



VISION STATEMENT

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

Child Welfare Digital Services (CWDS) is a software product development organization within the Office of Systems Integration (OSI), which is responsible for two systems: The Child Welfare Services / Case Management System (CWS/CMS) and the Child Welfare Services-California Automated Response and Engagement System (CWS-CARES). In November 2015 the CWS-CARES Project embraced an agile approach to software design and development. Rather than procuring a monolithic, one-time solution, we will instead develop and integrate a suite of digital services through which we can deliver continually improving support and assistance.

HIGHLIGHTS

Throughout March, the Project continued work on the development of CARES 2.3, which includes IDM 1.4 and Facility Search 1.2, met its code completion date of March 20, 2019. The Project is on track for meeting its release date in April 2019. Along with the work on CARES, development teams worked on CANS 2.0 which is tentatively planned for release in Summer 2019. This update to Child and Adolescent Needs and Strengths Assessment (CANS) will allow for reassessment of cases, improve user functionality, and provide more reporting metrics. We made significant progress on reducing Search latency. While CANS will benefit from these improvements, we have more testing to do to insure these latency reduction measures will be sufficient to release Snapshot to a larger group of users. We are also working to improve, through targeted search tuning, the accuracy of search results for Snapshot.

The Project made significant progress on the three primary work streams of the Acceleration Strategy during the month of March; Product Blueprinting, Legacy Integration and Platform as a Service (PaaS) Proofs of Concept (POC), which includes the Market Research efforts.

The Project developed a Product Blueprint and Domain Model to understand the full extent of the work CWS-CARES must support, as well as identified pain points within CWS/CMS and associated opportunities to introduce changes that support good practice and improve data quality. This includes decision points, key events, research-based pain points, data exchange points and shared services for Screening, Investigations, Case Management, Courts, Resource Management, Eligibility and Licensing. Financial Management and Administration are in progress and will be completed in April 2019.

The Project also completed a Resource Family Approval POC to determine the extent to which the Product Blueprint-based requirements specification support rapid PaaS configuration. A demonstration of the POC was held for the Executive Leadership Team (ELT) on March 27, 2019.

In April, the Legacy Integration and Synchronization team will complete a complex-scenario Proof of Concept (POC) using a shared database between the legacy system (CWS-CMS) and the new system (CARES). This work will demonstrate whether it was technically feasible and economically viable to incrementally release CARES to production while maintaining the integrity of the legacy system. The POC so far is showing positive results that it is technically possible for CARES and CWS/CMS to co-exist, however, it is also highlighting some drawbacks that require further evaluation.

In tandem with the Legacy Integration work, the Project completed Phase II of the PaaS POC. The vendors submitted final deliverables on March 8, 2019 and provided product demonstrations on March 11, 2019. A finalized report is being prepared and will be included in the submission of the Special Project Report (SPR) and Annual Advance Planning Document Update (APDU).

In March, Project representatives began the quarterly outreach campaign by attending the Mountain Valley and Central Valley CWS Regional User Group meetings and the Southern Children's Directors meeting to provide CWS-CARES project status updates and demonstrations. Scheduled visits will continue through May 2019.

The current count of registered users of CARES is 3,200. Users of the CANS features number 1,519. The total number of CANS records is growing steadily and as of this report that number is 78 completed assessments, with 24 pending assessments.

KEY PROJECT MILESTONES

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
Release CARES 2.2	02/2019	02/25/2019	Completed	CWDS released to production CARES 2.2 on 2/9/19, which included CANS 1.1 and Snapshot 1.5. CARES 2.2 was made available for Statewide use on 2/25/2019.
Release CARES 2.3	04/2019		In Progress	CWDS will deploy CARES 2.3 on 4/27/2019 is targeted to include IDM 1.4 and Facility Search 1.2.
Release CARES 2.X	TBD		Not Started	The Project is in the process of defining the timing of the next CARES release, which will include CANS re-assessment form.
Procure Implementation Services Contract II	12/2018		In Progress	The Implementation Services will prepare counties and tribes for the rollout of Digital Services. Bid evaluations were completed the week of 2/4/2019. Contract was approved by OSI Legal on 2/22/2019 and is awaiting ACYF final approval of contract. In a letter received from ACYF, the state was directed to submit a revised Implementation Services contract in coordination with the upcoming APD, or after the outstanding project decisions are made to clarify the vision, plan, and funding for the project.
Procure IT Operations Advisor	5/2019		In Development	Drafting Statement of Work (SOW)
Procure Information Security Service	4/2019		In Progress	The SOW is currently in review with management.
Procure JIRA Project Scheduler	3/2019		In Progress	Held evaluations in March 2019. Decision was made on 3/25 and in the final approval stages of procurement.
Procure Communications Advisor	5/2019		In Development	Drafting SOW.

Note: With the focus on one product feature set at a time, the Project has temporarily suspended use of Product Increment (PI) Planning until further notice. During this time, the Project will work on determining the best planning strategy that will allow for proper planning and further Project development.

MARCH 2018

DIGITAL SERVICE UPDATE

Product Feature/Service	Progress to Date
<p>The Case Management digital service will provide county Child Welfare Agencies a comprehensive, automated case management system that fully supports the child welfare practices and incorporates the functional requirements mandated by federal regulations. The CANS product feature set is a component within Case Management.</p> <p>CANS is a key strategy for the Integrated Core Practice Model (ICPM) and a pivotal aspect of Continuum of Care Reform (CCR). CANS will help set and track progress towards behavior goals, supporting better placement matching and faster progress to safe permanency.</p>	
<p>CANS 2.0 CANS 2.0 will include regression testing updates to comply with Page Object Model (POM) and will automate CANS test scripts in all CARES environments to eliminate the need for manual testing. Included in CANS 2.0 is: <u>Improve usability</u></p> <ul style="list-style-type: none"> User can add ratings Require delete reason Add DOB & age to assessment form Collapse option at bottom of expanded items Page automatically scrolls when domain is expanded CANS status in client history AKAs on search results Saving data on page <p><u>Refine CANS Assessments</u></p> <ul style="list-style-type: none"> CANS reassessment is populated with ratings from previously completed assessment. This will eliminate duplicate data entry and to reduce the amount of time spent entering assessment data. <p><u>Capture county CANS application metrics.</u></p> <ul style="list-style-type: none"> Create reports in New Relic to capture metrics that identify how users interact with the CANS application including: Length of time a user takes to complete an assessment. Number of deleted records and the delete reason. 	<ul style="list-style-type: none"> Immediately after CANS 1.1 was released to production in Feb 2019 we began developing CANS 2.0, which caused us to update the CANS regression test scripts. In March 2019, as the team worked on CANS 2.0, they continuously updated the regression test scripts to maintain the quality of the product. Updated comment field to show icon when a comment is present in assessment field. Users can access the change log from the assessment form Developed a "delete reason" pop-up when deleting information from assessment. Made update to supervisor dashboard to disable staff when no cases are active. Started work to update the case worker dashboard to show an Information icon next to "Reassessment Reminder Date" column header Started work to update the Supervisor Dashboard to add "Reassessments Needed" column Created ability to carry over prior ratings to reassessment form Completed development of deleted records metrics in New Relic.
Implementation	
<ul style="list-style-type: none"> A key activity that the Implementation team worked on was conducting IMP1 Contract Knowledge Transfer and Wrap up Activities as the IMP1 contract expired on March 30, 2019. At the time of this report, the Implementation Services contract has not been approved by ACFY. Implementation Activities: <ul style="list-style-type: none"> Finished CARES 2.2 release activities including lessons learned and feedback review Assessed CARES 2.3 Implementation needs User Training: <ul style="list-style-type: none"> Updated CARES Implementation Portal Training materials Delivered Makeup TTT Sessions: 3/12/19 Preparing to deliver Makeup TTT Sessions: 3/28/19 Organization Change Management: <ul style="list-style-type: none"> Preparing to Deliver Change Agent Training: 4/23/19 Delivered Change Agent Training on 3/19/19 and compiled Change Agent Survey results and prepared a PPT summary 	

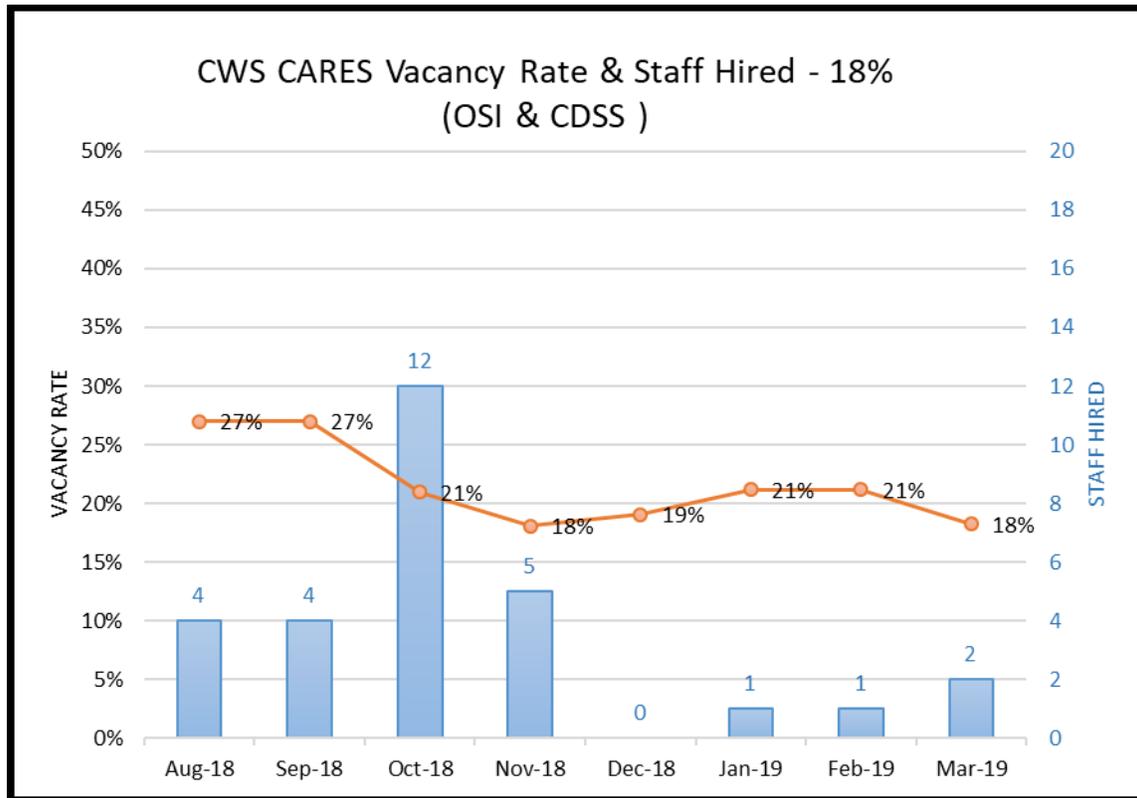
Product Feature/Service	Progress to Date	
Foundational Technical Tasks		
Extend Identity Management (Cognito) <u>Identity Management 1.4</u> <ul style="list-style-type: none"> New workflows to add and support users who do not have a CWS/CMS login User role and privilege management for local administrators User data set to assist with user creation and validation processes Further refinement of Global, State, County and Office administrator's roles/permissions User/Role access restrictions 	Progress	Status
	In Progress – 75%	Code complete on 3/20/2019. Now in the hardening and validation process. This will be included in the CARES 2.3 release on 4/27/19.
Security Infrastructure <ul style="list-style-type: none"> Postgres database auditing <ul style="list-style-type: none"> Deliverable – ensure all audit logs are saved and archived. Web gateway hardening <ul style="list-style-type: none"> Deliverable - Implement Secure Technical Implementation Guidelines for Apache Server. Database improvements <ul style="list-style-type: none"> Deliverable – create unique database credentials for CANS. 	Progress	Status
	In Progress – 75%	Team continued working on audit logs.
	In Progress – 50%	Team continued work on web hardening. Researched different tools and options for Apache Server
Improve Pipeline/Factory Improvement Team (FIT) <ul style="list-style-type: none"> Build process automation <ul style="list-style-type: none"> Deliverable – automation of manual build steps and processes including smoke tests, code quality scanning, licensing validation, security scans and integration testing. Deployment process automation <ul style="list-style-type: none"> Deliverable – automation of deployment steps and processes including browser tests, performance tests, database structure change process, load tests and release notes. Configuration management <ul style="list-style-type: none"> Deliverable – automate deployment checklist, standard pull request process and developer quick start introduction. High availability <ul style="list-style-type: none"> Deliverable – rollbacks in environments when error threshold is reached and ensure state and federal HA requirements are met. Monitoring <ul style="list-style-type: none"> Deliverable – resolve false positives, ensure state guidelines for monitoring are met and ensure New Relic is configured correctly to ensure valid monitoring. Disaster recovery <ul style="list-style-type: none"> Deliverable – ensure state and federal disaster recovery requirements are met. 	Progress	Status
	In Progress – 50%	Applied the new shared library for smoke testing Built Jenkins PR Pipeline
	In Progress – 25%	Created a Slack notification when something fails during a deployment of a dashboard project.
	In Progress – 50%	Ensured that all health check codes are running in all CARES environments (testing, demo, training, etc.)
	Cancelled	Team was redirected to process automation efforts which were higher priority.
	Cancelled	Team was redirected to process automation efforts which were higher priority.
Code Quality <ul style="list-style-type: none"> Component library <ul style="list-style-type: none"> Deliverable – finish building and implement the component library across all development teams. Code quality standards <ul style="list-style-type: none"> Deliverable – identify and implement developer testing standards, shared code standards and user story standards. Code analysis <ul style="list-style-type: none"> Deliverable – fully implement and configure SonarQube/code climate and ensure all code checked into the pipeline is scanned. 	Progress	Status
	Complete – 100% complete	Completed work in February 2019
	Complete – 100% complete	Completed work in February 2019
In Progress – 75% complete	Continued work on all code issues. There are now 0 major code issues for CANS and IDM and is now within its code issue threshold.	

Product Feature/Service	Progress to Date	
	Progress	Status
Legacy Integration and Synchronization <ul style="list-style-type: none"> Demonstrate updating child record: CARES to CWS-CMS <ul style="list-style-type: none"> Deliverable – proof of concept that shows updating a child record in <i>one</i> direction Deliverable – proof of concept that shows updating a child record in <i>both</i> directions Investigate integration and synchronization technologies <ul style="list-style-type: none"> Deliverable – spike on integration and synchronization tools, including Kafka, Boomi and Mulesoft. Simulate synchronization between old and new domain models using complex scenarios (the co-existence of old and new Relationship and Household models, for example) <ul style="list-style-type: none"> Deliverable – proof of concept that simulates data synchronization for a set of realistic child welfare scenarios, ranging from adding a field to an existing concept to mapping between new and old data structures. Prove approach to exception handling, including low-latency use cases <ul style="list-style-type: none"> Deliverable – proof of concept that shows exception handling for all synchronization simulations. 	Complete – 100%	Completed as part of synchronization strategy POC
	Complete – 100%	Completed as part of synchronization strategy POC
	Cancelled	This task was cancelled as the Project decided that synchronization is not the approach to continue exploring. New legacy approach is collaborating with IBM in a Shared DB approach
	Cancelled	Work started as part of synchronization strategy POC, but this task was stopped, as the Project decided that synchronization is not the approach to continue exploring. New legacy approach is collaborating with IBM in a Shared DB approach.
Product Blueprinting and Domain and Data Architecture Approach <ul style="list-style-type: none"> Develop, in concert with the Product Blueprinting initiative, the new CARES Domain Model <ul style="list-style-type: none"> Deliverable – domain model, specified in UML class model notation, supporting all child welfare processes, including Hotline, Investigations, Case Management, Courts, Licensing, Resource Management, Eligibility, Financials and Administration. The model will also reflect the populations and metrics required to produce Federal and state reports and manage to statewide indicators. Analyze, in concert with the Legacy Integration and Synchronization team, Data Conversion strategies <ul style="list-style-type: none"> Deliverable – technical report summarizing the technical and economic feasibility, in the context of each Legacy Integration and Synchronization option, of various Data Conversion strategies, including incremental conversion to a Staging environment. Conduct, in concert with ongoing legacy (CWS-CMS) data quality analysis, a CARES continuous data quality monitoring proof of concept. <ul style="list-style-type: none"> Deliverable – proof of concept demonstrating how New Relic (and/or other tools) can be used to instrument the CARES product to measure data quality, including data entry lag, and alert users to take corrective action. 	Progress	Status
	In Progress – 75%	Final blueprint on Financial Management & Resource Planning work in final stages of development.
	Completed – 100%	POC work was completed, and although it was found that it is technical feasible, it is not economically viable. Completed February 2019
	In Progress – 50%	Work effort was redirected to focus on CARES Domain Modeling with emphasis on improvements over the legacy model that will prevent the creation of duplicate records in CARES.

NOTE: Any work completed in the prior month will remain in the table for the following reporting period.

Example – if completed in February will show in March report and be removed in April report.

STAFFING VACANCY
CURRENT VACANCY RATE: 18%



Current Vacancies - 19 of 104 CWS-CARES positions. The CWS-CARES vacancy rate decreased from 21% to 18% as two CDSS positions were filled as of March 26, 2019.

Entity	Classification	Service Team	Date Vacant	# of Days	Efforts/Notes
CWS-CARES				Vacant	
OSI	Information Technology Associate	Developer	7/1/2017	633	Duty Statement (DS) to be re-written due to new classification requirements
OSI	Information Technology Associate	Project Management Analyst	1/24/2019	61	DS to be re-written due to new classification requirements
OSI	Information Technology Associate	Service Desk Analyst	2/1/2019	53	Final Filing Date (FFD) 3/24/2019
OSI	Information Technology Associate	Security Analyst	7/1/2017	633	FFD 3/15/19. Applications being screened- 3/22/19
OSI	Information Technology Manager I	Product Planning Chief	7/1/2017	633	Position on hold
OSI	Information Technology Specialist I	Developer	7/1/2017	633	DS under construction
OSI	Information Technology Specialist I	Information Security Analyst	7/1/2017	633	Position on hold
OSI	Information Technology Specialist I	Developer	7/1/2017	633	DS under construction
OSI	Information Technology Specialist I	Application Architect	7/1/2017	633	DS under construction
OSI	Information Technology Specialist I	Senior Project Manager	12/3/2018	113	Supervisor reviewing OPF and performing reference check 3/22/2019
OSI	Information Technology Specialist I	Senior Project Manager	1/12/2019	73	Supervisor reviewing OPF and performing reference check 3/22/2019
OSI	Information Technology Specialist I	Developer	7/1/2017	633	DS under construction
OSI	Information Technology Specialist I	Contract and Procurement Analyst	2/21/2019	33	Started interview process 3/20/2019
OSI	Information Technology Specialist II	DevOps Engineering	7/1/2017	633	Interviews held 3/8/19. Due to small candidate pool, need to re-advertise position and work with HR on advertisement campaign - 3/22/2019
OSI	Information Technology Specialist II	Application Architect	7/1/2017	633	DS under construction
OSI	Information Technology Supervisor II	Data Management	7/1/2017	633	Position is being reclassified and redirected to another area of the Project
CDSS	AGPA	Administrative Support	9/25/2018	182	Position pending CDSS re-organization approval
CDSS	AGPA	Administrative Support	10/12/2018	165	Position Posted 3/27, FFD 4/4/19
CDSS	AGPA	Administrative Support	9/1/2018	206	Position Posted 3/27, FFD 4/4/19
Filled Positions					
CDSS	Staff Services Manager II	Program Policy Manager	2/28/2019	26	Formal Offer accepted, start date of 4/1/19
CDSS	Staff Services Manager I	Intake Product Owner	7/25/2018	244	Formal Offer accepted, start date of 4/8/19

RISKS

For this reporting period, there were no new high-level risks opened, one (1) high-level risk closed and there is currently a total of one (1) high priority risks to report being tracked and managed on the project for the month of March.

Risk	Impact	Mitigation
Closed Risks		
<p>If DevOps dependencies are not clearly identified, it will impact the ability to deliver code on time.</p> <p>RI-75 <i>Closed: 3/12/19</i> <i>Reason: This Risk was raised in relation to CARES/CANS release last year and the release is already done.</i></p>	<p>Delayed delivery of code.</p>	<ol style="list-style-type: none"> 1. Teams need to take time to identify dependencies and communicate them early and frequently. 2. There should be a due date established for the Development Team to report all tickets where DevOps support is needed for the next release in October.
Continued Risks		
<p>The current approach to the two-factor authentication is to use a code sent via an e-mail to the user, which can be restricting for County workers when email outages occur.</p> <p>RI-35</p>	<p>In the event of a County e-mail outage, the child welfare workers may not have access to the CWS-CARES system. As designed, their initial logon is tied to another system that is different in each County.</p>	<ol style="list-style-type: none"> 1. CWDS Security Officer to Contact CDSS Security Officer to approve rolling back to one factor authentication. 2. Roll back to one factor authentication. 3. Research alternate authentication methods with counties that can be selected by the user at the time of the login (phone call, text, e-mail). 4. Communicate to all stakeholders how and when to use these options.

ISSUES

For this reporting period, there were two (2) new high-level issues created, no high-level issues closed and are currently eleven (11) high priority issues being tracked and managed on the project for the month of March.

Issue	Impact	Resolution
New Issues		
Timely decisions on future releases, need protocol for future releases RI-114	Not making these decisions in a timely manner may cause inadequate release planning to occur, resources may be assigned to tasks not aligned with project priorities.	The project must establish a practice of making decisions on future release product composition and delivery timing no later than two Sprints prior to the release currently in progress.
There is no project documentation that states the principles or items that were taught in the release planning sessions RI-112	The lack of release planning documentation could cause the multiple digital service teams to have a different understanding of how the project is approaching product releases. The understanding of project releases to change based on turnover. The project county stakeholders to not be prepared for a release because they will not know when or what is included in a release; a release to be approved without the appropriate county representation; a release to be approved without the appropriate project governance	A Release Management Plan should be developed to define the processes and procedures expected during the release planning process
Continued Issues		
Lack of dedicated QA Automation Engineering Resources RI-105	The lack of dedicated QA Automation engineering resources to support the automate test scripts and support CWDS automation tests in the future (integration tests, and regression tests) limits the quality and overall coverage	<ol style="list-style-type: none"> 1. Manual QA engineers and Development teams to create automated test scripts in Selenium based on happy path regression testing scenarios within pre-int and int environments. Adjust scripts with any additional updates needed to run in production like dataset. 2. Identified QA and Development resources to run automated test scripts during Sprint and work to resolve any SEV 1 defects.
Information regarding test processes and procedures, plan testing activities, and status reports of quality assurance (QA) activities are not being reviewed directly by project leadership when determining the readiness of software for release. RI-95	Potential impact on quality of software being released.	<ol style="list-style-type: none"> 1. Adoption of an enterprise test management tool to store test processes and procedures, plan testing activities, and status reports of quality assurance (QA) activities.
A few incidents were reported with the release of CARES 2.0 that impact the accuracy and displaying of current data in search results and in Snapshot cards. Communication was sent to the Orgs when a fix was identified for the underlying problem, not when the incidents were identified as impacting search results and Snapshot information. Impacts of using this inaccurate data potentially impact child safety. RI-92	If users are not notified in a timely manner of high priority and critical bugs in CWS-CARES, this could affect decisions made by CWS-CARES users based on inaccurate data which may ultimately impact child safety.	<ol style="list-style-type: none"> 1. Solidify internal communication framework 2. Follow communication protocols to notify users regarding bugs ranked high and critical 3. Provide updates to users on potential interim processes and planned hot fix dates 4. Daily prioritization of bugs
Lack of a defined trigger date and scope lock for a release from the Development Team is impacting the Implementation Team's ability to initiate preparation activities, e.g., communication, training materials and OCM activities RI-33	Organizations may not have time to prepare for or execute OCM, training, and implementation activities. This may result in an organization delaying the use of functionality if they are not prepared. This may also cause more organizations to stack within a given timeframe, limiting the implementation team's ability to support the organizations while they transition from CWS/CMS to the Intake Digital Service.	<ol style="list-style-type: none"> 1. Adherence to "hands off code" as defined in the Product Release Roadmap will enable the Implementation Team to have full understanding what is in the release, who is impacted, the extent of the impacts, and provide the counties with the appropriate information for preparedness activities and a predictable implementation schedule. 2. Prevention of scope creep to ensure delivery and all supporting implementation preparedness materials (trainings, business process impacts, audience analysis, readiness activities) aligns with communication to CARES users.

Issue	Impact	Resolution
<p>There is no formal process in place to ensure knowledge is transferred from vendors to state staff during the vendors transition off the Project as their contracts approach expiration. RI-81</p>	<p>Crucial Project specific knowledge is lost when backups are not identified nor a process in place to transfer knowledge between vendors and state staff.</p>	<ol style="list-style-type: none"> 1. Ensure an exit strategy clause is included in vendor contracts. 2. Implement a knowledge transfer process to be executed continually throughout Project."
<p>The current process to support decisions regarding prioritization that also factors in dependencies and impacts of what is not chosen as priorities is subjective, which creates difficulty in strategizing releases effectively. RI-77</p>	<p>The Project's ability to identify future releases impacts development priorities.</p>	<ol style="list-style-type: none"> 1. Develop a product strategy driven by business priorities to show dependencies and how to build. 2. Develop a more objective process that can quantify business value and level of difficulty, which also includes dependencies. 3. A product decision making framework was approved by the Executive Leadership Team."
<p>Without a definition of "Done" established for the Blueprint, measurement of the Projects progression on the Roadmap is difficult to gauge. RI-56</p>	<p>Difficulty for the Blueprint to define the project's as-is (Where are we now?) and to-be (Where are we going?) states, as well as identify enterprise level needs, approaches, and solutions (How do we get there?).</p>	<ol style="list-style-type: none"> 1. Obtain a definitive decision on the definition of "Done." 2. Communication of decided definition to all teams on Project.
<p>Without a definition of "Done" established for the Legacy Strategy, measurement of the Projects progression on the Roadmap is difficult to gauge. RI-57</p>	<p>Difficulty to define the project's as-is (Where are we now?) and to-be (Where are we going?) states, as well as identify enterprise level needs, approaches, and solutions (How do we get there?).</p>	<ol style="list-style-type: none"> 1. Obtain a definitive decision on the definition of "Done." 2. Communication of decided definition to all teams on Project.
<p>The project added four senior engineering resources to support DevOps in the completion of the delivery pipeline. However, it is unclear that the addition of these resources has made a significant impact toward reaching this goal, as the project continues to struggle with consistency across environments, environment availability, along with other technical challenges. A maturity assessment would shed light on this concern. RI-58</p>	<p>Pipeline development is unclear. Continuous lack of consistency across environments and environment unavailability.</p>	<ol style="list-style-type: none"> 1. When a new Independent Verification and Validation (IV&V) contract is executed, the vendor to perform a maturity assessment within the first 30 days on the DevOps team and the delivery pipeline. The assessment should consider: <ul style="list-style-type: none"> - Pull request automation and peer review. - Test automation, including code coverage and build failure threshold configuration. - Integration of code review, build, deployment, and issue tracking tools, including integrated workflow. - Security of code repositories, including access and change permission restrictions. - Audit logging of build, test, and deploy results - Failover and disaster recovery automation, including deployment rollback capability.

BUDGET/EXPENDITURES
AS OF MARCH 26, 2019

2018-19 CWS-CARES Budget/Expenditure Report Summary

OSI Spending Authority Budget Item	2018-19 Budget¹	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections
Personnel Services*	9,935,256	3,211,349	4,946,732	8,158,081
Other OE&E**	6,064,053	1,617,453	3,720,449	5,337,902
Data Center Services**	2,660,542	2,165,782	1,304,682	3,470,464
Contract Services**	52,484,755	19,710,354	17,053,056	36,763,410
Enterprise Services*	5,420,394	775,781	1,353,325	2,129,106
OSI Spending Authority Total	76,565,000	27,480,719	28,378,244	55,858,963
CDSS Local Assistance Budget Item	2018-19 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections
Contract Services***	1,074,180	268,916	635,040	903,956
Other OE&E***	3,005,074	-	2,170,410	2,170,410
County Participation Costs***	19,157,746	335,418	1,150,000	1,485,418
CDSS Local Assistance Total	23,237,000	604,334	3,955,450	4,559,784
CDSS State Operations Budget Item	2018-19 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections
Personnel Services****	1,930,359	1,103,236	827,123	1,930,359
Facilities****	568,000	600	567,400	568,000
Other OE&E****	224,497	9,623	214,874	224,497
CDSS State Operations Total	2,722,856	1,113,459	1,609,397	2,722,856
CWS-CARES Project Total	102,524,856	29,198,512	33,943,091	63,141,603

¹ 2018-19 Budget reflects amount in FY 2019-20 Governor's Budget

* Actuals through December 2018 per Fi\$Cal Report

** Actuals from December 2018 Fi\$CAL Reports, in addition to processed invoices through March 25, 2019

*** Actuals from CDSS as of December 2018

**** Actuals through December 2018 per CalSTARS Report

Note: The adjustments to the OSI line item spending authority were made to better align with the Project's focus of one product feature set at a time.