



Child Welfare Digital Service – CWS-CARES

Stakeholder & Communications Management Plan

October 2018

Revision History

Revision	Date	Owner	Summary of Changes
V 1.0	03/21/2014	Randy Triezenberg	Original Draft
V 1.1	04/09/2014	Randy Triezenberg	Peer Review Comments Incorporated
V 1.2	04/16/2014	Randy Triezenberg	Comments from Pre-Baseline Walkthrough Incorporated
V 1.3	06/09/2014	Randy Triezenberg	CDSS Executive Review Walkthrough comments incorporated
V 2.0	09/25/2015	Randy Triezenberg	Updated to reflect Stakeholder Register move to SharePoint and timing of deliverables due to change in release date of RFP
V 3.0	11/08/2016	Harjit Singh	Converted to Agile
V 3.1	12/20/2016	Randy Triezenberg	Updated to reflect change to agile development methodology and combined with Communications Management Plan into a simple more straight-forward plan that would be more website friendly
V 4.0	11/21/2017	Bill Maile	Updated to reflect changes in the Digital Communications Unit (DCU) policies and procedures.
V 4.1	10/11/2018	Sri Tanniru	Updated to add 'Project Decisions' as one of the messages/themes to be communicated to the 'Project/Internal community'

Table of Contents

1	Introduction	3
1.1	Purpose.....	3
1.2	Prosci® Change Management Framework	3
1.2.1	ADKAR® Individual Model of Change	3
1.2.2	Prosci® Three-Phase Process	4
1.2.3	OCM Education for CWDS Team.....	4
2	Roles and Responsibilities	5
3	Stakeholder Management Approach	6
3.1	Stakeholder Register and Identification Process	6
4	Communications Management Approach	9
4.1	Strategic Goals, Objectives and Initiatives	10
4.2	Content Management Approach	11
4.3	Communication Channels & Target Audiences.....	12
4.4	Messages to be Developed for Stakeholder Groups.....	14
4.5	Communication Event Matrix.....	16

1 Introduction

1.1 Purpose

CWDS is designing, developing and implementing a new and innovative system, called CWS-CARES, that replaces a 20 year-old legacy system used by child welfare case workers across the state's 58 counties. Our project uses open source software, Agile methodologies and user-centered design principles that includes stakeholders through the design, development and testing processes.

With the goal of reaching stakeholders with consistent, clear messages, the Digital Communications Unit (DCU) leads CWDS' efforts to manage change and inform the public about activities, milestones, changes, functionality and the project's overall progress. It is critical to project success that CWDS stays engaged with all stakeholders, ranging from social workers from all 58 counties, core counties representatives directly involved in the system design process, county welfare directors, consultants other leadership, state government officials including the Governor's Office and Departments of Social Services, Technology and Finance, the Legislature, and the Administration for Children and Families. By employing strategies to manage change, educate stakeholders and set the stage for enterprise system adoption, the communications plan touches on a wide range of activities across the project.

Using fundamental principles of communications and change management, the plan guides an aggressive campaign that combines regular field visits to county offices, stakeholder demonstrations and executive presentations in Sacramento, and a robust source of supporting digital content, including progress reports, webinars, live streaming video, text-based content and other media posted online. The CWDS website serves as a single point of reference for all activities. The official blog and social media channels are constantly updated to provide real-time information about features, designs, product details, activities and more. A detailed business plan with measurable results keeps the effort refined and focused on the best outcomes.

The Stakeholder & Communications Management Plan (SCM) documents the formal stakeholder management and communications management processes for Child Welfare Digital Services (CWDS). Stakeholder Management and Communications are two critical elements of the CWDS overall organizational change management (OCM) approach. OCM is the strategic and tactical framework for managing and communicating the effect of new business processes, changes in organizational structure, new products, new technical systems, and/or cultural changes across one or more stakeholder communities. This SCM Plan covers the strategic aspects of OCM for CWDS, which we define as:

- Developing awareness of the business reasons for the agile approach,
- Educating stakeholders about the implications of the agile approach for how digital services will replace the Child Welfare Services / Case Management System (CWS/CMS) legacy system,

- Demonstrating active and visible sponsorship for the Digital Services, and
- Reinforcing messages that demonstrate success including project activities, outcomes, milestones and deliverables..

1.2 Prosci® Change Management Framework

CWDS will employ the Prosci® Change Management Framework, which includes a structured process and set of tools, to conduct stakeholder management and communications activities.

The Prosci Change Management Framework is centered on two key concepts:

1.2.1 ADKAR® Individual Model of Change

Concept #1: Change occurs at an individual level.
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All organizational change is dependent on stakeholders' adoption of the new environment. The Prosci® ADKAR® model, which is a model for individual change, provides the structure to guide project stakeholder management and communications activities. The ADKAR® model framework allows the project to target specific outcomes that enable stakeholders to successfully adopt a change. At a high level, each letter of ADKAR® relates to a specific outcome, as described below:

- **Awareness** – Understanding the need for the change and the risks of not changing
- **Desire** – Determining the implications of the change (What's In It For Me) and why resistance to the change might occur
- **Knowledge** – Learning the skills and behaviors that will be required for the change

- **Ability** – Demonstrating the skills and behaviors required for the change
- **Reinforcement** – Supporting the change to ensure that it is sustained

1.2.2 Prosci® Three-Phase Process

Concept #2: The organization must create a structured process to ensure that all stakeholders receive the support needed to progress through their individual changes.

CWDS will use the Prosci 3-Phase Change Management Process to guide stakeholder management and communications activities and ensure that OCM and Project Management processes are integrated to the highest degree possible. Change management, from a project perspective, describes the activities that the CWDS teams will perform to address the people side of the change and enable stakeholders to be successful in the new environment.

Prosci's 3-Phase Change Management Process breaks these activities into three targeted project phases:

- **Phase 1 – Preparing for change** – This phase involves action-items such as conducting readiness assessments, developing risk analyses, identifying anticipated resistance, preparing the team, and engaging with project sponsors.
- **Phase 2 – Managing change** – This phase includes creating specific deliverables to support staff through change, including a communications plan, sponsor roadmap, coaching plan, training plan, and resistance management plan.
- **Phase 3 – Reinforcing change™** – The final phase involves collecting feedback, soliciting input from staff, auditing compliance, identifying gaps, and other targeted action-steps to ensure that the change is sustained.

1.2.3 OCM Education for CWDS Team

For the deployment of Digital Services, using a structured process for OCM is critical because of the large number of affected stakeholders across a diverse geographic area. Affected stakeholders include state agencies including CDSS, CFSD, CCL-CR, ISD, and CWS/CMS M&O, all 58 California counties including County Welfare Services, Licensing, and Probation staff, Tribes, and external stakeholders who will be interfacing with the new system in some capacity.

The Digital Communications Unit (DCU) will address OCM at the strategic level, primarily through executive sponsor activities and broad communications aimed at raising awareness (A), instilling desire (D) to use the new digital service—the “what’s in it for me (WIIFM)”, and reinforcement (R).

The CWDS Implementation Team will address OCM at the tactical level to help prepare each constituent group for new business processes, changes in organizational structure, new products, and new technical systems that will be

required for adoption of CWS-CARES. These activities primarily further promote desire (D), impart knowledge (K) of how to change, and develop ability (A) to effectively use the new tools and processes in practice.

2 Roles and Responsibilities

Table 2.1 presents the stakeholders who have a role in the execution and management of the SCM Plan itself. It is not the comprehensive list of project stakeholders, who are captured in the Stakeholder Register described in Section 3.

Table 2.1 - Roles and Responsibilities

Role	Responsibilities
Service Managers (All Service Teams)	<ul style="list-style-type: none"> • Identify digital service stakeholders • Identify communications needs for digital service • Develop communications content relevant to their area of expertise with assistance from the Stakeholder Relations Team
Digital Communication Unit	<ul style="list-style-type: none"> • Maintain stakeholder register • Develop and edit website content • Develop and implement social media campaign • Develop CWDS video series • Maintain social media channels • Review digital service teams communication plans for brand consistency and distribution • Act as main conduit for external inquiries
Implementation Team	<ul style="list-style-type: none"> • Assist in identification and classification of stakeholders • Develop as-is and to-be business processes • Map end users to roles • Oversee training of end users
OCM Consultants	<ul style="list-style-type: none"> • Contribute OCM content to the DCU • Conduct Prosci Change Management education to identified stakeholders

3 Stakeholder Management Approach

The CWDS approach to stakeholder management leverages the Prosci® Change Management Process in conjunction with Agile and User Experience (UX) design principles to deliver a comprehensive set of activities to promote stakeholder awareness, involvement, adoption of the new digital services, and the associated re-engineered business processes.

3.1 Stakeholder Register and Identification Process

The CWDS Stakeholder Register is an internally maintained SharePoint document that lists identified stakeholders, their organizational affiliation, email contact information, and classification of each stakeholder into one or more stakeholder groups. Because the Stakeholder Register contains personally identifiable information (PII), CWDS does not make it available on the public <https://cwds.ca.gov> website. The Stakeholder Register supports the project for communication efforts for general information about CWDS and for specific information about each digital service implementation.

Digital Service Managers and Product Owners are responsible for identifying stakeholders who are consumers of their digital service. Each Digital Service team has a designated point of contact for maintaining the Stakeholder Register. The following table identifies individual stakeholder roles and stakeholder groups at a high level. CWDS will continue to add individual stakeholders to the register as they are identified and may add additional stakeholder groups as a result of future analysis.

Table 3.1 – Stakeholder Identification Matrix

Organization	Stakeholder or Stakeholder Group	Internal/ External
CWS-CARES Board of Directors	<ul style="list-style-type: none"> • Office of System Integration (OSI) • California Department of Social Services (CDSS) • County Welfare Directors Association (CWDA) 	Internal

CDSS	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Executives CWDS Team • SAWS Project Team Training Providers 	Internal
County Welfare Director's Association (CWDA)	<ul style="list-style-type: none"> • CWDA Executive Liaison • CWDA Project Support Staff 	Internal
Sovereign Nations	<ul style="list-style-type: none"> • CWDS Team (Tribal Consultant) California Tribes • Care Providers (IV-E Tribes) 	Internal

Organization	Stakeholder or Stakeholder Group	Internal/ External
Contractors¹	<ul style="list-style-type: none"> • CWDS Team 	Internal
Other State of California Entities	<ul style="list-style-type: none"> • Department of General Services • California Department of Technology • 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 • Department Ombudsman • Department of Developmental Services • Department of Education 	External
Federal Government	<ul style="list-style-type: none"> • United States Department of Health and Human Services – Administration for Children and Families • Department of Justice • Social Security Administration 	External
Advocacies and Associations	<ul style="list-style-type: none"> • Foster Parent Association • Group Home Association • Community Based Organizations Care Providers² • Child Advocates³ 	External

¹ Includes the agile development vendors, implementation vendors, IPOC, IV&V, OCM Support Services, and 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
Counties	<ul style="list-style-type: none"> • County Welfare Directors • Child Welfare Services (CWS) Workers • Chief Probation Officers of California (CPOC) Probation Workers • Eligibility Workers • Statewide Automated Welfare System (SAWS) Consortia⁴ • 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 	External/ Internal
CPS Recipients	<ul style="list-style-type: none"> • Foster Youth 	External
Research Contractors	<ul style="list-style-type: none"> • U.C. Berkeley • Children's Research Center Sphere • U.C. Davis 	External
Training Providers	<ul style="list-style-type: none"> • Regional Training Academies • California Social Work Education Center (CalSWEC) 	External
Confidential Data Release – Approval Organizations	<ul style="list-style-type: none"> • CDSS Data Protection Committee • CHHS Committee for the Protection of Human Subjects • CHHS Institutional Review Boards 	External

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

4 Communications Management Approach

4.1 Strategic Goals, Objectives and Initiatives

The Digital Communications Unit (DCU) operates under a series of strategic goals and objectives for the purpose of focusing all CWDS communications efforts. Each set of objectives contains a series of initiatives with a due date to ensure timely completion. The following table provides an overview of these strategies, objectives and initiatives:

Strategic Goal A: Develop and implement a strategy to enhance digital communications capabilities to support outreach and communication to users and stakeholders
Strategic Objective #1 Define user audiences to assist with the development and implementation of targeted
Strategic Initiatives
Create a communications calendar to define frequency, channels and target audiences of communications (December 2017)
Develop an integrated communications dashboard to measure reach, output, and effectiveness of communications (January 2018)
Conduct a needs assessment of internal and external stakeholders to ensure a holistic CWDS communications strategy (March 2018)
Strategic Objective #2 Strengthen relationships across CWDS to leverage existing events and support the organization's project goals
Identify a communications liaison to the CWDS Digital Services Teams to ensure timely and consistent communications (October 2017)
Create a forum that allows all CWDS teams to provide suggestions and input to the customer facing and internal web environment (September 2017)
Provide CWDS County Outreach Support to strengthen outreach and communication with stakeholders (Ongoing)
Strategic Goal B: Develop and implement modern technologies to support users and stakeholders
Strategic Objective #1 Increase output and quality of content
Strategic Initiatives
Define processes and procedures to increase efficiencies of web tools administration (December 2017)
Develop one CRM tool to strengthen customer relationships and improve our capabilities to personalize messages and improve reach (April 2018)
Strategic Objective #2 Imbed Comms resources into Digital Service teams sprint reviews and program increment (PI) planning meetings to develop source material for legislative updates and monthly newsletters
Identify DCU resource to attend weekly sprint planning sessions (November 2017)
Establish deliverable-based communication priorities across all Digital Service teams (February 2018)

Strategic Goal C: Operationalize the Digital Communications Unit to support CWDS and OSI Headquarters
Strategic Objective #1 Develop and implement unit processes to enhance workflow, efficiency and production in the unit
Strategic Initiatives
Create workflow document with assigned roles, responsibilities, review/approval steps and timelines (December 2017)
Fill current vacancies in DCU and recruit for a TV Specialist (January 2018)
Develop internal communication campaign to share the vision and services of DCU for the project (March 2018)

4.2 Content Management Approach

The CWDS approach to content management is focused on providing our stakeholder audiences with the information they need, when they need it in a way that is both concise yet provides the appropriate level of detail. Our content management approach is an essential component in supporting strong information sharing and effective, timely, and relevant communications for our stakeholders. This strategy helps ensure that content is easily found by site users, and is easily updated according to organizational standards.

Our content management approach bridges the space between audience needs and project goals to include:

- Key themes and core messages
- Target audience identification
- Recommended topics
- Content purpose
- Content gap analysis
- Content creation and governance

Our content will be usable and specifically intended for online publication focused on eliciting a positive user experience. The CWDS content strategy further defines the guidelines by which all online content is governed including our editorial calendar and content life cycles for content posted to blogs, newsletters, websites and emails.

We will also strive for content that optimizes search engine results by editing and organizing the content to increase its potential relevance to specific search engine keywords. We will capture, store, deliver, and preserve our content in accordance with all state agency laws, regulations and policies. When developing content we will strive to address these four components in order to optimize our communications reach. These include:

1. Identifying the business case for change. By communicating our reasons for creating content, the risks involved, and the CWDS vision of success we are much more likely to gain support from internal as well as external stakeholders and executive leadership.
2. Being clear on the goal of each communication item and the perceived value it

will bring to each specific stakeholder audience.

3. Describing specific audiences for whom our content is created for, what their needs are and what their content engagement experience has been.
4. Identifying additional opportunities and/or obstacles that may be encountered by operationalizing the content management approach.

For the continuing management of content we will conduct the following tasks on an on-going basis to ensure our content is up to date, relevant and supports the continuity of our brand:

- **Inventory:** Conduct a content audit to create a snapshot of current content, and determine how it maps to the desired future content.
- **Analysis:** Perform a qualitative assessment of the content to determine whether it's readable, understandable, and targeted to the correct stakeholder audience.
- **Messaging:** Develop the organization's brand and identify context-specific messages that support the brand.
- **Editorial Guidelines:** Create editorial guidelines, calendars and workflows that ensure consistency and output.
- **Content Types:** Identify the types of content necessary for each page, developing content models, metadata, and guidelines for how content will be displayed.
- **Governance:** Define the people, processes, and policies central to the organization's overall content strategy.

Archiving and Deleting Content

The COMMS team will periodically archive or delete outdated content. Content may be archived or deleted if it's become irrelevant due to a policy change, or redundant with other similar pages on your website. Content will not be moved or deleted without a valid reason as to not cause unnecessary confusion to stakeholders. In addition, too many changes to site structure may also slow down users who've learned specific navigation paths on your site.

As part of ongoing site maintenance, we will audit content to keep everything updated and identify potential duplications on an ongoing, regularly scheduled basis. Before any data is deleted we will review all site analytics to better understand user access and/or content owners/creators.

4.3 Communications Channels & Target Audiences

Social Media Campaigns: Along with our online blog, CWDS uses a variety of social media platforms to augment existing communications channels to provide frequent information and transparency to various stakeholder groups, while still maintaining official communications channels. The table below shows how CWDS uses social media platforms to reach a variety of audiences:

Audience	Platforms	Content
Vendors	Twitter, LinkedIn	<ul style="list-style-type: none"> • Requests for Proposals/Offers • Vendor pool open enrollment opportunities
Counties	Twitter, Facebook	<ul style="list-style-type: none"> • County participation in software development activities • Advertising for participation in stakeholder events • Information about implementation timeline and activities • Sprint reviews and Videos demonstrations of software functionality
End Users: <ul style="list-style-type: none"> • Child Welfare, Probation, & Licensing Workers • Service Providers • Advocate Groups • Youth & Families 	Twitter, Facebook, YouTube	<ul style="list-style-type: none"> • Information about training and tutorial resources • Notification of digital services upgrades and enhancements • Tips and tricks for digital services • Requests for feedback • Sprint reviews and Videos demonstrations of software functionality
Potential Employees	Twitter, LinkedIn	<ul style="list-style-type: none"> • Advertising open positions • Recruiting events

Video Content Production: DCU established a YouTube channel and created a video series aimed at public education of CWDS efforts to implement digital services to replace the Child Welfare Services / Case Management System (CWS/CMS). Video content includes the following:

- Promotional videos on CWDS efforts
- Live recordings of demonstrations of software functionality
- Informational videos on what to expect when digital services are rolled out to the counties

4.4 Messages to be Developed for Stakeholder Groups

Communications will inform all stakeholders of the overall goals of the project, the risk of not changing, and the expected outcomes. CWDS uses a combination of regular reports, meetings, and targeted communications with specific messages. DCU also targets specific audiences focused by the recipient group type and their information needs.

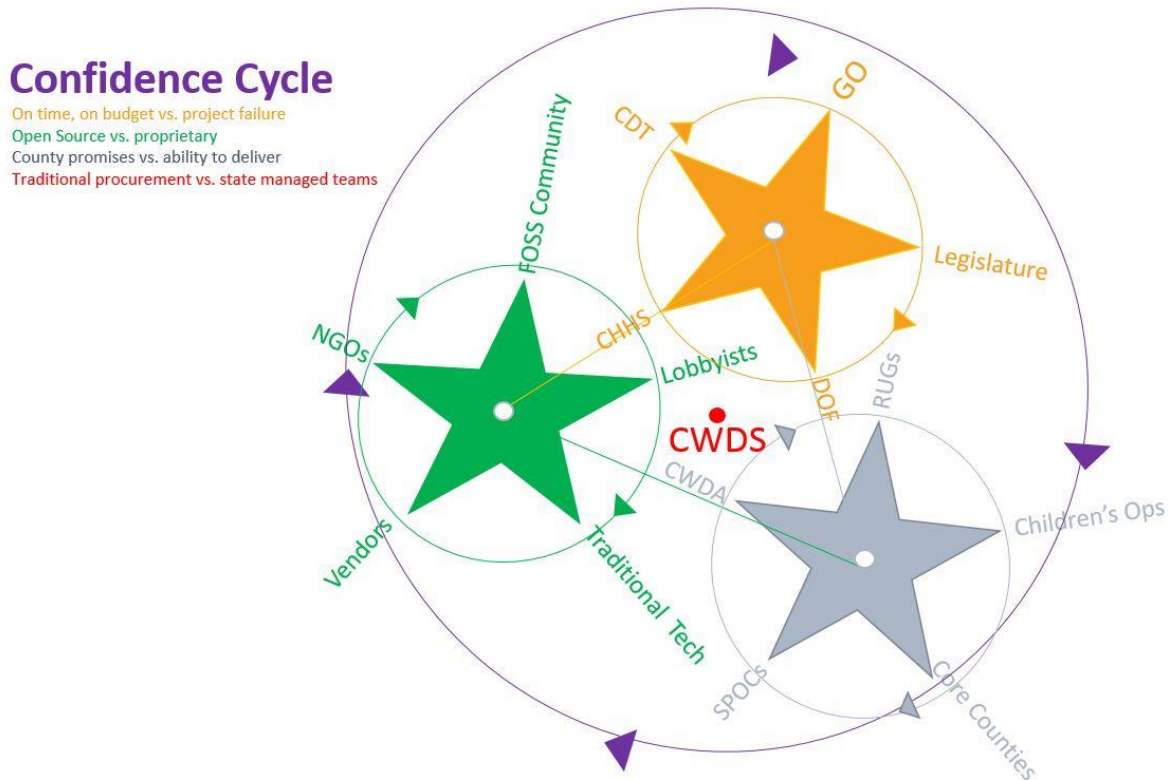
Following are some examples of the types of messages that are be segmented by stakeholder group:

COMMUNITY/STAKEHOLDERS	MESSAGES/THEMES
User Community <ul style="list-style-type: none"> • All Counties Social Workers • Core Counties Users • Targeted Digital Services Users • Tribal Government Social Workers • Public Health Nurses • Probation Officers • Juvenile Court Workers • Resource Agency Social Workers 	<ul style="list-style-type: none"> • Project Schedule (Roadmap) • Design Workshop Results • Solution Demos • New System Functionality Releases • Digital Services Updates • Training Updates • Change Management Updates • Project Transparency
Impacted Community <ul style="list-style-type: none"> • Foster Parents • Foster Youth • Child Welfare Advocates • Child Welfare Service Providers 	<ul style="list-style-type: none"> • Improvements to Information Sharing • Improvements to Service Delivery • Protecting Children • Serving Families and Communities
Oversight Community <ul style="list-style-type: none"> • CWDS Board of Directors • Legislators/Capitol Executives • Dept./Agencies (DSS, OSI, DHHS, CDT, DGS, DOF) • Federal Agencies (ACF) • Governor's Office 	<ul style="list-style-type: none"> • Project Schedule (Roadmap) Updates • Budget Updates • Agile Approach & Methods • Project Innovations • Project Transparency
Tech/Trade/Civic Community <ul style="list-style-type: none"> • Scrum Alliance • Code for America • Cal Innovates • NGOs 	<ul style="list-style-type: none"> • Dev Ops Developments • Design Services Outcomes • Agile Approach & Methods • Free and Open Source Software (FOSS) • Data Management Approach • Project Transparency
Project/Internal Community <ul style="list-style-type: none"> • Project Leadership (ELT, Division Chiefs) • Project Staff - CDSS • Project Staff - OSI • Project Staff – Contractor 	<ul style="list-style-type: none"> • Project Schedule (Roadmap) Updates • Project Decisions • Design Workshop Videos • Solution Demo Videos

Stakeholder & Communications Management Plan

<ul style="list-style-type: none"> • Scrum Masters/Digital Services Team Leads 	<ul style="list-style-type: none"> • Quarterly Stakeholder Videos • New System Functionality Releases (by Digital Service) • Training Updates • Change Management Updates • Dev Ops & Design Ops Updates • Project Transparency • Job Opportunities
<p>Vendor Community</p> <ul style="list-style-type: none"> • CMAS Vendors • All Vendors • Current CWDS/OSI Vendors 	<ul style="list-style-type: none"> • Procurement Releases • Project Schedule • Project Timeline (Roadmap) • Job Opportunities
<p>News Media</p> <ul style="list-style-type: none"> • Tech Wire • Sac Bee 	<ul style="list-style-type: none"> • Project Schedule (Roadmap) Updates • All Project Updates • Product Releases • Project Transparency • Job Opportunities • Government Efficiency • Technology Innovation • Project Transparency

The graphic below shows the CWDS communication confidence cycle, highlighting different stakeholder groups and key messages for each.



When confidential project related documentation (e.g., Budget Change Proposals, Requests for Proposals/Offers, solicitation documentation) is finalized and published as a public document, CWDS will share it with all impacted stakeholders in a timely manner.

4.5 Communication Event Matrix

The following table is a summary of regular meetings either hosted by CWDS or in which CWDS (either CWS/CMS legacy or CWS-CARES Digital Services), are a regular agenda item, or may have an opportunity to participate in. CWDS does not coordinate all of these meetings and is an invited guest for many of them.

Legend for the Meeting Format:

- I = In person
- W = Web meeting / webinar
- C = Audio conference call

Meeting	Frequency / Timing	Description of Meeting or CWDS Contribution	Audience / Attendees	Format	Owner or Chair
Meetings coordinated by DCU					
CWDS All Staff Meeting	Monthly	Project Director update and Service Team report-out	All CWDS Team Members	I, W, C	DCU
Quarterly Legislative Briefing	Quarterly	CWDS Executives discuss the project vision and strategy, progress to date, where we are headed, and lessons learned on shifting to an agile development framework	California Legislature Joint Health & Human Services Budget Subcommittee & interested parties	I	Executive Leadership Team (ELT)
Solution Demonstrations	Monthly	DCU records live software solution demonstrations and broadcasts on CWDS YouTube channel	All CWDS stakeholders	I, W, C	DCU, Service Teams

<p>Speaker Series</p>	<p>Monthly</p>	<p>DCU hosts a speaker series focused on innovative and collaborative software development topics.</p>	<p>All CWDS stakeholders</p>	<p>I, W, C</p>	<p>DCU</p>
<p>County Outreach Meetings</p>	<p>Monthly</p>	<p>DCU staff attends county outreach meetings with Digital Service Teams to provide updates to project stakeholders</p>	<p>Counties impacted by CWS-CARES project</p>	<p>I, W, C</p>	<p>DCU, Service Teams</p>

Meeting	Frequency / Timing	Description of Meeting or CWDS Contribution	Audience / Attendees	Format	Owner or Chair
Quarterly Stakeholder Forum	Quarterly	CWDS hosts to provide the information provided to the Legislature and provide more details to stakeholders	All CWDS stakeholders invited	I, W, C	Executive Leadership Team (ELT)
Governance Bodies					
CWS Oversight Committee (OSC)	Monthly / 2 nd Wed	Project Accomplishments, Issues, Plans, Status of the project	CWS Oversight Committee members, identified CDSS staff, CWS/CMS M&O	I, W, C	CFSD Deputy Director and County Welfare Director
CWS Policy Impact Advisory Committee (PIAC)	Monthly / 1 st Wed	Project Accomplishments, Issues, Plans, Status of the project	CWS Program Advisory Stakeholders, CDSS, County, CWDS Representatives	I, W, C	CYP Branch Chief and County Welfare Director
CWS Technical Advisory Committee (TAC)	Monday / 2 nd Tues	Project Accomplishments, Issues, Plans, Status of the project	CWS Technical Advisory Stakeholders, IBM, OSI CIO, CDSS CIO, CWS/CMS M&O, CWDS Representatives	I, W, C	County Tech Director and CWDS Project Director
Meetings coordinated through CWDA					
CWDS Children's Ops	Monthly 2 nd Wed P.M.	Project status, accomplishments, plans, and general information sharing	CDSS, County Welfare Directors, CWDS CWDA Representatives	I, W, C	CWDA Appointed Chairperson
CWDA Children's Committee	Monthly 2 nd Thurs A.M.	Project status, accomplishments, plans, and general information sharing	County Welfare Directors, CWDS CWDA Representatives	I, W, C	CWDA Appointed Chairperson
CWDA IT Committee	Monthly 2 nd Thurs A.M.	Project status, accomplishments, plans, and general information sharing	County IT Directors, CWDS Representatives	I, W, C	CWDA Appointed Chairperson

<p>CWDA Fiscal Meeting</p>	<p>Monthly</p>	<p>Project status, accomplishments, plans, and general information sharing</p>	<p>County Fiscal Offices</p>	<p>I, W, C</p>	<p>CWDA Appointed Chairperson</p>
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Meeting	Frequency / Timing	Description of Meeting or CWDS Contribution	Audience / Attendees	Format	Owner or Chair
CWDA Children's Regionals	Monthly Northern: 3 rd Wed Bay Area: 3 rd Friday Central Valley: 4 th Thurs Mountain Valley: 3 rd Wed Southern: Scheduled by Chair	Project status, accomplishments, plans, and general information sharing, policy and program recommendations	County Representatives for the region with Child Welfare Program/Policy Analysts, CWDS System Support Consultants (SSCs)	I, W, C	Regional Chairperson
CWS Regional User Group (RUG) Meetings	Monthly Northern: 4 th Thurs Bay Area: 1 st Thurs Central Valley: 4 th Fri Los Angeles: Scheduled by Chair Mountain Valley: 3 rd Wed	Project status, accomplishments, plans, and general information sharing	CWS SPOCs, Probation SPOCs, Users, Regional Training Academies, IBM, CWDS SSCs, CWDS Service Managers, CWDS Comms Representative	I, W, C	Regional Chairperson
Regional User Group Chair Meetings	Monthly 4 th Wed	Discuss common themes across regions	Regional Chairpersons, CWDS Project Director	I, C	CWDS Project Director
Probation Related Meetings					
California Probation Officers of California - CPOC	Monthly	Project status, accomplishments, plans, and general information sharing	Probation, CWDS Representatives (?)	I, W, C	CPOC Appointed Chairperson

Meeting	Frequency / Timing	Description of Meeting or CWDS Contribution	Audience / Attendees	Format	Owner or Chair
California Probation Officers of California - Juvenile Services Committee	Monthly	Project status, accomplishments, plans, and general information sharing	Probation, CWDS Representatives (?)	I, W, C	CPOC Appointed Chairperson
Probation Advisory Committee	Monthly	Project status, accomplishments, plans, and general information sharing	Probation, Probation Regional Training Academies, CWDS Representatives (?)	I, W, C	CWDS CWS M&O, CWDS Probation County Consultant
Northern CA Placement Committee meeting (NCP)	Monthly 4 th Thurs	Project status, accomplishments, plans, and general information sharing	Probation Officers and Managers, CDSS CFSD, CDSS CCLD, CWDS Representatives (?)	I, W, C	Sacramento County Probation
Probation Forum Call	Monthly 4 th Thurs	Project status, accomplishments, plans, and general information	Probation Officers and Managers, CDSS, CWDS CMS M&O (?)	I, W, C	Multiple
Central CA Placement Committee meeting (CCPC)	Quarterly TBD	Project status, accomplishments, plans, and general information sharing	Probation Officers and Managers, CDSS CFSD, CDSS CCLD, CWDS Representatives	I, W, C	Fresno County Probation
Training-Related Meetings					
Statewide Training Directors' Strategic Planning Meeting	Monthly		CDSS, CaISWEC, Regional Training Academies, Inter University Consortium, LA DCFS, CWDA/County Champions	I, W	CaISWEC, CDSS
Curriculum Development Committee	Monthly		CDSS, CaISWEC, Regional Training Academies, Counties, CWDA	I, W	CaISWEC, CDSS

Meeting	Frequency / Timing	Description of Meeting or CWDS Contribution	Audience / Attendees	Format	Owner or Chair
Statewide Training and Education Committee	Monthly	Develops and/or recommends standards for statewide public child welfare training and coordinates their implementation	CDSS, CalSWEC, Regional Training Academies, Counties, Community reps	I, W	CalSWEC, CDSS

Overview of CWDS Stakeholder Groups and Governance Bodies

