Child Welfare Services – New System Project

Quarterly Stakeholder Forum

September 29, 2016

Agenda

- Project Vision
- Project Strategy
- Project Status
- Lessons Learned
- Future Quarterly Forums
- Q&A

PROJECT VISION

Project Vision

- CWDS will provide a new technology platform and set of digital services that will be rolled out and trained incrementally over the next few years.

- The new digital services will provide a more intuitive user experience and new capabilities not currently provided by the existing legacy systems.

- The new digital services are being developed as a collection of web applications, accessible from both computers and mobile devices.

Project Vision (continued)

- To achieve our vision, CWDS is leveraging a modern approach for product design, development, and continuous improvement
  - Modular procurement (collection of smaller projects)
    - Rather than procuring a single monolithic, one-time solution, we will instead develop and integrate a suite of digital services
  - Agile software design & development methodology
  - Development and Operations (DevOps) project lifecycle
  - Open source technology

PROJECT STRATEGY

Core Strategies

- Agile Methodology
- Modular Procurement
  - Agile Development Pre-Qualified (ADPQ) Vendor Pool
- Technology Collaboration
  - Open Source Software
  - Cloud Hosting Environment
  - Foster Care Eligibility Determination (FCED)
- Project Oversight

Agile Methodology

- CWDS is leveraging Agile methodology for both technical and business initiatives, including software design, development and operations

- Key Concepts
  - Rapid software prototyping and development
  - Minimum Viable Product (MVP) – Prioritizes features/functionality to quickly provide working product to users
  - User-Centered Design – Involvement of users throughout the entire design/development process reduces risk by obtaining immediate user feedback
  - CWDS One-Culture Concept
  - Continuous Improvement

Modular Procurement

- Procurement of separate vendors for to develop each digital service, rather than hire a single large vendor

- Allow incremental procurement of services

- Reduce reliance upon a single vendor

- Ensure utilization of open technology standards

- Creation of an Agile Development Pre-Qualified (ADPQ) Vendor Pool

Modular Procurement: ADPQ

- **Agile Development Pre-Qualified (ADPQ) Vendor Pool**
    - ADPQ accelerates the process to hire, dismiss, and replace vendors with requisite technical skills and agile development experience
    - ADPQ vendor pool complete July 2016
    - 11 out of 24 vendors qualified
    - Selection process based on ability of each potential vendor to produce a prototype demonstration within a 30-day period.

- **ADPQ will be leveraged for most future CWDS technical procurements, including CALS and Platform #2**

Technology Collaboration

- Open Source Software
  - Open source software is non-proprietary, can be modified/extended by CWDS, and can be shared with other organizations
  - Open source software is the foundation for developing the CWDS technology platform and associated digital service applications
  - Federal (ACYF) funding requires that all applications developed will comply with open source licensing

Technology Collaboration (continued)

- **Cloud Hosting Environment**
  - Collaborate with California Department of Technology (CDT) to identify an optimum cloud computing application hosting environment for the new CWDS digital services
  - Leverage best practices and solutions from technology industry
  - Ensure universal access by users, high reliability, and scalability

Technology Collaboration (continued)

- **Foster Care Eligibility Determination (FCED)**
  - Form a state/county workgroup comprised of CWDS project team members, staff of OSI's Consortium Management Unit (CMU), representatives of LRS, C-IV, and CalWIN, and affected counties
  - Define and develop consensus for the minimum level of automation in Statewide Automated Welfare System (SAWS) that is needed to support end-to-end FCED business processes
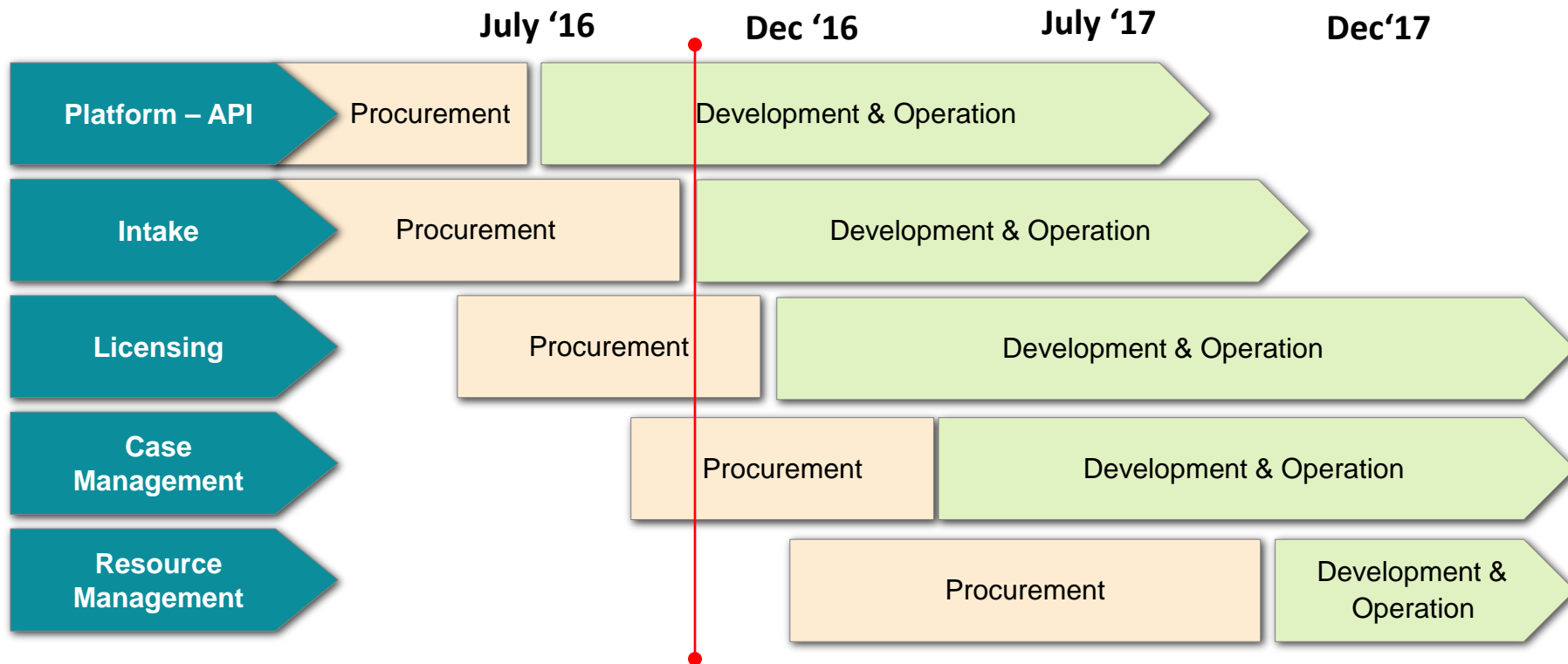
Evolution of Project Oversight

- **Checks & Balances Team**
  - ❏ Creation of new collaborative Agile SCRUM team
  - ❏ Team comprised of:
    - CWDS Project Management Office (PMO)
    - CDT Independent Project Oversight (IPO)
    - Independent Verification & Validation (IV&V)
    - 18F Agile Coaching
  - ❏ Goals:
    - Define new metrics to align with Agile
    - Provide timely feedback to enable proactive project decisions and adjustments
  - ❏ Schedule: Bi-weekly meeting cadence (two-week sprints)
  - ❏ Next steps: Define product backlog

PROJECT STATUS

Development & Operation Status

| | July '16 | Dec '16 | July '17 | Dec'17 |

Platform – API — Procurement — Development & Operation

Intake — Procurement — Development & Operation

Licensing — Procurement — Development & Operation

Case Management — Procurement — Development & Operation

Resource Management — Procurement — Development & Operation

CWDS
Child Welfare Digital Services

Procurement Status

CWDS Procurement Initiatives	Contract Execution	Procurement Status	Notes
Tech Platform 1 – API	June 2016	Complete	Award to: Taborda Solutions
Digital Service 1 – Intake	August 2016	Complete	Award to: Case Commons
Implementation 1 – Intake	December 2016	Procurement	Proposals in evaluation
Digital Service 2 – CALS (Licensing)	December 2016	Procurement	RFO released September 2016
Tech Platform 2	February 2017	In Development	RFO in review
DevOps 1 – IT Service Management	March 2017	In Development	SOW in development
DevOps 2 – IT Systems Administration	March 2017	In Development	SOW in development
DevOps 3 – Help Desk	March 2017	In Development	SOW in development
DevOps 4 – Data Conversion	March 2017	In Development	SOW in development
Digital Service 3 – Case Management	March 2017	Not Started	
Implementation 2	June 2017	Not Started	
Digital Service 4 – Resource Management	October 2017	Not Started	

Expenditures To Date

- CWDS project still in early stage of development activity
  - First development vendor contract awarded June 2016
  - Approximately nine vendor awards planned for FY 2016/17
- Expenditures to date based on invoices received by CWDS project
- First quarter actuals expected to be available for next Quarterly Forum

  - 2016/17 Budget: $ 58,354,867
  - 2016/17 Expenditures To Date: $ 1,456,837

Upcoming Milestones/Events

- Intake Implementation Evaluations and Negotiations

- CALS RFO – vendor selection

- Implementation RFP

- Platform RFO Release

- Stakeholder Communication RFO 2

- Business Rules Extraction Consultant RFO

- User Research and Design RFO 2

LESSONS LEARNED

Lessons Learned from Agile

Insights which can be applied on other state projects

- Advantages of ADPQ
    - Alignment and acceleration
- Opportunity to align traditional State processes with Agile
    - Procurement, Legal Review and Approval
    - Finance & Budget
    - IT support
    - Oversight
- Importance of reducing delay between business initiation and start of software development

QUARTERLY FORUM

Future Quarterly Forums

- CWDS proposes to host quarterly forums at the Gateway Oaks office
- Proposed forum agenda:
    - Key presentation
    - Remote access to presentations
    - Topical break-out sessions
    - ½ day duration

CWDS Website

- CWDS has a new project website!
  - Project information
  - Digital Service Dashboards
  - Links to development status & activity detail

- www.cwds.ca.gov

QUESTIONS