CWDS
Child Welfare Digital Services

Child Welfare Digital Services Project

Project Management Plan

October 2018

Revision History

Revision / Version #	Date of Release	Author	Summary of Changes
V 1.0	02/01/14		Original Document
V.01	07/01/16	Ken Shepard	Changed from SDLC Waterfall to Agile
V.02	07/19/16	Ken Shepard	Modified for comments received
V.03	8/23/16	J. Nielsen	Incorporated QA review comments
V.04	09/30/16	Cindy Blehm	Rewrite of PMP to align to Agile
V 2.0	10/05/16	Cindy Blehm	Post Beta version to SharePoint
V 2.1	04/05/2017	Cindy Blehm	Annual revision to the PMP to align with current project management processes and procedures
V 3.0	04/12/2017	Cindy Blehm	Post Beta version to SharePoint and send web submission request to update current version on website
V 3.1	07/27/2017	Cindy Blehm	Added in high level summary (executive summary) of this plan and the associated processes. Sent to web team for transition to HTML content for the website.
V 3.2	10/12/18	Sri Tanniru	Updated plan to add CWDS Decision Making Framework (DMF) process in Section 4.4 and removed references to the Performance Analyst role

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1 Executive Summary

The purpose of the Project management Plan (PMP) is to provide the project stakeholders with an approved working guide for how the CWS-NS Project will be managed, executed, monitored and controlled. The PMP describes how the Project will be organized, staffed and identifies the Project Stakeholders. The PMP provides a summarization of project specific details regarding the project management methodology to be used for each project management phase. The information captured in the PMP will serve as a method to communicate the project deliverables that will be created for this project.

The CWS-NS project is following an “agile” or “iterative” approach, which disaggregates from the original “monolithic” or traditional “waterfall” approach.

Project Management Methodologies: The CWS-NS Project transitioned from a waterfall project management and system development approach to an Agile approach in December 2015. The CWS-NS Project Management Office (PMO) spent most of 2016 aligning the project management plans and various processes to agile. The agile method delivers flexibility by design, encourages change and adjusts to change more readily. Agile methodologies are people-driven. The principles behind the Agile Manifesto that guide project management activities are as follows:

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Simplicity--the art of maximizing the amount of work not done-is essential.

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Development Methodologies: Agile is a highly flexible and interactive methodology that will speed the delivery of the new functionality, increase competition by expanding the pool of vendors likely to participate in the bidding process, and ensures each component or feature is developed and tested with end-users. By continuously incorporating user feedback and ensuring each feature of the system meets their needs, the agile approach reduces the risk of project failure. The principles behind the Agile Manifesto that guide development activities are as follows:

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Working software is the primary measure of progress.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
7. Continuous attention to technical excellence and good design enhances agility.
8. The best architectures, requirements, and designs emerge from self-organizing teams.

Proposed Solution. The CWS-NS Project will implement a modern web-based computing infrastructure that will be flexible, scalable and based on industry enterprise architecture framework concepts. The CWS-NS will consolidate functionalities that are in various systems into a single system and include multiple interfaces with other applications thus providing CWS workers with critical case information more efficiently. The CWS-NS will be procured and developed using agile techniques and implemented iteratively over several years as business functionality becomes available.

The project is proposing to implement business functionality via digital services over time by wrapping a modern API around the CWS/CMS and the Licensing Information System (LIS)/Field Automation System (FAS), utilizing a new relational database for capturing new data elements. As new digital services are implemented statewide in the CWS-NS, the associated service within the CWS/CMS and LIS/FAS will be disabled. This approach will allow the project to incrementally develop digital services while leveraging the existing CWS/CMS and LIS/FAS databases causing as little disruption as possible to end users. This will allow fast, easy access to legacy data while allowing developers to leverage open source software and agile development methods to modernize the services provided by the solution. Another benefit of this approach is that it provides an excellent opportunity to refresh outdated workflows, update functionality and unite disparate systems.

Project Organization. The CWS-NS project has implemented a functional organization in lieu of a traditional organizational chart. The project is leveraging existing resources from the entire CWS Program and this team is collectively referred to as the Child Welfare Digital Services (CWDS). To facilitate the new functional organization, the project is now organized into four distinct functions: Digital Services, Communications, Project Services, or Operations. Every project resource has been assigned to support one of these functions as their primary responsibility, but may provide support to other functions as time allows.

Functional Group	Description
Digital Services	Functional groups responsible for the development of the new digital service modules.
Communications	Functional group responsible for communications and customer relationship management functions.
Project Services	Functional group responsible for project management, administrative, fiscal, reporting, implementation, and program policy functions.
Operations	Functional group responsible for the ongoing operation of CWS/CMS, the new system technology platform and integration, and the new system DevOps.

Project Roles. The Scrum Team consists of a Service Manager, Product Owner, Scrum Master, Core Team Members, Resource Pool members (as-needed), and the Development Team. These roles and names are modeled after the U.S. Digital Services Playbook.

Project Scope. The scope of the project includes the planning, design, development, testing, and transition of the CWS/CMS application from the legacy architecture into a digital services platform. The CWDS project plans to deliver the following:

- API Module
- Intake Module
- Certification, Approval, and Licensing Services (CALS)Module
- Platform Module
- Case Management Module
- Resource Management Module
- Court Processing Module
- Eligibility Module
- Finance Management

With these modules, the project will also need to manage a separate vendor to conduct the implementation aspects of the modules. Each module will follow a phased rollout of major and minor releases to each county, and counties can elect to participate in a particular wave depending on the level of released functionality and availability of implementation resources. These modules will meet or exceed organizational software standards and additional requirements established in the project charter. The scope of this project also includes completion of all documentation, manuals, and training aids used in conjunction with each of the modules. Project completion will occur with successful execution of the software in production and documentation successfully transitioned to the state.

Project Objectives. The CWS-NS Project is focused on meeting technical and business objectives that will:

- Improve service delivery and outcomes;
- Allow more timely system enhancements to support changes in CWS practice;
- Achieve Comprehensive Child Welfare Information System (CCWIS) requirements to accommodate changes in child welfare practices and maintain Federal Financial Participation (FFP) funding; and
- Reduce ongoing maintenance and operations costs.

Technical Objectives

- Develop an underlying Application Programming Interface (API) to leverage CWS/CMS and LIS/FAS databases and utilize new relational database to capture new data elements;
- Use agile software development techniques iteratively deliver digital services iteratively over time which meets CWS and children's residential licensing requirements;
- Leverage open source software to develop each digital service.

Business Objectives

- CCWIS Compliance: To ensure retention of FFP at current or improved participation levels;
- Resource Utilization: Through elimination of redundant data entry, increased availability of information and documentation, and timely business practice execution;
- System Access: Improved CWS worker, Service Provider and Service Organization access to system information through portal and mobility technologies;
- Information Exchange Interfaces: Improved access, accuracy and completeness of data resident in external State/County and business partner repositories;
- Business Collaboration: Improved communication/collaboration and information management between CWS workers, community organizations, service providers and multi-disciplinary teams; and
- Outcome-Driven Planning, Management and Assessment: Improved case management outcome/process planning, management, and assessment/ reporting.

Project Management Approach. The project continues to follow the California Project Management Framework (CA-PMF) which is a customized project management methodology derived from the Project Management Institute's (PMI) process groups. The CA-PMF follows best practices based on the State processes and the Project Management Body of Knowledge (PMBOK®).

By following best practices and industry standards, the project will conduct and manage activities in a manner that:

- Provides bi-directional communication with all stakeholders to ensure their needs are understood and addressed;
- Uses best practices for project management, procurement, contract management, IT system development, implementation, and operations;
- Uses project and stakeholder resources efficiently and effectively;
- Ensures continued federal funding and county support; and
- Ensures the timely procurement and implementation of a best value solution with minimum risk.

Although there are several different agile methodologies used in software development, the CWS-NS project has adopted the Scrum methodology and some components of Scaled Agile Framework (SAFe). Scrum is a lightweight agile project management framework with broad applicability for managing and controlling iterative and incremental projects of all types. Scrum has garnered increasing popularity in the agile software development community due to its simplicity and proven productivity.

Status Reporting. All service teams will track progress of their sprints on a daily basis. There are several methods of communication available for effectively communicating status and progress:

- The **daily scrum meeting** lasts no longer than 15 minutes, in which time scrum team members each make three statements: what they completed yesterday, what they will work on today, and a list of items impeding their progress.
- The **sprint backlog**, if updated every day, always gives an up-to-date status for your project stakeholders. You can also show them the product backlog so that they know which features the scrum team has completed to date, which features are part of future sprints, and the priority of the features.
- The **burndown chart** quickly shows, rather than tells, status. When you look at a sprint burndown chart, you can instantly see if the sprint is going well, or if it might be in trouble.
- A **task board** is a great way to quickly show your project team the status of a sprint, release, or even of the entire project. Task boards have sticky notes with user story titles in at least four columns: To Do, In Progress, Accept, and Done. If you display your task board in the scrum team's work area, then anyone who walks by can see a high-level status of which product features are done and which features are in progress. The scrum team always knows where the product stands, because the scrum team sees the task board every day.
- The **sprint review meeting**, held at the end of every sprint, is when the scrum team demonstrates the working product to the product stakeholders. Strongly encourage anyone who may have an interest in your project to come to your sprint reviews. When people see the working product in action, especially on a regular basis, they get a much better sense of the work you completed.

2 Introduction

2.1 Purpose

The Project Management Plan (hereafter called the PMP) describes how the Child Welfare Services – New System (CWS-NS) Project will be executed, monitored, and controlled, as well as will focus on activities that establish the day-to-day operational execution of the project activities.

In early 2016, the CWS-NS Project engaged in the development, communication, and management of the project plans and procedures that provided the project management framework for both the CWS-NS Project and the Child Welfare Services - Case Management System (CWS/CMS).

Starting in spring 2017, the CWS-NS Project began their annual revision process to the existing set of project plans and processes to ensure continuous improvement to the defined approach, strategy, processes and procedures that drive the project activities.

The purpose of the PMP document is to provide the project stakeholders with an approved working guide for how the CWS-NS Project will be managed, executed, monitored and controlled. The PMP describes how the Project will be organized, staffed and identifies the Project Stakeholders. The PMP provides a summarization of project specific details regarding the project management methodology to be used for each project management phase. The information captured in the PMP will serve as a method to communicate the project deliverables that will be created for this project. The supporting documents, forms, instructions and procedures make up the "Project Management Plan" for each Project Management Area.

The PMP focuses on delivering to the Project Team and Project Stakeholders an agile project management approach and working guide on how the Child Welfare Digital Services (CWDS) manages activities throughout the project lifecycle. The PM Plan identifies the various elements of the project and their coordination. It also establishes the framework for integrating and managing some of the various project focus areas.

2.2 Documentation Maintenance

The PMP will be updated as processes and procedures change. A minor version change does not change the intent of the document and consists of spelling, grammatical and minor corrections. A major version is when a document’s content is changed and represents a change in intent, change in process, or procedures. Please refer to the CWDS Configuration Management Plan for further details on version control.

During development of this PMP, the guidelines and standards provided through the CWDS Quality Management Plan will apply; specifically all peer review requirements must be met.

2.3 Transition to Agile

The CWS-NS project is following an “agile” or “iterative” approach, which disaggregates from the original “monolithic” or traditional “waterfall” approach.

2.3.1 Project Management Methodologies

When the waterfall method was employed, the PMP typically defined the entire project management process. This method lacked flexibility and required meticulous work in every phase to ensure that mistakes were not made. The method was linear by design and required careful execution each step of the way. However, when feedback and testing were deferred until the very end phases, making corrections were difficult. Waterfall methodologies are process-driven.

The CWS-NS Project transitioned from a waterfall project management and system development approach to an Agile approach in December 2015. The CWS-NS Project Management Office (PMO) spent most of 2016 aligning the project management plans and various processes to agile. The agile method delivers flexibility by design, encourages change and adjusts to change more readily. Agile methodologies are people-driven.

The principles behind the Agile Manifesto that guide *project management* activities are as follows:

1. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
2. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
3. Simplicity--the art of maximizing the amount of work not done-is essential.
4. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

2.3.2 Development Methodologies

In waterfall development, projects follow a linear sequential path or activity (requirements, design, development, test, and maintenance) and each activity generally must finish before the next one can begin. There is also typically a stage gate between each. For example, requirements must be reviewed and approved by the customer before design can begin.

Agile is a highly flexible and interactive methodology that will speed the delivery of the new functionality, increase competition by expanding the pool of vendors likely to participate in the bidding process, and ensures each component or feature is developed and tested with end-users. By continuously incorporating user feedback and ensuring each feature of the system meets their needs, the agile approach reduces the risk of project failure.

The principles behind the Agile Manifesto that guide *development* activities are as follows:

9. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
10. Working software is the primary measure of progress.
11. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
12. Business people and developers must work together daily throughout the project.
13. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
14. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
15. Continuous attention to technical excellence and good design enhances agility.
16. The best architectures, requirements, and designs emerge from self-organizing teams.

3 Project Overview

3.1 Background

The Child Welfare Services (CWS) program is the primary prevention and intervention resource for child abuse and neglect in California. California is dedicated to providing a continuum of programs and services aimed at safeguarding the well-being of children and families in ways that strengthen and preserve families, encourage personal responsibility, and foster independence. The overall objective of the CWS program is that every child in California lives in a safe, stable, permanent home, nurtured by healthy families and strong communities. The mission work of CWS does not occur in an office at a desk, but rather in the community, homes, schools, hospitals, foster homes, and community centers.

In order to effectively protect California's at-risk children and preserve families, the State requires a multi-agency, collaborative service approach supported by a comprehensive case management system. The current case management system, the Child Welfare Services/Case Management System (CWS/CMS), was a legislatively mandated statewide application implemented in 1997 based on the CWS business needs and practices at that time. Today, the CWS/CMS does not fully support child welfare practice and is no longer an economical, efficient, or effective automated tool to support the delivery of effective child welfare services. In addition, the CWS/CMS does not incorporate all of the required Administration for Children, Youth and Families (ACYF), Statewide Automated Child Welfare Information System (SACWIS) functional requirements required by federal regulations, which may jeopardize the State's ability to retain Federal Financial Participation (FFP).

In 2003, California initiated the Child Welfare Services/Web (CWS/Web) Project to plan and implement a replacement system for the current CWS/CMS. The goal was to implement modern technologies and new functionality to effectively meet CWS business needs and SACWIS requirements. In 2011, the CWS/Web Project was indefinitely suspended due to the economic downturn in the State. However, the 2011 State Budget Act (Assembly Bill [AB] 106, Chapter 32, Statutes of 2011) included Trailer Bill language which requested a report to the Legislature from the California Department of Social Services (CDSS) in partnership with the Office of Systems Integration (OSI), legislative staff, the County Welfare Directors Association (CWDA), and county stakeholders. The CDSS submitted this report, entitled The Report to the Legislature: Child Welfare Services Automation Study (hereinafter referred to as the Automation Study), to the Legislature in April 2012. The Automation Study contained an assessment of the CWS business needs, an assessment of the existing system, an analysis of viable automated system options to meet the critical business needs, communication from the federal government regarding SACWIS redesign requirements, and a recommendation on next steps including a timeline and implementation approach.

The Automation Study concluded that a buy/build approach is the best technical alternative to meet CWS business needs and SACWIS requirements at the lowest cost

and quickest delivery time. This approach involved buying an application that is already developed, tested, and operational (e.g., commercial off-the-shelf [COTS] software or a transfer system from another state) and building custom software services (i.e., customized application code) to meet CWS business functional needs and SACWIS requirements not already provided by the COTS or transfer solution.

As a result of the Automation Study, the 2012 Budget Act and Trailer Bill (SB1041, Chapter 47, Statutes of 2012, Section 52 [a]), directed CDSS and OSI to work with CWDA and county stakeholders to continue utilizing the $2.4 million base funding and position authority to complete a Feasibility Study Report (FSR) and a federal Advance Planning Document (APD), and conduct other planning activities.

In October 2012, the project submitted the FSR to CDT for review and approval. Consistent with the Automation Study, the FSR recommended a buy/build approach. The CDT approved the FSR in January 2013 for an official project launch of July 1, 2013. The project submitted the APD in November 2012 which was approved by ACYF in February 2013. Consistent with the approved FSR, the 2013 Budget Act appropriated additional funding, for a total of $10.3 million, and authorized an additional 17 positions (total of 18 for OSI and 13 for CDSS) to begin the Planning and Procurement Phase.

In November 2015, the project modified its procurement, design, development, and implementation approach after discussions with State and federal control agencies, the California Department of Health and Human Services (CHHS) Agency, the California Government Operations (GovOps) Agency, CDT, ACYF, the Federal General Services Administration's (GSA) 18F team (18F), and Code for America. Rather than releasing a monolithic multi-year Request for Proposal (RFP) estimated to cost several hundred million dollars and take five to seven years to implement, the project decided to instead use a modular procurement approach coupled with agile design and development techniques to deliver the CWS-NS incrementally over time. This approach consists of iteratively implementing business functionality in the form of "digital services" as they are developed. The scope of the CWS-NS remains as previously approved in the FSR and SPR #1, but business functionality will be delivered more quickly.

With this opportunity, the Project is able to procure and implement the CWS-NS in a manner which delivers business value early and often which is a top priority for the CHHS Agency, CDSS and county end users. This new approach received wide spread support throughout the State and federal governments. The Project partnered with 18F which has had success at the federal level iteratively delivering digital services using agile principles. With the continued support from executive management within the CDSS and OSI, State and federal control agencies, the project believes this practice can be replicated in the State environment with the same level of success.

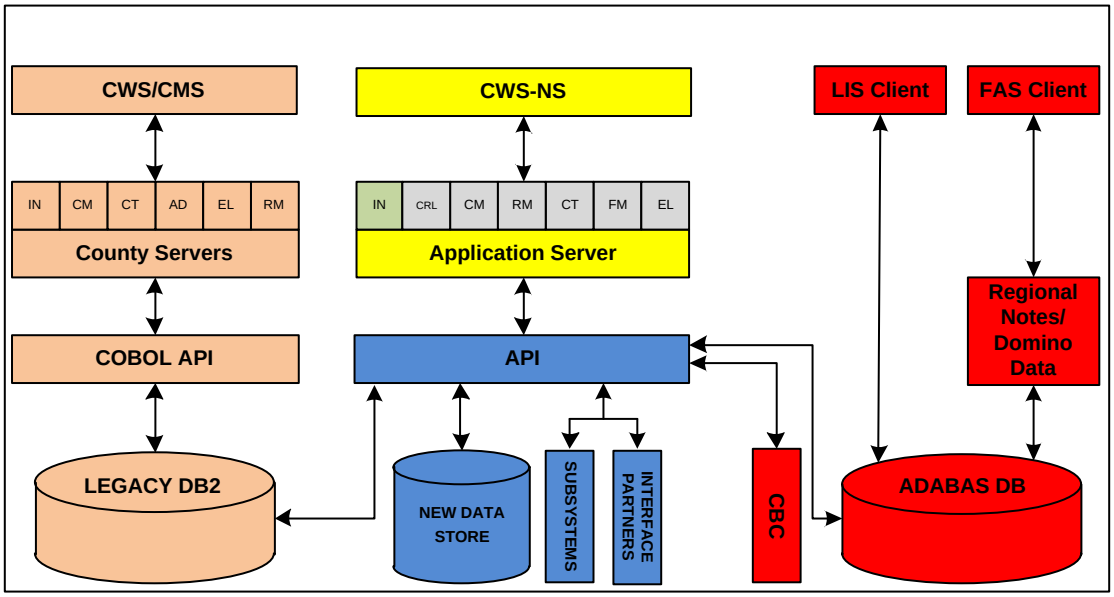
The project plans to keep the existing CWS/CMS IBM application running in production while incrementally introducing new digital services (DS). CWDS will release each new DS as a beta service for a few pre-approved CA Counties to utilize, while the remaining counties continue to utilize the existing legacy CWS/CMS IBM system. The beta

county results will dictate when the DS will change to general availability (GA). Upon GA approval, the remaining counties will migrate to use the DS and the existing CWS/CMS IBM application will disable the specific legacy function. As the project continues to introduce new DS, the legacy CWS/CMS IBM application will continue to disable functionality appropriate with the DS, until all the functionality is contained with DS.

3.2 Proposed Solution

The Child Welfare Services – New System (CWS-NS) Project will implement a modern web-based computing infrastructure that will be flexible, scalable and based on industry enterprise architecture framework concepts. The CWS-NS will consolidate functionalities that are in various systems into a single system and include multiple interfaces with other applications thus providing CWS workers with critical case information more efficiently. The CWS-NS will be procured and developed using agile techniques and implemented iteratively over several years as business functionality becomes available.

The project is proposing to implement business functionality via digital services over time by wrapping a modern API around the CWS/CMS and the Licensing Information System (LIS)/Field Automation System (FAS), utilizing a new relational database for capturing new data elements. As new digital services are implemented statewide in the CWS-NS, the associated service within the CWS/CMS and LIS/FAS will be disabled. This approach will allow the project to incrementally develop digital services while leveraging the existing CWS/CMS and LIS/FAS databases causing as little disruption as possible to end users. This will allow fast, easy access to legacy data while allowing developers to leverage open source software and agile development methods to modernize the services provided by the solution. Another benefit of this approach is that it provides an excellent opportunity to refresh outdated workflows, update functionality and unite disparate systems.



3.3 Project Organization

Agile principles require that management from a functional matrix perspective, therefore, the CWS-NS project has implemented a functional organization chart in lieu of a traditional organizational chart.

The project is leveraging existing resources from the entire CWS Program and this team is collectively referred to as the Child Welfare Digital Services (CWDS). To facilitate the new functional organization, the project is now organized into four distinct functions: Digital Services, Communications, Project Services, or Operations. Every project resource has been assigned to support one of these functions as their primary responsibility, but may provide support to other functions as time allows.

Functional Group	Description
Digital Services	Functional group responsible for the development of the new digital service modules.
Communications	Functional group responsible for communications and customer relationship management functions.
Project Services	Functional group responsible for project management, administrative, fiscal, reporting, implementation, and program policy functions.
Operations	Functional group responsible for the ongoing operation of CWS/CMS, the new system technology platform and integration, and the new system DevOps.

The below table outlines some of these areas in more detail:

Service Team	Responsibility
Digital Service Teams	
Intake	Intake Management is the initial entry point into child welfare services and includes processes to receive referrals from community members, and mandated reporters, who are required by law to report suspicions and/or knowledge of child abuse, neglect, or exploitation within their professional capacity. Following receipt of a referral for child abuse, neglect, or exploitation, child welfare staff screen, assess, and investigate the allegations, all documented within CWS/CMS.
Case Management	Case management involves processes to identify, provide, monitor, and evaluate the services and decisions necessary to reduce risk of harm to the child. Activities include: case planning, case review and evaluation, monitoring services and case plan, concurrent planning, and placement.

Service Team	Responsibility
Certification, Approval, and Licensing Services (CALS)	The digital service of CWS-NS designed and deployed to fulfill CWS-NS' users' needs related to Certification, Approval, and Licensing of homes and facilities. Consists of three distinct functions: Prevention – Prevention reduces predictable harm by screening out unqualified CCF licensure applicants and by providing applicants and licensed providers with information regarding the laws and regulations concerning the operation of CCFs. Compliance – Compliance ensures that licensed facilities operate according to applicable laws and regulations. Compliance is maintained through facility inspections, issuing deficiency notices, and providing consultation regarding the correction of deficiencies. Enforcement – Enforcement involves a range of corrective actions taken when a licensee fails to protect the health and safety of children in care or is unwilling or unable to maintain compliance with licensing laws and regulations.
Resource Management	Resources are essential to assist child welfare staff and clients in accomplishing Case Plan goals and court ordered service requirements. Resource Management is the process to create and maintain the state and county goods and services resource inventory. It also provides resource directories of such resources as well as foster care license applications.
Financial Management	State and federal funding received by each county to provide child welfare services is maintained within each county's distinct financial management system and managed by the County Auditor Controller. It is important to understand that eligibility and funding sources are determined in the SAWS and payment to caregivers and supplemental placement payments are issued by the county finical management systems, and that the county CWS agencies coordinate contracting and payments for vendor service providers with the county financial management systems. County financial management systems encompass accounts payable, accounts receivable, and reconciliation. Counties have developed processes, procedures, and county infrastructures integral to efficiencies at the county level, and are dependent upon their county financial management systems for day-to-day operations.
Court Processing	The Court Processing digital service will enable CWDS to exchange data with court systems.
Eligibility	A child or NMD who receives placement or extended foster care services may be eligible for benefits. SAWS is an automated system that is utilized by eligibility staff. SAWS produces benefit calculations, as well as eligibility determinations, and is integral to the entire eligibility process. In

Service Team	Responsibility
	addition, staff rely heavily on systems that interface with SAWS, in order to assist with making accurate eligibility determinations.
Administration	Administration functions address the overall business organizational structure, staff management, and supporting tools to manage state and county staff work and outcome measures that support California's Child Welfare program. The current system is SACWIS compliant in this functional area, but with limited capabilities.
Technology Platform	Responsible for Technology Platform, which provides overall technical Vision, identifying technical standards, and guidelines, and providing technical over sight assistance Dev/Ops,
API	Responsible to create the API that will allow Digital Services to access data in both the existing CWS/CMS database and in the new data storage that will support new system functionality.
Data Management Team	Responsible to move data to and from the CWS/CMS database, data clean-up, responds to new data requests, and addresses reporting issues from all legacy system stakeholders
System Administration & Infrastructure Team	Manages Service Level Agreements (SLAs) with the State Data Center. Assures documented SLAs remain current and are adhered to by the SDC Service areas.
Change, Configuration Release Team	Provides the most up-to-date and accurate information available to support the Oversight Committee decisions and assures the Project Schedule is maintained.
Technical Delivery Services	Provides support to the legacy LAN, WAN, hardware, and software across Windows, Mainframe, Midrange, and Citrix environments.
Legacy Design, Development & Test Team	Manages the execution of all legacy application related changes to include all postproduction deployment activities and assists the Change Configuration Release Team in the planning and development of all activities concerning legacy application.
Web Management Team	Supports the Business Objects (BO) web server and assists counties with their reporting needs and maintains the CWS/CMS Portal website and applications.
Project Management Office	Facilitates the creation and maintenance of standards and methods, centralized archive of lessons learned, project web site, consult and mentor on methodology, and provide or arrange PM training.

Service Team	Responsibility
Facilities, Administration, & Business Services (FABS)	Provides consistent and excellent customer service to all internal and external customers for the CWDS Project. Ensures our new facility will provide staff with a collaborative and agile work environment, which supports our strategy to build an innovative CWS system.
Program Policy	Tracks, analyzes, and facilitates resolution of policy issues.
Implementation	Guides user organizations through the steps necessary to adopt new services.
Budget, Fiscal, and Reporting	Provides financial reporting information to internal and external stakeholders for the CWDS Project.
Contracts and Procurement	Provides the CWDS organization with expert contract and procurement services and support to ensure the CWDS goals and objectives are met.

3.4 Project Roles

The Scrum Team consists of a Service Manager, Scrum Master, Core Team Members, Resource Pool members (as-needed), and the Development Team as defined in the Scrum team table below. These roles and names are modeled after the U.S. Digital Services Playbook.

While the CWDS Governance Plan describes the specific roles and responsibilities of the project participants and some high-level roles and responsibilities are discussed in the CWS-NS Project Charter, the below chart outlines some Agile project teams roles:

Role	Responsibilities
Service Manager	The Service Manager is the voice of the customer (outward facing) and with the Product Owner, develops and delivers an effective, user-focused digital service that meets the CWDS Digital Service Standard. The Service Manager is accountable for the quality and usage of their service, provides input into the release and leads change management. The Service Manager will also define the product vision, prioritize the product backlog and reviews completed work in the sprint review. Traditional project management responsibilities within this role include defining the “what” and “when” practically and prioritizing the product features and ensuring that the requirements (user stories) meet the user’s needs, including managing changes to scope.

Role	Responsibilities
Product Owner	The Product Owner manages the day-to-day activities of the team (inward facing) and works directly with the development team to help prioritize stories and features. With the Service Manager, the Product Owner develops and delivers an effective, user-focused digital service that meets the CWDS Digital Service Standard. The Product Owner develops user stories (as appropriate), manages the release and acts as Service Manager proxy.
Scrum Master	The Scrum Master is the resource who is responsible for working with the Service Manager to define the roadmap and deliver the product roadmap. This resource is responsible for removing any impediments on the team and is a daily driver to increase velocity on the team. Traditional project management responsibilities include creating an environment for success, managing the resolution of impediments (issues) and identifying and supporting process improvements.
Core Team Members	The Core Team Members are the resources who will conduct user acceptance testing with the Service Manager, provide expert guidance and support for technical and business decisions. These resources will execute and update user stories and escalate any issues.
Resource Pool	The Resource Pool is a pool of shared resources amongst all digital service teams to provide expert guidance. These resources will work with the teams to design the system and provide technical support and guidance, conduct user research, and provide coaching and training to teams.
Development Team	The Development Team are the resources responsible for refining and executing the tasks within each user story and will be comprised of the vendor staff. These resources will estimate the size of the design, development and test product backlog items, write and verify code which adheres to the acceptance criteria, and conducts unit and system testing. Traditional project management responsibilities within this role include the “how” and “how much.” The development team is responsible for estimating each user story, engaging in constant communication with the product owner to ensure it meets the user’s needs, and conducting the work of creating the solution.

3.5 Project Principles

These are a set of guiding concepts that support the CWS-NS Project, from the Agile Manifesto:

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity — the art of maximizing the amount of work not done — is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

3.6 Scope

3.6.1 Scope Statement

The Project establishes activities / events using six simple steps; initiating, planning, sprinting, reviewing, retrospective, and closing; as well as the management of unanticipated tasks, the project schedule, and lessons learned throughout the project activities. To assist with the comprehension of the scope, it is necessary to understand how the CWDS executes project management processes.

While agile defines the framework for project execution, ancillary project management plans are required to complete the definition to the approach, responsibilities, and sub-processes of the project management process.

3.6.2 Project Scope

The scope of the project includes the planning, design, development, testing, and transition of the CWS/CMS application from the legacy architecture into a digital services platform. The CWDS project plans to deliver the following:

- API Module
- Intake Module
- Certification, Approval, and Licensing Services (CALS)Module
- Platform Module

- Case Management Module
- Resource Management Module
- Court Processing Module
- Eligibility Module
- Finance Management

With these modules, the project will also need to manage a separate vendor to conduct the implementation aspects of the modules. Each module will use Alpha and Beta Phases in lieu of UAT and Pilot, follow a phased rollout of major and minor releases to each county for each module, and counties can elect to participate in a particular wave depending on the level of released functionality and availability of implementation resources. These modules will meet or exceed organizational software standards and additional requirements established in the project charter.

The scope of this project also includes completion of all documentation, manuals, and training aids used in conjunction with each of the modules. Project completion will occur with successful execution of the software in production and documentation successfully transitioned to the state.

All project work performed as pertinent to each SOW and all artifacts will be stored in both SharePoint as well as the public web site for easy access and transparency.

3.7 Project Objectives

The CWS-NS Project is focused on meeting technical and business objectives that will:

- Improve service delivery and outcomes;
- Allow more timely system enhancements to support changes in CWS practice;
- Achieve Comprehensive Child Welfare Information System (CCWIS) requirements to accommodate changes in child welfare practices and maintain Federal Financial Participation (FFP) funding; and
- Reduce ongoing maintenance and operations costs.

3.7.1 Technical Objectives

- Develop an underlying Application Programming Interface (API) to leverage CWS/CMS and LIS/FAS databases and utilize new relational database to capture new data elements;
- Use agile software development techniques iteratively deliver digital services iteratively over time which meets CWS and children's residential licensing requirements;
- Leverage open source software to develop each digital service.

3.7.2 Business Objectives

- CCWIS Compliance: To ensure retention of FFP at current or improved participation levels;
- Resource Utilization: Through elimination of redundant data entry, increased availability of information and documentation, and timely business practice execution;
- System Access: Improved CWS worker, Service Provider and Service Organization access to system information through portal and mobility technologies;
- Information Exchange Interfaces: Improved access, accuracy and completeness of data resident in external State/County and business partner repositories;
- Business Collaboration: Improved communication/collaboration and information management between CWS workers, community organizations, service providers and multi-disciplinary teams; and
- Outcome-Driven Planning, Management and Assessment: Improved case management outcome/process planning, management, and assessment/ reporting.

3.8 Assumptions and Constraints

3.8.1 Assumptions

Assumptions
• Adhere to the PM framework for both PMBOK and CA-PMF as well as PM best practices and OSI guidelines.
• Development: There will be continuous iterative, incremental development of the new solution over several years.
• Reporting: The CDT will allow the project to develop SPRs iteratively through progressive elaboration as more information becomes known this includes cost and schedule information.
• Budget: The Legislature will approve OSI and CDSS' annual budget requests for the resources and costs proposed in this SPR.
• Schedule: External entities will be able to meet their project responsibilities in a timely manner.
• Schedule: Effective execution of rolling informal reviews and formal concurrent reviews of project documents by CDSS, OSI, CWDA, State control agencies, and ACYF.

3.8.2 Constraints

Constraints
• The PMP is a high level summary document and there are ancillary or supplemental plans that explain each primary project management process in detail.

4 Project Planning

The PMP is a high-level summary plan that references many subsidiary project management plans for each project management process. All Plans and Procedures associated with this project are maintained on the OSI CWDS SharePoint Project Management sub-site, as well as on the public CWDS website. While the review of these plans and procedures occur on a periodic basis, procedures are subject to change more frequently without the need to re-baseline the entire document.

4.1 Project Milestones and Deliverables

These project milestones are tracked from the stat of the Agile Pivot in January 2016. Archived project milestones from 2013-2015 can be found in the CWS-NS Project Schedule:

Major SPR 2 Milestones	Baseline Complete Date	Estimated Completion Date
Procurement: Vendor Contracts	11/23/2015	01/01/2018
Procurements: State Staff Recruitments	07/03/2017	07/03/2017
Procurements: Support Services Contracts	04/17/2017	07/13/2017
Design and Development: Intake Digital Service	03/20/2018	06/29/2018
Design and Development: CALS	10/19/2018	05/17/2019
Design and Development: Case Management	10/01/2019	12/31/2019
Design and Development: Eligibility	09/30/2019	10/01/2019
Design and Development: Court Processing	04/02/2019	04/02/2019
Design and Development: Financial Management	09/30/2019	10/01/2019
Design and Development: Resource Management	04/02/2019	04/02/2019
Release 1 – Intake	07/03/2017	03/13/2017
Release 2 – CALS	10/02/2017	10/02/2017
Release 2 – Intake	10/02/2017	10/02/2017
Release 3 – CALS	04/02/2018	04/02/2018
Release 3 – Case Management	04/02/2018	04/02/2018
Release 4 - CALS	10/01/2018	10/01/2018
Release 4 – Resource Management	04/01/2019	04/01/2019
Release 5 - Eligibility	04/01/2019	04/01/2019
Release 5 – Case Management	04/01/2019	04/01/2019
Release 5 – Court Processing	04/01/2019	04/01/2019
Release 5 – Resource Management	04/01/2019	04/01/2019

Major SPR 2 Milestones	Baseline Complete Date	Estimated Completion Date
Release 5.1 – Eligibility, Case Management, Court Processing, Resource Management	10/01/2019	10/01/2019
PIER Complete	05/01/2020	10/28/2020

4.2 Approach to Project Management

The project continues to follow the California Project Management Framework (CA-PMF) which is a customized project management methodology derived from the Project Management Institute's (PMI) process groups. The CA-PMF follows best practices based on the State processes and the Project Management Body of Knowledge (PMBOK®).

By following best practices and industry standards, the project will conduct and manage activities in a manner that:

- Provides bi-directional communication with all stakeholders to ensure their needs are understood and addressed;
- Uses best practices for project management, procurement, contract management, IT system development, implementation, and operations;
- Uses project and stakeholder resources efficiently and effectively;
- Ensures continued federal funding and county support; and
- Ensures the timely procurement and implementation of a best value solution with minimum risk.

The CWDS Project Director has the overall authority and responsibility for managing and executing this project according to this Project Plan and its Subsidiary Management Plans. The project team will consist of staff from the service teams and the governance forums as outlined in the Governance Plan, the project director will work with all resources to perform project planning.

All project and subsidiary management plans will be reviewed and approved by the project sponsors, Checks & Balances and CWS-NS Quality Assurance. All funding decisions will also be made by the project Director and managed according to the Cost Management Plan. Any delegation of approval authority to or by the project director should be done in writing and signed by both the project sponsor and project manager.

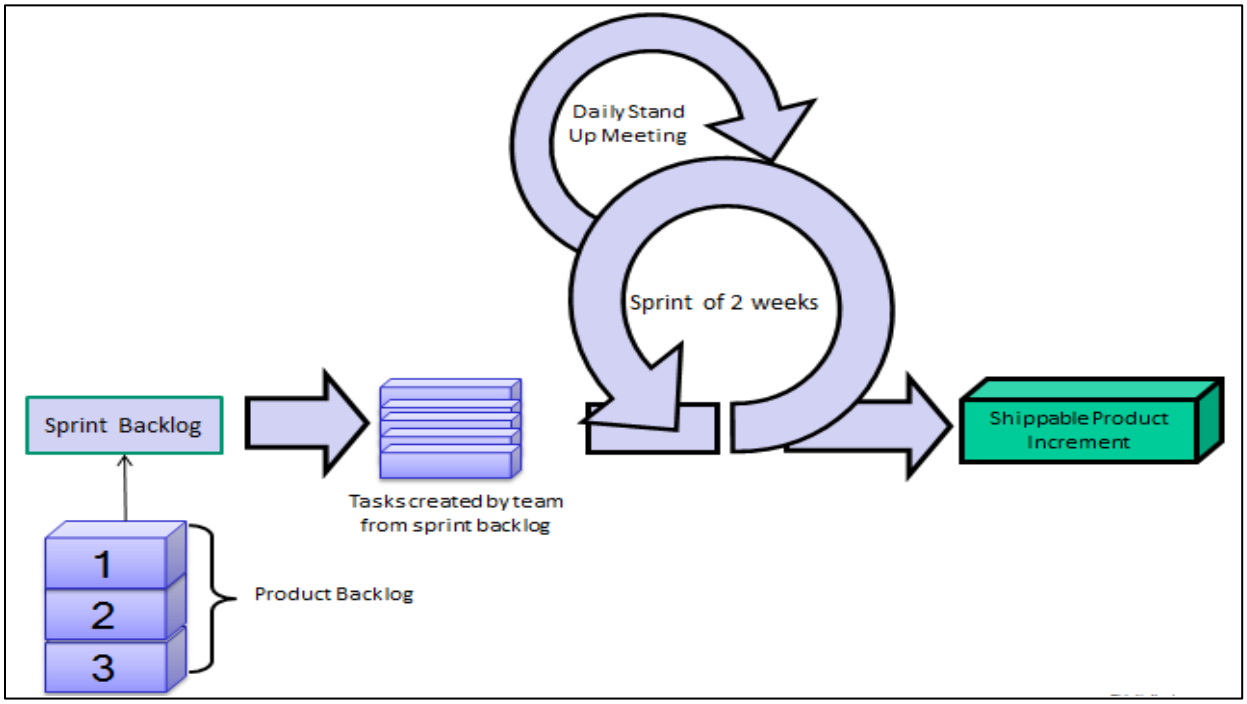
The project team is a matrix organization in that team members continue to report to their organizational management throughout the duration of the project. The appropriate Service Manager is responsible for communicating with organizational managers on the progress and performance of each project resource.

4.3 Project Management Methodology

Although there are several different agile methodologies used in software development, the CWS-NS project has adopted the Scrum methodology and some components of Scaled Agile Framework (SAFe).

4.3.1 Scrum

Scrum is a lightweight agile project management framework with broad applicability for managing and controlling iterative and incremental projects of all types. Scrum has garnered increasing popularity in the agile software development community due to its simplicity and proven productivity. The figure below identifies the basic process the project will use for the design and development of the new solution using Scrum.



With this approach, the project will go through many repetitions of the following seven steps through completion of the project.

Step 1: The initial planning for your project

Project planning includes creating a product vision statement and a product or service roadmap. The product vision is a definition of what your product or service is, how it will support the project strategy, and who will use the product or service; which can take place in as little time as one day.

Step 2: The service manager creates a product roadmap.

The product roadmap is a high-level view of the product or service requirements, with a loose period for when you will produce those requirements. Identifying requirements,

then prioritizing, and roughly estimating the effort for those requirements are a large part of creating your product roadmap.

The Service Manager prioritizes all requirements, features and functionality in the product backlog as units of work referred to as epics (comprised of several user stories possibly over multiple sprints) or user stories (a smaller unit of work).

Step 3: The service manager creates a release plan.

At the conclusion of each sprint the team will deliver a piece of functioning software. Release planning involves planning the next set of features to release and identifying an imminent launch date around which the team can mobilize. The release plan identifies a high-level timetable for the release of an artifact into production. An agile project will have many releases, with the highest-priority features usually launching first. The project has a pre-set 90-day release, which include 6 sprints.

Step 4: The Service Manager, the scrum master, and the development team plan sprints.

The prioritized list of epics and user stories are placed into the sprint backlog which is the scope of work for a single iteration (referred to as a sprint) which are then further decomposed into executable tasks. A sprint is a fixed period of time with the goal of delivering working business functionality and is user-centric in design. The CWS-NS will sprint in two week increments and have a daily standup meeting to identify work accomplished, work to be completed and identify any impediments. Should the team identify any impediments, the Scrum Master will be tasked to resolve or escalate them as necessary. The Scrum Master will track daily burn down charts to determine if the team is on schedule to complete all scope in the sprint backlog within the two week sprint. If the sprint does not deliver all scope identified in the sprint backlog, these tasks go back into the product backlog and are reprioritized by the Service Manager.

The Sprint Planning meeting is held at the start of each sprint, where the scrum team determines what requirements will be in the upcoming iteration, a sprint goal. They also identify the requirements that support this goal and will be part of the sprint, and the individual tasks it will take to complete each requirement.

Step 5: During each sprint, the development team has daily meetings.

A 15-minute meeting held each day in a sprint, where team members state what they completed the day before, what they will complete on the current day, and whether they have any impediments.

Step 6: The team holds a sprint review.

A meeting at the end of each sprint, attended by the service manager, where the team demonstrates the working functionality it completed during the sprint to the product stakeholders.

Step 7: The team holds a sprint retrospective.

A meeting at the end of each sprint where the team discusses what went well, what could change, and how to make any changes for improvements in the next sprint. Like the sprint review, you have a sprint retrospective at the end of every sprint.

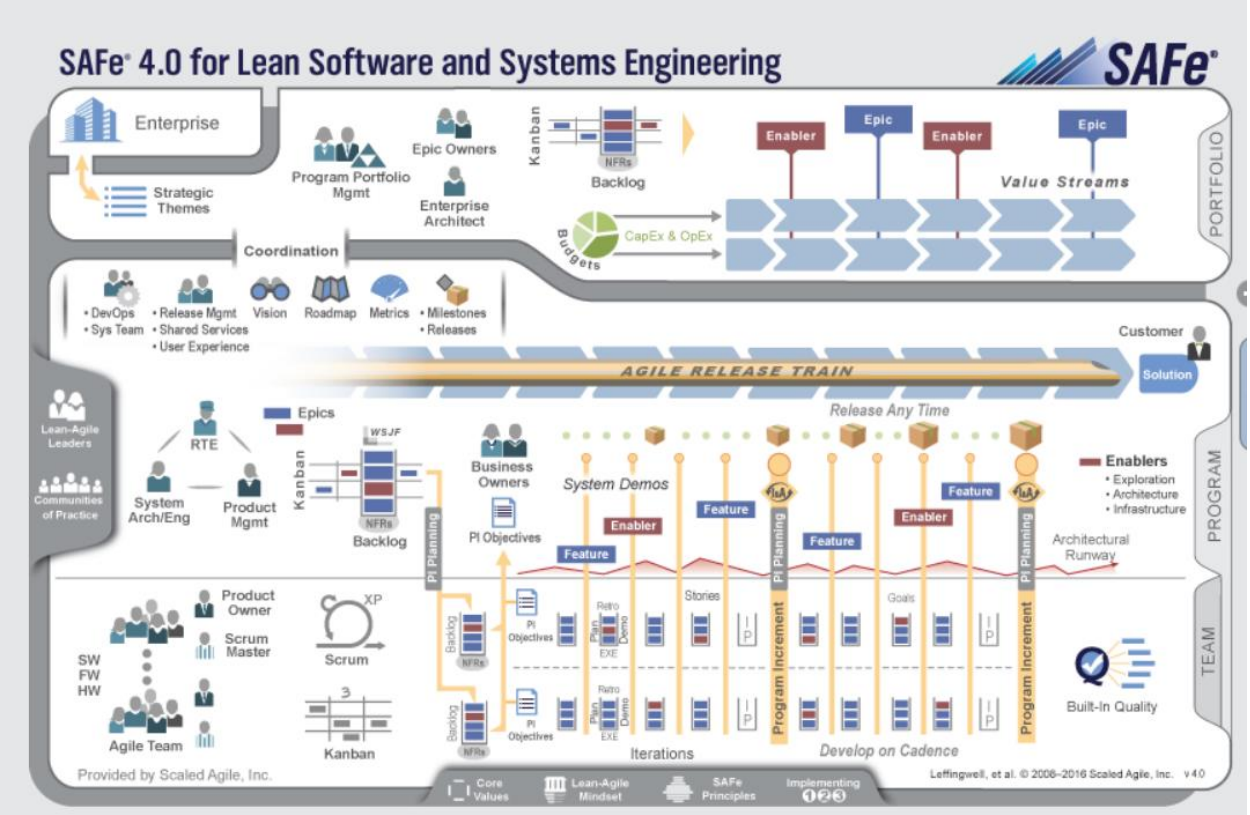
4.3.2 Scaled Agile Framework (SAFe)

SAFe applies the power of Agile, but takes it to the next level by leveraging the more extensive knowledge pools of systems thinking and Lean product development. It is designed to help enterprises deliver value continuously and more efficiently on a regular and predictable schedule, making them more Agile in the marketplace and more competitive in their industry.

SAFe synchronizes alignment, collaboration, and delivery for large numbers of Agile teams. It supports both software and systems development. The SAFe Core Values are the guiding principles that dictate behavior and action:

1. **Alignment** – Global alignment delivers more value than local optimization. Teams on Agile Release Trains value the achievement of the vision and program objectives over their team objectives.
2. **Built-in quality** – Large systems have more economic sensitivity to quality than do the features and subsystems that define them.
3. **Transparency** – Large-scale solution development is difficult; things do not always work out as planned. Transparency—sharing progress and facts openly across all levels—is a key enabler of trust.
4. **Program execution** – The ability of each Agile Release Train to routinely and predictably deliver value is a hallmark of a successful SAFe implementation.

The figure below identifies visual overview of the framework and provides comprehensive guidance for scaling development work across all levels of an enterprise.



4.4 Integrated Project Management Plans

This section contains a high-level overview of the integrated CWS-NS project management plans.

4.4.1 Project Charter and Governance

The CWS-NS Project Charter is the document the formally authorizes the existence of a project and provides the Project Director with the authority to apply organizational resources to project activities.

The CWDS Governance Plan defines the Plan blended governance structure, which includes both CWS-NS and Child Welfare Services/Case Management System (CWS/CMS). The purpose of the blended governance structure is to describe the specific roles and responsibilities of the CWDS participants involved in executing the project, maintaining the current legacy system, and supporting its stakeholders, focusing primarily on authority level and decision-making structure.

4.4.2 Schedule Management

The CWDS Schedule Management Plan covers the approach to how data in the two platforms comes together to provide overall high-level project status. The Plan addresses the steps to develop, manage, track, analyze, and control the project master schedule, and how effort is recorded in the Agile Tool and also in the Master Schedule.

The schedule is an active document and will be adjusted as the CWS-NS project team requires. The schedule is based on a general timeframe of activities and estimated delivery dates communicated by CWDS to Department of Technology in the most recent Special Project Report (PSR). Microsoft Project will be used as a tool to integrate, monitor, manage and control the overall project schedule at the epic level, and Pivotal Tracker will be used to manage the user stories and associated tasks at the service team user story level.

4.4.3 Cost Management

The CWDS Cost Management Plan documents the processes and guidelines for ensuring the project is completed within budget and adheres to all applicable State and federal regulations pertaining to cost management.

PROJECT BUDGET

Cumulative Actual Cost Table: Reporting Period: July 1, 2013 - April 5, 2017		
	Last Approved Total Project Budget ($)	**Cumulative Actual Cost ($)**
One-Time IT Project Costs		
Staff (Salaries & Benefits)	23,849,398	12,943,447
Hardware Purchase	-	-
Software Purchase/License	1,134,392	-
Telecommunications	-	20,391
Contract Services - Software Customization	59,726,620	1,608,610
Contract Services - Project Management	4,164,119	3,584,539
Contract Services - Project Oversight	1,082,734	523,354
Contract Services – Independent Verification and Validation (IV&V) Services	2,076,509	935,719
Contract Services - Other Contract Services*	53,686,619	7,816,214
Data Center Services	2,900,251	881,311
Agency Facilities	5,540,359	3,662,188
Other**	243,757,392	4,382,158
Total One-Time IT Project Costs	**397,918,393**	**36,357,931**
Continuing IT Project Costs		
Staff (Salaries & Benefits)	5,055,846	-
Hardware Lease/Maintenance	-	-
Software Maintenance/Licenses	6,050	-
Telecommunications	-	-
Contract Services	75,000	-
Data Center Services	231,869	-
Agency Facilities	-	-
Other***	17,486,910	-
Total Continuing IT Project Costs	**22,855,675**	-
TOTAL	**420,774,067**	**36,357,931**

4.4.4 Quality Management

The primary purpose of the CWDS Quality Management Plan is to define how quality will be managed throughout the project lifecycle in the following areas; Quality Planning, Quality Assurance, Quality Control, and Quality Improvement.

4.4.5 Human Resources Management

The purpose of the CWDS HR Staff Management Plan is to capture 'how' the Project will manage staff resources throughout the life of the Project. This plan defines the staff management activities necessary to ensure that the Project has sufficient staff possessing the correct skill sets and experience to perform Project activities and tasks.

4.4.6 Risk and Issue Management

The CWDS Risk and Issue Management Plan is used to identify and mitigate CWS-NS Project risks that may affect the project or stakeholders and issues that are influencing the project or stakeholders.

4.4.7 Communication Management

The CWDS Communication Management Plan describes the specific framework for sharing information in a timely manner with all stakeholders and developed to ensure that internal and external stakeholders are informed of the project's goals, objectives, status, schedule, and outputs.

4.4.8 Stakeholder Management

The CWDS Stakeholder Management Plan documents the formal stakeholder management processes of the project. This plan describes the specific framework for identifying the people, groups, and organizations that could impact or be impacted by the project, analyzing their expectations and impact on the project, and developing strategies for effectively engaging stakeholders in project decisions and execution.

4.4.9 Configuration Management

The CWDS Configuration Management Plan documents the standards and processes to manage the repository of CWS-NS configuration items (documents, product deliverables, and historical information).

4.4.10 Requirements Management Plan

The CWDS Requirements Management Plan identifies the process used to plan, develop, monitor, and control requirements in all stages of a project's lifecycle. This document is the foundation for all project requirement management policies for the Project.

4.4.11 Change Management

The CWDS Change Management Plan is the process of managing changes to project artifacts, application code, deliverables, or baselines at a strategic, tactical, and

operational level. The purpose of this Change Management Plan is to establish a standard approach for the approval and tracking of proposed changes for the project.

4.4.12 Document Management

The purpose of the CWDS Document Management Plan is to capture how document management is defined for the project, as well as how internal Project documentation is developed and reviewed. Document Management is the process of organizing, storing, protecting, and sharing documents. This plan describes how to manage the hard copy and electronic repositories of documents, historical information, and provides a consistent approach to the creation, update, and format of documents.

4.4.13 Contract Management

The purpose of the CWDS Contract Management Plan is to provide the processes and procedures to ensure the project meets all contractual obligations and maintains the contract during its lifetime.

4.4.14 Procurement Management

The purpose of the CWDS Procurement Management Plan is to identify the tasks and activities to be performed to procure goods and services for the Project. This Plan documents the scope, content, methodology, sequence, and responsibilities for systematically and efficiently procuring goods and services to maximize best value to the state at the lowest risk while complying with state contracting laws and regulations.

4.4.15 Deliverables Management

The purpose of the CWDS Deliverables Management Plan is to facilitate the timely review and approval of contractor deliverables; to ensure deliverables are tracked and all events are recorded; and to ensure a copy of each deliverable and all supporting materials are archived in the Project Library. Deliverable management is necessary to ensure the Project only accepts deliverables that meet contract requirements.

4.4.16 Test Management

The purpose of the CWDS Test Management Approach is to provide an overall framework and a set of principles, best practices, and guidelines for how testing will occur across all CWDS digital services. This document defines the overall testing strategy, but does not contain a complete set of detailed processes and procedures. The primary objective of testing is to validate that the CWS-NS meets the approved user stories and requirements and that it delivers a quality application with minimal defects into production.

4.4.17 Decision Making Framework

The purpose of the CWDS Decision Making Framework (DMF) process is to provide the Project team members with a standard and structured approach for making project-

related decisions. DMF defines the decision-making processes for the Project team and provides guidance for making, escalating and recording decisions.

5 Project Execution

5.1 Project Management Plan Execution

The Agile Project Management Plan execution was initiated through a Project Kick-Off meeting in December 2015 when the CWS-NS project pivoted from SDLC Waterfall to Agile. This provided the forum to integrate all parties involved in the project and focus everyone toward a common set of project objectives.

The PMP was aligned in September 2016 to provide background and an overview of the project, and establish a common set of management processes and procedures that the project stakeholders will use to execute the project through implementation, aligned with agile practices.

The Project Management Plan will continue to be executed throughout the project through the established processes and procedures documented in this plan. The Project Management Office (PMO) is responsible for monitoring and executing the PMP and will use status meetings, reports, and project metrics to ensure that the project management plan is being executed.

5.2 Collaboration Tools

The CWDS utilizes various tools to manage, store and communicate project deliverables, work product and artifacts:

Tool	Description.
Slack	Slack is an instant messaging platform that can also be used for file transfer and initial document creation. Along with peer to peer or group messaging, Slack also allows the creation of channels which are specific to certain teams or topics. Slack also features an audio conference call like feature which can be used instead of the phone. Mobile applications are available for both iOs and Android devices. https://ccwds.slack.com
SharePoint	SharePoint is a private online collaboration and storage tool. The Project uses SharePoint to collaborate, store, and share documents and other files with the team. User account and access is limited to those who are on the project or otherwise approved. https://osicagov.sharepoint.com/sites/projects/CWS-NS/SitePages/Home.aspx
GitHub	GitHub is a Git repository hosting service. It also provides access control and several collaboration features, such as a wikis and basic task management tools for every project. The project will be using GitHub as a means to store and share code as well as documents for public

Tool	Description.
	consumption. The CWDS GitHub site can be viewed here: https://cwds.ca.gov/
Pivotal Tracker *	Pivotal Tracker is a straightforward project-planning tool that helps software development teams form realistic expectations about when work might be completed based on the team's ongoing performance. This tool is open for public review.

The Tools Collaboration SharePoint site includes useful User Guides for each of the collaboration tools above.

* In Spring 2017, the project plans to migrate from Pivotal Tracker as an Agile Collaboration tool to JIRA.

5.3 Communication

Effective project communication defines a framework for sharing information in a timely manner with all stakeholders and is developed to ensure that internal and external stakeholders are informed of the project's goals, objectives, status, schedule, and outputs for the CWS-NS Project.

The CWS-NS project team is committed to comprehensive and timely communication with the project's internal and external stakeholders. All communication will be developed and delivered in a format that is efficient, understandable, and easily accessible to allow stakeholders the opportunity to process project-related information and to react to that information.

5.3.1 CWS-NS Stakeholders

The CWS-NS stakeholders are:

Organization	Stakeholder or Stakeholder Group	Internal/ External
CDSS	Sponsor/Sponsor Coalition (Executives) CWDS Team Child and Family Services Division (CFSD) Community Care Licensing Division (CCLD) Information Systems Division (ISD) Administration Division (ADM) Legal Division (LGL) Welfare to Work Division Federal Reporting and Quality Assurance Training Providers	External/ Internal
OSI	Executives CWDS Team SAWS Project Team Training Providers	Internal

Organization	Stakeholder or Stakeholder Group	Internal/ External
County Welfare Director's Association (CWDA)	CWDS Team (Executive Liaison)	Internal
Sovereign Nations	CWDS Team (Tribal Consultant) California Tribes Care Providers (IV-E Tribes)	Internal
Contractors[1]	CWDS Team	Internal
Other State of California Entities	Department of General Services California Technology Agency (CalTech) Department of Finance Bureau of State Audits State Data Center Legislature (Legislators, Legislative Analyst Office (LAO), Legislative Staff) Administrative Office of the Courts (AOC) Health and Human Services Agency Department of Child Support Services Office of Child Support Enforcement Department of Health Care Services (DHCS) Department of Public Health (CDPH) Department of Motor Vehicles (DMV) Department of Corrections and Rehabilitation Employment Development Department Ombudsman Department of Developmental Services Department of Education	External
Federal Government	United States Department of Health and Human Services – Administration for Children and Families Department of Justice Social Security Administration	External
Advocacies and Associations	Foster Parent Association Group Home Association Community Based Organizations Care Providers[2] Child Advocates[3]	External
Counties	County Welfare Directors Child Welfare Services (CWS) Workers Chief Probation Officers of California (CPOC)	External/ Internal

[1] Includes the agile development vendors, implementation vendors, IPOC, IV&V, OCM Support Services, Technical Support Services - Interfaces, Enterprise Systems Engineer Support Services, Information Technology Service Management Support Services, Information Management Support Services, Technical Writing Support Services, Legal Support Services, Project Management Quality Assurance Support Services), and Cost Estimation Support Services

[2] Includes Adoptions, Group Homes, Shelters, Foster Family Association, Guardian, Relative/Non Related Family Member, Emergency Shelter Home, Foster Family Homes, Resource Family Home, Resource Family Assessment

[3] Includes Youth Law Center, Child Abuse Prevention Councils, Court Appointed Special Advocates, Annie E. Casey Foundation, Stuart Foundation

Organization	Stakeholder or Stakeholder Group	Internal/ External
	Probation Workers Eligibility Workers Statewide Automated Welfare System (SAWS) Consortia[4] Licensing Workers Courts County Information Systems Organizations (County, Child Welfare, Probation) Board of Supervisors California State Association of Counties County Health and Human Services Organizations Mental Health Public Health Nurses Child Support County Counsel Social Worker Labor Unions	
CPS Recipients	Foster Youth	External
Research Contractors	U.C. Berkeley Children's Research Center Sphere U.C. Davis	External
Training Providers	Regional Training Academies California Social Work Education Center (CalSWEC)	External
Confidential Data Release – Approval Organizations	CDSS Data Protection Committee CHHS Committee for the Protection of Human Subjects CHHS Institutional Review Boards	External

Agile places emphasis on verbal communication and interaction within and between service teams, rather than documentation. Therefore, it's essential that everyone on the team understands the communication objectives and protocols. It's important to be clear about how each function and individual is expected to interact, and deliver and communicate outputs to the team and the wider business. Agile pushes the responsibility for effective communication down to the service team level for quicker and more efficient collaboration.

- **Face-to-Face Conversations** are the heart and soul of agile projects. Agile meetings provide a format for communicating in a face-to-face environment. Meetings on agile projects have a specific purpose and a specific amount of time in order to allow the development team the time to work, rather than spend time in meetings. Agile artifacts provide a format for written communication that is structured, but not cumbersome or unnecessary.

[4] Includes Consortium-IV (C-IV), CalWORKs Information Network (CalWIN), and Los Angeles Eligibility Automated Determination, Evaluation, and Reporting System (LEADER)

- **Feedback** is a way of communicating with individuals on the team to help them improve competency or social interaction. The structure is based on what was done well, what was not done so well, and what could be improved. The main objective is to provide the opportunity for growth in a positive and constructive manner.
- **Stand-ups** are a team communication protocol used within the development phase. They are short, succinct daily meetings that keep the team informed of progress being made, current and intended activities, and any roadblocks.
- **Sprint Reviews** provide the opportunity to demonstrate and get feedback on the working software at the end of an iteration or sprint. Showcases are often attended by stakeholders from beyond the core project team.
- **Sprint Retrospectives** are the team version of feedback. They provide a measured forum for looking at aspects of the project that went well, those that didn't go so well, and those that might be improved.
- **Social Media Campaigns** are used to augment existing communication channels to provide frequent information and transparency to variou8s stakeholder groups.

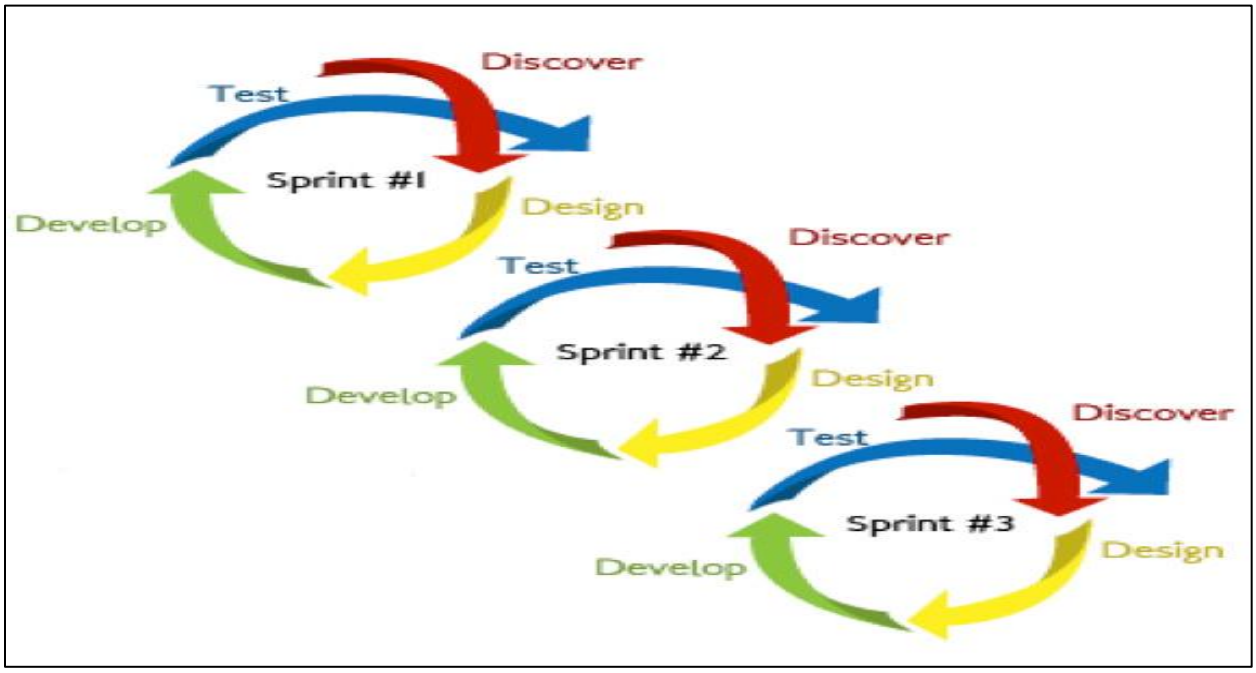
Audience	Platforms	Content
Vendors	Twitter, LinkedIn	• Requests for Proposals/Offers • Vendor pool open enrollment opportunities • Contract award announcements
Counties	Twitter, Facebook	• County participation in software development activities • Advertising for participation in stakeholder events • Information about implementation timeline and activities
End Users: • Child Welfare, Probation, & Licensing Workers • Service Providers • Advocate Groups • Youth & Families	Twitter, Facebook	• Information about training and tutorial resources • Notification of digital services upgrades and enhancements • Tips and tricks for digital services • Requests for feedback
Potential Employees	Twitter, LinkedIn	• Advertising open positions • Recruiting events

5.4 Life Cycle

Historically software development projects have followed a waterfall approach, where each phase of the software development life cycle is completed sequentially.

The CWS-NS project will be using an agile system development life cycle. This life cycle is modeled after the U.S. Digital Services Playbook, which the project will leverage and modify to meet the needs of California. This life cycle begins with a discovery phase which involves user research, analysis of policies, laws and business needs, and interviews which establish the criteria for the success of the digital service module. The objective of this phase is to gain a high-level understanding of user needs through interviewing stakeholders. The output of this phase includes a prioritized list of user needs, a prioritized list of user stories, and a thorough understanding of team composition and capabilities required to complete the digital service module.

After discovery, the team will enter the design, development and test phase. During this phase the team will incrementally build functionality over a series of sprints. At the conclusion of each sprint the team will have developed a functioning piece of the digital service that has been tested and is ready for deployment. **Error! Reference source not found.** and depicts the project's revised design, development and test approach based on agile techniques.



6 Project Control and Monitoring

6.1 Change Management

The Change Management vision is to execute change management at the lowest level of responsibility in the CWDS organization – at the service team level. This approach is in line with the agile methodology in making decisions at the lowest level possible or team level. A well-integrated change process will support successful project outcomes and improve service delivery.

To align with Agile, change management processes were streamlined to accommodate the fluctuating nature of the service team sprints and to allow for a more efficient change control process that would not inhibit the natural flow of the sprint iterations. Authority is delegated to the service team level to allow for a grass-roots change control process.

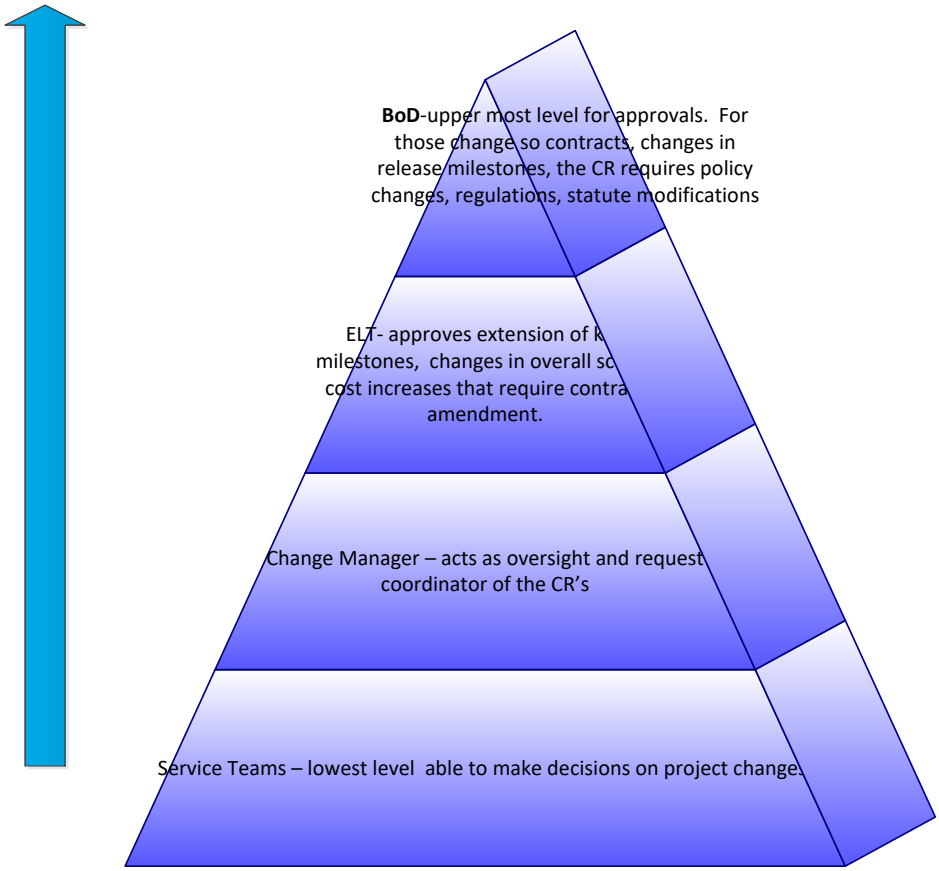
The CCB (change control board) meets monthly or bi-weekly to ensure change requests are carefully evaluated, analyzed, and assigned to the correct subject matter expert for further evaluation and/or implementation.

6.1.1 Change Management Policies

Change Management must adhere to the following policies:

- The State is responsible for managing and enforcing the change management process.
- The Change Manager is the single point of contact for changes that require approval in order to minimize the likelihood of conflicting changes and potential disruption to supported environments.
- The tracking of all changes to defined configuration items under the change control process will be recorded in the Change Management Log.
- All change requests should be assessed for their impact on scope, schedule, cost, quality, risk, resources, and customer satisfaction.
- Change Requests are closed by the Change Manager only upon verification that the change has been rejected or successfully completed.
- Success is defined as implementation of the change.
- The Change Management tool will be a State-provided tool.

6.1.2 Hierarchy of Change Management Authorization



6.1.3 Types of Changes

Type of Change	Change request (CR)required	Highlights of NO change request required
Requirements/ Scope	Any new, changed or deleted Requirement after base lined will require a **CR** Changes in overall scope or direction as a result of legislative changes or policy will require a **CR**	Changes in user stories **do not** require a **CR.** Additions or Deletions of Epics after approval of release planning, deletions of features within a Major Release requires a Change Notification (**CN)**

Type of Change	Change request (CR)required	Highlights of NO change request required
Cost	Cost changes that require contract amendments. Continuing or budget year project costs (as per budget bill language) by +/- 10% requires a **CR.**	Critical Milestone date changes of +/- 10% requires a **CN**
Schedule	Any change to schedule that impacts a phase end date or project end date or major milestones by +/- 10% requires a **CR**	Planning: Release of Solicitation Submission of Final Proposals, or contract award requires a CN Discovery-Alpha-Beta-Live: Digital Service Team LIVE date change requires a **CN**
Documentation	Any major version change to a base lined PM Plan requires a **CR**	Changes to documentation are **not** tracked at the CR or CN level.
Resources	Changes to key staffing positions (Directors and above) requires **a CR**	Staffing changes are not tracked at the **CR** level.

6.2 Risks and Issues

The CWS-NS project utilizes a bi-weekly Risk and Issue Forum to bring candidates risks and issues to the attention of the stakeholders, manage risks and issues as effective resolution and mitigation strategies are applied, and tracks the issues and risks through the resolution and mitigation process.

Risk and Issue management are the responsibility of all CWS-NS project staff, but are the direct responsibility of the service manager, product owner and scrum master. It is assumed that risks and issues are managed at the lowest level of the organization – the service team – and only escalated to the Risk and Issue Forum as a project level risk when the service team is no longer effective at influencing an outcome. Additional risks and issues may flow into the project risk and issue process through project oversight (Checks and Balances) or through the Agile Release Train.

The CWDS Risk and Issue Management Plan describes the process for the risk and issue process in more detail.

6.3 Requirements Control and Traceability

During the Waterfall approach, the system requirements for both business and technical areas were developed using the Agile scrum process. Although the RFP was never released to the public, and the requirements were never formally baselined, the project is considering these approved requirements (version 7.5) baselined for the purpose of establishing a benchmark to assess future requirements analysis against.

During system development, Quality Control review of the RTM is a key Deliverable of the Requirements phase and should also be reviewed and approved. After each level of requirements are accepted and baselined, any change to those requirements and related work products will be restricted and will only be made through the process defined in the project's Change Management Plan.

Prior to accepting the system, requirements traceability will be verified to ensure all business requirements have been addressed in the design and testing phases. IV&V is contracted to provide an independent review of the traceability. The ELT shall be included in the decision to accept the system and in the final signoff process.

6.4 Quality Control

Quality monitoring and control determines whether they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance. With the new alignment to Agile, the project has more opportunities to monitor what is going on than traditional methods and hence offers more effective opportunities to intervene. The main Agile monitoring technique is to track what software has been incrementally delivered. This is both easier and has much more impact with the customer. The Product Demonstration at the end of a sprint is where the product increment is show cased. With Agile, even though quality is the focus from the very beginning in an agile project, we still seek to validate outcomes and formally track the quality of the product we are building.

- Agile monitoring and control comes in a variety of forms:
- Frequent delivery
- Colocation
- Daily Stand-Up Meeting
- Sprint Review Meeting
- Requirements Traceability
- Automated Testing
- Releasable Software in every Sprint
- Code Reviews

6.5 Schedule Control

Schedule control includes establishing criteria for determination of formal change requests and activities for implementing both formal and informal change requests.

6.5.1 Criteria for Project Schedule Change Requests

A key milestone that has moved by more than 20 days from its baseline finish date will trigger a change request unless the Scrum Master or Project Manager initiates a corrective action to remove the deviation.

If a Change Request is necessary, the Service Manager and Scrum will complete and submit a Change Request form to the Change Manager. Upon approval of the Change Request, the PMO Manager will notify the Scheduler to make the necessary updates to the schedule.

6.5.2 Schedule Reporting

The Project uses multiple custom MS Project views, tables, filters, and groupings to build reports. The table below provides a listing of schedule reports, their frequency of production, venue in which used, key metrics found in the report, and definitions of the metric. All schedule reports are archived on the Schedule Management SharePoint site, and presented at meetings at the discretion of the Project Management Office manager.

Report Name	Frequency	Venue	Key Metric(s)	Definition
Key Milestones	Weekly	Management, Executives	Start, Finish, % Complete	A custom flag is created to filter for key milestones as identified by the Project Director and Project Manager. These are documented in an approved planning document (PAPD, IAPD, FSR, SPR, etc.)
Schedule Look Ahead Report	Biweekly	Service Managers Meeting	Target % Complete % Complete,	Provides a view of upcoming schedule tasks that are active within a user defined period of time (i.e. 20, 30, 60, or 90 days). This provides a view of Groups, by Teams, by tasks. Status Indicators: Green circle: on track Red Flag: slipping Red Circle: overdue

6.5.3 Milestone Tracking and Reporting

Milestones are events used in project management to mark specific points along a project timeline. Project milestones have been identified within the schedule to track the start or completion of specific project phases, task groups, deliverables or tasks. New milestones can be identified in the schedule as new tasks or deliverables are added to the schedule throughout the life of the Project.

The Project Master Schedule also contains milestones tied to specific State and Federal project reports, specifically the SPR. An SPR Milestone *flag* is configured to enable filtering by SPR milestone tasks.

6.6 Status Reporting

6.6.1 Service Team Status Reporting

All service teams will track progress of their sprints on a daily basis. There are several methods of communication available for effectively communicating status and progress:

- The **daily scrum meeting** lasts no longer than 15 minutes, in which time scrum team members each make three statements: what they completed yesterday, what they will work on today, and a list of items impeding their progress.
- The **sprint backlog**, if updated every day, always gives an up-to-date status for your project stakeholders. You can also show them the product backlog so that they know which features the scrum team has completed to date, which features are part of future sprints, and the priority of the features.
- The **burndown chart** quickly shows, rather than tells, status. When you look at a sprint burndown chart, you can instantly see if the sprint is going well, or if it might be in trouble.
- A **task board** is a great way to quickly show your project team the status of a sprint, release, or even of the entire project. Task boards have sticky notes with user story titles in at least four columns: To Do, In Progress, Accept, and Done. If you display your task board in the scrum team's work area, then anyone who walks by can see a high-level status of which product features are done and which features are in progress. The scrum team always knows where the product stands, because the scrum team sees the task board every day.
- The **sprint review meeting**, held at the end of every sprint, is when the scrum team demonstrates the working product to the product stakeholders. Strongly encourage anyone who may have an interest in your project to come to your sprint reviews. When people see the working product in action, especially on a regular basis, they get a much better sense of the work you completed.

6.6.2 Project Status Reporting

The CWS-NS Project will track progress of CWDS services to meet external control agencies and other State and Federal agency reporting needs. There are several methods of communication available for effectively communicating status and progress:

- The **Legislative Data Report** is produced monthly to report on overall project status, milestones and deliverables, risks and issues, and resources. It also reports on service team accomplishments. The audience is the State Legislature, State Control Agencies and Agency.
- The **Stakeholder Forum** is conducted quarterly to communicate the project vision, project strategy, project status, lessons earned and provide an opportunity for stakeholder groups to participate in educational break-out sessions.
- The **IV&V Activity Report** is produced monthly by the contractor team for specific Independent Verification and Validation assessments of planning and oversight, project management, quality management. Requirements management, data management, and architectural vision.
- The **Checks & Balances Oversight Report** is produced each sprint for internal stakeholders and monthly for external stakeholders. It is a combination of the IPOR and IV&V oversight reporting activities and touches on assessment categories that are specific to agile system development: release integrity, engineering practices, customer value, technical debt, people and teams, project management, cost, governance, tools and maintenance, etc.

Specific components of the **Project Status Report (PSR)** are produced monthly by the Project Management Office to provide an update on project milestones and budget. Only those elements of the PSR that are not already covered by either the Legislative Data Report or the Checks & Balances Report are included. It is assumed that in the long-term, the Checks & Balances Oversight Report will cover all elements of the PSR and the project will no longer produce the PSR.

7 Project Closeout

The project closeout activities documents the final and remaining activities of the project.

7.1 Lessons Learned

A continual improvement process is an ongoing effort to improve products, services, or processes. These efforts can seek "incremental" improvement over time or "breakthrough" improvement all at once. Processes are constantly evaluated and improved in the light of their efficiency, effectiveness and flexibility. In SDLC Waterfall, this was referred to as Lessons Learned. In Agile, this is referred to as a Retrospective.

The Retrospective is an inspect-and-adapt activity performed at critical milestones in the life of a service delivery initiative, but more commonly at the end of every sprint. The sprint retrospective is a continuous improvement opportunity for a Scrum team to review its process (approaches to performing Scrum) and to identify opportunities to improve it.

The Retrospective Prime Directive states: “Regardless of what we discover, we understand and truly believe that everyone did the best job they could, given what they knew at the time, their skills and abilities, the resources available, and the situation at hand.” Retrospective Principles include:

- Collaborative process among all members
- Helps build the team's sense of ownership and its self-management
- Secure space to speak
- Exercise to improve the team
- No judgments
- Take action on retrospective items
- Supports team formation and bonding

The entire team, including the product owner, should participate in a retrospective with the Scrum Master facilitating. The project is conducting sprint retrospectives, program increment retrospectives and release retrospectives:

1. **Sprint Retrospective**: These are conducted by the service team and facilitated by the Scrum Master. The goal of the sprint retrospective is to review what went well, what can be improved and what corrective actions need to be executed in the next sprint.
2. **Program Increment Retrospective**: These are conducted by the release manager with all the service teams that participated in the program increment (a 6 sprint process). The goal of the program increment retrospective is to review what went well, what can be improved and what corrective actions need to be executed in the next program increment.

3. **Release Retrospective**: There are many ways to conduct an agile retrospective with different variations. The Team should mix up the format from time to time to keep the meetings from becoming stale and team members engaged. The team can either shout out ideas during the retrospective or go around the room and have each person participate. There are many variations for a retrospective:
    a. I Wish-I Like- What If
    b. Star Formation of Keep-Stop-Start-More-Less
    c. Green-Red Card

Areas of improvement identified in a retrospective should be applied, when appropriate, to user stories in a future sprint for process improvement or corrective action.

7.2 Post Implementation Evaluation Report (PIER)

The PIER must be submitted to the Department of Technology (CDT) within the Department's required time frame, typically six (6) months following system acceptance. It contains six sections:

1. Background and Summary of Results
2. Attainment of Objectives
3. Lessons Learned
4. Corrective Actions
5. Project Management Schedule
6. Economic Summary