESTIONS? comms@cwds.ca.gov   *February 2018*