

Child Welfare Services/Case Management System



STRATEGIC PLAN

CALIFORNIA HEALTH & HUMAN SERVICES

September 2006



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Message from the Oversight Committee

Dear Colleagues,

We are pleased to present this updated Strategic Plan for California's Child Welfare Services/Case Management System (CWS/CMS). It continues to be the roadmap for achieving our vision of CWS/CMS as a statewide tool that supports an effective Child Welfare Services program. CWS/CMS is designed to help social workers achieve positive outcomes for children and families while providing all of us with accurate, up-to-date information regarding the effectiveness of our services. We want to thank all of you who use the system and who have worked with us to build it over the years as we further refined the system and improved its features.

We want to thank all of you who gave your time and expertise to development of the first Strategic Plan and subsequent updates. Your efforts, insights, and wisdom helped us develop a quality product to serve those who will ultimately benefit from it most – the children and families of California.

As we enter into the planning, design and implementation of our new web-based Statewide Automated Child Welfare Information System (SACWIS) to replace CWS/CMS, your continued involvement will be essential to assuring that the new system fully meets the case management needs of child welfare staff and that critical functionality not currently feasible in CWS/CMS will be incorporated into the new system.

With much appreciation,

Carol Bauer, Sonoma County, Co-Chair
Tom Burke, California Department of Social Services (CDSS) CMS Support Branch, Co-Chair
Susan Arteaga, Madera County
Lauren Barton, Office of Systems Integration,(OSI)-CWS/CMS Project Office
Barbara Eaton, (CDSS)
Mikey Habbestad, Calaveras County
Stephen Hensley, OSI –CWS/CMS Project Office
Robin Krause, Glenn County
Mike McIver, Butte County
Meg Sheldon, County Welfare Directors' Association (CWDA)
Renee Smylie, San Diego County
Leo Yu, Los Angeles County
Barbara Needell, University of California Berkeley

September 2006

Vision, Inspiration, and Unwavering Dedication

Strategic Plan June 2002

The Strategic Plan was first published in June 2002. The Strategic Plan embodied the commitment to child welfare, the vision and inspiration, and the unwavering dedication of the following people who served on the Oversight Committee and developed the document:

- Sylvia Pizzini, Oversight Committee Chair – California Department of Social Services
- Christine Applegate – Glenn County
- Carol Bauer – Sonoma County
- Michael Dean – Santa Barbara County
- Bob Ferguson, Health and Human Services Agency Data Center
- Barbara Fitzgerald – Ventura County
- Mike McIver – Butte County
- Cris Jensen, Health and Human Services Agency Data Center
- Peggy Montgomery – Kings County
- Dick O’Neil – County Welfare Directors’ Association
- Phil Paulsen – Shasta County
- Joi Russell – Los Angeles County
- Leland Tom – Sacramento County

The following advisors attended Oversight Committee meetings, prepared background documents, conducted research, and otherwise contributed to this Plan:

- Tom Burke – CDSS-CMS Support Branch
- Kathy Curtis –Health and Human Services Agency Data Center
- Melissa Gamer – CDSS-CMS Support Branch
- Nabil Joudeh – IBM Global Services
- Nancy LePage – IBM Global Services
- Meg Sheldon – County Welfare Directors’ Association

The process was guided by the following consultants from The Results Group:

- Michael Wright
- Sara Tickler
- Liz Cornish
- Ron Raumer
- Beth DeCoss

Special recognition also goes to Bo Correa, Health and Human Services Agency Data Center, who attended all of the Regional meetings and assisted in bringing detailed reports back to the Oversight Committee.

Strategic Plan Update January 2004

In December 2003, the CWS/CMS Oversight Committee reviewed the Strategic Plan to identify accomplishments, plan priorities, and assess the need to add or delete any strategies, projects, or initiatives. Participants in the process included members of the Oversight Committee, State staff, and county Regional User Group chairs and co-chairs. No strategies, technical projects, or policy initiatives were added or deleted. Some project descriptions were modified and priority categories were revised.

Strategic Plan Update September 2006

On April 21, 2006, members of the Oversight Committee met in an all day special meeting and reviewed the Strategic Plan to assess the currency and relevancy of the Plan for the future. They were assisted in this process by county staff, the chairs and co-chairs of the CWS/CMS Regional Users Groups and staff representing the California Department of Social Services (CDSS), County Welfare Directors Association (CWDA), and Office of Systems Integration (OSI). The review resulted in modifications, additions, or deletions of strategies, projects, and initiatives and where appropriate, priority categories were changed. The group identified those projects and initiatives that will be relevant for the development of the new web-based System that will replace CWS/CMS. They also recommended that the Strategic Plan be revised to incorporate these changes, and to update or delete obsolete sections in the 2002 version of the plan. Rather than publishing the revised Plan in hard copy it was agreed that it would be put on the CWS/CMS website. The Strategic Plan is simplified by incorporating links to other documents, such as the CWS/CMS Project Governance Structure rather than describing the governance structure in great detail in the Plan.

Participants in the April 21, 2006 Strategic Plan review meeting included:

Cathy Sellers---San Bernardino County
Lisa Tamres---Orange County
JoAnn Winternheimer---CWDA
Tracy Enriquez---Yuba County
Paula Austin---Lake County
Vaughan Whalen---Sonoma County
Jerry Rose---CDSS
Barbara Eaton---CDSS
Terry Luna---California State University Fresno
Mikey Habbestad---Calaveras County
Renee Smylie---San Diego County
Carol Bauer---Sonoma County
Susan Arteaga---Madera County
Leo Yu---Los Angeles County
Cheryl Jones---OSI
Stephen Hensley---OSI
Ann Chehak---CDSS
Robin Krause---Glenn County
Tom Burke---CDSS (Meeting facilitator)
Sylvia Wall--CWDA

The recommended revisions were approved by the Oversight Committee in June 2006. Additional reviewers/participants included:

Lauren Barton---OSI
Meg Sheldon---CWDA
Barbara Needell—University of California Berkeley
Dorothy Smith---Santa Clara County
Mike McIver---Butte County
Debra Mack---OSI
Jerry Cox---OSI

Sylvia Wall, CWDA, authored the September 2006 version of the Strategic Plan with significant contributions from:

Stephen Hensley—OSI
George Fisher---OSI
Richard Costa---CDSS CMS Support Branch
Sheila Kirchner ---CDSS CMS Support Branch

Executive Summary

Overview

California's Child Welfare Services (CWS) program serves children who have been abused or neglected, reuniting them with their families whenever possible. When a family cannot be rehabilitated, CWS finds alternative placement for that child or children. This program is supported by the statewide automated Child Welfare Services/Case Management System (CWS/CMS), the largest in the nation with more than 21,000 named users.

CWS/CMS became operational statewide in 1997. For the first 3 years after its implementation, significant effort was focused on refining its basic functions. In 2000, the CWS/CMS Oversight Committee decided to invest the time to review progress to date and chart a strategic direction for the system for the next five years. The desire was to better meet the needs of county, state, and federal partners. Since the Strategic Plan was first published in June 2002 it has been periodically reviewed and updated by the Oversight Committee. This September 2006 update is the most significant revision of the Plan.

This Strategic Plan sets forth three **Goals** that define that strategic direction, and ten **Strategies** that outline how those goals will be accomplished. The Strategic Plan also goes a step further – it specifies sixty-five **Technical Projects** and **Policy Initiatives** that lay out clearly how the Strategies will be implemented. This Strategic Plan also delineates the **Principles** which guide the Oversight Committee in implementation of this plan.

This Strategic Plan was developed through a participatory process. It was crafted by the CWS/CMS Oversight Committee, which is responsible for governance of the automated system. The Committee's membership includes a variety of State and county representatives. During the planning process, the committee reached out to more than 350 stakeholders through a Needs Assessment and a series of discussions at Regional Children's Committees and User Group meetings, and received a broad range of ideas and suggestions. It will continue to guide the Oversight Committee's decision-making, budgeting priorities, and actions, from this point forward. The Plan will be updated annually, and thus will be a "rolling five-year plan" that will continue to guide the direction of the CWS/CMS system in the future.

Presented below are the Oversight Committee's Goals for CWS/CMS, as well as the Strategies to accomplish them. The Goals and Strategies are numbered for reference purposes only; the numbers do not indicate priority. Additional background material - the Technical Projects, Policy Initiatives, and an Annual Plan - are presented in subsequent sections of this Strategic Plan.

Executive Summary, continued

CWS/CMS Goals

1

Support Services to Children and Families

CWS/CMS will support social workers with an automated system that eliminates duplication of effort, streamlines routine work tasks, and facilitates service delivery to troubled families and abused and neglected children.

2

Support Policy and Decision-Making

CWS/CMS will provide decision-makers at all levels with the information they need in making policy, program, and funding decisions. Further, the system will provide them information to better assess the outcomes achieved by the CWS program, and thus to inform key stakeholders and the public regarding child welfare issues.

3

Support Inter-Agency Collaboration

CWS/CMS will support collaboration and information-sharing among agencies and partners to ultimately provide a comprehensive “one-stop resource” for CWS social workers and other users.

Strategies

The Goals will be implemented through the following ten Strategies:

1. Increase ease of data entry and enhance the value of the system to users.
2. Increase the functions and capabilities of the system to better support users.
3. Make the CWS/CMS system available wherever needed.
4. Improve the ease and capability of reporting and accessing data from the CWS/CMS system.
5. Move to and maintain the most flexible, cost-effective architecture.
6. Keep hardware and software sufficiently up-to-date and supported to run the application efficiently.
7. Fully train all systems users.
8. Improve communication with users, keeping them involved, informed, and prepared.
9. Create more effective linkages to other programs and systems.
10. Maximize the support of external stakeholders and those entities that fund both the Child Welfare Services program and CWS/CMS.

Strategic Plan

Guide to Using this Strategic Plan

This Strategic Plan is intended to be a reference tool for CWS/CMS stakeholders – from social workers to policymakers. Information is organized into the following sections.

Background Sections

- Introduction – sets the context for the Strategic Plan.
- CWS/CMS Governance and Management – describes the role of the Oversight Committee and Regional User Groups in the ongoing development of CWS/CMS.
- The Strategic Planning Process – describes the steps completed in creating the Plan.

Main Sections

- CWS/CMS Goals – the strategic direction that will keep the development of CWS/CMS moving forward.
- CWS/CMS Principles – the Oversight Committee’s commitments to how it will operate in achieving the goals and implementing this Strategic Plan.
- Strategies, Technical Projects, and Policy Initiatives – the specific actions that will be taken to achieve the goals.

Appendices

- Appendix A: Further Description of the CWS Program
- Appendix B: A Summary of Legislation that Governs CWS/CMS
- Appendix C: Description of the CWS/CMS Application
- Appendix D: Architecture Overview
- Appendix E: Needs Assessment: Purpose and Time Frame
- Appendix F: Annual Plan for Fiscal Year
- Appendix G: CWS/CMS Glossary

As the governing body for the Case Management System, the Oversight Committee proudly presents the CWS/CMS Strategic Plan. It charts the course for the next year, and specifies how the capabilities of CWS/CMS will continually be improved in order to better support the Child Welfare Services program.

The Child Welfare Services Program

The CWS program is a federally mandated program that is operated by each of the fifty states. In California, the program is operated by the 58 counties under the overall supervision of the California Department of Social Services. California's Child Welfare Services is a broad program that includes:

- Preventing child abuse.
- Protecting and promoting the well-being of children who have been abused or neglected by their parents or other caretakers.
- Rehabilitating abusive or neglectful parents or other caretakers.
- Ensuring safe, permanent homes for children who have been abused or neglected (by reuniting them with their parents or finding adoptive homes, legal guardians, or other permanency options).
- Assisting older children to develop independent living skills so that they can transition to healthy adulthood.

The CWS Case Management System

The system was implemented statewide in 1997. CWS/CMS is the largest statewide child welfare case management system in the United States. As of July 31, 2006, there were 21,267 named users at 386 locations throughout the State of California. There were 131,745 active cases and 31,486 active referrals, and cumulative totals of 1,161,259 cases and 4,456,133 referrals in the data base.

The State and counties jointly developed and implemented CWS/CMS to support the CWS program. Over the past nine years the system's usefulness has been enhanced so that it now serves its primary stakeholders in the following ways.

Social workers are now able to:

- Make safety assessments based on the history of the family anywhere in the state.
- Access information from social workers in other counties who are familiar with the needs of the family and the services they have received.
- Access information 24 hours per day, seven days per week.
- Complete and document investigations with minimal paperwork.
- Avoid time consuming re-entry of data.
- Obtain electronic review and approvals from their supervisors.
- Transfer cases electronically between counties.

Families are provided with:

- Standardized information so that they can better understand how their case is being managed (including case plans, court reports, notices, etc.).
- Automated generation of notices and other information that help them better understand the status of their case.
- An increased likelihood of receiving appropriate service, since the social worker has more complete information on the family situation and resources that can help them.

Program supervisors, managers, and directors are provided with:

- The ability to assess the case history to set the priority for response and assignment.
- The ability to review individual cases on-line, improving their ability to support staff in the field.
- Information regarding the cases their social workers are managing, including caseloads by individual social worker, court and other deadlines, length of time cases are in Family Maintenance and Family Reunification, timeliness of responses to Emergency Response referrals, and frequency of contacts with children and families.
- Statistics regarding overall casework (average number of home visits, average time to complete standard tasks, etc.) to assist them in ensuring quality, managing the workload, and distributing resources.
- Current and trend information for policy makers and executive management to better assess current practices in a broader context, plan for future changes, and develop policy.

California's statewide information system has had a major impact on the Child Welfare Services program and its various constituency groups. Across the state and around the clock, CWS/CMS provides real-time access to comprehensive children and family case data, supporting social workers who serve California's abused and neglected children.

CWS/CMS Governance and Management

The Oversight Committee

CWS/CMS was implemented in 1997. For the first several years, the focus was on refining the system to better serve social workers. However, the absence of long-term planning eventually came to frustrate everyone including the primary users. Accordingly, the CWS/CMS governance structure was reorganized in order to move away from managing change based on work group advocacy and individual county requests and toward focusing on the longer-term view. The CWS/CMS Oversight Committee was created as the body responsible to both the California Department of Social Services (CDSS) and to the County Welfare Directors Association (CWDA) for the governance and management of CWS/CMS.

In order for the counties, the State, and the CWS/CMS technical staff to work in partnership to continually improve the system, it is critical that lines of communication among major stakeholders are clear and effective. The Oversight Committee, the CWDA Children's Committee, and Regional User Groups are the major links in that communication chain. With open dialogue among these groups, the direction of and changes to CWS/CMS can best be identified and prioritized through a change management process that will serve the operational and programmatic goals that have been established for Child Welfare Services in the State of California.

Who Are the Members?

The CWS/CMS Oversight Committee consists of the following voting members:

- Director, OSI-CWS/CMS Project
- Assistant Director, OSI-CWS/CMS Project
- Executive County Liaison, CWDA
- Deputy Director, Children and Family Services, CDSS (Co-Chair of the Oversight Committee).
- Chief, CMS Support Branch, CDSS

CWDA Representatives (Co-Chair) consist of one person from each of the following:

- Bay Area Region
- Mountain Valley Region
- Northern Region
- Southern Region
- Valley Region
- Los Angeles County
- 20 small counties
- Director of a county social service agency
- Non-voting members are:
 - Representative, University of California Berkeley
 - Program Impact Advisory Committee (PIAC) Co-Chair
 - Technical Advisory Committee (TAC) Co-Chair

What Are Their Responsibilities?

The Oversight Committee is responsible for:

- Providing policy direction for the development and implementation of CWS/CMS so that the system supports achieving the statutory CWS program goals,
- Making strategic policy decisions related to the system and its operation, including the annual application maintenance budget,
- Developing and updating the CWS/CMS Strategic Plan and Annual Plan,
- Evaluating and monitoring the system, including ensuring consistency and alignment with the CWS program's own Strategic Plan, and
- Maintaining communication with stakeholders, in particular through CWDA Children's Committee, PIAC, TAC, and Regional User Groups.

Children's Committee, Who Are the Members?

The CWDA Children's Committee brings together county human service department managers with responsibility for Child Welfare Services. The Committee is comprised of a network of five regional subcommittees, with representatives from each region regularly meeting for statewide discussions.

What Are Their Responsibilities?

As a Committee within the County Welfare Directors Association focusing on Child Welfare Services, their responsibilities include:

- Discussion of policies and practices with statewide implications.
- Discussion of operational issues.
- Communication with the California Department of Social Services Children and Family Services Division.
- Discussion of proposed state and federal legislation.
- Sharing of promising practices.
- Identification of policy issues for consideration by the CWDA Board of Directors.

As a part of this role, they regularly hear reports on the status of CWS/CMS, provide representatives from the CWS/CMS Oversight Committee with additional perspective on program and management implications related to system changes, and provide insight on upcoming program changes that will impact system effectiveness.

Regional User Groups

There are five Regional User Groups. The meetings generally include the County Single Points of Contact (SPOC) who are often the communication link between the counties and the Project Office. The groups receive updates from the Project primary vendor, and CDSS about the status of the project as well as technical and system-related policy issues as well as share information, ideas, and suggestions on CWS/CMS utilization and performance among the counties.

What Are Their Responsibilities?

As the communication link to the Oversight Committee, each Regional User Group is responsible for:

- Maintaining close communication with the regional Children’s Committee.
- Communicating regional issues, problems, needs, ideas, and suggestions.
- Providing information to and a forum for the counties participating in the region.

The Change Management Process

The Oversight Committee is responsible for changes to CWS/CMS. It is essential that proposed changes to an application and the system size and scope of this one be carefully managed.

The Strategic Plan is the primary basis for determining which changes are made to the system.

Requests are screened based on the strategic priorities included in the long-term and annual plans.

Greater weight is also given to requests that have the broadest impact and support.

An improved process for submitting change requests will become effective upon implementation of this Strategic Plan. The pivotal ingredient for this change management process is the System Change Request—the *SCR*.

System Change Request (SCR)

Requests to make a change to the system are made in the form of a System Change Request (SCR). An SCR may be generated by a county, a Regional User Group, or by the CDSS; it is submitted to the CWS/CMS Project Office in Sacramento.

When an SCR is submitted, it is first reviewed to determine if it is within the scope of this Strategic Plan. If so, it will be assigned a priority level, based on the goals and principles set forth herein. If the SCR is *outside* the scope of the Strategic Plan, it is reviewed by the Project Office and, if appropriate, submitted to the Oversight Committee for consideration.

The Strategic Planning Process

As described above, the Oversight Committee was formed in 2000 in order to provide greater long-term direction and structure to the process of refining this comprehensive and important statewide automated system. One of the Committee's first major tasks was to develop a CWS/CMS Strategic Plan. The process began in September of 2000 and continued through May of 2002, with the Oversight Committee holding two-day meetings almost every month. The Committee contracted with The Results Group, a strategic planning consulting firm with extensive experience working with State agencies, to provide the planning methodology and to guide the Committee through the process.

The Value of Diverse Perspectives

To take advantage of the Oversight Committee's depth of knowledge and diverse membership, all members participated fully throughout the planning process. Decisions were reached by consensus. While this sometimes necessitated lengthy discussion while delving into technical or programmatic details, the payoff was that every issue was considered from a range of perspectives. Furthermore, every member has a personal commitment to the Strategic Plan and will work hard to implement it.

CWS/CMS is a system with many "stakeholders". Among those stakeholders are front-line users, county managers, State program staff, technical experts, legislators and other State officials, and the Federal government. While the Committee consistently considered all of these stakeholders' perspectives, two principles underscored its decision-making process:

1. The needs of key users, in particular social workers and other front-line staff, were considered to be paramount.
2. Decisions were driven by the input received from the Needs Assessment and other communication with stakeholder groups.

It is the sincere hope of the Committee that as stakeholders review this Strategic Plan in its entirety, they will see their interests given the fullest possible consideration.

Steps in the Planning Process

Needs Assessment. Strategic planning began with an extensive Needs Assessment to identify the current strengths and weaknesses of the system and to determine the various stakeholders' future needs. During site visits to eight diverse counties, hundreds of local users participated in interviews and focus groups. Other stakeholders – from judges to senior program executives – were also interviewed. (See Appendix E: Needs Assessment)

The Building Blocks of the Strategic Plan. The Oversight Committee reviewed historical documentation regarding the purpose and goals of both Child Welfare Services and CWS/CMS. Based on those foundational elements and the Needs Assessment, the Committee identified 116 possible strategies and projects. These were clustered into 11 key Strategies. The Committee then identified two types of actions that could be taken to implement each of these Strategies:

1. *Technology Projects*: those that would require significant technical resources (such as application programming or infrastructure changes).
2. *Policy Initiatives*: those that would require the resources of the Oversight Committee, program staff, and State leadership – but *not* extensive technical development.

The Oversight Committee established subcommittees that evaluated the Technology Projects and the Policy Initiatives, based on need, feasibility, cost, and so forth. The full Committee then ranked each Project and Initiative as a *Critical*, *High*, *Medium*, or *Low* priority.

Review by Regional Groups. Before compiling its work into a Strategic Plan, the Committee sought the feedback of Regional Children’s Committees and Regional User Groups in each region. At five regional meetings, Oversight Committee members presented the Principles and Goals that govern CWS/CMS as well as the identified Strategies, Technology Projects and Policy Initiatives. Participants were also asked to comment on the priority level assigned to each Project and Initiative.

These discussions generated many valuable suggestions and ideas. The Oversight Committee reviewed this input during a two-day session in March of 2002 and made numerous revisions to the Principles, Strategies, Projects and Initiatives. The Committee also struggled with the desire of participants in the regional meetings to elevate the priority of many individual Projects and Initiatives. However, if all were given the highest priority, the priority ranking would be meaningless. So, the Committee elevated the priority of those items that were most commonly identified across all of the five regional meetings and by the Committee itself.

The Annual Plan. The Committee then reviewed the *Critical* and *High* priority items, looking closely at feasibility, cost, time to completion, and other factors.

Keeping the Plan Up-to-Date: Annual Revisions

How the Components of the Plan will Change Over Time. Any comprehensive strategic plan must encompass both the long and the short term. The “big picture” components – the *Principles* and *Goals* – may evolve, but they do not change significantly over the long term. The short-term components – the *Strategies*, *Projects*, and *Initiatives* –change, as tasks are completed and new priorities arise.

Reviewing and Updating the Strategic Plan. The Oversight Committee monitors progress on a quarterly basis, evaluating how each Technology Project and Policy Initiative is progressing. The Annual Plan is revised as needed, based on Projects that have been completed, Projects that need additional resources to be on schedule, and so forth. Annually the Committee revises the Strategic Plan.

CWS/CMS Governance Principles

NOTE: *We*, as used below, refer to the Oversight Committee. The Committee acts on the Principles presented below in collaboration with CDSS, county leadership, CWDA, and OSI.

The following Principles state our commitment as to how we will conduct ourselves implementing the Goals and Strategies in this Plan. These Principles will guide our decisions regarding:

- Governance and management of CWS/CMS.
- Acquisition, deployment, and operation of technology.
- Use of data and the advancement of the application.

Governance and Management

We are committed to communicating effectively with all stakeholders, including:

- End users,
- County management,
- Children's Committee and Regional User Groups,
- CWDA,
- State leadership, and
- Federal government leadership.

We will actively seek user input for the design of application changes.

We will solicit feedback from users on a regular basis regarding their satisfaction with the system overall, with changes and improvements, and so forth. We will respond to that feedback; it will be central to the process of updating both our Strategic and Annual Plan(s).

Changes to the system will be accomplished as quickly as possible, based on the priorities in this Strategic Plan and the available resources. When we identify issues that cause users significant inconvenience and yet have relatively simple solutions, we will expedite those solutions.

We will prioritize changes and improvements using agreed-upon criteria; we will re-prioritize them on a regular basis, initially quarterly.

We will incorporate program pilot projects into CWS/CMS only after they have been tested and approved by CDSS for statewide implementation.

We will work with CDSS to provide appropriate feedback to legislators and other decision-makers regarding potential impacts, including changes that will be necessary to CWS/CMS and thus the need for funding. When legislation and mandates take effect, we will ensure that the necessary changes will be incorporated into the priorities established in this Strategic Plan.

We will develop Annual Plans based on the priorities in this Strategic Plan, incorporating all of the changes and improvements to be undertaken during that year. Based on an annual evaluation process, the Strategic Plan and Annual Plan will be updated.

We will use proven technology (i.e., technology that has been in use by other organizations for at least six months).

We will continue to contract system integration capabilities through a single vendor, rather than either the State being the system integrator or having multiple vendors perform that function.

We will strongly advocate for sufficient funding to implement this Strategic Plan.

Technology

When adding functionality and making modifications to the existing system, we will move to a technology architecture that incorporates:

- solutions that utilize the Internet (i.e., browser and Web-based) in order to simplify deployment and increase users' ease of access;
- compatibility with other county and State applications and hardware, including co-existent and dedicated counties (i.e., an "open platform");
- moving the application from the desktop to the server, thus maximizing the users' desktop power (this is sometimes described as a "thin client" architecture);
- modularity, for flexibility in both using and updating the system;
- mobility, so that users can access the system from a variety of locations; and
- the ability to support an "integrated services" approach to the delivery of child welfare services.

Our hardware and software replacement plan will be updated annually, specifying how technology will be updated as required to effectively run the CWS/CMS application.

We will continue to promote the purchase and use of ergonomic and ADA-compliant equipment.

Application and Data

We will make changes to the application with emphasis on ease of use and enhancing users' ability to get their work done, e.g., simplifying data entry.

Recognizing that the validity of the data in the system is critical to the viability of CWS/CMS, we will support tools and processes that ensure that the data entered into the system is of the highest quality and accuracy.

We will implement the functionality that is required to be compatible with Statewide Automated Child Welfare Information System (SACWIS).

We will continue to ensure that changes have been thoroughly tested by users.

We will ensure that changes to the system are implemented as seamlessly and transparently as possible to the end user.

We will produce client-related reports and documents in a format that is as useful as possible and, when feasible, in the native language of our client.

We will produce clear and useful management reports, including those on program outcomes.

When automating processes in CWS/CMS, we will first review how well those processes currently work in practice. When needed, we will redesign and improve the processes themselves before designing the automation to support them.

We will design the system to focus on and support program goals and outcomes.

We will establish a data-naming convention with clear definitions so that fields and data elements can be used uniformly by all users. Such a naming convention will also support data integrity and aggregation. We will work with other systems and entities to identify common naming conventions with other systems that exchange data with CWS/CMS.

We will work with other State programs in California to maximize the ability of CWS/CMS to capture data from their technology systems.

We will honor the confidential nature of CWS/CMS data, ensuring that any new technology maintains client confidentiality.

We will share data without violating confidentiality.

We will establish access privileges for other agencies to ensure that they only access authorized data.

We will establish security protocols to protect other agencies' data that we access.

CWS/CMS Goals: Setting the Strategic Direction

The following three goals outline the Oversight Committee’s strategic direction for CWS/CMS over the next five years. The goals are numbered for reference only; the numbers do not indicate priority.

Goal 1

Support Services to Children and Families. CWS/CMS will support social workers with an automated system that eliminates duplication of effort, streamlines routine work tasks, and facilitates service delivery to troubled families and abused and neglected children.

Goal 2

Support Policy and Decision-Making. CWS/CMS will provide decision-makers at all levels with the information they need in making policy, program, and funding decisions. Further, the system will provide them information to better assess the outcomes achieved by the CWS program, and thus to inform key stakeholders and the public regarding child welfare issues.

Goal 3

Support Inter-Agency Collaboration. CWS/CMS will support collaboration and information-sharing among agencies and partners to ultimately provide a comprehensive “one-stop resource” for CWS social workers and other users.

Strategies, Technical Projects, and Policy Initiatives

The Oversight Committee developed ten Strategies, listed on the following pages, to accomplish the CWS/CMS Goals. Some of these Strategies are specific to one Goal, while others will contribute to achieving all three Goals. The Strategies are numbered for reference purposes only; the numbers do not indicate priority.

The Committee also identified specific action steps that will be taken to implement these ten Strategies. These action steps are called Technical Projects and Policy Initiatives. Each action step is listed under the relevant Strategy that it supports. Each Technical Project and Policy Initiative has been assigned a priority ranking (Critical, High, Medium, or Low Priority), as shown in the column to the right.

During the time that this updated Strategic Plan was being developed the State received approval from State and Federal control agencies to initiate planning and development of the new web-based SACWIS to replace CWS/CMS. Notations of *New System* indicate potential relevance for planning for the new web-based system.

The Annual Plan has been removed from this updated version pending finalization of planning documents for the New System.

Approach:

As major changes are made to CWS/CMS, we will, whenever possible:

- Review all SCRs for criticality in the existing system and incorporate requests for changes that relate to the major change or release;
- Consider ways to automate or integrate the process of data entry, e.g., reducing or consolidating the data entry requirements and identifying opportunities to auto-populate data from other systems;
- “Break off” portions of the application, making them modular in order to make it easier to enter data and to allow modules to be updated more expeditiously; (*New System*)

Reconfigure these portions of the application into a distributed application architecture (e.g., making them Web-enabled, browser based (*New System*))

- Increase system flexibility to simplify data entry and allow more efficient entry of data (e.g., identify business rules that might be suspended to allow partial entry of data, flexible order of data entry, etc.)

Strategy 1– Increase ease of data entry and enhance the value of the system to users.

Technology Projects

A. Develop additional ways to enter/import data and documents via scanners, digital cameras, voice recognition, and so forth.	<i>High</i>
B. Ensure data in state databases is accessible via CWS/CMS	<i>Medium</i>
C. Allow selected other user groups to have limited access into CWS/CMS to enter data (e.g., Mental Health staff or County Counsel).	<i>High</i>

Policy Initiatives

D. Define protocols for rights and access to data (i.e., security access privileges).	<i>High</i>
E. Advocate for a common client identifier within CDSS and with other departments and entities. (Policy is completed.)	<i>Medium</i>

Strategy 2 – Increase the functions and capabilities of the system to better support users.

Technology Projects

A. Improve functionality in Placement Services.	<i>High</i>
B. Improve capabilities for creating and formatting court reports, case plans, etc.	<i>Medium</i>
C. Implement priority SCRs in each CWS/CMS code release. <i>(Completed/ongoing)</i>	<i>High</i>
D. Improve functionality in Adoptions Case Management (per SACWIS). <i>(New System)</i>	<i>High</i>
E. Improve functionality in the Independent Living Program (ILP).	<i>Medium</i>
F. Provide multi-lingual case plans. <i>(New System)</i>	<i>Medium</i>
G. Improve functionality in transmitting documents directly from CWS/CMS (e.g., without creating additional documents in other applications). <i>(New System)</i>	<i>High</i>
H. Improve functionality in IV-E Foster Care payments (per SACWIS requirements). <i>(New System)</i>	<i>High</i>
I. Assess and improve the usefulness and timeliness of automatic reminders for case management activities, due dates, etc. <i>(New System)</i>	<i>High</i>

Policy Initiatives

J. Establish minimum standards for data uniformity and accuracy, e.g., data definitions, naming conventions, data mapping, data dictionary, and so forth.	<i>High</i>
K. Work with the Judicial Council to establish a policy that CWS/CMS-generated court reports and forms will be accepted under Rule of Court.	<i>High</i>
L. Advocate for Judicial Council acceptance of electronic transmission and electronic signatures.	<i>High</i>
M. Work with the legislature to ensure that new CWS related legislation and mandates consider the cost and implementation timeframes for updating the CWS/CMS.	<i>High</i>

Strategy 3– Make the CWS/CMS system available wherever needed.	
<i>Technology Projects</i>	
A. Develop infrastructure to support out-of-office access, including technology and staff support (e.g., Web-based, PDAs, laptops, wireless, faster access via systems like dial-up, broadband, satellite). <i>(Most in New System-Continue as appropriate in CWS/CMS)</i>	<i>Critical</i>
Strategy 4 – Improve the ease and capability of reporting and accessing data from the CWS/CMS system.	
<i>Technology Projects</i>	
A. Provide standardized reports showing county and state outcomes as defined by the Adoptions and Safe Families Act (ASFA), AB 636 and the Program Improvement Plan (PIP). <i>(New System)</i>	<i>Critical</i>
B. Provide easy access to information that is helpful to each type of user: standardized queries, reports, real-time data, on-line support, licenses, etc. (DMRS is in process) <i>(New System)</i>	<i>Critical</i>
<i>Policy Initiatives</i>	
C. Continue ongoing identification of program outcome measures	<i>High</i>
Strategy 5 – Move to and maintain the most flexible, cost-effective architecture.	
<i>Technology Projects</i>	
A. Replace the existing CWS/CMS with the new California SACWIS system using a web based Technical Architecture	<i>Critical</i>
Strategy 6 – Keep hardware and software sufficiently up-to-date and supported to run the application efficiently	
Note: A server hardware/operating system and PC replacement project is underway.	
<i>Technology Projects</i>	
A. Update CWS/CMS hardware consistent with the CWS/CMS Technology Maintenance Plan.	<i>Critical</i>
B. Improve or develop automated processes to more quickly respond to county needs. (e.g. MAC, CAPE, APD)	<i>Critical</i>
C. Ensure that policies and processes for procuring hardware and software meet county needs and support statewide direction.	<i>Critical</i>
<i>Policy Initiatives</i>	
D. Update the CWS/CMS Annual Maintenance Plan to ensure that hardware and software are up-to-date so as to run the CWS/CMS application effectively, and coordinate CWS/CMS with other applications in use in the counties.	<i>Critical</i>
E. Ensure CWS/CMS support staff are knowledgeable in all applications (e.g., Microsoft Office and Windows Operating System)	<i>Medium</i>
F. Make expanded on-site support available, as needed, during major changes such as code drops and equipment changes.	<i>Medium</i>

Strategy 7 – Fully train all systems users.	
<i>Technology Projects</i>	
A. Continue to assess, expand and improve training. (web-based, self-directed, interactive, etc.)	<i>High</i>
<i>Policy Initiatives</i>	
B. Advocate with California Social Work Education Center (CalSWEC) and colleges/universities to integrate CWS/CMS system training into Bachelor of Social Work (BSW) and IV-E Masters of Social Work (MSW) curriculum.	<i>Medium</i>
Strategy 8 – Improve communication with users, keeping them involved, informed, and prepared.	
<i>Technology Projects</i>	
A. Continue to provide county Web access to existing System Change Requests (SCRs) in the Request Tracking System (RTS).	<i>Medium</i>
B. Provide county Web access to status of CWS/CMS Help Desk tickets.	<i>Medium</i>
<i>Policy Initiatives</i>	
C. Ensure communication among the Oversight Committee, regions, and counties. (Completed/ongoing)	<i>High</i>
D. Review and enhance the structures and mechanisms to actively seek user input about system changes, enhancements, and upgrades. (Completed/ongoing)	<i>High</i>
E. Improve the process for feedback from Regional Groups to the Oversight Committee on a regular basis, regarding user satisfaction with the system overall, and with system changes/upgrades. (Completed/ongoing)	<i>High</i>
F. Enhance two-way communication between decision-makers and users regarding the CWS/CMS decision-making process for system changes. (New System)	<i>Critical</i>
G. Improve communication to enhance County Director/Manager support from top county management for CWS/CMS.	<i>High</i>
H. Continuously assess the communication process to stakeholders, including users, control agencies, and the legislature.	<i>High</i>
Strategy 9 – Create more effective linkages to other programs and systems.	
<i>Technology Projects</i>	
Receive, provide, and share or exchange data with:	
A. IV-E Eligibility and Benefits system (per SACWIS requirements). (New System)	<i>Critical</i>
B. TANF IV-A system including financial management (per SACWIS requirements). (New System)	<i>Critical</i>
C. Medi-Cal (Title XIX) system (per SACWIS requirements). (New System)	<i>High</i>
D. Work with CDSS Community Care Licensing Division to modify the Licensing Information System (LIS) to more effectively provide data to CWS/CMS. (New System)	<i>High</i>
E. Criminal Law Enforcement Tracking System (CLETS).	<i>Medium</i>
F. Department of Justice (DOJ) Child Abuse Registry system.	<i>Medium</i>

G. Local Dependency Court systems.	Medium
H. Child Support system (per SACWIS requirements). <i>(New System)</i>	Critical
<i>Evaluate linkages and assess interface requirements for local systems</i>	
I. Public Health systems.	Low
J. Local Education systems.	Low
K. Local Probation systems.	Low
L. Mental Health programs.	Low
M. Local Law Enforcement systems.	Low
N. Workforce Investment Act (WIA).	Low
O. Drug and Alcohol programs.	Low
P. Probation Case Management.	Low
Q. In-Home Support Services (IHSS) system.	Low
R. Adult Protective Services (APS) systems.	Low
S. General Assistance Programs.	Low
<i>Policy Initiatives</i>	
T. Define protocols for rights and access to data (e.g. security access privileges).	Critical
U. Engage LIS regarding the need to improve LIS and its ability to provide data to CWS/CMS.	High
V. Develop policies and data entry protocols (e.g., language, definitions, steps, requirements, network and middleware) for other entities entering data into CWS/CMS.	High
W. Proactively work with new technology systems as they are being developed to ensure data transfers and compatibility with CWS/CMS. (e.g. CalWIN, IV-D, Judicial system)	Critical
Strategy 10 – Maximize the support of external stakeholders and those entities who fund the Child Welfare Services program and CWS/CMS.	
<i>Policy Initiatives</i>	
A. Encourage counties to utilize CWS/CMS customizable standard reports and data to support local funding proposals and program initiatives.	High
B. Publicize positive outcomes (system accomplishments, individual contributions, and CWS successes based on system information).	High
C. Work with the legislature to advocate for sufficient funding to implement Strategic Plan initiatives and ensure that new legislation/mandates are accompanied with the funding required to make changes/updates to the CWS/CMS system.	Critical

Appendices

Appendix A: Further Description of the CWS Program

The Child Welfare Services program is organized into four components: *Emergency Response*, *Family Maintenance*, *Family Reunification*, and *Permanent Placement* (Welfare and Institutions Code Sections 16500 et seq.). While each component has a different focus, all are based on the common goals of safety, permanence, and well-being for the children through the provision of time-limited, objective-oriented services, as follows:

- The Emergency Response Services component is comprised of 24-hour hotlines in each county for receiving reports of suspected child abuse and neglect, with the capability of an in-person response by social workers to assess the situation. After the initial screening and assessment, the case is either closed with no services, closed within 30 days with services, referred for voluntary services or referred for Juvenile Court action to remove the child or children from the care, custody and control of their parents or provide court supervision of in home services. The case is assigned to a county social worker for ongoing case management.
- The Family Maintenance Services component provides services to parents whose children remain in the home, either pursuant to an order of the Juvenile Court or voluntarily agreed to by parents who want and need help in ensuring the safety of their children.
- The Family Reunification Services component provides services to parents whose children have been removed from the home by the Juvenile Court and placed in foster care. There is a one-year time limit for parents to rehabilitate. If they are successful, the children are returned home, often with Family Maintenance Services provided for a time to ensure the family is stabilized. If they are not successful, the Juvenile Court determines an alternative permanent plan for the children, either through adoption, guardianship, placement with relatives, or foster care.
- The Permanency Placement Services component provides the services necessary so that children who are not able to be safely reunified with their parents within one year achieve permanency through adoption, guardianship, relative placement, or foster care. For those children where such permanency is not achieved and who, therefore, “age out” of foster care, services to assist them with the transition to successful young adulthood are available if they voluntarily agree to participate.

Figure 1, located below, illustrates the basic system flow of the Child Welfare Services program.

The Child Welfare Services program operates within a complex set of laws and regulations that require interaction with law enforcement, juvenile courts and community services providers. The ability to assess, plan, provide services and evaluate outcomes is greatly enhanced by the automation offered by CWS/CMS.

Appendix B: A Summary of Legislation that Governs CWS/CMS

ADA	Americans with Disabilities Act – A set of Laws protecting the rights of persons with disabilities with Federal oversight by the Department of Justice.
ASFA	Adoptions and Safe Families Act (Public Law 105-89) –amendments to the Social Security Act representing an important landmark in Federal child welfare law. The law is designed to achieve more timely decisions and stronger safety guarantees for abused and neglected children, and includes a number of provisions that affect courts.
WIA	Workforce Investment Act of 1998 (P.L. 105-220) This legislation serves to consolidate, coordinate, and improve employment, training, literacy, and vocational rehabilitation programs in the United States, and for other purposes. Derives federal funding for job training. Replaces the Job Training Partnership Act. This is a comprehensive piece of legislation that impacts CALWORKS, EDD, and provides some funding for foster youth who are exiting the system.
SB 370	Chapter 1294, Statutes of 1989, Senate Bill 370 authorized the state by statute to implement a comprehensive automated child welfare data system. Provides CWS workers, state and county administrators with immediate access to child, family and case-specific information along with a common data base and definition of information from which to evaluate CWS.
OBRA	The Omnibus Budget Reconciliation Act of 1993 encourages and enables each State to develop and establish, or expand, and to operate a program of family preservation services, community-based family support services, time-limited family reunification services, and adoption promotion and support services. OBRA provided enhanced Federal funding at the 75% rate for development of the SACWIS systems. This funding began on October 1, 1993.
Title IV-B	Enable the funding of provision and coordination of child welfare services. These services include evaluation, preventative interventions, protective custody, and permanency planning. Also reimburses for staff training and foster and adoptive parent recruitment.
Title IV-E	Under the Social Security Act, this entitlement enables states to obtain reimbursement for a share of cost for providing foster care payments and services if children meet eligibility requirements. Federal regulations mandate that Title IV-E eligibility and documentation be done in an automated system that is efficient and non-duplicative.
Title IV-A	Prior to the passage of Public Law 104-193, the Emergency Assistance Program was an optional Federal open-ended entitlement program under Title IV-A of the Social Security Act. It allowed states to obtain 50 percent Federal share to reimburse for costs of short-term assistance or services. Since 1996, those IV-A funds have been subsumed into the TANF Block Grant. Federal statutes require that TANF funds may only be used for such programs that were receiving IV-A funds on September 30, 1995.

Title IV-D	Social Security Act section involving federal laws for various forms of child support, family assistance, and prevention of out-of-wedlock pregnancies. As a result, this entitlement hoped to end dependency on government benefits by promoting job preparation, work, and marriage.
Title XIX	The portion of the Social Security Act that authorizes the Medicaid entitlement for the medically indigent families.
SACWIS	Federal law requiring Statewide Automated Child Welfare Information Systems to collect AFCARS data and serve as a primary tool for child welfare workers.
Adoption and Foster Care Analysis and Reporting System	Federal law requires that states report key data elements of child welfare services and demographics. These data elements summarize important information and milestones for foster care and agency adoption. The above SACWIS requirement is the primary tool for collecting the information that is forwarded to ACF.
Adoption Assistance and Child Welfare Act of 1980	Public Law 96-272 is a federal law that provides better definitions and time frames for child welfare services, reunification, court reviews, voluntary services, and permanency planning.
Welfare and Institutions Code Sections 19500 et seq.	Establishes the Child Welfare Services program and organizes it into four components (Emergency Response, Family Maintenance, Family Reunification and Permanent Placement). Each component has the goal of safety, permanence, and well-being for children through the provision of time-limited, objective-oriented services.
Welfare and Institutions Code Section 16501.5 and 16501.6	Requires the state to implement a single statewide computer system to support Child Welfare Services.
AB 776	Allows mandated reporters to submit electronic reports of suspected abuse and neglect if they are unable to make their telephone report within a reasonable time. CWS/CMS must capture the reason why the mandated reporter elects to fax rather than call in the referral, in order to report to the legislature on the reasons why the reporters used the alternative method.
SB 500	Creates a new type of foster home known as a “Whole Family Foster Home”, which will care for minor mothers and their infant children. Functionality will be added to CWS/CMS to gather data on these new homes and to report the findings to the legislature annually.
AB 129	Creates the option of a dual legal status for children who are dependents of the juvenile court under Section 300 and wards of the juvenile court under Sections 601 and 602 of the Welfare and Institutions Code. Children can be designated as dual status if protocols are in place, and followed, between the county child welfare and juvenile probation departments. CWS/CMS will need to track these protocols and identify and report on these dual status children.

AB 636	Implements a new Child Welfare Services Outcome and Accountability System referred to as the California-Child and Family Services Review C-CFSR. Developed in accordance with WIC 10601.2 it focuses primarily on measuring outcomes in Safety, Permanence, and Child and Family Well-Being. It replaces the CWS Oversight System, which focused exclusively on regulatory compliance, and brings California's oversight into alignment with the federal oversight system.
Higgins v. Saenz	Stipulates the outcome of the Higgins v. Saenz Settlement Agreement which requires CDSS to establish a procedure for county approval and periodic re-assessment of licensed foster homes of relative caregivers and non-related extended family members.
Independent Living Program and Chafee National Youth in Transition Database	Proposes new ACF rules to require states to report on youth who are receiving independent living services and to track youth who are aging out of foster care.

Appendix C: Description of the CWS/CMS Application

The Child Welfare Services Case Management System (CWS/CMS) is a statewide information system developed pursuant to State (Chapter 1294, Statutes of 1989, Senate Bill 370) and Federal (Omnibus Budget Reconciliation Act of 1993) law. CWS/CMS keeps track of the location, demographics, and goals for children and families receiving services, enabling child welfare staff to create, read, retrieve, and update that information. The system supports social workers by:

- making calculations,
- storing data,
- printing reports and documents, and
- performing other processing functions,

Thus automating many routine tasks that county workers perform.

On December 31, 1997, CWS/CMS became fully operational in all of California's 58 counties and the California Department of Social Services (CDSS) Adoption Program district offices. Currently there are over 21,000 named system users. They include:

- County social workers,
- State and county adoptions workers,
- Social work supervisors and managers,
- Clerical and support staff,
- Title IV-E eligibility workers, and
- State and county administrative, policy development and research staff.

Operated from 386 sites throughout California, CWS/CMS is the largest statewide child welfare case management system in the United States. As of July 31, 2006, the system had 131,745 active cases and 31,486 active referrals. The system is available 24-hours-a-day, seven days a week, processing as many as 324,000 transactions daily. Since its implementation in 1997, the system has stored more than 1.1 million cases and over 4.5 million referrals.

The application and its technical platform are designed to protect the integrity and confidentiality of the data. Currently, CWS/CMS supports over 7,500 business rules, which bring the application into conformity with State and Federal laws and regulations governing child welfare. While system integrity is maintained through security provisions, careful change management safeguards the orderly expansion of CWS/CMS and facilitates smooth transitions. CWS/CMS has fully achieved the goals of the original State enabling legislation (Senate Bill 370). These goals include:

- Providing child welfare staff with immediate access to child-, family- and case-specific information in order to make sound and timely case decisions;
- Providing child welfare staff with current, accurate information to manage caseloads effectively and efficiently and to take appropriate, timely case management actions;
- Providing State and county administrators with the information they need to administer programs, as well as monitor and evaluate the progress toward achieving program goals;

- Providing State and county child welfare agencies with a common database and common terminology from which to evaluate child welfare services; and,
- Consolidating the collection and reporting of information for child welfare programs pursuant to State and federal requirements.

Subsequent Federal legislation—the Omnibus Budget Reconciliation Act of 1993—added further requirements, which have been largely met. To date, CWS/CMS has met 76 (60 fully implemented, 16 partially implemented) out of the 88 federal Statewide Automated Child Welfare Information System (SACWIS) elements.

The SACWIS requirements that have not been fully met are primarily related to interfaces with other systems. They include:

- Titles IV-E, IV-A, IV-D, and XIX data systems,
- Improvements in adoption case management,
- Financial management areas, and
- Automated Title IV-E eligibility determination.

The State plans to implement these currently unmet SACWIS requirements in the New System.

As noted earlier in this document, CWS/CMS application changes are guided by the Goals and Principles established by the CWS/CMS Oversight Committee (OSC).

Business Practices

A primary goal of the CWS/CMS application is to support social workers in their efforts to enhance services to children. The application is designed to improve social worker productivity by providing them access to accurate and timely information, as required by State and federal laws and regulations. Some of the many ways in which CWS/CMS supports the State's child welfare program operations and ensures program quality include:

- Tracking children and families across all referrals and service components,
- Protecting against duplication of records for individuals, referrals, and cases,
- Improving case worker access to information,
- Offering on-line access to complete chronological histories for individuals and cases,
- Generating electronic reminders,
- Notifying supervisors of overdue actions,
- Matching children to available, appropriate placements, and
- Providing a single source of data entry that can be made available in a variety of queries and reports.

The CWS/CMS offers capabilities to track the location, demographics, and permanency goals for all children in foster care and their families. The system is used at every level impacting the child welfare system and provides critical information for timely child welfare intervention and efficient case management. County and statewide data are available to child welfare administrators to support program management, budgeting, and quality assurance activities.

Case Management

The “Referral” management function, which is the primary intake portion of CWS/CMS, maintains extensive information on alleged victims, caretakers, family members, siblings, collateral contacts, and perpetrators. This function includes functionality for processing referrals, conducting investigations, and assessing the need for services. It records information related to a child’s medical and education histories, allegations, investigations, placements or residences, and any petitions filed on the child’s behalf. In addition to petitions, detention hearing reports, as well as Court findings, orders and results, can be tracked within a referral.

The “Search” function represents another indispensable user tool. Through this function, a social worker can search throughout the State for child abuse history involving a specific adult perpetrator or child. This ability has proven invaluable in assessing maltreatment risk in numerous situations and has protected the lives of numerous at-risk children.

The “Case” management function includes tools for developing service plans, determining whether an agency can provide the service, authorizing the provision of services, and managing delivery of services. This function maintains all court reports, court orders, and case plans.

Program Management

In addition to serving as a primary tool for social workers, CWS/CMS provides the data for both county and State administration and supervision of California’s child welfare system. Current uses include the following:

- Inform policy and program decisions – CWS/CMS is the primary source of extensive data for analysis of the child welfare system and the population it serves. These data include ethnicity, location, age, sex, maltreatment type and frequency, case plan goals, etc. The California Department of Social Services (CDSS) routinely publishes data related to the child welfare and foster care caseload based on this system. Additionally, this system is the source of California’s reporting of adoption and foster care data to the U.S. Department of Health and Human Services, Administration for Children and Families.
- Evaluate program performance – CWS/CMS enables timely child welfare data to be made available to a wide variety of stakeholders. The University of California, Berkeley, Center for Social Services Research (CSSR), under contract with CDSS, maintains a longitudinal database of children in foster care using CWS/CMS data. Based on these data, key child welfare performance indicators are routinely published on a public Web site. These data are available at both the state and county levels.
- Make budgetary projections – CWS/CMS provides current and historic caseload information essential to accurately project future caseload growth and needed resources.
- Improve service delivery – CWS/CMS is used to correlate risk factors with the recurrence of child maltreatment. This enables agencies to target limited resources to those families most in need.
- Conduct quality assurance reviews – By incorporating “online reviews” of child welfare cases in county compliance reviews, CDSS is able to more quickly and efficiently ensure compliance with federal and State program requirements.

Because California's child welfare system is State supervised and county administered, data are accessible on a statewide basis for State administrators, while each county has exclusive access to its own data. Data from CWS/CMS are available through a variety of means. Frequently used, automated program management reports are available through the application. Ad hoc queries may be run against the database at either the State or county level by a limited number of users. Additional reports are available through contracts with third party vendors.

Automated program management report functionality is available at many levels, from case listings for individual workers, units, and agencies to statewide statistical reports. These reports summarize child welfare data into formats that assist county child welfare administrators and State policymakers in making more informed decisions concerning their respective programs. These reports are periodically updated and distributed to State and county child welfare policymakers.

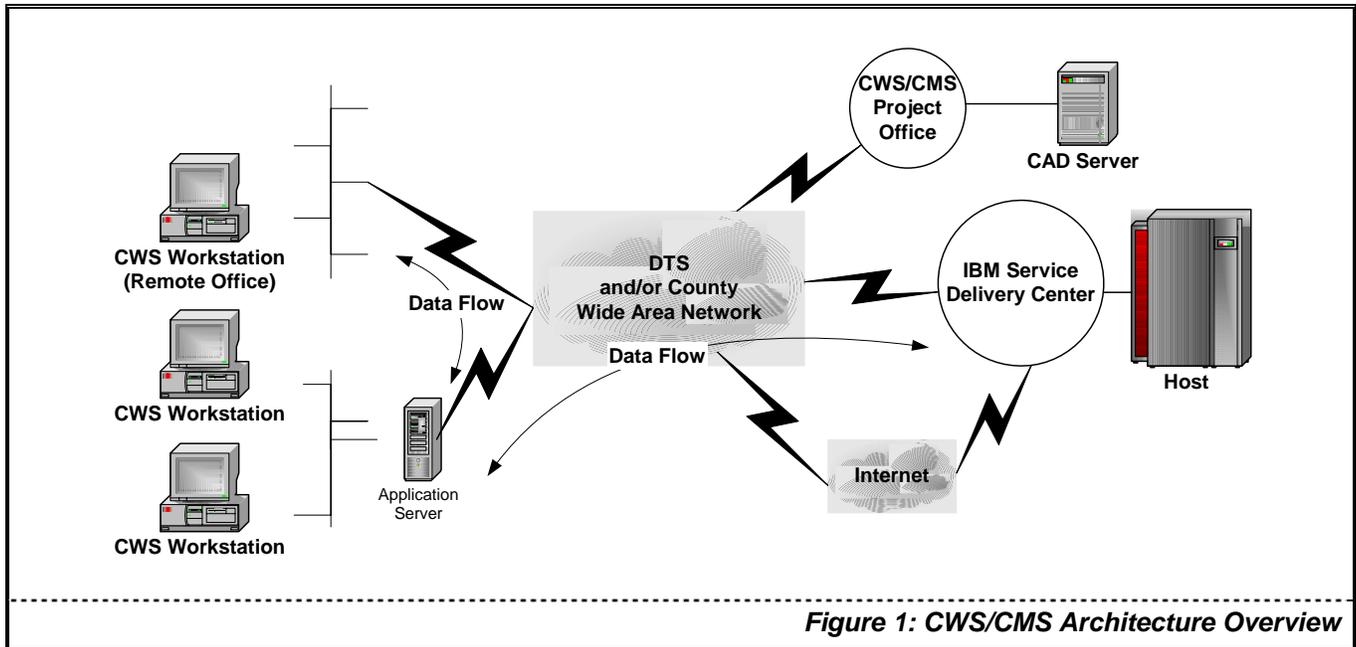
Appendix D: Architecture Overview

The Child Welfare Services Case Management System (CWS/CMS) architecture is a component-based architecture that combines functionally engineered commercial and custom parts in a modular fashion to create a robust set of functions for the CWS/CMS caseworkers. While externally providing the appearance of a large and complex system, it is actually a set of smaller elementary parts (or components/modules) working together as an integrated system.

The primary architectural goal of CWS/CMS was to provide a manageable computer-based system that would allow the maintenance of information regarding individuals, families, incidents, programs, service activities, and resources to prompt the user in the delivery of child welfare services. This application provides caseworkers with more time to focus on providing service, rather than on manual case recording and paperwork.

Like all architectures, CWS/CMS was built with some key architectural design principles. These include:

- **Availability** – CWS/CMS is designed with high availability in mind. With redundant network links, fault-tolerant application servers, and a fortified service delivery center, CWS/CMS has been able to provide exceptional availability as demonstrated by currently over 20 months of service without an unplanned host outage.
- **Scalability** – Since the production rollout in 1996, CWS/CMS user population has grown from just under 10,000 to over 21,000, generating a peak volume upwards of 375,000 transactions per business day. As this growth has continued, CWS/CMS response time has steadily improved with each subsequent application release, resulting in fewer and fewer problem tickets and increased customer satisfaction.
- **Security** – Maintaining data confidentiality is paramount throughout CWS/CMS. The system provides multiple layers of security including: Authorization to network resources, network monitoring and filtering, data encryption, application authorization limiting views to case information on an assignment basis, centralized user id monitoring with local County control, and security auditing and monitoring at all system levels.



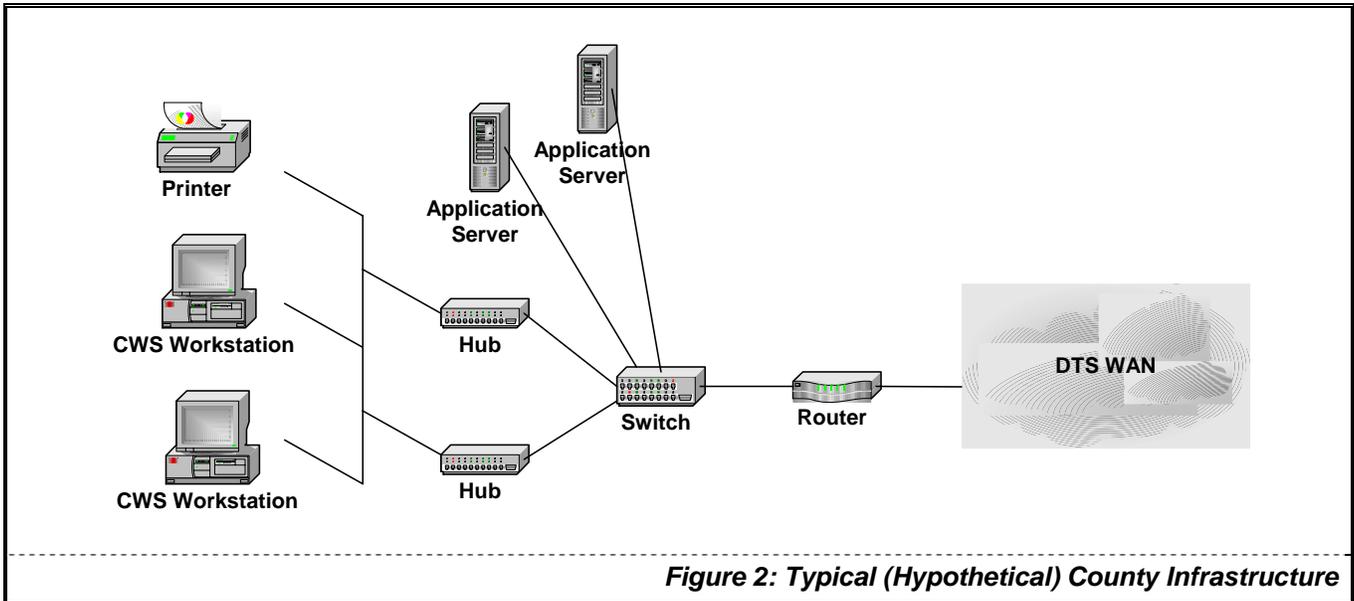
CWS/CMS is comprised of multiple hardware and software components that make up a robust and complex system-wide architecture. At the same time, this complexity is shielded from the end user, allowing them to focus on the core CWS/CMS application functions. In its simplest form CWS/CMS consists of the following three tiers:

- County Infrastructure
- Statewide Network
- Service Delivery Center

In addition to the main desktop application, the CWS/CMS architecture includes a highly secure Internet- and intranet-based Web infrastructure and a large enterprise data warehouse. The following sections provide additional architectural details for each of the application tiers and architectural components.

County Infrastructure

CWS/CMS, while centrally monitored and managed, is used in all 58 counties in the state. Distributed primarily based on population size, the system is comprised of 386 sites within the counties, about 19,000 workstations, 355 servers, and over 1,100 printers. The individual county's status (dedicated or co-existent) determines the physical workstation and network configuration, as well as the network monitoring responsibility within the county.



Workstation

The CWS/CMS application currently operates on a Windows 2000 workstation. The CWS/CMS workstation architecture consists of an extendible application layer that sits on top of a modular infrastructure layer. The workstation architecture provides for easy extension in the application layer that requires minimal changes to the underlying infrastructure. The functions within each layer are separated into modular components, each of which contains a set of interfaces that are defined clearly and in detail. These layers include:

- **Presentation Services** – The Presentation Services component is the graphical user interface (GUI) provided to the user.
- **Business Rule Services** – These services provide the application business logic unique to each functional area. At the workstation, both *early* verification (using the GUI business rules), and *late* verification use application rules to provide accurate information.
- **Security Services** – All CWS/CMS applications are encrypted at the workstation prior to transmission over the network and to the host.
- **Transaction Services** – The data traveling between the workstation and the host is organized into *packets* or *transactions*. The Transaction Services component acts like a Packetization/De-Packetization layer for these data transactions and transports the information to and from the host.

CWS/CMS is built upon industry-standard application programming languages and tools. The application uses a variety of languages and tools, drawing upon the strength of each to provide a robust, scalable architecture:

- **Microsoft Visual Basic:** Visual Basic is used to build the screens displayed to the user (Presentation Services) and for edit logic on the fields in those screens (Business Rule Services).
- **Microsoft Visual C++:** C++ is used for the infrastructure routines and for interfacing to Customer Information Control System (CICS), Application Program Interface (API), and the operating system.
- **CICS API:** The CICS API is used to communicate to the host database. It simplifies programming by providing all of the necessary internal communications and recovery routines necessary to effectively transfer and receive data from the central database.

The CWS/CMS application also integrates with other commercial off-the-shelf (COTS) software on the desktop. The CWS/CMS desktop word-processor (Microsoft Word) is used by the application to produce reports and accept large amounts of text input. Templates are provided, easing the burden for the user.

Server

Based upon user population, each county uses one or more CWS/CMS application servers. The server component of the CWS/CMS application routes workstation traffic to and from the host. It is used primarily to concentrate and organize workstation requests sent to the mainframe so that the individual application programs do not have to employ the complex code required to perform this task. There is no actual end-user code, but the COTS routines work closely with the workstation to deliver their functions to the users.

The local server platform of the CWS/CMS application architecture contains the following components:

- **Transaction Support** – CWS/CMS transactions are processed by the CICS component of IBM's WebSphere Application Server and the host communication feature of IBM's Communication Server.
- **Security and Compression** – The local server platform supports the application security requirements by providing service components for Resource Access Control Facility (RACF) user administration to the application. The security components enable county office administrators to locally administer staff registration tasks and, when needed, add and remove user authorities and security privileges. This improves the CWS/CMS availability and removes the constraints involved in the central administration of a large, distributed user community.
- **CWSAdmin** – This is a custom-developed software component. CWSAdmin is responsible for user administration, user log on, and application performance logging of the CWS/CMS application. The user administration and logon components of CWSAdmin can be viewed as the medium through which users get signed on to use the CWS/CMS application.

The local server components are deployed to assist in supporting the end-to-end application. In addition to providing application functionality, the local server platform provides system management functionality for network management and software distribution at the local level.

Local Area Network (LAN)

The CWS/CMS workstations and servers in each of the 58 counties are connected by either a Token-Ring or Ethernet Local Area Network. Each local area network may contain one or more network hub and or network switch that routes all network traffic to the California Department of Technology Services' Wide Area Network (WAN).

Department of Technology Services (DTS) Infrastructure

The California Department of Technology Services (DTS) is the WAN provider for CWS/CMS. Each of the 58 counties is provisioned with a dedicated network router that enables CWS/CMS application traffic to flow from the county network to the DTS Service Delivery Center in Sacramento. The network link from each of the counties will vary in bandwidth depending on the user population for that county. IBM coordinates network monitoring with DTS staff to provide 24x7x365 service.

Host-to-host connectivity is provided between the CWS/CMS host and the State Medi-Cal Eligibility Data System (MEDS) and the Licensing Information System (LIS) hosts. The gateway service on the local county application server provides terminal emulation connectivity from the user's desktop. In selected counties the gateway service also provides connectivity to county-specific host systems.

DTS also provides Internet connectivity to the Dedicated County users. Access to the Internet from co-existent counties is determined and provisioned by the individual counties on a case-by-case basis.

DTS Service Delivery Center (SDC)

The DTS Service Delivery Center (SDC) is located in Sacramento. The SDC provides dedicated support staff to maintain the operations of CWS/CMS 24-hours-a-day, 365-days-a-year. The SDC is a “hardened” facility that contains self-sustaining backup power generators, emergency water supplies, and backup and recovery service in a highly secure and monitored environment. The SDC provides:

- Centralized application, server, and network monitoring,
- Help Desk support,
- Host services, and
- Remote dial-in services.

CWS/CMS Host

At the heart of CWS/CMS is the IBM S/390 mainframe computer or *host*. The S/390 is a highly available central processing system that uses the OS/390 operating system to provide near zero-time capability. The primary roles of the host are to provide the database and transaction services. The mainframe operates in a parallel sysplex environment with *two* Central Processing Units (CPUs) to support the availability and reliability requirements for CWS/CMS. This configuration provides the 24x7 support for the application and allows one of the CPUs or related components to be taken down for maintenance without impacting the availability of the database and/or transaction services.

The CWS/CMS is built upon the IBM DB2 database. All CWS/CMS data is stored in a series of database tables and is accessed through the transactions generated from the workstation CWS/CMS application. The transactions are processed by the CICS transaction monitor and are programmed using the COBOL language.

The CWS/CMS database is also accessible by the Statistical Analysis System (SAS) query and analytical tools operating on the S/390. The SAS is used by a limited number of users within the State to perform specialized reporting and analytical processing.

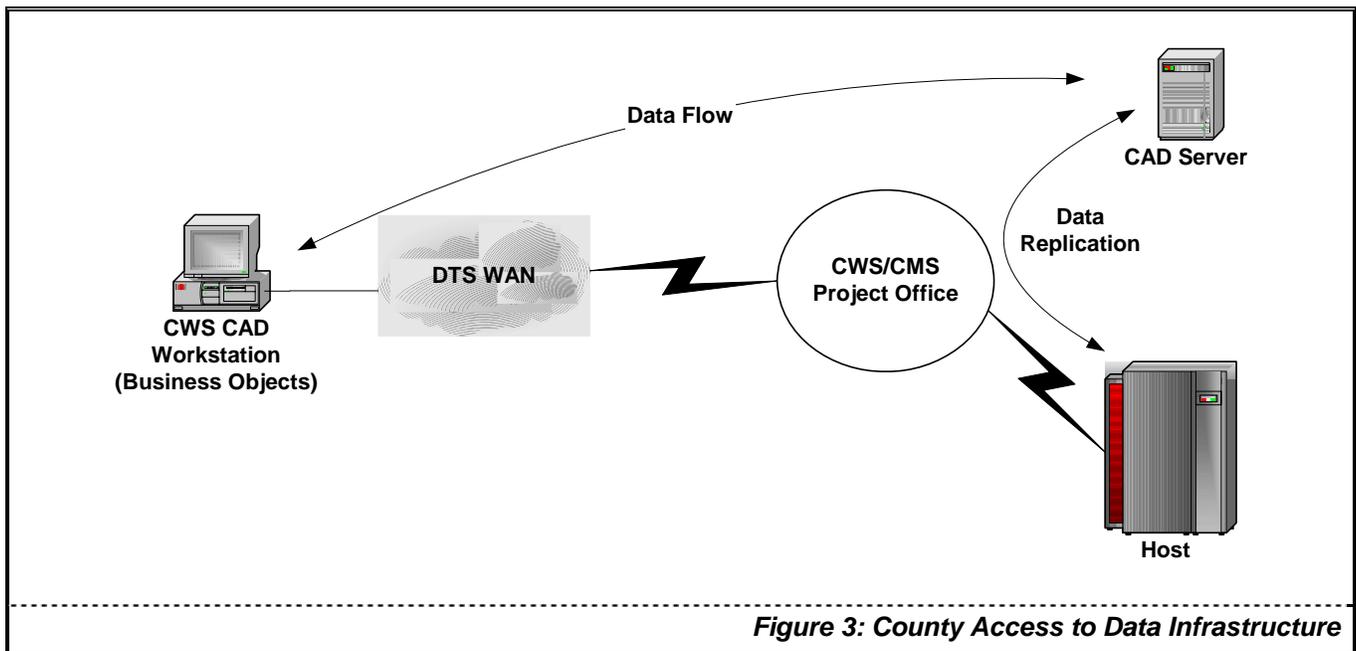
Centralized Monitoring

The IBM staff monitors the status of all CWS/CMS network devices, servers, and host from a dedicated network monitoring center *in Boulder, Colorado*. The IBM staff can immediately detect system performance issues or system component failures and dispatch the appropriate IBM, DTS or local field personnel.

The network monitoring center is co-located with the CWS/CMS Help Desk. The Help Desk is staffed during normal business hours to provide technical application and system support to all CWS/CMS users located in the counties. The Help Desk personnel provide the Level 1 support and record and track application problem reports via an automated problem resolution software application. System or application issues that require further problem resolution are forwarded to the appropriate network, server, or application development personnel.

County Access to Data (CAD)

Another key component to the CWS/CMS architecture is the County Access to Data (CAD). As previously mentioned in the host environment, SAS (also a component CAD) is used by a limited set of “power users” for direct reporting from the on-line production CWS/CMS database. However, the vast majority of CAD users (200+) uses the CWS/CMS data warehouse and associated data marts for ad-hoc reporting and analysis. These CAD users access the data warehouse using the Business Objects report tool suite, located on selected CWS/CMS desktop workstations. An encrypted network tunnel is established between their desktop and the CAD server to make a secure transmission of data to and from the data warehouse.



The CAD data warehouse is currently updated on a weekly basis from the production database on the host. The data marts are updated on a monthly basis.

Appendix E: Needs Assessment – Purpose and Timeframe

The purpose of the Needs Assessment was to involve all major stakeholders in a comprehensive analysis of the needs and issues regarding CWS/CMS, including what works about CWS/CMS and how it could be improved. The Oversight Committee selected eight counties to be visited and a variety of other stakeholders to be included in the Needs Assessment.

The comprehensive Needs Assessment was conducted in 2001 and included interviews with external stakeholders. The data from those interviews was incorporated into a final report, which was presented to the Oversight Committee in December 2001.

Needs Assessment Participants

The largest stakeholders group, and the one that most directly interacts with CWS/CMS, consists of county social workers and other line staff, supervisors, managers, and program directors. To ensure that the Needs Assessment would gather complete information from this stakeholder group, the Oversight Committee selected eight counties for site visits.

Those eight counties were selected based on criteria that would represent the 58 diverse California counties. The Results Group consultants conducted both *group* and *one-on-one* interviews at each county. Approximately one day was spent at each of the small- and medium-sized counties and a day and one-half at the large counties.

Several stakeholders were also interviewed. Included in that group of stakeholders were family law judges, members of the legislature, the Speaker's Office, the Department of Information Technology, Health and Human Services Agency, the Department of Finance, the County Welfare Directors Association, and some union representatives.

Counties Included in the Needs Assessment

	Glenn	LA	Contra Costa	Orange	San Joaquin	Sonoma	Amador	San Mateo
Dedicated Counties	X				X		X	
Co-existent Counties		X	X	X		X		X
Large		X	X	X				
Medium					X	X		X
Small	X						X	
Urban		X	X	X	X	X		X
Rural	X				X	X	X	
Adoption Counties		X	X	X				X
Licensing Counties		X	X	X		X		X
Northern Counties	X							
Bay Area			X			X		X
Central "Valley"					X			
Mountain Valley							X	
Southern Counties		X		X				

Figure 7: Demographic Information for the Counties included in the Needs Assessment of 2001

The following table outlines the number of people from each functional area who participated in the interviews and focus groups:

Functional Area	Total Number
Front End Users	136
Unit Supervisors	26
Program Managers	23
Program Directors	8
Customer Support	53
Children's Committee and Southern Regional Users Group	34
Total	280

Figure 8: Interview and Focus Group Participants

The questions varied slightly by function of the staff interviewed—social workers, program directors, and legislators. However, every group was asked:

- How do you use CWS/CMS to support your work, e.g., social work, program management, policy planning?
- For your work, what works well about the system?
- How could the system be enhanced to be more useful to you?
- In the long-range future, how could the system more effectively enhance the outcomes for child protection, safety, and well-being?

As the Oversight Committee begins to develop a CWS/CMS Strategic Plan, what should they consider? What should be high priority?

Priorities of Stakeholder Groups

Social Workers

- Reduce the percentage of my time required to use the system so I have more time to spend with children and families.
- Make it faster, more intuitive, easier to use and more forgiving.
- Up-to-date PCs and technology.
- Make it more mobile so it is available wherever I need it – office, field, or at home.
- When designing and changing the system, make sure it reflects how social workers do their work – involve social workers in the process.

Unit Supervisors

- We need a simplified system and faster, up-to-date equipment.
- We are having difficulty recruiting social workers with the appropriate computer skills and knowledge. We need a great training program.
- Make the system faster, easier to use, more intuitive, and more flexible.
- Improve navigation.
- We want to edit locally.
- Make it available where I need it – e.g., home.
- We need a broader range of support than a single ATM can give.

Program Managers

- Make our reports more useful. Several of the reports that we need to support our decision making regarding staffing levels and long-term planning have to be calculated outside the system—sometimes by hand.
- Make the system simpler, more up-to-date, and consistent with child welfare practices especially around portability and remote access.
- Use caution if and when risk assessment capabilities are put into the system because good risk assessment requires a good social worker.
- Make sure users get appropriate training and support.
- Update the hardware to run the system.
- Make sure that the Oversight Committee considers county size and processes when prioritizing issues; what works in one county may not work in another.

Program Directors

- All enhancements should better meet the needs of social workers.
- The system needs to be smaller and simpler.
- The enhancements that affect all counties should be given higher priority for implementation.
- There is a need for greater connectivity, a more open system, and statewide utilization.
- The State needs to develop standards for data and performance management for outcome measures.
- The state needs to move quicker on technical improvements to the system, as there are opportunity costs associated with falling behind current technology.
- We need to look seriously at more Web-based solutions.

IT Customer Service, Support, and Training Staff

- Up-to-date hardware.
- An easier-to-support infrastructure based on Web/Internet technology.
- Training – more training and continue to improve training delivery capabilities.
- Immediate access to, and sharing of, customer service and support information — ticket status, problems, solutions, support knowledge – with the vendor and among the counties.
- Better network integration.
- Clean up outdated network protocols.
- Remote access.

Appendix F: Annual Plan – Overview

The CWS/CMS Strategic Plan calls for an Annual Plan to be developed each fiscal year for the subsequent five years. The foundation for the first Annual Plan was the Needs Assessment survey that was carried out in the Spring of 2001. The Annual Plan for 2006/2007, not yet completed, will incorporate New System planning for the new web based system. Information regarding the New System can be found at the CWS/CMS website.

The Selection Process

The Oversight Committee determines which Initiatives and Projects will be included in the Annual Plan based on their assigned priority ranking. All *Critical* items and a number of *High* priority items are selected based on:

- their sensitivity,
- some other outside event (i.e., legislation or another concurrent Project that depended on that High priority item),
- some dependencies the Projects and Initiatives had between themselves, and/or
- whether the Committee thought it was probable that State or Federal funding would be forthcoming for that item.

As part of the selection process, assumptions are made in order to schedule the various Policy Initiatives and Technical Projects.

About the Layout of the Annual Plan

The Annual Plan has three components:

- The Policy Initiatives,
- The Technology Projects, and
- Assumptions for the Initiatives and Projects

A Final Note

Although we will strive to see that every Annual Plan is carried out as designed, there may be some obstacles that will prevent its full implementation. For instance, there may be some Technology Projects that were not approved for funding during a certain fiscal year, or there may be new legislation that changes the priorities we assigned. Therefore, the Annual Plan will be updated every year for the next five years, based on our success in the previous year.

Appendix G: CWS/CMS Glossary of Terms

ADA	Americans with Disabilities Act – A set of Laws protecting the rights of persons with disabilities with oversight by the Department of Justice.
AFCARS	Adoptions and Foster Care Automated Reporting System
Annual Plan	A plan that addresses the operation of the CWS/CMS system for the next 12 months. It includes a prioritized list of proposed projects with timeline. Developing the Annual Plan requires no more than 2 months, and is completed after the Strategic Plan is finished. It should be reviewed and updated quarterly.
APD	Advanced Planning Document – A document prepared by CDSS to describe in broad terms the State’s plan for managing the design, development, implementation, and operation of a system that meets Federal, State, and user needs in an efficient, comprehensive, and cost-effective manner; establish system and program performance goals in terms of projected costs and benefits; and secure federal financial participation (FFP) for the State.
API	Application Program Interface. In computer science, a set of routines that an application program uses to request and carry out lower level functions.
Application Architecture	The Application Architecture provides a classification of applications and the set of rules, which govern how applications will interoperate, distribute functionality, and share information across an organization. It will normally be based on the business process/data model and will provide a framework that defines the structure and design of the functional components of the business systems and their inter-relationship with each other.
Application Protocols	An agreed-upon format for the interface or interaction between two applications. Application protocols determine: <ul style="list-style-type: none"> The type of error checking to be used; The type of data compression method, if any; How the sending application will indicate that it has finished sending a message; and How the receiving application will indicate that it has received a message. There are a variety of standard protocols from which programmers can choose. Each has particular advantages and disadvantages; for example, some are simpler than others, some are more reliable, and some are faster.
Application Technology Plan	The Application Technology Plan provides a clear description of the key options for the technical environment of the organization’s applications and includes the costs and risks associated with these options. It is designed to utilize the emerging technologies and will be in accordance with the organization’s IT and Financial plans.
ASFA	Adoptions and Safe Families Act – Amendments to the Social Security Act representing an important landmark in Federal child welfare law. The law is designed to achieve more timely decisions and stronger safety guarantees for abused and neglected children, and includes a number of provisions that affect courts.
BCP	Budget Change Proposal – An in-depth report describing why additional monies are needed from the Governor’s Budget to fund a specific departmental function.

BSW	Bachelor of Social Work – A professional degree that prepares undergraduate students for employment in public or private social service settings such as public welfare, child welfare, health, mental health, elderly services and corrections.
Business Rules	Business Rules govern the flow and function of the application. Rules enforce customer business policies and procedures, navigation through the application and data access.
CAD	County Access to Data – Provides the State and counties the ability to query the CWS/CMS data that pertains to them.
CaISERVE	CaISERVE Middleware Project – A Statewide system that will enable the electronic exchange of data and case information on applicants and recipients for welfare eligibility between the four consortia and other welfare-related systems. Due to lack of funding, this project is in abeyance.
CaISWEC	The California Social Work Education Center – The nation’s largest state coalition of social work educators and practitioners, is a consortium of the state’s 15 accredited social work graduate schools, the 58 county departments of social services and mental health, the California Department of Social Services, and the California Chapter of the National Association of Social Workers. CaISWEC was created in 1990 to assure effective, culturally competent service delivery and leadership to alleviate negative human conditions, such as racism and poverty, for the people of California.
CaIWIN	CaIWORKS Information Network – The automated system that replaces the Welfare Case Data System (WCDS). This is one of the 4 consortia and consists of 19 counties.
CCL	Community Care Licensing – A division of CDSS responsible for the licensing of all Adult and Child care facilities Statewide.
CDSS	California Department of Social Services – This department provides direction and oversight to 58 counties that provide aid, services and protection to abused and neglected children and adults in California.
CICS	Customer Information Control System – A mainframe timesharing software system.
C-IV	The Statewide Automated Welfare System (SAWS) includes 4 consortia. C-IV, a consortium of the California counties of Merced, Riverside, San Bernardino, and Stanislaus, is one of them. The 35 counties in the ISAWS consortium will be joining the C-IV consortium.
CLETS	Criminal Law Enforcement Tracking System – Provides law enforcement user agencies with the capability of obtaining information directly from federal, state and local computerized information files. Social Services makes requests for this information in order to screen prospective caretakers of children.
Client/Server Architecture	In communications, the model of interaction in distributed data processing in which a program at one site sends a request to a program at another site and awaits a response. The requesting program is called a client; the answering program is called a server.
Client-Server	A platform that utilizes the computing capabilities of a workstation in combination with a linked central computer processing.
COBOL	Common Business Oriented Language – A mainframe programming language.

Co-existent County	The vendor provides co-existent counties with an image of the CWS/CMS software and support for the application. A co-existent County provides its own workstations, servers, and network; it may have other software on their workstations that is not supported by the vendor.
CPU	Central Processing Unit – In computer science, microscopic circuitry that serves as the main information processor in a computer.
Customer Support	Staff that work to increase the productivity and efficiency of State and County CWS/CMS users by enhancing their understanding and utilization of CWS/CMS. Specific activities include: Resolving customer issues, training customers, providing Business Process Re-engineering (BPR) services to better incorporate CWS/CMS into customer business practice, bridging information and communication gaps between Child Welfare and Information Technology Specialists, and providing customer perspective to CWS/CMS Division decisions and overall Division direction.
CWDA	California County Welfare Directors Association – A non-profit Association representing the human service directors from each of the 58 counties. The Association’s mission is to promote a human services system that encourages self-sufficiency of families and communities and protects vulnerable children and adults from abuse and neglect.
CWS	Child Welfare Services – Services provided to aid, and protect the neglected and abused children in ways that strengthen and preserve families, encourage personal responsibility, and foster independence.
CWS/CMS	Child Welfare Services/Case Management System
CWS/CMS Project	The organizational division within the Office of Systems Integration that has overall responsibility for the planning and general direction for maintenance and operation of the CWS/CMS, and development of the New System, on behalf of the program sponsor, CDSS.
Data Dictionary	In database management systems, a file that defines the basic organization of a database. A data dictionary contains a list of all entities in the database, and the names and types of each attribute. Data dictionaries do not contain any actual data from the database, only book-keeping information for managing it.
Data Mapping	Data mappings document how data enters the system, populates the database, and displays on the screens and reports.
Dedicated County	The vendor provides dedicated counties with an image of the CWS/CMS application software and support for their workstations, servers, and network architecture.
DGS	Department of General Services. State department responsible for various procurement oversight functions for the State of California.
Distributed Application Architecture	A Distributed Application Architecture provides a set of rules that govern how applications will inter-operate, distribute functions, and share information in a distributed computing environment, across an organization. It will normally provide a framework that defines the structure and design of the functional components of the distributed application and the inter-relationship among the various components of the application.
DOJ Child Abuse Registry	Commonly called the child abuse central index (CACI) – A database of alleged perpetrators of child abuse maintained by the Department of Justice. Child Welfare agencies send information to this Registry via Cross Reporting forms. Licensing and social work staff utilize it to screen prospective caretakers. Other agencies use it to screen persons who work with children.

DP	Data Processing – The processing of information electronically.
DPU	Data Processing Umbrella – When users of the CWS/CMS application call the helpdesk to report application problems, the problems are entered and tracked using the McAfee Help Desk Tool formerly known as the Data Processing Umbrella (DPU) system. Each problem entered in this system is referred to as a DPU ticket.
DTS	The Department of Technology Services (DTS), part of the State and Consumer Services Agency, provides information technology services to many state, county, federal and local government entities throughout the State of California. DTS provides the network infrastructure and equipment hosting services for CWS/CMS.
E-mail	Electronic mail.
Ergonomic	Equipment or furniture designed for maximum comfort, efficiency, safety, and ease of use, especially in the workplace
Fat Client	In a client/server architecture, the bulk of the data processing operations are performed on the end-user workstation (or <i>client</i>). Fat-client architecture requires larger workstations where the applications reside for the end user. The data itself is stored on the server. See <i>Thin Client</i> for contrast.
Frontline User	The caseworker or supervisor who assesses need, provides services directly to their clients, and records these activities into CWS/CMS.
FSR	Feasibility Study Report – A document that provides a complete summary of the results of a feasibility study, establishing the business case for investment of State resources in an information technology project by setting out the reasons for undertaking the project and analyzing its costs and benefits. A feasibility study represents the first opportunity for management to assess the full implications of a proposed project. It also links a project to the strategic business plan.
Goals	Describe the organization’s long term target or direction of development. They represent what we want to accomplish or become over the next several years. They provide the basis for decisions about the nature, scope and priority of the projects and activities we undertake. Everything we do should help us move towards attaining one or more of these.
GUI	Graphical User Interface. The set of hardware and software objects that a person uses to interact with the computer that incorporates elements of object orientation in which a user’s focus and interaction centers on visible objects.
Help Desk	An information center that processes Customer Service Requests. It provides both immediate assistance and referral to expert assistance as necessary.
HHSDC	Health and Human Services Agency Data Center. Previously the State data center that served all agencies within the Health and Human Services Agency. State agency organizational changes consolidated host services for HHSA into the Department of Technology Services (DTS)
Host	A computer that is connected to a network (such as the Internet or an SNA network) and provides an access point to that network. Depending on the environment, the host may provide centralized control of the network.
IBM	International Business Machines Corporation.
IHSS	In-Home Supportive Services – A county and state administered program that provides supportive services to qualified aged, blind, and disabled individuals enabling them to remain in their own homes and avoid institutionalization.

Infrastructure	IT infrastructure is the combination of hardware and software, including middleware, servers, storage systems, user devices and network components that enable an organization's applications.
Integrated Services	An assembly of collaborative efforts that function within a broad social context among schools, churches, health and human service agencies, and community institutions. Together these essential partnerships share responsibility in providing comprehensive services and support, without duplicating efforts, that respond to a full range of needs designed to minimize problems and maximize rates of success for at-risk children and families.
ISAWS	The Statewide Automated Welfare System (SAWS) includes an interim system (ISAWS) as one of its 4 consortia. It is comprised of 35 of the smaller counties of California. These counties are in the planning phase to join the C-IV consortium at which time ISAWS will cease to exist.
IT	Information Technology. All computerized and auxiliary automated information handling, including information systems design and analysis, conversion of data, computer programming, information storage and retrieval, voice, video, data communications, requisite systems controls, simulation, and all related interactions between people and machines.
IV-E Foster Care	Federally funded foster care based on whether the child meets eligibility and other criteria based on former Title IV-A (AFDC) program requirements.
JADS	Joint Application Design Session.
JARS	Joint Application Requirements Session.
Judicial Council	The Judicial Council's programs and activities are designed to improve the quality and advance the consistent, independent, impartial, and accessible administration of justice in California. Pertaining to CWS/CMS, they create and mandate the use of standardized Juvenile Court forms utilized in the system.
LAN	Local Area Network. The connection of two or more PCs at the same site by cable, telephone wire, or other communication facility to allow sharing of files and information electronically.
LEADER	The Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER). This is one of the 4 consortia of the Statewide Automated Welfare System that only serves Los Angeles County.
LIS	Licensing Information System – An automated system utilized by California Community Licensing staff to record facility licensing information. It provides licensed facilities to CWS/CMS via a nightly batch interface.
MACS	Moves, Adds, & Changes – A process for receiving and tracking requests from counties for project assistance in adding equipment to a site, or changing the equipment configuration; moving to a new location, or relocating equipment within a site, closing a site or deleting equipment from a site.
MEDS	Medi-Cal Eligibility Data system – A database containing information related to the provision of Medi-Cal benefits. CWS/CMS has a read-only interface with this system.
Middleware	Software that manages the connection between a client and a database
Mission	A clear statement of the primary responsibility of an organizational entity.

MSW	Master of Social Work –A professional degree that prepares graduate students for leadership and specialization in social work practice including but not limited to the achievement of competence in the areas of clinical practice or policy, planning and administration. It encompasses an in-depth knowledge and understanding of social and behavioral concepts and theories, as well as the ability to apply behavioral skills to the generic core of social work practice. It is required for some Child Welfare positions.
MVS	Multiple Virtual Storage. A mainframe operating system.
Naming Conventions	Agreements among users as to the terms that will be used to identify the same entities by different users and by other systems that exchange data with CWS/CMS.
NavTool	CWS/CMS Navigation Tool that guides users in performing a subset of CWS/CMS tasks such as ending a case or placement, or reviewing a case or referral. The NavTool is invoked from within the CWS/CMS application.
New System	An interim title for California's new web-based SACWIS that will replace CWS/CMS.
Objectives	Serve to further define the goal by providing a measurable target that must be met in order to attain the goal.
Office of Systems Integration	A department within the California Health and Human Services Agency that manages technology projects and systems for the agency. The CWS/CMS Project is an organizational division within the Office of Systems Integration.
OSI	Office of Systems Integration
Open Platform	An architecture whose specifications are public. This includes officially approved standards as well as privately designed architectures whose specifications are made public by the designers. The opposite of <i>open</i> is <i>closed</i> or <i>proprietary</i> . The great advantage of open architectures is that anyone can design add-on products for it. By making an architecture public, however, a manufacturer allows others to duplicate its product. Linux, for example, is considered open architecture because its source code is available to the public for free. In contrast, DOS, Windows, and the Macintosh architecture and operating system have been predominantly closed.
Optimistic Concurrency	Optimistic Concurrency (OC) is when an application allows more than one user to access the same record at one time. OC is acceptable when the likelihood of users updating the same record at the same time is minimal and user inconvenience from being locked out of records is great. In contrast, system-enforced concurrency provides record checkout and locking. If the record is in use then no one else can see it. With optimistic concurrency, if two people are working on a case at the same time, only the first person who saves their data is able to save data. The other person is unable to save data.
Oversight Committee	A committee of CDSS, OSI, county and CWDA executive-level managers who direct the overall strategic direction of CWS/CMS and the New System.
PC	Personal Computer, aka, work station
PDA	A PDA, short for Personal Digital Assistant, is a handheld device that combines computing, telephone/fax, and networking features. A typical PDA can function as a cellular phone, fax sender, and personal organizer. Unlike portable computers, most PDAs began as pen-based, using a stylus rather than a keyboard for input. This means that they also incorporated handwriting recognition features. PDAs are also called palmtops, hand-held computers and <i>pocket computers</i> .

Permanency	The goal that will provide maximum stability for a child client who cannot return home.
PIAC	The Program Impact Advisory Committee is an advisory and consultative body to the Oversight Committee and deals with systems issues related to program and policy.
Program Impact Advisory Committee	See PIAC
Project Office	The Central location for vendor and State staff responsible for the maintenance, support and ongoing enhancement of the CWS/CMS system.
RACF	The Resource Access Control Facility is an IBM licensed program that provides access control by identifying users to the system; verifying users of the system; authorizing access to protected resources; logging detected, unauthorized attempts to enter the system; and logging detected accesses to protected resources. RACF is included in OS/390 Security Server and is also available as a separate program for the MVS and VM environments.
RTS	Request Tracking System. This is currently a lotus-notes based system that tracks all requests regarding the CWS/CMS system. A web version that will be viewable by CWS/CMS users statewide is under construction.
RUG	Regional User Group. 5 regional groups exist statewide comprised of County members corresponding to the 5 CWDA regions. These groups meet monthly to discuss CWS/CMS issues that may then be escalated to the Oversight Committee via their Regional Representative.
SACWIS	Statewide Automated Child Welfare Information System - On December 22, 1993, DHHS published two sets of rules in the Federal Register: interim final rules for Statewide Automated Child Welfare Information Systems (SACWIS), issued in response to enactment of Public Law 103-66; and final rules implementing AFCARS. Under the interim final rules for SACWIS, States were required to develop "comprehensive" child welfare data collection systems, of which the Adoption and Foster Care Automated Reporting System (AFCARS) must be a component, in order to qualify for Federal funding, including the 75 percent enhanced match. According to DHHS, "comprehensive" means that a State SACWIS system must include child welfare services, foster care and adoption assistance, family preservation and support services, and independent living.
SAS	Statistical Analysis System. A type of code or language syntax utilized to extract desired data from a database.
SCR	System Change Request. The new name for the tracking system known as RTS. See above.
Server	<p>A computer or device on a network that manages network resources. For example, a <i>file server</i> is a computer and storage device dedicated to storing files. Any user on the network can store files on the server. A <i>print server</i> is a computer that manages one or more printers, and a <i>network server</i> is a computer that manages network traffic. A <i>database server</i> is a computer system that processes database queries.</p> <p>Servers are often dedicated, meaning that they perform no other tasks besides their server tasks. On multiprocessing operating systems, however, a single computer can execute several programs at once. A server in this case could refer to the program that is managing resources rather than the entire computer.</p>

SP	Strategic Plan. A process which produces fundamental decisions and actions that will shape and guide the evolution of an organization.
Stakeholder	A group of people who care about a project or process. Those who have a “stake” in the success of a project or process; see client group; anyone who feels they will be materially affected by the outcome of a current or planned project and can significantly affect the successful implementation of the project.
Strategic Plan	A corporate business plan that thoroughly covers the next one to five years. The development period of a strategic plan should take approximately one to three months. It should be reviewed at least once a year and updated appropriately. It includes the organizational vision, strategic goals and critical success factors.
Strategies	Are the means by which we intend to accomplish a goal or objective. They comprise activities, projects, initiatives and programs.
SWOT	A process which analyzes an organization’s strengths, weaknesses, opportunities and threats.
TAAA	Technical Architecture Alternatives Analysis. (See CWS/CMS website for report.) Documented the business needs of child welfare services and analyzed the technology required to meet the needs for the future. Recommended the replacement of CWS/CMS with a new California SACWIS using a web services based technical architecture.
TAC	The Technical Advisory Committee advises and consults with Oversight Committee and the Project Office regarding technical issues.
TANF IV-A Systems	Temporary Assistance for Needy Families (IV-A) systems in California include ISAWS, LEADER, CaWin and C-IV.
Technical Advisory Committee	See TAC
Thin Client	In client/server applications, the end-user workstation (or <i>client</i>) is designed to be especially small so that the bulk of the data processing occurs on the server. Thin client applications are associated with networks.
Value Statement	Describes the key attributes that are most important to us, both individually and as an organization. These include attributes that we currently possess, as well as those that we aspire to.
Vision Statement	A description of what our organization should be as we successfully implement our strategies.
WAN	Wide Area Network. The connection of two or more LANs at different work sites by cable, telephone wire, or other communication facility to allow the sharing of files and information electronically.
WIA	Workforce Investment Act of 1998 – Laws governing development, procurement, maintenance and utilization of Electronic and Information Technology in a manner that provides equal access to persons with disabilities.