



STATE OF WASHINGTON
DEPARTMENT OF CHILDREN, YOUTH, AND FAMILIES
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December 2017

TO: Hunter Goodman, Secretary
Washington State Senate

Bernard Dean, Chief Clerk
Washington State House of Representatives

FROM: Ross Hunter, Secretary *RH*

SUBJECT: Report to the Legislature
Establishing the Department of Children, Youth, and Families


Second Engrossed Second Substitute House Bill 1661 (2E2SHB 1661) requires the Office of Innovation, Alignment, and Accountability within the Department of Children, Youth, and Families (Department) to issue a report to the Legislature describing the progress made in the establishment of the Department. The report includes, but is not limited to

- the plan to build outreach and listening into the Department from the start;
- the plan to be data-driven and accountable;
- supporting the new oversight board for children, youth, and families; and
- planning agency operations

If you have questions about this report, please contact Vickie Ybarra, Director of Research and Policy, by phone at 360-407-7906 or via email at Vickie.Ybarra@dcyf.wa.gov.

Attachment

cc: Members, Senate Human Services, Mental Health & Housing Committee
Members, Senate Early Learning and K-12 Education Committee
Members, House Early Learning and Human Services Committee
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ESTABLISHING THE DEPARTMENT OF CHILDREN, YOUTH, AND FAMILIES

Report to the Washington State Legislature

December 2017

Office of Innovation, Alignment, and Accountability
Department of Children, Youth, and Families

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Background

On July 6, 2017, Governor Inslee signed House Bill 1661, creating the Department of Children, Youth, and Families (DCYF). This new department will merge the Department of Early Learning (DEL) with the Children’s Administration of the Department of Social and Health Services (DSHS) and, in a later phase, the Juvenile Rehabilitation and the Office of Juvenile Justice components of DSHS. DCYF is a cabinet-level agency focused on the well-being of children. The vision for the department is that “Washington state’s children and youth grow up safe and healthy—thriving physically, emotionally and academically, nurtured by family and community.”

The new agency’s mission and design is informed by [recommendations](#) of the Blue Ribbon Commission on the Delivery of Services to Children and Families. Some key themes from the Commission’s report:

- Parents and families facing challenges must be offered needed and appropriate services earlier to improve the healthy development of children and youth, protect them from harm and disrupt multigenerational trauma.
- Use this opportunity to improve the effectiveness of how and when services are delivered, with a much greater focus on prevention and recognition of the importance of caregiving to healthy brain development.
- Better integrate services with a greater focus on prevention.
- Make sure services are science-based, have aligned outcomes, share real-time data and create a more cohesive continuum of care.
- Prioritize children, youth and families furthest from opportunity and those at greatest risk for negative outcomes.
- Improve the connections among children, youth, families and communities.
- Ensure programs and services are effective and accountable.
- Develop a skilled and supported workforce.

A government reorganization of this scale and involving such critical services to the public requires great care, and the Legislature wisely provided a year for planning and preparation.

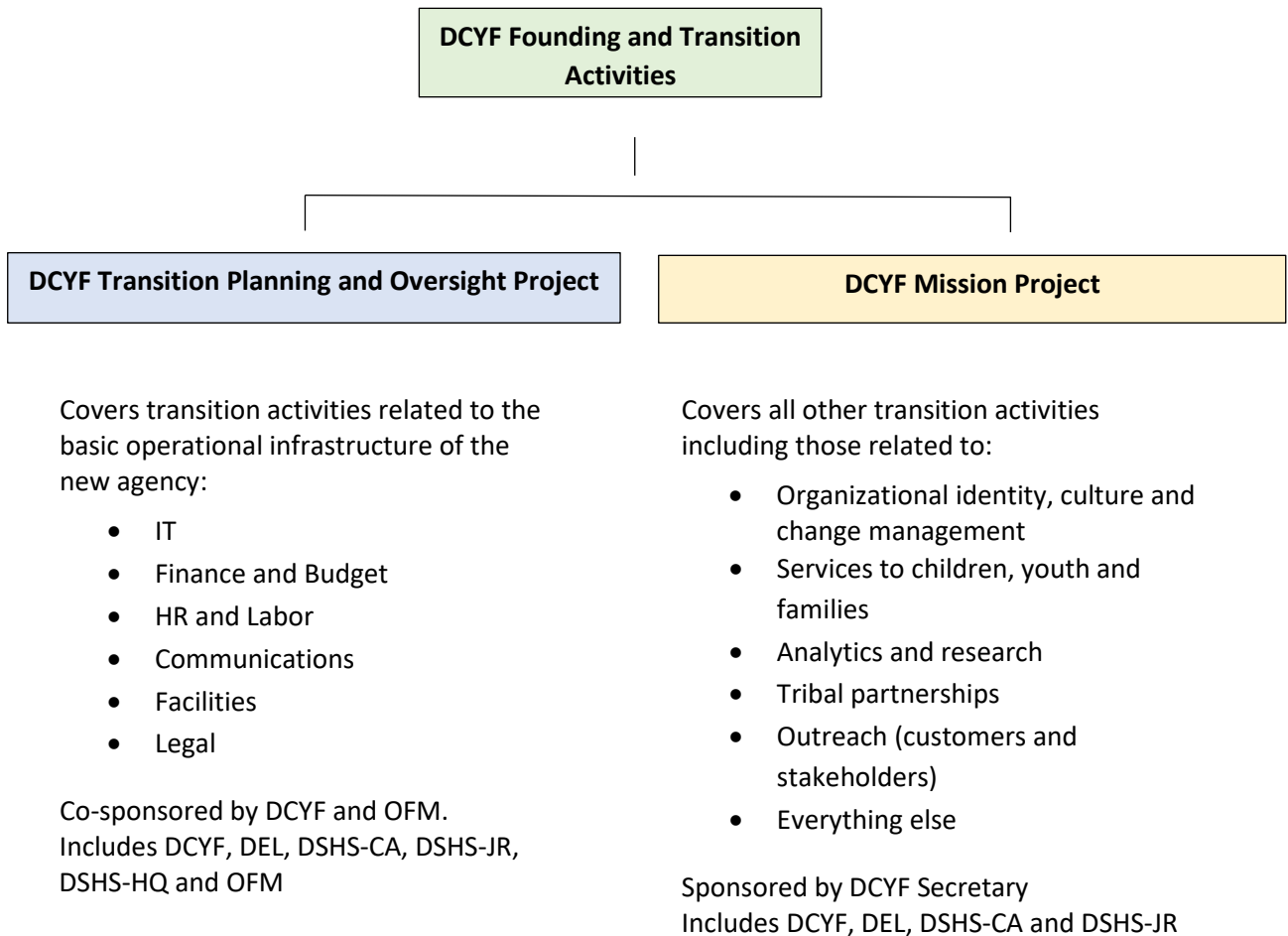
The FY 2018 budget provided funding for the DCYF Secretary and a small team, currently comprised of an executive assistant and a project manager to oversee implementation of HB 1661. By July 1, 2018, HB 1661 provides that the Secretary will appoint a director of the newly-created Office of Innovation, Alignment, and Accountability (OIAA). In September of 2017, Secretary Hunter appointed a Director of Research and Policy within the OIAA to coordinate the

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research and planning activities required to achieve the deliverables contemplated in the bill. By the end of 2017, it is anticipated that the OIAA will expand by an additional three policy staff to complete the deliverables required in statute.

The DCYF Secretary and leaders from the partner agencies have established two projects to plan for the implementation of the new agency. The DCYF Transition Planning and Oversight Project focuses on the transition and setup of the administrative functions of the agency. The work of the DCYF Planning and Oversight Project was established in August 2017 and currently includes numerous workgroups and subgroups involving hundreds of staff from DEL, DSHS, OFM and the Governor’s office.

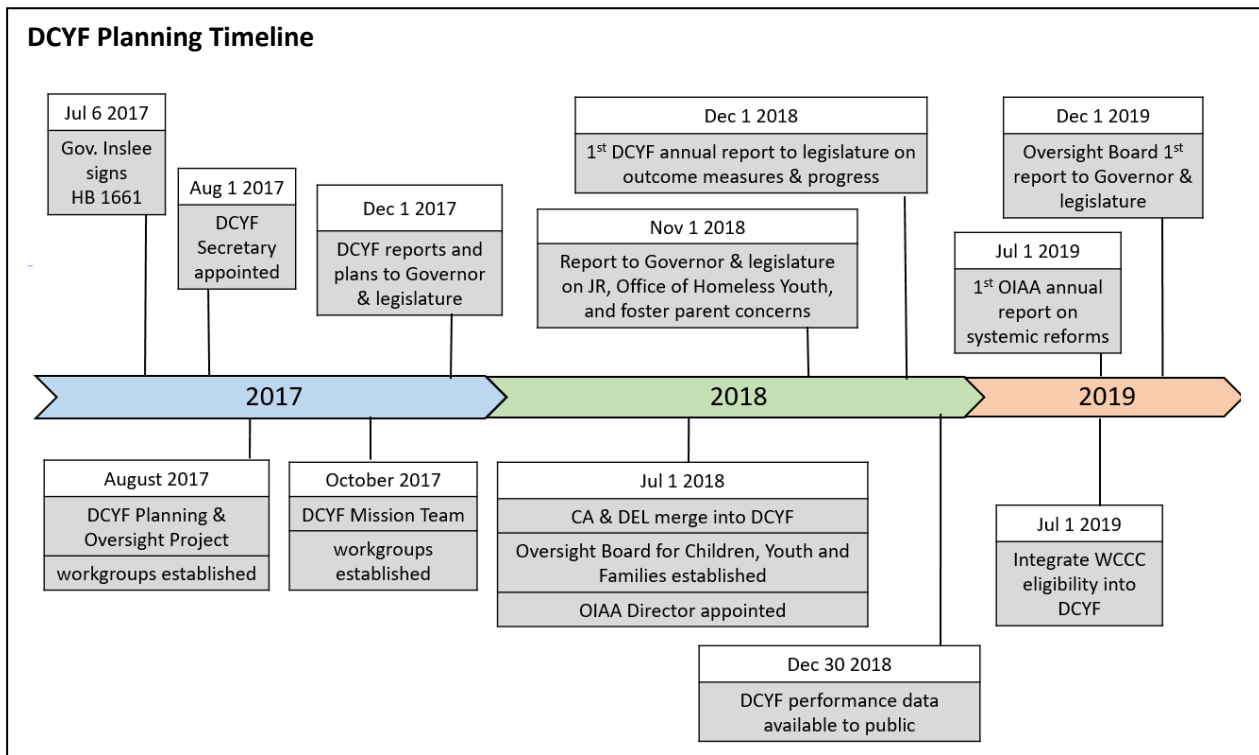
The DCYF Mission Project is focused on coordinating the activities in FY 2018 that are critical to building the foundation of the mission-related services and the organizational culture of DCYF. The DCYF Mission Team was established in October 2017, and is comprised of the leadership from each of the agencies that will join to form DCYF.



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It is important to note that hundreds of employees in DSHS, DEL and the Office of Financial Management (OFM) are working together with the DCYF team on transition activities.

The figure below illustrates the DCYF planning timeline from the signing of HB 1661 in July 2017 through 2019. The timeline highlights major milestones and reports identified in the legislation as well as planning efforts during the interim period.



The bill establishing DCYF refers to both the Department and the Office of Innovation, Alignment and Accountability (OIAA) with regards to transition planning activities in fiscal year 2018. To ensure the success of key deliverables contained in HB 1661, including this report, the Mission Team has collaborated with the early staff of the OIAA. This report generally refers to DCYF and uses OIAA in the context of a particular subset of transition and planning tasks.

Vision and principles driving the planning and design effort

Throughout the efforts outlined in this report, Secretary Ross Hunter and teams of staff from the agencies of origin have been guided by the vision outlined in HB 1661: “ ... to improve

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service delivery and outcomes, existing services must be restructured into a comprehensive agency dedicated to the safety, development, and well-being of children that emphasizes prevention, early childhood development, and early intervention, and supporting parents to be their children’s first and most important teachers.” (HB 1661, Sec 1)

In line with that vision, the work of building DCYF has used the following principles to plan for and begin implementing the transition to the new agency:

- A relentless focus on outcomes for children;
- A commitment to collaboration and transparency;
- A commitment to using data to inform and evaluate reforms, leveraging and aligning existing services with desired child outcomes; and
- A focus on supporting staff as they contribute to the agency’s goals and outcomes.

The sections of this report to follow illustrate how these principals are woven throughout this work.

Plan to build outreach and listening into the DCYF from the start

Tribal Consultation Policy and Protocol

Background:

The OIAA is specifically charged with:

“Developing a consultation policy and protocol with the twenty-nine federally recognized tribes in WA and the federally recognized Indian tribes that are signatories to the Centennial Accord. This consultation policy and protocol shall include comprehensive dialogues. Tribal-state consultation should be a process of decision making that works cooperatively toward reaching a true consensus before a decision is made or action taken. The Department shall honor the provisions of the Indian Child Welfare Act, chapter 13.38 RCW. The office of innovation, alignment, and accountability must strive to honor and integrate the existing agreements between these 29 federally recognized tribes and department of early learning, the children’s administration of the department of social and health services, and the juvenile rehabilitation division of the department of social and health services.”

Given this charge, it is the intent of DCYF to partner with tribes to draft a policy that is both grounded in the successes of and, where possible, improves on the Department of Social and Health Services Administrative Policy 7.01.

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Summary of Accomplishments to Date:

In his first quarter with DCYF, Secretary Hunter has had 11 meetings with tribes. Three of these meetings were a formal opportunity for tribal councils and staff who work in the areas of early learning, child welfare and juvenile justice to share issues and concerns with Secretary Hunter about children and families served by the agencies that will become DCYF and the tribe.

- July 13, 2017: Secretary Hunter attends the Department of Social and Health Services Indian Policy Advisory Committee (IPAC). This meeting is one of the first formal opportunities for tribal leaders to meet Secretary Hunter in his new role.
- October 10, 2017: Secretary Hunter begins early informal discussions about DCYF and tribal relationships at the Centennial Accord.
- October 11, 2017: Secretary Hunter participates at the Tribal Leader Summit, where he provides an update on DCYF activities to date, and continues informal discussions with tribes about the development of a tribal-state consultation and protocol policy.
- October 2017: The DCYF Mission Team establishes a cross-agency tribal-state workgroup made up of tribal liaisons from the three agencies of origin to help support this work.
- November 16, 2017: The first of a minimum of four planned joint meetings between the state and tribal leadership of the DSHS Indian Policy Advisory Committee (IPAC) and DEL Indian Policy for Early Learning (IPEL) takes place. The focus of this meeting is to begin dialogue with tribal leaders about the development of a tribal-state consultation policy and protocol for DCYF. At this meeting tribal leaders propose an all-day facilitated meeting in early 2018. The state-tribal workgroup committee has begun planning for this meeting. Additional recommendations made by tribal leadership at this meeting are provided below, at the end of this section.

Over the course of the next two years Secretary Hunter plans to complete formal visits with all 29 federally recognized tribes.

Timeline

Below is a high-level timeline to accomplish the development of the tribal-state consultation and protocol policy for the DCYF. It is subject to change based on ongoing discussions with tribal leaders.

December 2017: Joint planning with DCYF and tribal leaders who will together craft a calendar of meetings to address creation of DCYF consultation and protocol policy.

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January 2018: First of a series of facilitated all-day meetings with tribal leaders and DCYF leads.

Spring 2018: DCYF organizational chart created identifying a Tribal Workgroup Liaison structure inclusive of early learning, child welfare and juvenile justice.

July 1, 2018: Children's Administration and Department of Early Learning cease to exist. These departments' functions, along with the OIAA, become part of the Department of Children, Youth, and Families.

Fall of 2018: Presentation and final adoption of the DCYF consultation and protocol policy at the Centennial Accord.

Tribal Leader recommendations

The November 16, 2017 meeting began with a tribal caucus, a customary process with some tribal-state meetings that provides an opportunity for tribal leaders to discuss issues and concerns they want to bring forward to the state. Below are the eight recommendations tribal leaders raised during caucus and brought forward in the meeting for DCYF to consider for inclusion in either a tribal-state consultation and protocol policy, DCYF operational procedures or agency organization structure:

1. Implement communication strategies that support the cross-education of tribal delegates and provide information in a timely and transparent manner.
2. Tribes and state officials, possibly from other state agencies as well as DSHS, DEL and DCYF, work on a meeting structure that maximizes tribal staff resources for meaningful participation. A neutral facilitator to address this work together on the consultation policy is important.
3. Continued inclusion on interview committees and recruitment outreach to tribes to support DCYF in its hiring practices.
4. Have good disaggregated data and strong data collection in general to show what is and is not working.
5. Inclusion in internal and external DCYF workgroups and regular updates on DCYF activities to become fully operational by July 1, 2018.
 - o Secretary Hunter committed to have regular monthly meetings to review the progress of the tribal-state workgroup in developing a consultation and protocol policy. This will include a review of opportunities in workgroups for more tribal involvement as DCYF scales up to become fully operational.
6. Do not change what is working and confirm what is believed to be a mutual understanding of the areas that work well. Continue to equitably maintain funding among all tribes.

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7. Ensure DCYF staff are fully aware and educated on the sovereign status of tribes and the legal relationship this brings with the state of Washington based on treaties, federal and state laws (including ICWA 25 U.S.C. § 1901 - 1923 and WICWA RCW 13.38) and the Centennial Accord, as well as have an understanding of Memorandums of Understanding and DSHS Administrative Policy 7.01 plans.
8. Tribal and DCYF leaders must work to have services be fully informed and guided by native people's voices, by the understanding of the existence and impact of historical trauma and by the recognition and value of the unique cultural strengths of each of the sovereign nations across the state.
9. DCYF regional structures and planning need to include the voice and perspective of the tribal relationship and communication structures. This structure intersects with the DCYF tribal liaison structure.

Advisory System and Stakeholder Engagement

DCYF is accountable to the public. That accountability requires the department to have a robust and authentic plan for partnership with the residents of Washington state.

DCYF envisions a system where public partners are systemically engaged to assist in the following:

- Policy development and implementation;
- Continual improvement of regulations;
- Accountability and transparency;
- Ensuring policies support equitable access and outcomes for all eligible families;
- Addressing specific strategic needs (i.e. availability of licensed child care or licensed foster care);
- Development and refinement of specific programs or interventions;
- Reviewing data to help identify gaps in service, poor program design or needed regulatory reform; and
- Ensuring voices from impacted communities influence decision making.

The plan to develop DCYF stakeholder advisory structure

The DCYF Mission Team has established workgroups, with leads from DCYF, DEL and DSHS, to collaborate on the development of outreach and a stakeholder advisory structure. DCYF plans to begin implementing the new stakeholder advisory structure in fall 2018 and expects to submit any statute changes necessary to support this new structure in time for the 2019 legislative session.

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The ultimate design of advisory functions in the new agency depends in part on the organizational design of DCYF and the integrated service approach that will be developed in the coming year. During this time, the outreach and stakeholder advisory workgroups are engaging existing stakeholder advisory group members, along with other stakeholder and community members, in a robust conversation to engage input on the new structure. This process includes in-person meetings, webinars, conference calls and surveys to help inform the design of the initial advisory and stakeholder engagement structure for the new agency.

The outreach and stakeholder advisory workgroups are also engaging staff, organized community groups and providers in these conversations. The plan is to reach out to individual providers, birth parents, foster parents and youth for direct feedback and advice on how best to ensure voices of those involved in the system are at the table.

Since the legislation was enacted in July 2017, many community conversations have provided some initial input into the thinking about advisory and stakeholder engagement. While not exhaustive, here are some of the themes we have heard about how communities would like to partner with the new agency to address:

- Ensuring voices of youth are involved in the advisory system;
- Ensuring voices of birth parents, including consideration of mixed groupings of birth and foster parents in the advisory structure where possible;
- Inclusion of community perspectives on disproportionality and equity;
- Developing an effective policy response to shortages in licensed child care and foster care;
- Addressing logistical challenges for parents in dependency cases in a systemic way;
- Fostering the development of a more robust system of prevention and supports for pre-teens and teens in the foster care and juvenile justice systems;
- Support, respite and better coordination of supports for foster parents;
- Continual improvement of regulations; and
- Continuing efforts focused on equitable access and outcomes in preventive services.

All three agencies have multiple established advisory bodies. These bodies are the result of federal or state statute or were created by the agencies themselves. Their roles and purposes have a great deal of variation: some focus on specific service coordination while others ensure agency responsiveness on specific issues or to specific communities. Until DCYF designs and implements a new advisory structure, all existing advisory groups will continue to exist as currently constructed.

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Current advisory groups:

- Early Learning Advisory Council
- Early Achievers Review Subcommittee of ELAC
- Research Advisory Subcommittee of ELAC
- Parent Advisory Group
- Racial Equity Work Group
- Washington Early Learning Partnership
- Child Care and Development Fund Steering Committee
- Economic Services Administration Implementation Partners
- Early Childhood Education and Assistance Program Steering Committee
- Early Childhood Education Workforce Council
- Early Start Act Tactical Group – PD and Workforce Development
- Early Childhood Education and Assistance Program Expansion Think Tank
- ECEAP Contracting Workgroup
- Family Leadership and Involvement Committee
- Home Visiting Advisory Committee
- Home Visiting Partnership Group
- Home Visiting Leadership Forum
- State Interagency Coordinating Council
- Standards Alignment Advisory Committee
- Standards Alignment Steering Committee
- Children, Youth and Family Services Advisory Committee
- Washington State Racial Disproportionality Advisory Committee
- Supreme Court Commission on Children in Foster Care
- Superior Court Judges Association subcommittee for children and families
- Foster Parent 1624 Consultation Team
- Foster Parent Hubs and Regional Foster Parent Meetings
- National Resource Centers of the Children’s Bureau
- Indian Policy Advisory Committee
- Court Improvement Advisory Committee
- Veteran Birth Parents Advocacy Committees
- WA-Partnership Council on Juvenile Justice
- Statewide Reentry Council
- WA Juvenile Court Administrators
- WA Prosecuting Attorneys
- Smart on Juvenile Justice Task Force

Throughout the first quarter of 2018 the stakeholder workgroup will engage members and partners of these various bodies to determine what of their current responsibilities will need to continue in the new agency. The workgroup will coordinate this work with the development of DCYF regions as well as the developing integrated services approach. The workgroup will engage current members and other stakeholders via meetings, webinars and surveys to ensure the new agency is gathering as much input and guidance as possible to design a proposal for the new advisory structure. The draft proposal also will be available for public review and

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comment at the beginning of the second quarter of 2018 with the plan of a final proposal being completed by December 1, 2018.

Coordination with Agency Partners

DCYF is working with agency partners to discuss how to coordinate service delivery and data sharing. A variety of existing forums exist that might be viable options to coordinate service delivery at the local level or it may be that new entities will need to be created. Concepts for a Family Cabinet that would include all the agencies providing services to families (DSHS, Health Care Authority, Office of the Superintendent for Public Instruction, DCYF, etc.) will be explored.

The design of a regional structure for DCYF will also have bearing on how services are coordinated with other agencies. Regional coordination and communication at the community level will be key elements of success.

DCYF will work with partner agencies and propose a plan for coordination in fall 2018.

Plan to be Data-Driven and Accountable

The legislation creating the new Department of Children, Youth, and Families establishes an expectation for services that are science-based, outcome-driven, data-informed and collaborative.¹ It anticipates the creation of a data-focused environment with aligned outcomes and shared accountability, and with access to shared, real-time data.² It directs the agency to measure and report on the reform efforts undertaken and agency priorities,³ and it establishes the DCYF Office of Innovation, Alignment and Accountability (OIAA) to support these efforts.⁴

The work leading up to July 1, 2018 includes substantial planning for data-driven and accountable work. These efforts are in eight distinct areas, including:

- Developing overarching child/youth outcome goals and analytic framework;
- Developing an integrated services approach;
- Assessing agency performance;
- Planning for state agency collaboration;
- Planning for performance-based contracting;
- Developing an integrated research function;

¹ Sec 101(2)

² Sec 101(4)(c)

³ Sec 103(c)(ii)

⁴ Sec 103

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- Planning for an integrated data warehouse and reporting infrastructure; and
- Regularly updating new Oversight Board for Children, Youth, and Families.

Child/Youth Outcome Goals and Analytic Framework

The legislation directs the department to develop definitions, work plans, metrics and reports on the following child and youth outcomes:⁵

1. Improve child development and kindergarten readiness;
2. Prevent child abuse and neglect;
3. Improve child and youth safety, permanency and well-being;
4. Improve reconciliation of children and youth with their families;
5. Improve adolescent outcomes;
6. Reduce future demand for mental health and substance use disorder treatment among youth;
7. Reduce youth criminal justice involvement and recidivism; and
8. Reduce racial and ethnic disproportionality and disparities.

In addition, the legislation directs the department to establish short- and long-term population outcome measure goals⁶ and requires that the OIAA establish priority child outcomes that will guide the work of the agency.⁷ Foundational to this work is the design of overarching child outcome goals and a unifying analytic framework that will be used to measure, track and report outcomes.

The DCYF Mission Team has established a cross-agency workgroup to guide this body of work, and the OIAA is currently planning to staff the work. The workgroup and the OIAA will convene state agency research institutions including Education Research Data Center (ERDC), DSHS- Research and Data Analysis (RDA), Washington State Institute for Public Policy (WSIPP) and the Center for Court Research in the first quarter of 2018 to collaborate on this work. The workgroup will solicit and incorporate internal and external feedback for developing high-level, overarching outcome goals related to children, youth and families that provide the framework for DCYF work over the next decade. The key outcome goals will incorporate those specified in the legislation, and will address outcomes across the trajectory of child development. The goal

⁵ Sec 101(3)(c)

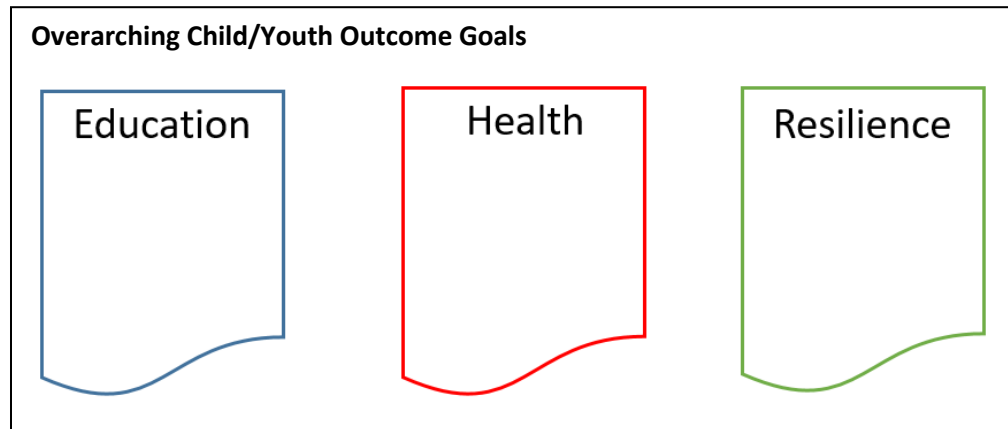
⁶ Sec 101(3)(a)

⁷ Sec 103(2)(c)(ii)

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of the workgroup is to choose preliminary outcome goals and analytic framework by the end of the first quarter of 2018, and devote the second quarter of 2018 to producing data and analyses so that reports on the chosen outcome goals can be available by July 1, 2018.

Work to date indicates the priority, overarching child and youth outcome goals may best be conceptualized in three broad areas: education, health and resilience. These categories encompass the child and youth outcomes specified in the legislation, and lend themselves to both population-based, local and individual-level measurement.



The workgroup and the OIAA will design a supportive analytic framework in order to better understand the population and subpopulations served by the new agency. They will produce historical charts of the key outcome measures, compare those results to results of other states and make recommendations on how this information can be used to improve child outcomes. The analytic framework will incorporate measures of equity, disproportionality and disparities by race, ethnicity, geography and family income as directed in the legislation.⁸

The design of an analytic framework will also attend to the service overlap in child and youth populations at risk for poor outcomes who participate in multiple state systems. For example, a 2015 DSHS study of youth entering Washington state Juvenile Rehabilitation (JR) institutions in 2014 found that 79 percent of admitted youth had previous lifetime involvement with Children's Administration, and 29 percent had experienced an out-of-home placement.⁹ Better understanding of how children, youth and families participate in multiple state services will help elucidate opportunities for prevention and earlier intervention.

⁸ Sec 1(6); 101(3)(a)

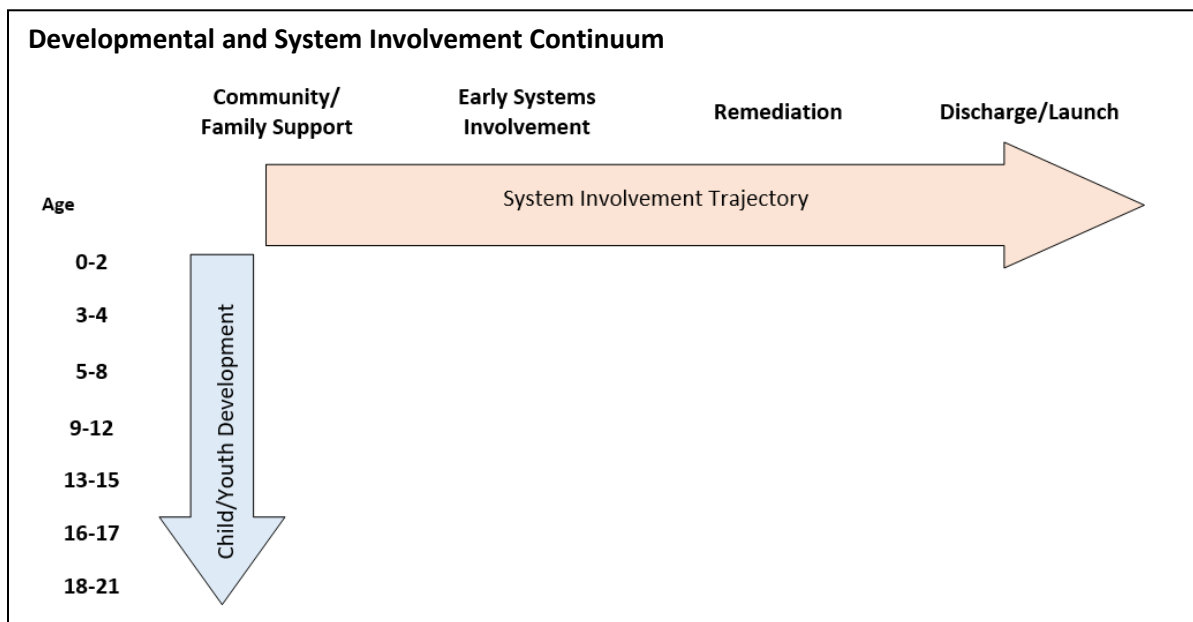
⁹ Mayfield, J. (2015). Briefing Memo: Characteristics of Youth Entering Juvenile Rehabilitation Institutions. DSHS RDA.

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Integrated Services Approach

HB 1661 anticipates a new agency with integrated services rather than three distinct units functioning under the umbrella of DCYF.¹⁰ To achieve this goal, DCYF and the OIAA have identified the need to establish an approach to integrated services that is consistent across the department and outlines clear expectations for program delivery across the dual continuums of child/youth development and system involvement.

The purpose of this work is to establish a coherent and comprehensive integrated service



approach that incorporates prevention across the child-serving agencies and aligns practices, policies, strategies and programs to enhance efficiencies and outcomes. This body of work will be informed by integration efforts in other states and jurisdictions as well as by staff, youth, birth parents, foster parents, service providers, research partners, tribal partners and other stakeholders. DCYF and the OIAA anticipate co-creating an integrated service approach that integrates prevention across the continuum, specifically addressing how prevention fits into the three child- and youth-serving domains. The integrated service approach will articulate how prevention strategies and practices are implemented and refined to keep children and youth from entering, having lengthy involvement with, or reentering child welfare or juvenile justice systems. The approach will apply human-centered design principles, incorporating existing DCYF capacity, to catalog current effective practices identified in a baseline assessment and reassemble these in alignment with the new integrated service approach. A human-centered

¹⁰ Sec 102(3)(c)

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design process will identify points of synergy across early learning, child welfare and juvenile justice to create a cohesive approach, increase efficiencies and improve family experiences.

The DCYF Mission Team has established a cross-agency workgroup to guide this work, and the OIAA is currently planning to staff the work and retain an external consultant to assist with the work. The department anticipates this work will be substantial, and it must be deep and pervasive to support implementation of integrated services that is sustained over time. To kick off this work the DCYF Mission Team will hold two half-day meetings in December 2017 including more than 30 key staff from the three agencies of origin to establish the framework and direction of creating an integrated services approach. During the first half of 2018 the workgroup and the OIAA will convene state agency research institutions including ERDC, RDA, WSIPP, and the Center for Court Research as well as university-based research institutions and federally recognized tribal representatives to collaborate on this work.¹¹ The goal of the DCYF Mission Team is to have a beginning structure to support the newly integrated approach with the advent of the new agency in July 2018, although given the substantial nature of service integration it is likely this work will continue for some time after.

Assess Agency Performance

Given the legislative emphasis on performance and accountability, DCYF is preparing to undertake a baseline performance assessment of the three existing agencies. DCYF will apply best practice models to assess overall organizational performance, identify gaps and make recommendations to improve agency efficiency and impact. The purpose of this exercise is to establish a baseline understanding of functioning of the existing three agencies to inform integration and improvement. The functional assessment will establish the foundation for the development of the integrated database, dashboards and a common integrated service approach that will enhance performance and accountability within DCYF.

The DCYF Mission Team has established a cross-agency workgroup to guide this work, and the OIAA is currently planning to hire support staff to serve as internal support for these assessments. DCYF is working to retain an external consultant group with a national reputation in working with public child-serving agency system reform efforts that can be available starting in 2018 to bring a third party perspective to this work. The DCYF Mission Team expects initial agency performance assessments and improvement plans to be available by the end of 2018.

State Agency Collaboration

HB 1661 requires that OIAA coordinate, partner and build lines of communication with other state agencies including, but not limited to, the Department of Social and Health Services, the

¹¹ Sec 103(2)(b)

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Health Care Authority, the Office of the Superintendent of Public Instruction, the Administrative Office of the Courts and the Department of Commerce.¹² DCYF's intent is to leverage these partnerships to improve DCYF priority outcomes for children, youth and families. The approach is to plan to work together over the next several years to integrate and coordinate DCYF efforts with these agencies to holistically look at child well-being outcomes, including improving data share agreements and building partnerships to impact child outcomes.

The first step in the DCYF planning effort currently underway is to examine existing partnerships among the required state agencies and DSHS' Children's Administration and Juvenile Rehabilitation and DEL, including examining how those partnerships are currently contributing to specific child outcomes. This initial partnership catalog will be available the first quarter of 2018. The DCYF Mission Team has established a cross-agency workgroup to accomplish this work. Considering the ongoing partnerships in this way allows an assessment of appropriate opportunities for consolidation, filling in gaps and identifying leverage points toward priority child outcomes. The workgroup will propose a new structure to the DCYF Mission Team and expects that implementation of the new collaborative structure and priorities will begin July 1, 2018.

DCYF expects that the content of its collaboration with state agency partners will focus on the desired outcomes for children. The intent of these collaborations is to build capacity in state agencies to identify and define the issues preventing families, children and youth from thriving and systematically address those factors through a multi-systems framework focused on trauma-informed policies, practices and strategies across child-serving systems. This requires meeting the needs of children and youth currently in the child-serving systems and working proactively with local and state partners to prevent children from entering these systems.

Performance-Based Contracting

HB 1661 requires DCYF to have all contracts for services be performance-based, with the stated intent to focus on quality or outcomes, and tie at least a portion of the contractor's payment, extension or contract renewals to the achievement of measurable performance standards and requirements.¹³ In the context of the legislation's larger requirement that the agency focus on outcomes, DCYF's intent is to incorporate an outcomes-oriented approach to all client-service contracts to drive the desired outcomes for children, youth and families. The work will include research of national and state models as well as performance management tools for use in performance-based contracts. Additionally, this effort is being informed by national work and best practices on results-driven contracting, pay-for-success and evidence-based policymaking.

¹² Sec 103(d)

¹³ Sec 101(7)

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All three agencies have some experience in moving toward performance-based contracting that will help inform this effort. For example, the Department of Early Learning currently has a project working with an external national consultant to examine how performance-based contracting may be implemented with home visiting and early intervention programs using an outcomes orientation. This project makes use of a data-first approach and in its first phase will identify the outcomes being produced by program clusters using available administrative data. This project illustrates the substantial analytic capacity needed to accomplish this work.

The first step in the DCYF planning effort currently underway is to inventory existing client-service contracts and examine the array of service types, volume of families/children served each year under contract, spending each year and current pay points. The DCYF Mission Team has established a cross-agency workgroup to accomplish this work, with expectations that the inventory will be available during the second quarter of 2018. Given current knowledge of client-service contracts in the agencies, it is likely that the inventory will represent the range of pay points for current contracts from measuring and paying for services delivered on a reimbursement basis, to those for which payment is linked more explicitly to measures of service quality and child outcomes. Examining the contract array in this manner allows assessment of an appropriate starting point for moving all contracts further towards an outcome orientation. The DCYF OIAA is currently planning to staff this work and is considering options for securing an experienced consultant firm to support the work starting in January 2018.

In order to accomplish the directive of ensuring that all new and renewed contracts are performance-based¹⁴ with the large volume of contracts that the agencies of origin currently oversee, DCYF will proceed in a stepwise manner. Following inventory and analysis of the array of existing client-service contracts, DCYF will focus efforts around ensuring that all contracts reflect accountability for payments; this portion of the work will be completed by the end of 2018. At the same time, DCYF will design a plan and system to ensure the new department is leveraging all client-service contracts to meet the child outcome goals of the new agency and incorporating an explicit outcomes-oriented approach; this plan will be also be available by the end of 2018. As a part of this plan, the OIAA and the workgroup expect to choose groups of contracted services from each area (early learning, child welfare and juvenile justice) to include in a multi-year effort to analyze the linkage between services provided and child/youth outcomes, including surfacing the linkages between service delivery activities and outputs to child/youth outcomes, and will then work with vendors to translate that knowledge into new performance-based contracts. The effort to move client-service contracts to an explicit outcomes-oriented approach will likely require education and technical assistance for service providers, especially in those geographic regions and service types with few providers. It will

¹⁴ Sec 101(6)

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also require substantial investment in data and analytics to feed performance improvement cycles.

DCYF Integrated Research Function

The legislative emphasis on data-driven decision making, best practices and innovation requires that DCYF stand up an integrated research unit. To this end, the DCYF Mission Team has established a DCYF research planning group made up of the leaders of the existing research/analytic/reporting units of the three agencies of origin and DSHS Research and Data Analysis (RDA) to plan for an integrated DCYF research unit. The purpose of this group is to ensure that the mission and work of DCYF are supported by rigorous, relevant and timely research and data. The group is working to assess and plan for future work as well as to support the research and planning needs of DCYF during the interim planning year.

As reflected in the authorizing legislation, the approach of the single research unit will necessarily be population-based. This means that in addition to utilizing data and measures from within state agency programs, this unit will need to access, analyze and present population-based data so as to represent the need for services and outcomes for Washington's children. The planning group will engage other experts as needed to support the planning effort. Beginning July 1, 2018, the new integrated research unit will reside organizationally in the DCYF OIAA and will serve the broad interests of the new agency.

Objectives of the planning group during the interim are to:

- 1) assess and plan for major research/analytic work and outputs of a future DCYF research unit;
- 2) assess and plan for staffing needs, functional organizational structure, and supports to meet that work;
- 3) collaborate with DCYF IT workgroup to ensure planning for a DCYF data warehouse occurs – engage in planning for where the future data warehouse will reside organizationally within DCYF and identify barriers and supports for integrating data;
- 4) support interim DCYF research and data needs during interim planning processes identified in HB 1661;
- 5) start planning and building cross-agency analytic datasets that will be available to start answering questions for DCYF in mid-2018;
- 6) identify and execute a select number of smaller joint research/analysis projects during the interim year;
- 7) assess analytic units embedded in business units as to their role in relation to the larger future agencywide research/analysis function, as well as to their support needs;
- 8) establish standards for collaborative research with external partners; and

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- 9) develop an inventory of current research projects/analyses that will carry over in to the new agency (e.g. legislative reports, grant-funded projects, etc.).

Integrated Data Warehouse and Reporting Systems

The data and reporting systems required to support the new agency with its focus on data-informed decision making are substantial. Meeting the aspirations of the legislation for data-driven decision making at the front lines of the agency as well as rigorous research and evaluation to inform program operations and continuous improvement will require an integrated data warehouse function inside the agency as well as data integration opportunities with other state data entities.

DCYF will plan for an integrated data warehouse and reporting system as well as establish interim strategies to support data use during the build period. This will require partnership between program, research/evaluation and IT experts to build the infrastructure for the cross-functional data and reporting system. This work will include assessing the user experience in terms of how staff and partners enter, access and use existing data as well as a gap analysis of existing assessment and data collection methods. This work will also include development of data dashboard(s) and tools to visually represent the data in ways that are accessible and meaningful to user groups and enhance performance review practices to focus on improvement and accountability.

The DCYF research planning group and the IT workgroup data subgroup are currently collaborating to plan this work, including plans to retain external consultants and contractors who can both plan and build the integrated data warehouse that will support integrated reporting functions.

Supporting the New Oversight Board for Children, Youth, and Families

HB 1661 establishes a new Oversight Board for Children, Youth, and Families that is to convene for the first time after July 1, 2018.¹⁵ The Oversight Board is to provide general oversight of performance and policies of the new department, and to provide advice and input to the department and the Governor.

Membership of the new Oversight Board is established in statute:

- Four legislators

¹⁵ Sec 101(9)

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- Four subject matter experts
- Two tribal representatives
- 1 representative each from the following:
 - Governor's office (non-voting)
 - Foster parent
 - An organization that represents the best interest of the child
 - Parent group
 - Law enforcement
 - Child welfare caseworker
 - Early childhood learning program implementation practitioner
 - Judicial

Non-legislative members are nominated by Governor, are approved by appointed legislators by majority vote and serve four-year terms. The powers and responsibilities of the Oversight Board for Children, Youth, and Families include:

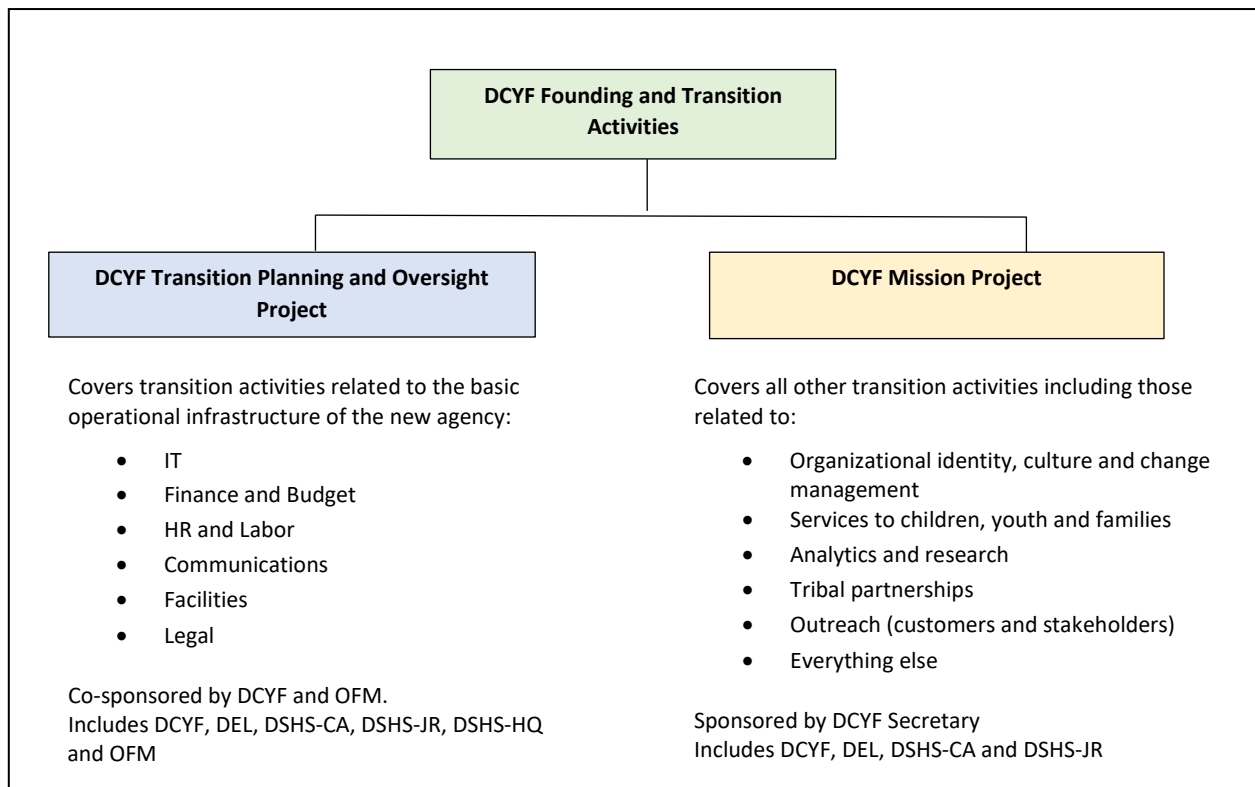
- receiving OFCO reports;
- obtaining records from OFCO;
- selecting its officers and adopting rules;
- requesting investigations by OFCO;
- requesting and receiving information from DCYF;
- determining whether DCYF meets its performance measures;
- conducting and annual review of a sampling of provider contracts to ensure they are performance-based;
- conducting periodic surveys of providers, customers, parent groups and external services; and
- issuing an annual report.

The commitment of DCYF is to support substantive work at the first meeting of the new board in July 2018. If appointments are made by about May 1, 2018, DCYF will have sufficient time to conduct outreach to new board members and develop content to support the July meeting.

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Planning Agency Operations

The DCYF Secretary and leaders from the partner agencies have established two projects to plan for the operations of DCYF. The DCYF Transition Planning and Oversight Project focuses on the transition and setup of the administrative functions of the agency. The DCYF Mission Project is focused on coordinating the activities in FY 2018 that are critical to building the foundation of the mission-related services and the organizational culture of DCYF.



Both projects embrace these guiding principles:

- Maintain a relentless focus on outcomes for children;
- Conduct our work in an open and transparent manner;
- Respect the children, youth and families we serve, our stakeholders and each other;
- Be open to new approaches, taking the opportunity to reimagine processes, pursue innovation and improve services;

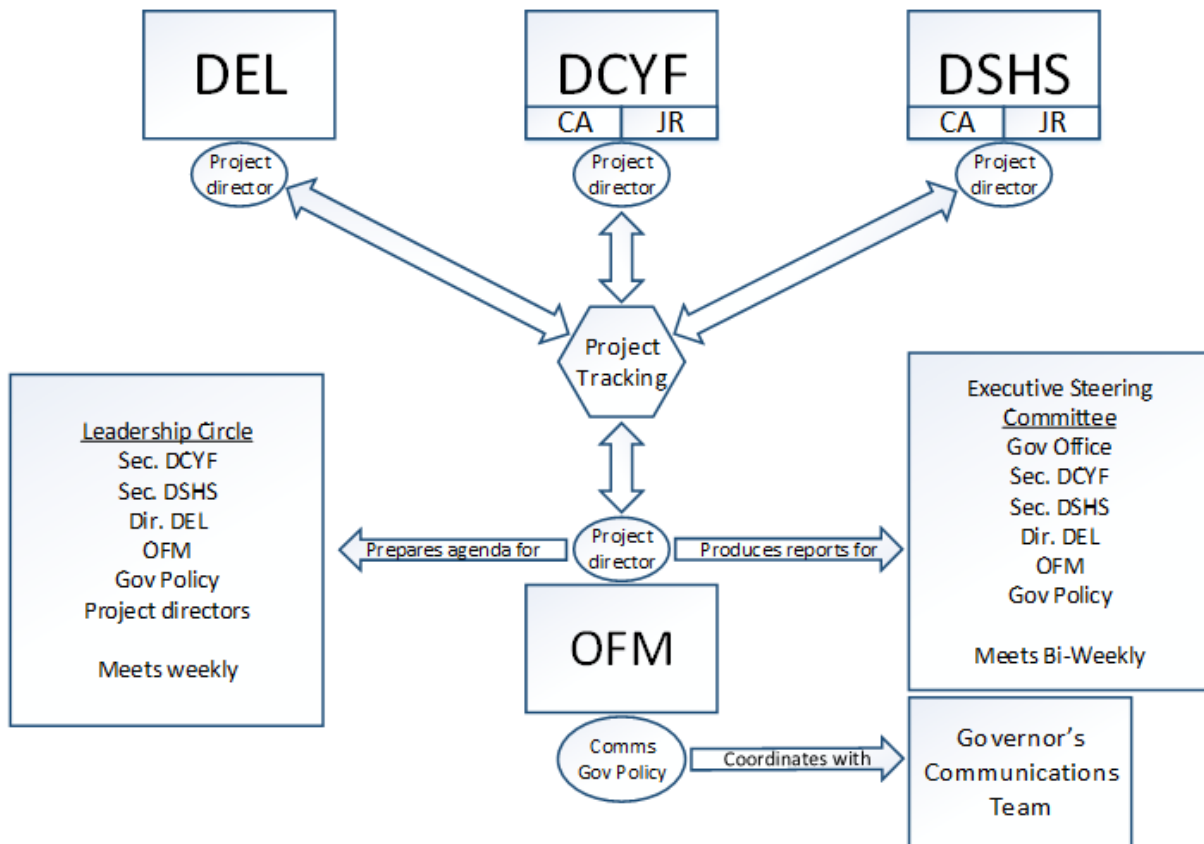
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- Ensure that the administrative and operations infrastructure is in place by July 1, 2018 so that the agency can function and focus on its mission; and
- Build on the strengths that each of the agencies brings to DCYF.

DCYF Transition Planning and Oversight Project

The purpose of this project is to identify and coordinate the transition activities to merge the administrative operations of the DSHS-Children’s Administration, DEL, the DSHS-Juvenile Rehabilitation division and certain DSHS administrative functions into DCYF.

The complexities of decoupling critical administrative infrastructure from DSHS and the challenges of merging different policies, systems, procedures, inventories and finances of multiple organizations calls for a structured and collaborative project approach. The Governor’s Office, DSHS, DCYF, DEL and OFM have established the project as a partnership.



Four project directors work together to provide project management support for the effort. The project directors for OFM and DCYF serve as facilitators for the project workgroups,

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manage the project schedule and provide other project-wide tools and assistance. DSHS and DEL each have a project director to organize efforts, track tasks, promote effective communication and resolve issues inside their agencies.

(The project charter for this effort can be found in Appendix A)

Six standing workgroups are the engine for the substantive work of the project. Each workgroup includes members from DEL, DSHS-CA, DSHS-JR and DSHS-headquarters. OFM participates in the workgroups to provide guidance on budget, accounting, labor, facility, legal and other issues as needed.

The project was formally launched with a kick-off meeting with workgroup members and leaders in late August. The work in the first quarter has focused on developing inventories of the current state in each subject area, developing work plans and initiating tasks with short-term deadlines or long lead times. The table below provides a sense of the scope of topics under consideration by each workgroup.

Workgroup	Sample of Issues
Communications	<ul style="list-style-type: none"> • Develop a communication plan for the transition project • Establish outreach and communication functions for DCYF • Set up new DCYF internet and intranet sites • Select the communication protocols and tools for DCYF
Facilities	<ul style="list-style-type: none"> • Establish a facilities planning, maintenance and services function for DCYF • Merge and establish: <ul style="list-style-type: none"> ○ Mail operations ○ Fleet-related services ○ Surplus property functions ○ Building security and access functions • Establish safety and emergency management functions • Develop an initial Continuity of Operations Plan for DCYF
IT	<ul style="list-style-type: none"> • Begin development of the DCYF domain and network and design interim file management/sharing strategy for the new agency • Ensure all DCYF employees have a DCYF email address • Develop the plan to select, migrate, modify, manage and decommission applications currently used by DSHS and DEL • Develop a roadmap for future IT investment and integration • Establish processes for management of phones, copiers and print management, imaging, service desk, desktop support, etc. • Establish IT policies and security functions

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Workgroup	Sample of Issues
Finance and Budget	<ul style="list-style-type: none"> • Develop a new cost allocation plan for DCYF • Select and modify a tool to meet DCYF cost allocation needs • Design a chart of accounts for DCYF • Establish DCYF functions and procedures for: <ul style="list-style-type: none"> ○ Accounting ○ Budget development and implementation ○ Payroll • Define policies, processes and tools for: <ul style="list-style-type: none"> ○ Timekeeping ○ Travel ○ Procurement and purchasing • Inventory and transfer of assets
Labor and HR	<ul style="list-style-type: none"> • Transfer of staffing records; payroll setup for DCYF employees • Labor relations • Class and compensation changes • Establish DCYF policies and procedures • Establish DCYF functions and processes for HR support, training and certifications, evaluations, recruitment, personnel system maintenance, position description development, etc.
Legal	<ul style="list-style-type: none"> • Transition existing rules and establish rule function for DCYF • Ensure privacy/HIPAA and other federal requirements • Transition and establish processes for tort claims, public disclosure, records management, hearings and investigations functions • Confirm processes and tools for background checks • Establish risk management function for DCYF • Reassign contracts from DSHS and DEL to DCYF

Construct a roadmap for IT investment and integration

Building on the work of the Blue Ribbon Commission, the IT workgroup is consulting with the Office of the Chief Information Officer (OCIO), members of the American Public Human Services Association’s Information Management Systems organization and private sector experts to develop a roadmap for IT investment and integration.

Appendices C and D provide examples of background and context information being developed for the roadmap project.

- Appendix C includes some initial draft work to describe the “as-is” architecture of DEL, CA and JR. These diagrams of applications, software and interfaces, as they are finalized,

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will assist in providing a common understanding of the complexities of the current state and in illuminating the opportunities and imperatives for integration.

- States are facing a July 2018 deadline to declare their intent to modernize their child welfare systems to conform to new federal regulations and to secure a favorable federal match rate for the modernization costs.

The timing and objectives of this required change is fortuitous for DCYF:

- Improving the integration of data and tools is critical for the mission of the new agency
- The state's current child welfare system—FamLink—is an antiquated, complex system that is difficult to maintain and enhance to meet ever-changing service needs
- CA has prepared and is ready for the new federal Comprehensive Child Welfare Information System (CCWIS) approach, having already adopted agile development methods and participated in federal CCWIS technical assistance
- Washington has already been planning an approach to CCWIS development that will fit well with the overall roadmap development approach

This state will declare its intent next year and the planning required by the federal government will be incorporated into the roadmap effort.

Appendix D provides an overview of the federal requirements, modernization objectives, funding opportunities and a report on activities underway by other states.

The purpose of the Roadmap for IT Investment and Integration is to describe the recommended strategy to take DCYF system technology from its present state to a modern, integrated and aligned set of systems that will allow DCYF to use data in new ways to provide better outcomes for children and families. Implementation of the roadmap will require a multi-year planning and transition process, with change required across all areas of the organization, including people, process and technology. The expected phases for roadmap development are:

Phase I

- Detailed analysis of the current state of systems to assess:
 - Features and capabilities
 - System performance, cost and technical sustainability
 - Duplication of data and functionality between current systems

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- Identify areas of key unmet business needs, including operational and client service needs and lack of data analysis capabilities
- Environmental scan to understand external solution options and market trends

Phase II

Envision the future state of DCYF systems, based on the agency mission and goals. The future state should consider:

- The desired enterprise architecture of the agency, with alignment between common functional and data needs of business units and the technology that supports those needs
- Incremental benefit realization as the future state is realized, including a progressive path for using our combined data in creative and new ways to provide better outcomes for clients and to achieve operational efficiency
- Federal mandates and funding opportunities, including new federal CCWIS regulations
- Supporting integrated services across DCYF, with integrated data dashboards and reporting for understanding outcomes
- Modern technology that can meet the needs of the present without unreasonably compromising the ability to meet new requirements (business, technical, security, etc.) quickly
- To reduce time, cost and risk, leverage available assets including existing systems and existing external options

Phase III:

With the current and future states known, the roadmap can be produced. The steps to do this include:

- Gap analysis between current and future states
- Prioritization based on agency goals, state and federal information security requirements, and return on investment
- Based on prioritization and high-level resource estimates, provide a multi-year phased approach to achieve the future state.
- Consider supporting strategies for procurement, change management and governance.

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The roadmap will be a high-level plan to align and enhance systems across the entire DCYF enterprise. As part of the roadmap, further feasibility studies and planning efforts may be needed to determine individual system recommendations.

DCYF expects to spend nine to 12 months on developing the roadmap and will include the first phase of investment proposals in the 2019-21 biennial budget request.

DCYF Mission Project

The purpose of the DCYF Mission Project is to coordinate the activities in FY 2018 that are critical to building the foundation for the mission-related services and the organizational culture of DCYF.

The objectives for this project include:

- Fulfill the requirements of HB 1661, including —
 - Develop mechanisms for effective partnerships and advisory bodies;
 - Develop a tribal consultation plan;
 - Develop an accountability framework and outcome measures;
 - Establish priority child outcomes that will guide the work of the agency and design the accompanying analytic framework that will be used to measure and track outcomes;
 - Begin development of an integrated services approach—that is, integrating and optimizing the current service offerings at each organization into a unified service approach that will improve the lives of children, youth and families;
- Establish a foundation for building the identity and culture of DCYF;
- Provide clarity about decision-making authority in the interim phase; and
- Keep employees informed along the way and provide opportunities for learning and input.

The DCYF Mission Team serves as the steering committee for these efforts. Membership includes:

- Ross Hunter, DCYF Secretary
- Heather Moss, DEL Director
- Connie Lambert-Eckel, Acting Assistant Secretary, Children’s Administration, DSHS
- Frank Ordway, Assistant Director, Government and Community Relations, DEL
- Kari Johnston, Executive Assistant to the DCYF Secretary

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- Marybeth Qural, Assistant Secretary, Juvenile Administration, DSHS
- Vickie Ybarra, Director, Research and Policy, DCYF
- Lynne McGuire, DCYF Project Director
- Chief Financial Officers:
 - Jenny Heddin, CA
 - Ken Moses, JR
 - Mike Steenhout, DEL

The Mission Team has established collaborative work groups that include members from DEL, DSHS-CA and DSHS-JR to take the lead on various projects. This report has described some of the key project efforts in the areas of tribal consultation, integrated services approach, outreach, stakeholder advisory and accountability systems.

(The project charter for this effort can be found in Appendix B)

Statute Review

DYCF is required to report back to the Legislature on any statutory changes needed to accomplish the creation of the new department. In reviewing the existing statutes to date, we have identified a number that still refer to either DEL or the DSHS Children's Administration, both of which will not exist as of July 1, 2018. As a result, a technical clean-up bill has been developed that would change existing language to reflect the proper agency name. As the other planning work referenced in this report proceeds, we will identify any additional statute changes that may be warranted or necessary to support the agency mission and objectives.

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Appendices

- A. DCYF Oversight and Planning Project Charter
- B. DCYF Mission Project Charter
- C. Example of Early IT Integration Analysis – Draft current state systems diagrams
- D. Comprehensive Child Welfare Information System (CCWIS) Requirements and the National Landscape

DCYF Planning and Oversight Project

Project Charter

August 9, 2017

Project Objectives

The purpose of the DCYF Planning and Oversight Project is to identify and coordinate transition activities to merge the operations of the DSHS-Children's Administration, the Department of Early Learning, the DSHS-Juvenile Rehabilitation Administration, and certain DSHS administrative functions, into the new Department of Children, Youth and Families.

Key objectives of this project:

- Ensure continuity of services at DEL and DSHS (the agencies won't stop functioning during the development of the new agency).
- Build a strong foundation for the new DCYF in a manner that ensures future DCYF team members feel ownership of major decisions.
- Pay particular attention to those activities required for DCYF to be fully operational July 1, 2018.
- Make sure key partners are on board and participate in decisions that affect them. For example:
 - OFM produces the supplemental budget request to the Legislature. The budget will need to reflect how the agency will be structured, including cost allocation issues, central services payments, etc. Close involvement with OFM is critical to ensure this is done by November.
 - DSHS and the new DCYF will have crucial ongoing interdependencies. Many of the decisions about back office staffing are interwoven with how DSHS will look after the transition: we need to be on the same page.
- Ensure adequate oversight by, and communication with, the Executive Steering Committee.
- Provide clarity about decision-making authority in the interim phase. Both day-to-day and long-term decisions need to be made without excessive escalation.
- Keep all affected employees informed along the way and provide opportunities for learning and input.

Project Scope

The scope of this project includes the following elements:

- Initiate a governance structure for collaborative, effective and efficient decision-making.
- Develop a strategy (plan and process) for communication to affected staff.
- Identify and document "as is" agency administrative/operational processes.

- Identify proposed approach for administrative/operational processes in DCYF.
- Identify, prioritize and document tasks and activities critical to the establishment of DCYF and the transition of functions to the new DCYF agency. The primary focus is on the activities required for DCYF to be operational July 1, 2018.
- Analyze options and recommend an approach for organizing, delivering and procuring services in DCYF (and DSHS) as necessary to develop a new cost allocation plan.
- Develop cost allocation plan amendments to reflect planned DCYF and DSHS operations, as part of the 2018 Supplemental Budget process.
- Identify and manage project risks.

Out of scope for this project:

- Matters related to the current operations of DSHS and DEL.
- The following out-of-scope issues will be addressed in one or more separate collaborative projects:
 - Analysis, recommendations and planning related to direct services /delivery practice model for DCYF.
 - Working Connections Child Care program transition analysis.
 - Development of outcome measures.
 - Common support functions that may be more connected to the delivery of services or ongoing operation of DCYF, rather than part of the initial establishment of the agency infrastructure (e.g. tribal liaison, equity/diversity, and research).

Guiding Principles

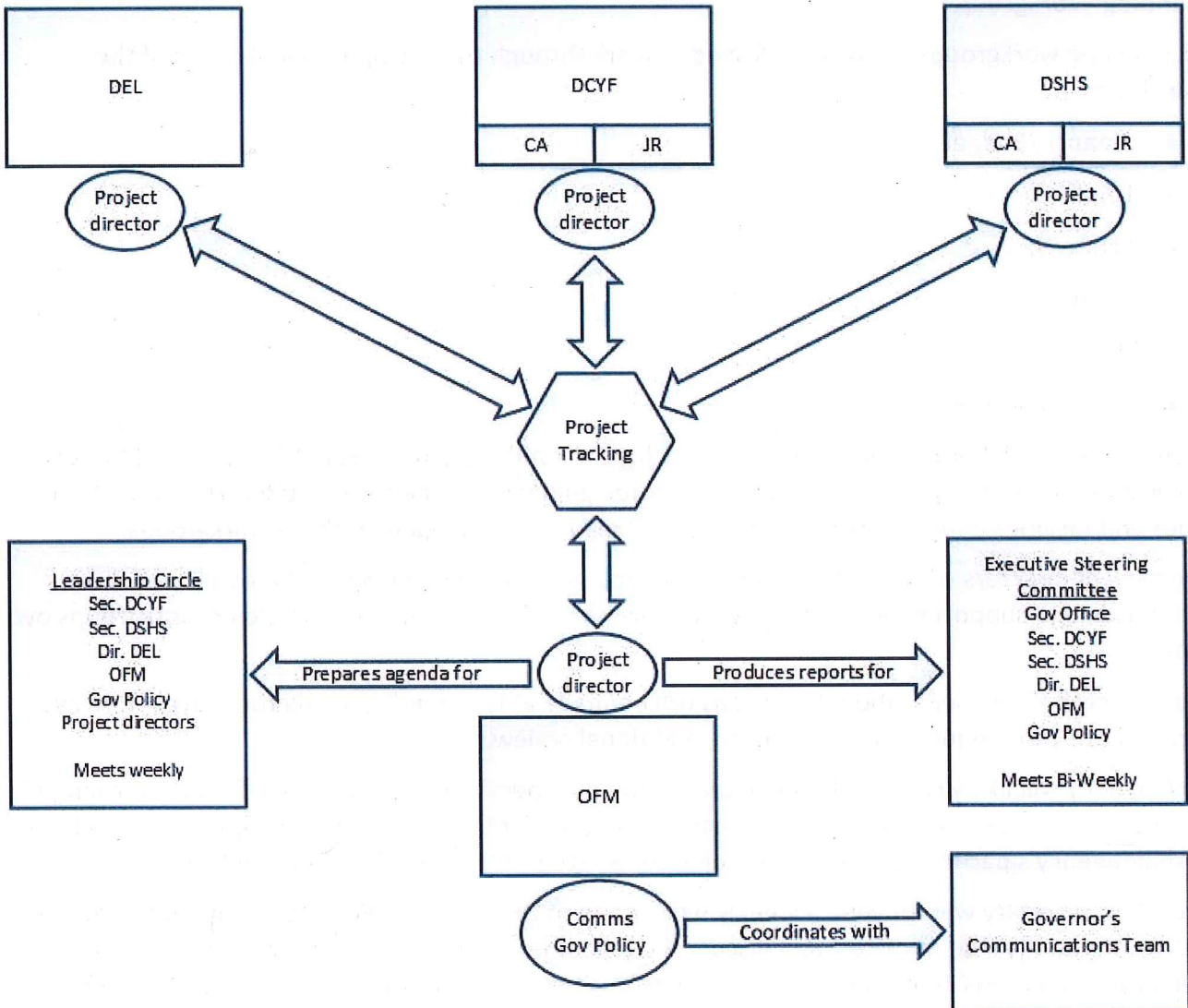
First among the guiding principles for the project is to “keep our eye on the ball.” **Decisions should be guided by a laser focus on ensuring that the administration and operations infrastructure for the new DCYF is in place by July 1, 2018 so that the agency can function and focus on its mission to “protect children and youth from harm and promote healthy development with effective, high-quality prevention, intervention, and early education services delivered in an equitable manner.”**

To achieve this outcome, standing workgroups and leaders will:

- Conduct their work in an open and transparent manner.
- Be open to new approaches, taking the opportunity to reimagine processes, pursue innovation, and improve services.
- Keep as the highest priority, and focus first on, the activities necessary to enable the agency to be operational July 1, 2018.
- Build on the strengths that each of the agencies bring to DCYF.

Project Directors

DCYF, DSHS, and DEL each have a project director to organize efforts, track tasks, promote effective communication, and resolve issues inside their agencies. OFM will provide a central project director and project support to ensure the success of the overall project plan and to request and assess data from individual teams.



Executive Steering Committee

The Executive Steering Committee provides overall direction to the project, ensures alignment with the Governor, monitors project status, and resolves all issues that require input from state executives or that can't be resolved at a lower level. Members include leaders of DSHS, DCYF, DEL, OFM, the Governor's office and the Policy Office.

Leadership Circle

The purpose of the Leadership Circle is to coordinate the interdependencies between OFM, DCYF, DEL, and DSHS. The Leadership Circle will review the significant decisions and recommendations of the standing workgroups, and decide on issues that cross agency boundaries or cannot be resolved at the workgroup level. This group will have a formal issue tracking system and will document its decisions internally. Most of the issues sent to this group should be resolved at this level, though the group may agree they need to escalate issues to the Executive Steering Committee for resolution.

Standing Workgroups

Six standing workgroups will be established to work through the key operational issues of the transition:

- Finance/Budget
- Legal
- Labor/HR
- Facilities
- IT
- Communications

Each of these collaborative workgroups will include members from DCYF, DSHS, and DEL. OFM will participate in the standing workgroups and provide guidance as needed on budget/financial, legal, labor and facilities issues. Governor's policy staff may also participate in these workgroups.

The project directors will work together to help ensure that the standing workgroups have the facilitation and support needed to ensure their success. We may add more standing workgroups over time.

We expect that most operational decisions will be made at the standing workgroup level. However, certain issues will require, or benefit from, additional review.

Each agency will likely create additional teams that are specific to their internal efforts. For example, in other reorganization efforts, agencies have often found it useful to have regular meetings with all of their agency's participants on the standing committees, to stay well-coordinated internally.

The DCYF Secretary will convene a weekly workgroup of DEL, CA, and JR leaders. One of the roles of this workgroup will be to review and discuss the recommendations and issues coming from the standing workgroups in order to develop a DCYF position for issues raised to the Leadership Circle.

Communications

Special care will be given to communications. A coordinator in OFM will be responsible for media level communication with the Governor's communications team. The policy office will be included in this process. The agencies will provide media-level communications regarding the new agency to OFM for release.

The communications workgroup will be tasked to develop a communications strategy for review and approval by the Executive Steering Committee.

Roles and Responsibilities

Executive Steering Committee

The purpose of the Executive Steering Committee is to ensure alignment with the Governor, coordination, and issue resolution between agencies and OFM. The committee will meet every two weeks to review and resolve cross agency issues referred by the Leadership Circle.

NAME	POSITION TITLE	AGENCY
Kelly Wicker	Deputy Chief of Staff	GOV
Victoria Cantore	Senior Policy Advisor	GOV
Ross Hunter	Secretary	DCYF
Heather Moss	Director	DEL
Bill Moss	Secretary	DSHS
Pat Lashway	Deputy Director	OFM

Responsibilities

- Provide unified vision, direction, and oversight.
- Monitor project status.
- Remove obstacles and enable change.
- Resolve issues escalated by the Leadership Circle.
- Approve transition plan changes that modify project scope.
- Commit resources available, and support the resources necessary, to successfully make the transition.
- Provide timely review and comment on drafts or recommendations presented to the Committee.

Leadership Circle

The purpose of the Leadership Circle is to coordinate the interdependencies between OFM, DCYF, DEL, and DSHS. The Leadership Circle will decide on issues that cross agency boundaries, where agreement cannot be reached by the standing workgroups. Most decisions will be made at the Leadership Circle Level, though the group may agree to escalate issues to the Executive Steering Committee for resolution. The Leadership Circle will meet weekly to review project status, resolve issues and address items as requested by members, and will have at least deputies and project directors in attendance.

NAME	POSITION TITLE	AGENCY
Ross Hunter	Secretary	DCYF
Heather Moss	Secretary	DEL
Bill Moss	Secretary	DSHS
Pat Lashway	Deputy Director	OFM
Victoria Cantore	Senior Policy Advisor	GOV
Lynne McGuire	Project Director	DCYF
Mike Steenhout	Project Director	DEL
Sheila Anderson	Project Director	DSHS
Dan McConnon	Project Director	OFM

Responsibilities

- In concert with Executive Steering Committee direction, collaborate and make strategic-level decisions necessary to guide the tactical execution of the transition.
- Monitor project status.
- Identify and ensure appropriate staff members are available to support transition planning and activities.
- Help manage the culture change associated with the transition.
- Resolve issues escalated by the workgroups.
- Provide timely review and comment on drafts or recommendations presented by the workgroups.
- Escalate issues that cannot be resolved to the Executive Steering Committee in a timely manner.
- Provide other support to the implementation of transition activities as needed.

Project Directors in the role of workgroup facilitators (OFM and DCYF)

- Facilitate and coordinate the work of the standing workgroups.
- Create meeting agendas and document meeting outcomes and issues.
- Develop and maintain workgroup work plans as needed, and monitor implementation to ensure critical deadlines are met.
- Ensure issues are captured and logged.
- Escalate irresolvable issues through the issue resolution process as appropriate.
- Provide other support to the implementation of transition activities as needed.

Project Directors (All)

- Provide project management support within the agency, monitoring tasks assigned to the agency and assisting as needed to help ensure they are completed on schedule.
- Assist with issue identification.
- Ensure necessary coordination among functional areas within the agency.
- Support project communications within the agency.
- Provide other support to the implementation of transition activities as needed.
- Attend project director and Leadership Circle meetings.
- Meet regularly as a team to ensure project connections, and to coordinate support and preparation for the Leadership Circle and Executive Team meetings.

Standing Workgroups (See separate guidance to teams)

The standing workgroups include a functional lead from DEL, DSHS-CA, DSHS-JR, DSHS headquarters and OFM organizations affected by the transition. Subject-matter experts will join the meetings, or be part of sub-groups as needed, when the teams are focused on a particular work area (example: contracts, payroll, background checks, etc.), to:

- Create a common understanding of the current state
- Imagine an ideal future state for operating these functions in DCYF. Develop a plan for transitioning these functions so that the clients and employees of DCYF and DSHS will be well supported and productive throughout the transition, and the new agency is fully functional July 1, 2018.

General responsibilities

- Serve as subject matter experts for the given functional area
- Agency leads in the standing workgroups serve as the point person for their agency; marshalling resources, tapping subject-matter experts to participate, and gathering information that may be needed to ensure the team's work is completed.
- Research and prepare draft documents and recommendations for Leadership Circle and Executive Steering Committee.
- Participate in team meetings.
- Assist in keeping project status reporting current.
- Provide other support to the implementation of transition activities as needed.

Project Management Notes

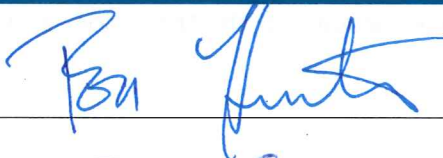
Previous organizational transformations in state government have shown that managing the entire project with a level of seriousness approaching that of a major construction or software project reduces potential disasters. This project will adopt these project management disciplines:

- Use of formal project management software and tracking. Use of rigorous project management software will enable us to build realistic schedules and models. A shared use collaboration software will enhance our ability to track issue resolution in detail, to document decisions and monitor status in a timely way.
- A SharePoint site to support collaborative development of work products, communication among project teams and their members, and a permanent record of the transition to inform future agency transformation projects.
- Weekly Leadership Circle meetings.
- Bi-weekly Executive Steering Committee meetings.
- Regular progress reports (at least monthly) to executives showing progress against milestones.
- Online dashboard and internal website showing major decisions, open issues, progress against milestones, etc.

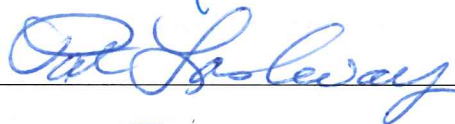
The key assumption in this project management approach is that each agency is responsible for its internal work, and subject to normal executive, rather than project, oversight on those activities.

Charter Approval

Ross Hunter, Secretary, DCFY



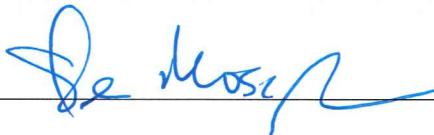
Pat Lashway, Deputy Director, OFM



Bill Moss, Secretary, DSHS



Heather Moss, Director, DEL



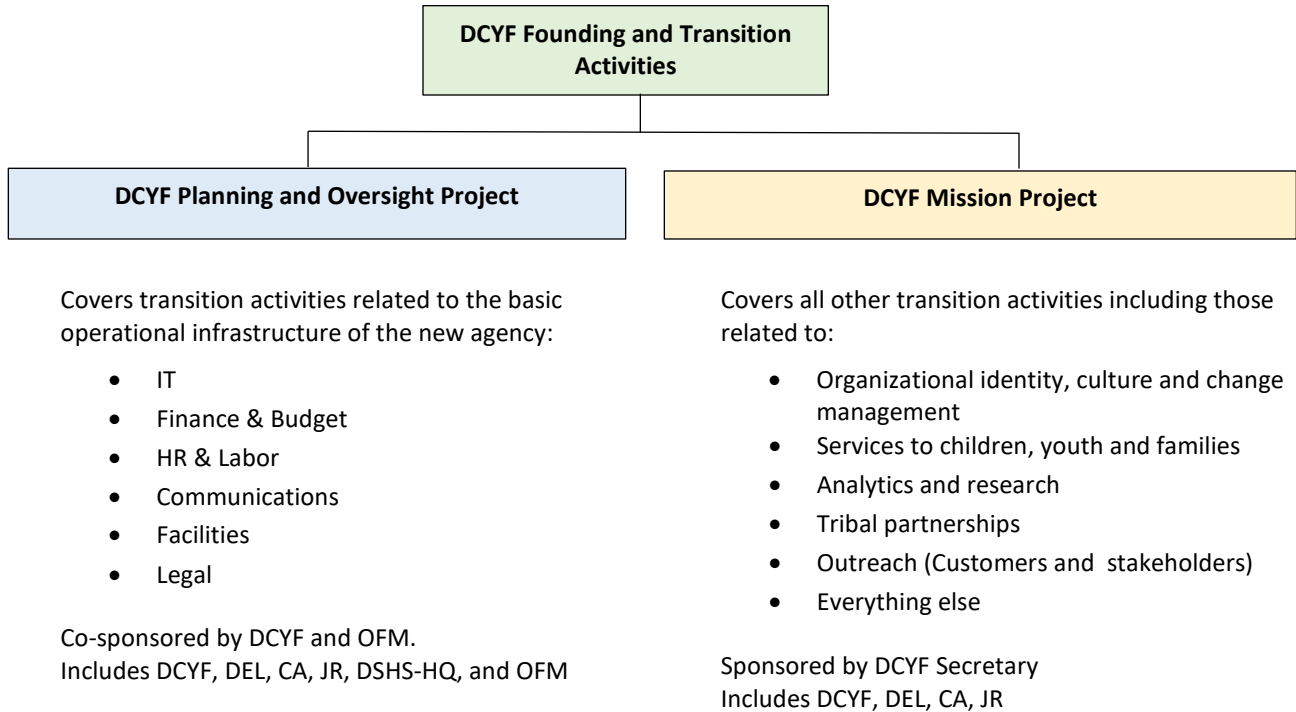
DCYF Mission Project

Project Charter

October 2017

Project Purpose and Scope

The purpose of the DCYF Mission Project is to coordinate the activities in FY 2018 that are critical to building the foundation for the mission-related services and the organizational culture of DCYF.



Out of scope for this project:

- Matters related to the current operations of DSHS and DEL.
- Matters covered under the DCYF Transition Planning and Oversight Project

Note: The bill establishing the new Department of Children, Youth and Families (DCYF) refers to both the Department and the Office of Innovation, Alignment, and Accountability (OIAA) with regards to transition planning activities in fiscal year 2018. This charter generally refers to DCYF and uses (OIAA) in the context of a particular subset of transition and planning tasks.

Project Objectives

- Fulfill the requirements of HB 1661 including:
 - Developing mechanisms for effective partnerships and advisory bodies
 - Developing a tribal consultation plan
 - Developing an accountability framework and outcome measures
- Design the analytic framework for the agency
- Begin development of an integrated services approach—that is, integrating and optimizing the current service offerings at each organization into a unified service approach that will improve the lives of children youth and families.
- Support DCYF team members in a successful transition to the new agency
- Establish a foundation for building the identity and culture of DCYF
- Ensure key partners are on board and participate in decisions that affect them
- Provide clarity about decision-making authority in the interim phase
- Keep all employees informed along the way and provide opportunities for learning and input.

Major Tasks

Core Team members, Lead	Task	HB 1661?	Due Date
OIAA - Research and Policy Framework Workgroups			
Vickie Ybarra, Tammy Cordova, Sarah Veele	Definition of outcomes A key element in the analytical work the DCYF needs to do is determine and get public feedback on a set of outcomes and measures for children and families that provide the framework for our work over the next decade.	103 2cii	12/1/17
Vickie Ybarra, Toni Sebastian, Greg Williamson, Sarah Veele	Plan for coordination with other state agencies. In order to be successful in improving outcomes for children DCYF will need to work with a constellation of other agencies, including OSPI, HCA, DSHS, etc. Executing this coordination is part of the work of OIAA.	103 2d	12/1/17

Core Team members, Lead	Task	HB 1661?	Due Date
Vickie Ybarra, Tammy Cordova, Sarah Veele	Assess current performance. Work with RDA, ERDC, Chapin Hall, Casey Family Programs, UW, and other groups to analyze current performance of all three elements of the DCYF. <ul style="list-style-type: none"> - Key outcomes - Key process measures - Compare these results to those of other states and countries. 	101 2-3,5	Goals due: 7/1/18 Progress report due: 12/1/18
Vickie Ybarra, Tammy Cordova, Sarah Veele	Establish research function for DCYF		7/1/18
Vickie Ybarra, Tammy Cordova, Sarah Veele	Create the analytic framework for the new agency. Work with RDA, ERDC, Chapin Hall, Casey Family Programs, UW, and other groups to create an analytical framework for the agency. The goal here is to completely understand the population we serve, disaggregated by race, income, geography, and any other useful identifiers. <ul style="list-style-type: none"> - Identify key outcome measures for children (and families?) across the trajectory of their lives. Produce historical charts of these measures. - Compare these results to those of other states and countries. - Includes defining the research function in the new agency 		7/1/18
Vickie Ybarra, Toni Sebastian, Judy King, Greg Williamson, Nicole Rose, Kelli Bohanon, Luba Bezborodnikova Sarah Veele	Integrated Service Approach Start development work on an integrated, trauma-informed model for how the DCYF will provide services to children, youth, and families. <ul style="list-style-type: none"> - Initial steps are to take some time to document the “as-built” set of policies. - Pilot changes on a small part of the overall model, probably focusing on the work identified in the MSTIC project. 		TBD

OIAA - Outreach Workgroups

Core Team members, Lead	Task	HB 1661?	Due Date
Frank Ordway, Vickie Ybarra, Norah West, April Potts, Rebecca Kelly, Genevieve Stokes, Kari Johnston, David Del Villar Fox	Create first year outreach plan. Work with communications and outreach staff in DCYF, CA, JR, DEL and external contractors to implement the plan, producing consolidated learning and reports.		9/15/17
	Mechanism for effective partnerships. Produce a plan detailing how the agency plans to work with external stakeholder groups. The bill provides a detailed list of sectors that need to be engaged. This is mainly a communications project: create an ordered set of meetings, a publication schedule, opportunities to provide feedback on publications, etc. During the development of 1661 we had regular meetings with stakeholders to generate suggestions for improvement of the bill. We expect to continue and formalize this process.	103 2ci	12/1/17
Frank Ordway, Vickie Ybarra, Norah West, April Potts, Rebecca Kelly, Genevieve Stokes, Kari Johnston, David Del Villar Fox, Deanna Stewart	Stakeholder advisory mechanics. The mechanics of how formal and informal advisory committees will be engaged and managed is a communications function; the OIAA will often provide content. This will include the formal publishing model for the agency – what gets published, when, and how.	103 2e	12/1/17
	External review protocol for policies and practices Formal review of policies and practices will be managed by OIAA, but will use the mechanism developed and managed by the communications effort. The work here is creating the formal review plan.	103 2a-b?	12/1/17
Tribal Workgroup			
Rebecca Kelly, Art Garza, Tleena Ives, Bob Smith, Juliette Knight	Tribal consultation plan. Modifying our existing systems for coordination with sovereign tribes is a critical part of the effort. The tribal coordinators for each agency, working with IPAC and IPEL, are responsible for producing a plan for how we will work together, including a consultation plan to get it approved by both the tribes and the state. This may involve some other issues that rise to the consultation level.	103 2g	12/1/17
	Establish DCYF Tribal Liaison Function		7/1/18
Equity Workgroup			

Core Team members, Lead	Task	HB 1661?	Due Date
Nelly Mbajah, Evette Jasper, Vazaskia Crockrell	Establish DCYF Equity/Diversity Function		7/1/18
Performance-Based Contract Workgroup			
Vickie Ybarra, Steve Cotter, Barb Geiger, Mike Steenhout, Stefanie Niemela, Del Hontanosas, Vazaskia Crockrell	Structure for performance-based contracting. DCYF is required to have all contracts for services be performance-based. This is a difficult project. It requires agreed outcome measures, data collection at the point of service delivery, an analytical framework for assessing results, and a contract structure that affords DCYF the ability to influence behavior of contractors to improve performance. Note: Project start date TBD	101 6-8	Not a hard date mentioned, but bill infers any new contracts by DCYF will be performance based.
WCCC Workgroup			
Project owners: Heather Moss, Babs Roberts, Charles Jackson, Cristie Fredrickson Project managers: Cindy Palko, Alan Wagner See charter for other participants.	Plan for integration of WCCC into the new agency. HB 1661 calls for producing a plan to incorporate all elements of the Working Connections Childcare program into the new agency. ESA and DEL have a work group underway drafting this report.	103 2i	12/1/17
Other			
Jennifer Strus	Statute review and recommendations. HB 1661 calls for a review of statutes that may block our plans to integrate and provide better services to children.	103 2h	12/1/17
Meri Waterhouse, Jenni Olmstead, Cindy McCloskey, Sarah Veele	OIAA required to pull together a workgroup and develop a plan to support foster parents. (SB 5890)	SB 5890	12/31/17
Frank Ordway	Addressing Foster Parent Complaints Note: Project start date TBD	104 k	11/1/18
TBD	Establish Oversight and Review Board	101 9-20	7/1/18
TBD	Recommendation on Office of Homeless Youth Integration	104 L	11/1/18

Core Team members, Lead	Task	HB 1661?	Due Date
Ross Hunter, CA, DEL, JR, Leaders, with support from the Governor's Office	Organizational Change Management Develop and implement : <ul style="list-style-type: none"> • a collaborative approach to building the culture of the new agency • a plan to support employees through the transition 		

Guiding Principles

- Keep a relentless focus on outcomes for children
- Conduct our work in an open and transparent manner
- Respect the children, youth and families we serve, our stakeholders and each other
- Be open to new approaches, taking the opportunity to reimagine processes, pursue innovation, and improve services.
- Build on the strengths that each of the agencies bring to DCYF.

Governance Structure

Executive Sponsor – Secretary Ross Hunter

- Role:**
- Provides overall project vision, direction, support and oversight
 - Decides issues that cannot be resolved elsewhere.

The DCYF Mission Team

- Role:**
- Provides guidance to workgroups, supports team members, helps remove barriers to success
 - Monitors project status
 - Reviews significant decisions and recommendations of the workgroups.
 - Makes decisions and resolves issues
 - Approve approves workgroup plan changes that modify original scope.
 - Commit resources available, and support the resources necessary, to successfully make the transition.
 - Provide timely review and comment on drafts or recommendations.
 - Develops DCYF position on issues scheduled for the Leadership Circle

Members:

- Ross Hunter, DCYF Secretary
- Heather Moss, DEL Director
- Connie Lambert-Eckel, Acting Assistant Secretary, Children’s Administration, DSHS
- Marybeth Queral, Assistant Secretary Juvenile Administration, DSHS
- Vickie Ybarra, Director, Research and Policy, DCYF
- Frank Ordway, Assistant Director, Government and Community Relations, DEL
- Kari Johnston, Executive Assistant to the DCYF Secretary
- Lynne McGuire, DCYF Project Director
- Chief Financial Officers:
 - Jenny Heddin, CA
 - Ken Moses, JR
 - Mike Steenhout, DEL

Meetings:

Meet weekly or as needed

DCYF Project Director**Role:**

- Provides project management support for the workgroups as needed
- Maintains master project work plan, issue list, and risk list
- Provides staff support to the DCYF Mission Team

Work groups (and core members as defined in table above)

These collaborative workgroups will:

- Include members from DEL, CA, and JR and will engage additional subject matter experts as needed.
- Confirm their scope, objectives and proposed work plan with the Mission Team.
- Coordinate with the Project Director on an approach for:
 - Providing status reports
 - Documenting issues and risks
 - Providing updates and seeking feedback
 - Raising recommendations, questions, and requests to the Mission Team.

DEL, CA, and JR leaders for direct service programs

The leaders in DEL, CA and JR responsible for administrative services are involved in DCYF transition activities through the DCYF Planning and Oversight Project. It is important that leaders responsible for direct services programs (and through them their teams) are also involved in transition activities most relevant to their work.

Forums:

The mission project will use a variety of methods to involve direct service programs:

- Holding a project kick-off in the fall for headquarters policy and quality improvement staff
- Using already schedule leader meetings to provide project status and seek feedback on works-in-progress
- Providing virtual options to contribute, collaborate and provide feedback on works-in-progress
- Seizing other opportunities for bringing leaders together around transition work

Role:

- Serve as a key channel/link between all the direct service teams in the future DCYF organization and DCYF transition activities.
- Provide advice and counsel to mission project teams.
- Serve as core leadership group supporting change management/culture development efforts (Administrative Services leaders are included here.)

List of Core Workgroup Members (as of 10/27/17)

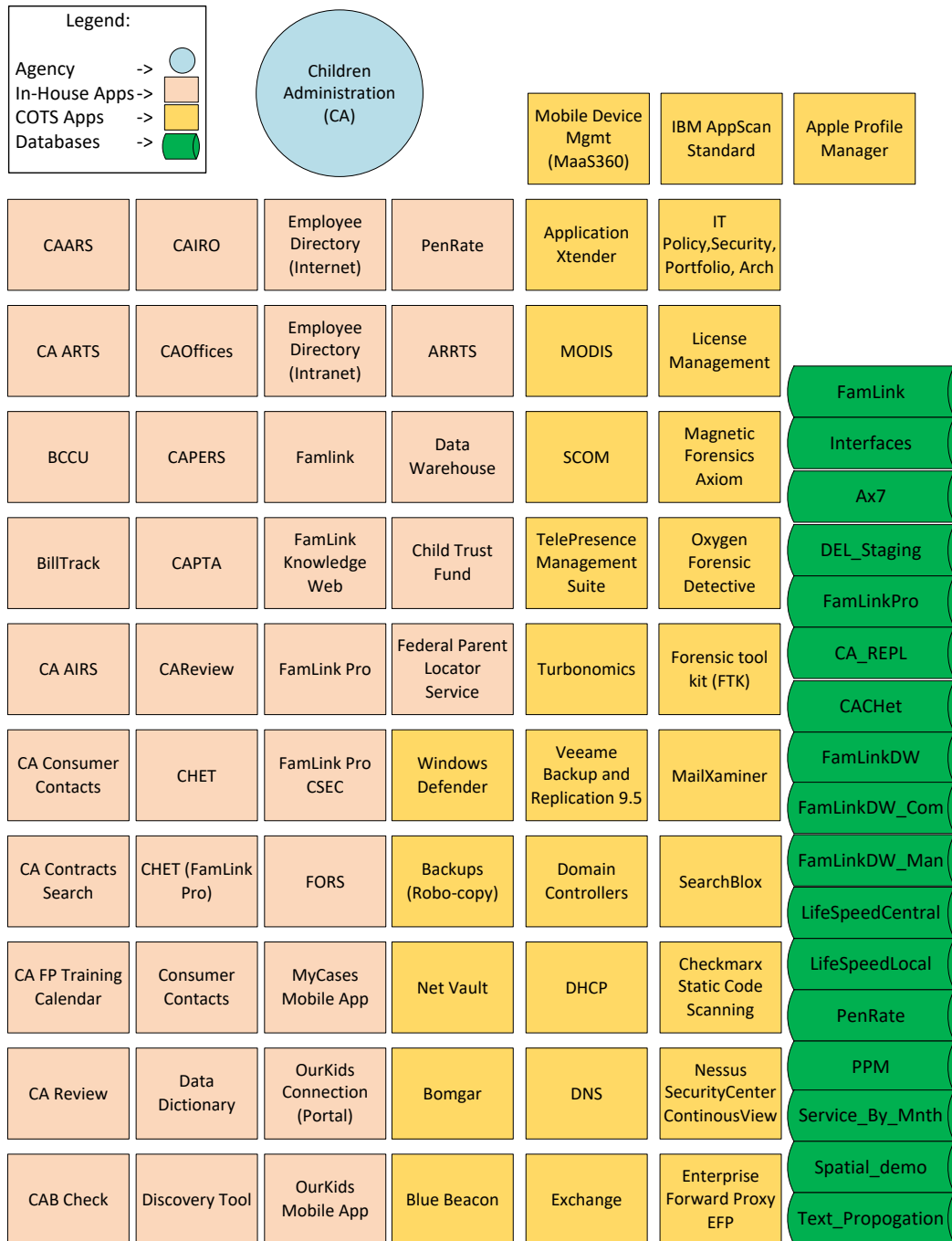
- Luba Bezborodnikova, Assistant Director, Early Start Act, DEL
- Kelli Bohanon, ECEAP Administrator, DEL
- Tammy Cordova, Section Chief, Data Management and Reporting Section, Children's Administration, DSHS
- Vazaskia Crockrell, OJJ Director, Juvenile Administration, DSHS
- David Del Villar Fox, Program Manager, Children's Administration, DSHS
- Art Garza, Community Facility Administrator, Juvenile Administration, DSHS
- Tleena Ives, Tribal Liaison, DEL
- Evette Jasper, Racial Equity Administrator, DEL
- Kari Johnston, Executive Assistant to Ross Hunter, DCYF
- Rebecca Kelly, Senior Manager, Rehabilitation Administration, DSHS
- Judy King, Strengthening Families WA Administrator, DEL
- Juliette Knight, Program Manager, Children's Administration, DSHS
- Nelly Mbahja, EDI Administrator, Children's Administration, DSHS
- Cindy McCloskey, Administrative Regulations Analyst, DEL
- Jenni Olmstead, Community Outreach and Engagement Manager, DEL
- Frank Ordway, Assistant Director, Government and Community Relations, DEL
- April Potts, Statewide QA and CQI Administrator, Children's Administration, DSHS

- Nicole Rose, Assistant Director, Policy Practice and Professional Growth, DEL
- Toni Sebastian, Director, Program and Policy, Children's Administration, DSHS
- Bob Smith, ICW Program Manager, Children's Administration, DSHS
- Deanna Stewart, Community Relations Administrator, DEL
- Genevieve Stokes, Government Affairs Advisor, DEL
- Sarah Veele, Research and Policy Senior Manager, Juvenile Rehabilitation, DSHS
- Norah West, Media Relations Manager Lead, SESA, DSHS
- Greg Williamson, Assistant Director, Partnership and Collaboration, DEL
- Meri Waterhouse, Caregiver Recruitment and Retention Program Manager, Children's Administration, DSHS
- Vickie Ybarra, Director, Research and Policy, DCYF

Example of early IT integration analysis – Draft current state systems diagrams

The following diagram (Figure 1) shows a high-level DRAFT systems inventory for the Children Administration (CA) agency. This serves to illustrate and differentiate the number of In-house created and commercial off the shelf (COTS) applications. This diagram also includes the databases in-use by CA, and gives an idea of the complexity of the underlying architecture.

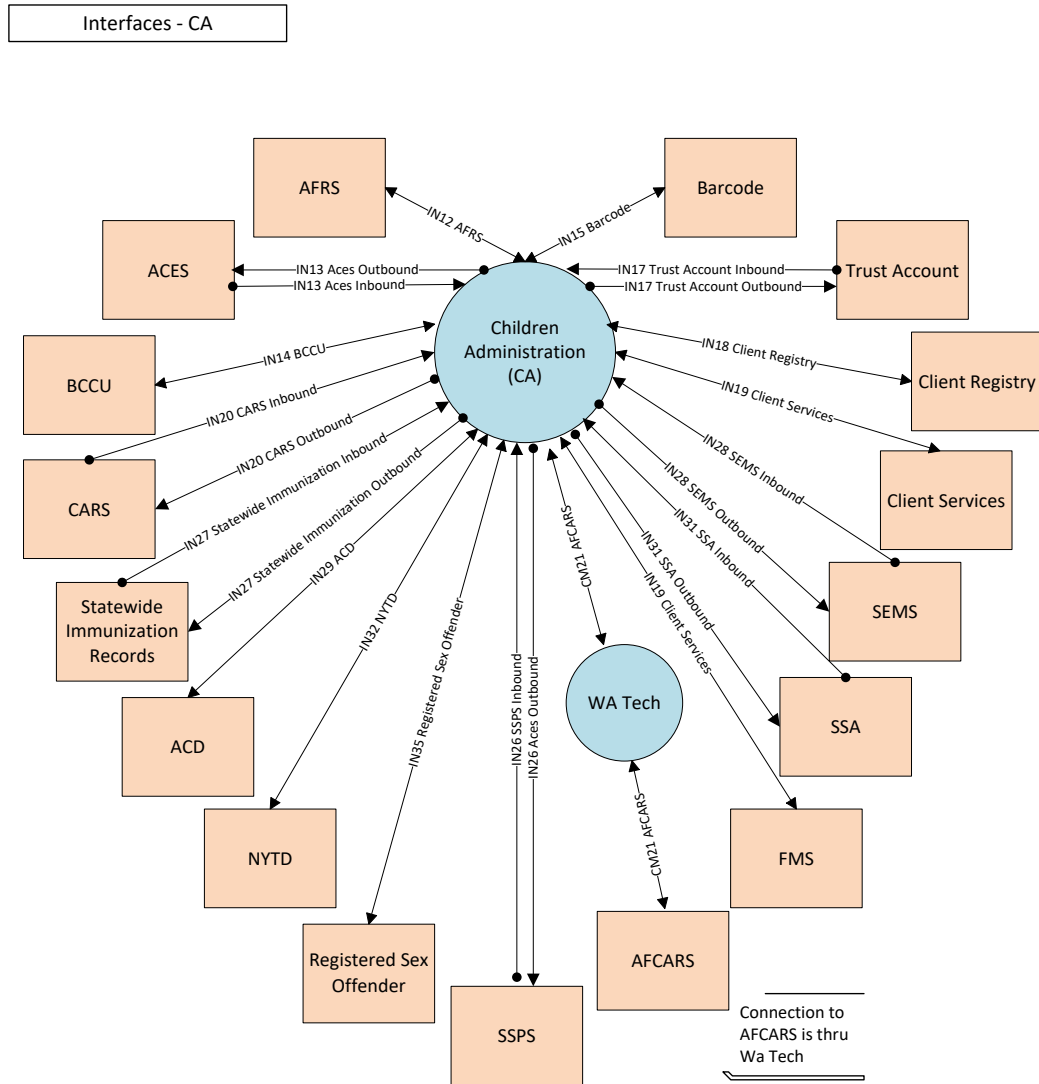
Figure 1 - CA Systems Inventory DRAFT



Example of early IT integration analysis – Draft current state systems diagrams

The following diagram (Figure 2) shows a high-level DRAFT interfaces inventory for the Children Administration (CA) agency. This serves to illustrate the interdependency with other systems and applications from the viewpoint of this agency.

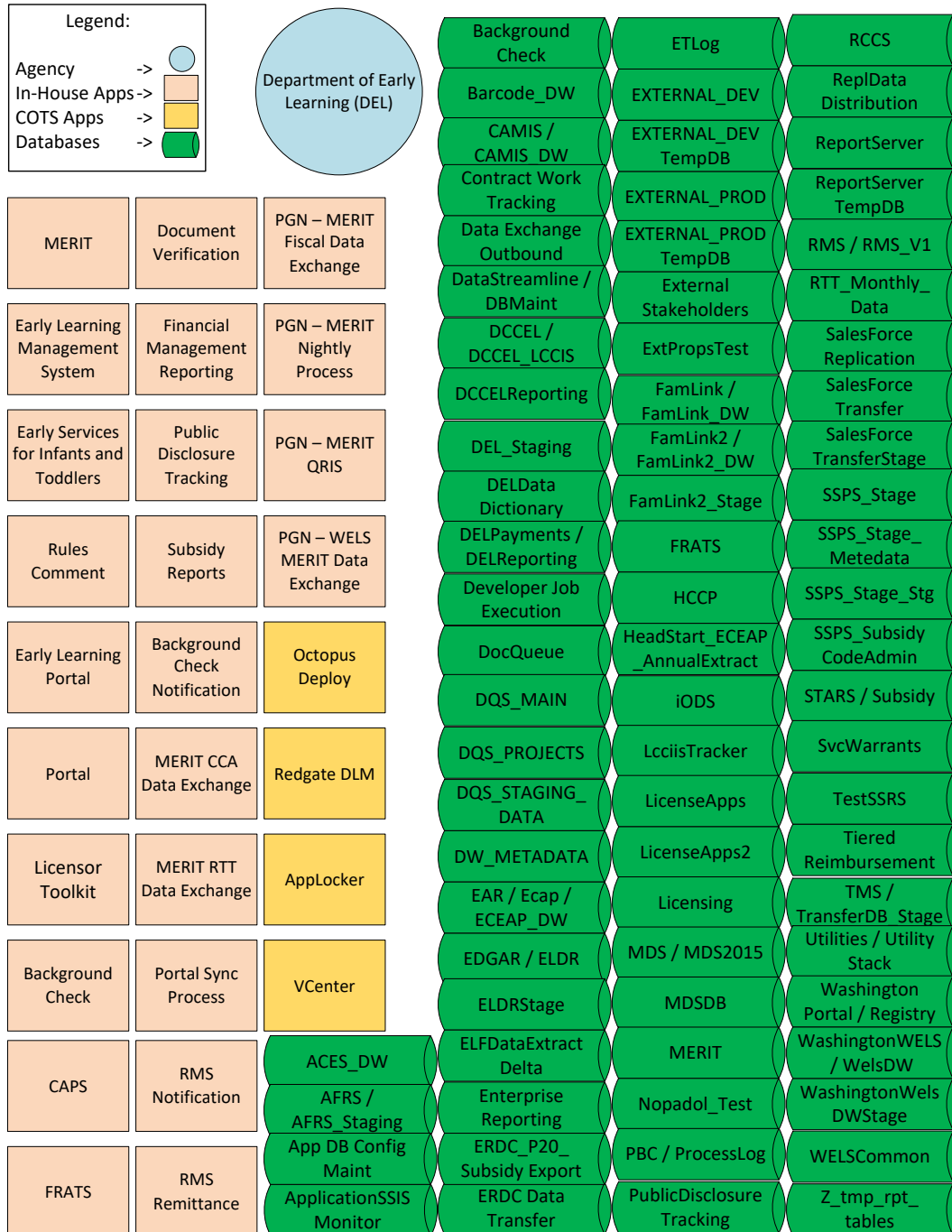
Figure 2 - CA related interfaces DRAFT



Example of early IT integration analysis – Draft current state systems diagrams

The following diagram (Figure 3) shows a high-level DRAFT systems inventory for the Department of Early Learning (DEL) agency. This serves to illustrate and differentiate the number of In-house created and commercial off the shelf (COTS) applications. This diagram also includes the databases in-use by DEL, and gives an idea of the complexity of the underlying architecture.

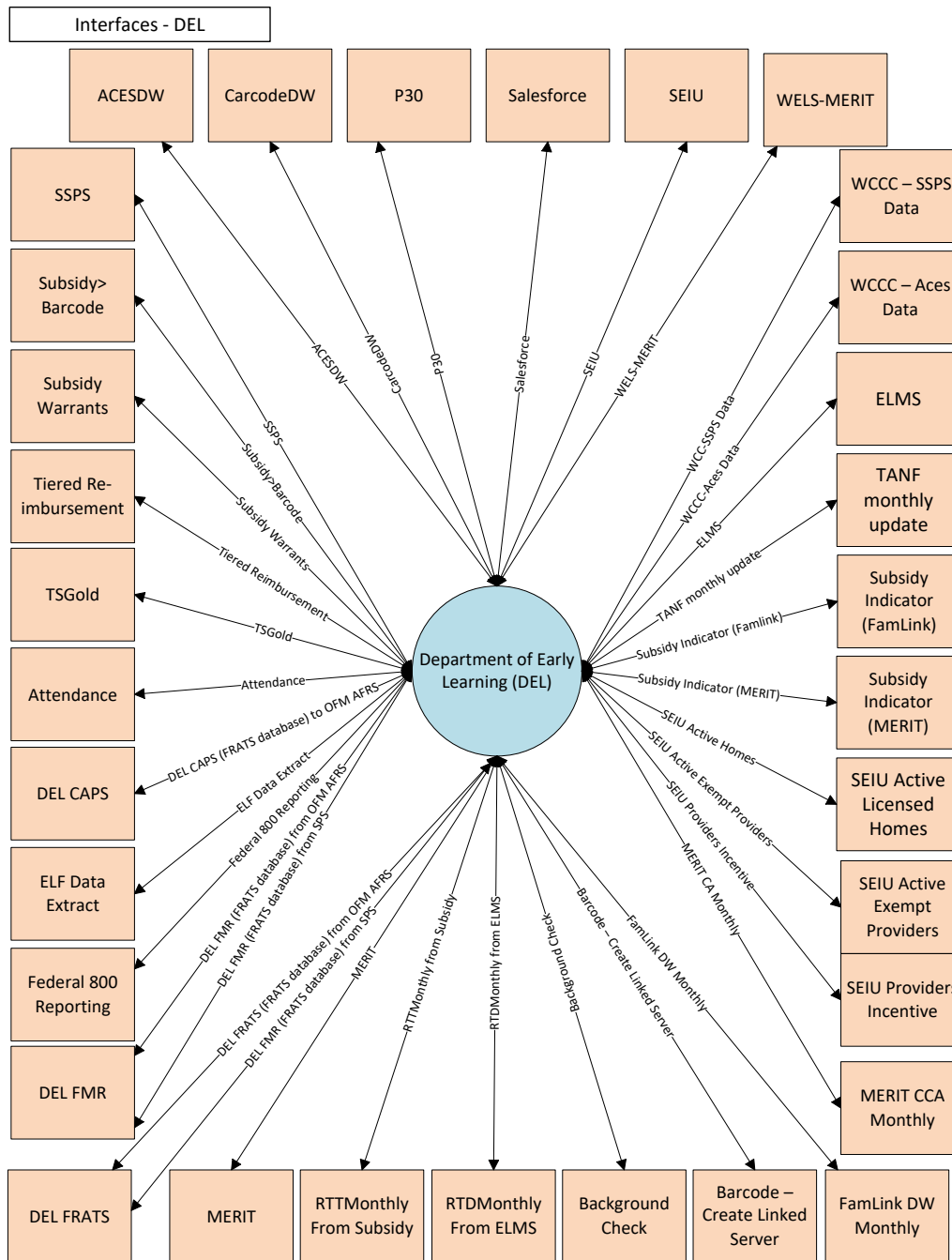
Figure 3 - DEL Systems Inventory DRAFT



Example of early IT integration analysis – Draft current state systems diagrams

The following diagram (Figure 4) shows a high-level DRAFT interfaces inventory for the Department of Early Learning (DEL) agency. This serves to illustrate the interdependency with other systems and applications from the viewpoint of this agency.

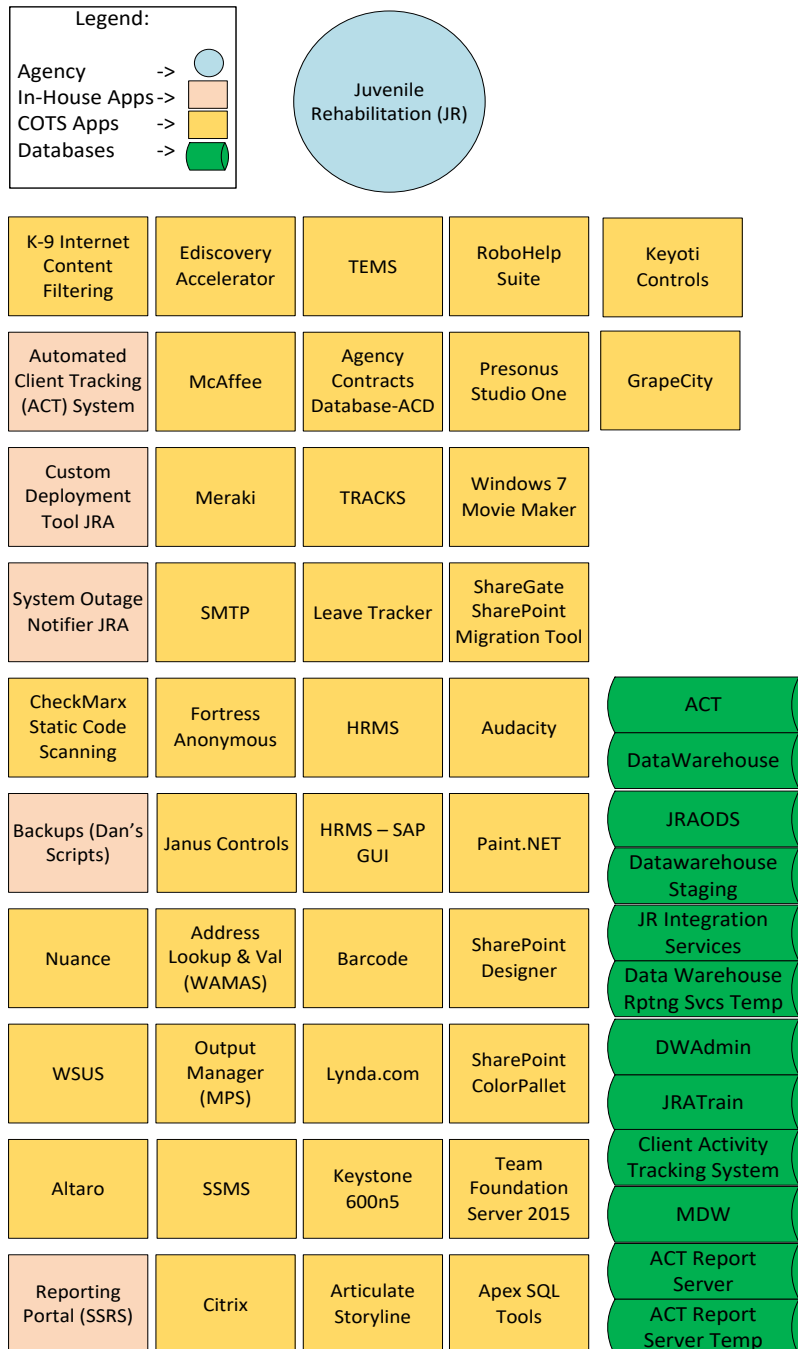
Figure 4 – DEL related Interfaces DRAFT



Example of early IT integration analysis – Draft current state systems diagrams

The following diagram (Figure 5) shows a high-level DRAFT systems inventory for the Juvenile Rehabilitation (JR) agency. This serves to illustrate and differentiate the number of In-house created and commercial off the shelf (COTS) applications. This diagram also includes the databases in-use by JR, and gives an idea of the complexity of the underlying architecture.

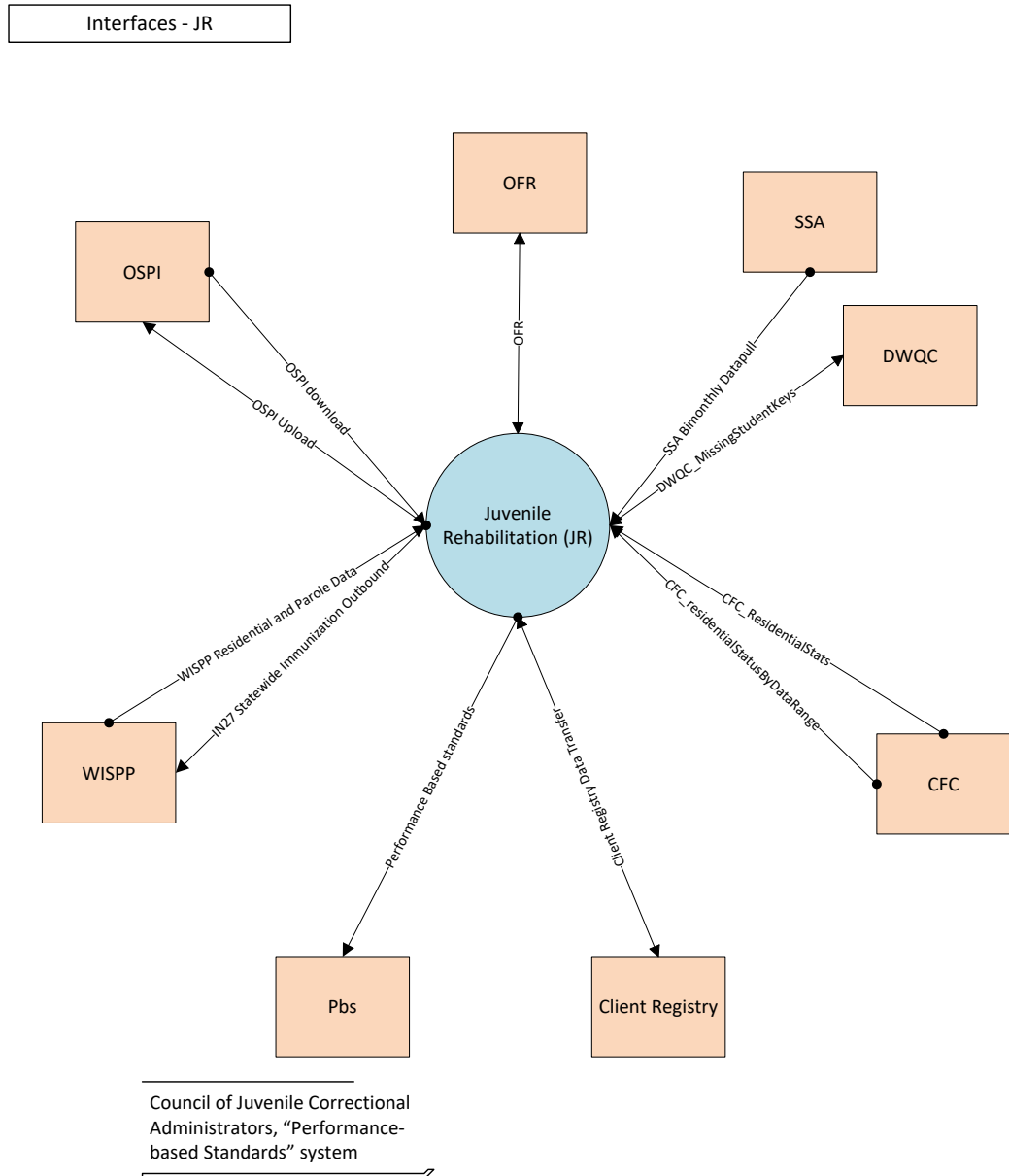
Figure 5 – JR Systems Inventory DRAFT



Example of early IT integration analysis – Draft current state systems diagrams

The following diagram (Figure 6) shows a high-level DRAFT interfaces inventory for the Juvenile Rehabilitation (JR) agency. This serves to illustrate the interdependency with other systems and applications from the viewpoint of this agency.

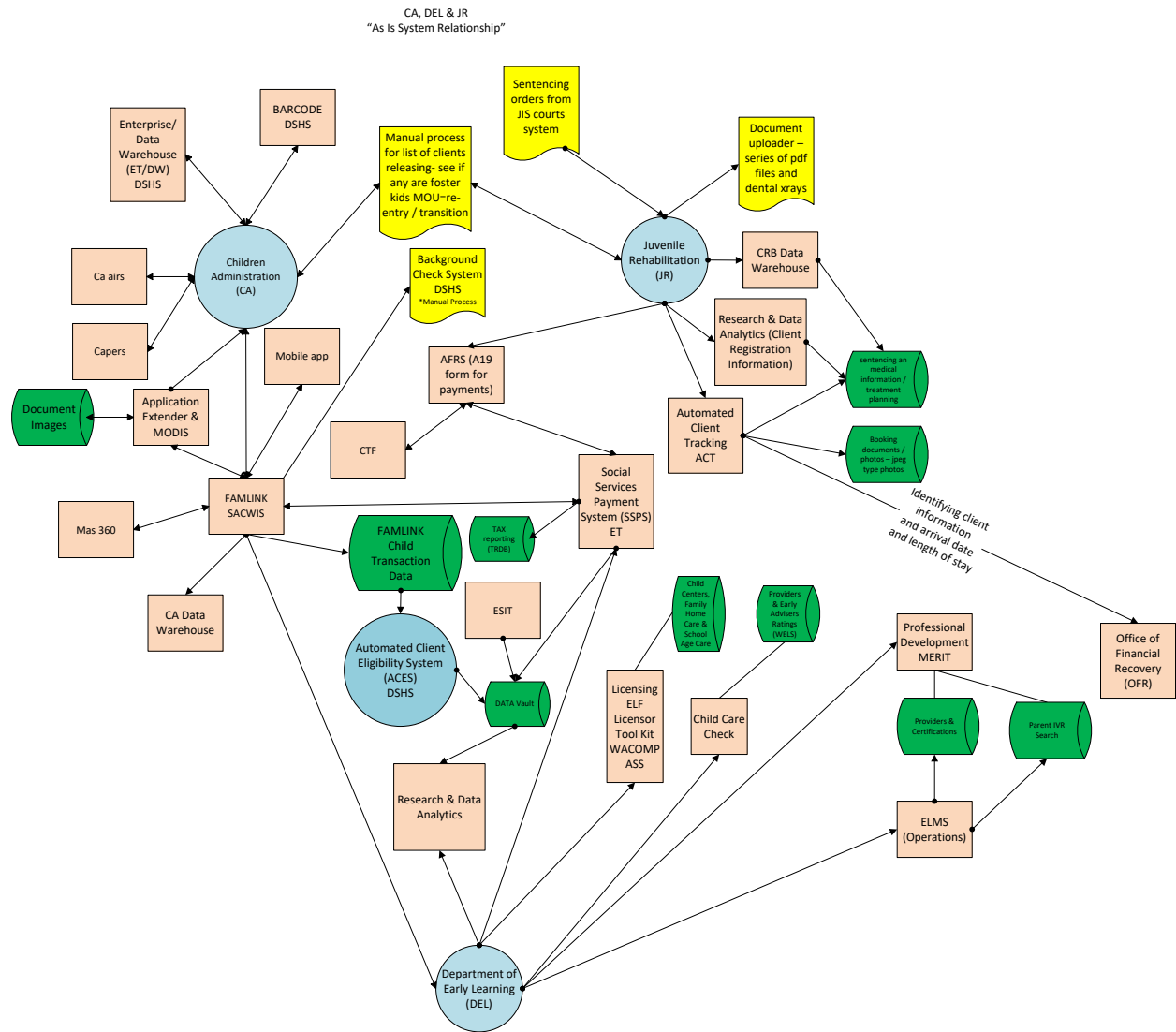
Figure 6 – JR related Interfaces DRAFT



Example of early IT integration analysis – Draft current state systems diagrams

The following diagram (Figure 7) shows a high-level DRAFT systems relationship for CA, DEL, and JR agencies, including sub-components of the ACES system. This serves to illustrate the complexity and interdependency with other systems and applications from the viewpoint of the three agencies.

Figure 7 - As is System Relationship DRAFT

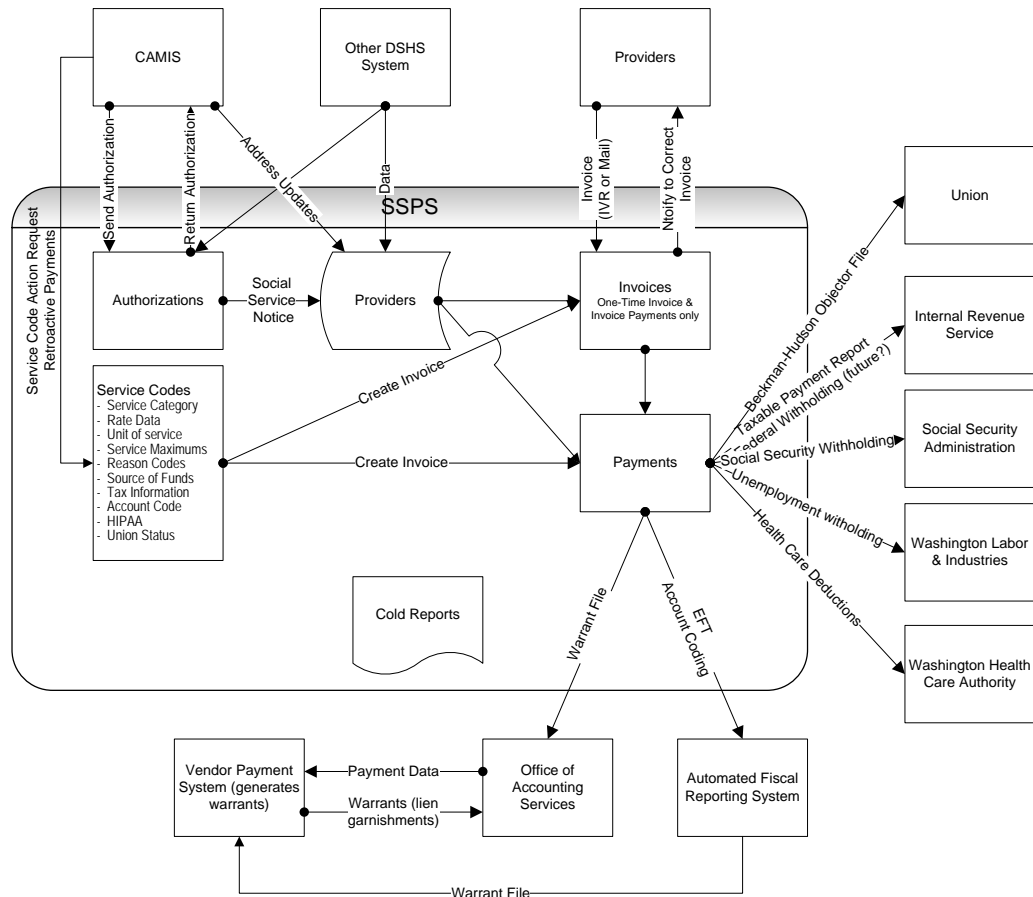


Example of early IT integration analysis – Draft current state systems diagrams

The following diagram (Figure 8) shows an example detail level diagram (SSPS from Figure 2) DRAFT for one of the previously shown applications. This serves to illustrate the complexity included within the previous high-level diagrams for systems and applications. Detailed diagrams for each of the systems/applications are available from the technology team supporting that agency.

Figure 8 - SSPS System Diagram DRAFT

SSPS Context Diagram



APPENDIX D: COMPREHENSIVE CHILD WELFARE INFORMATION SYSTEM REQUIREMENTS AND THE NATIONAL LANDSCAPE

Federal requirements for child welfare systems have changed

In August of 2016, the federal government finalized new regulations for replacement of the former Statewide Automated Child Welfare Information System (SACWIS) model used by states since 1993.

Since 1993, child welfare practice and technology have changed considerably. It has become challenging for title IV-E agencies to support practices that may vary within a jurisdiction with a single comprehensive information system, as required by SACWIS regulations. Additionally, information technology (IT) has advanced, providing title IV-E agencies with new tools to share data easily among systems, negating the need for the large, one-size-fits-all SACWIS model.

The new Comprehensive Child Welfare Information System (CCWIS) rule addresses these changes, and provides agencies with increased flexibility to build smaller systems that more closely mirror their practice models. A CCWIS is a case management information system that title IV-E agencies may develop to support their child welfare program needs. If a state or tribe elects to build a CCWIS, the federal government will provide a more favorable cost allocation than is provided for non-CCWIS systems. However, the system must be designed to support social workers automation needs to organize and record quality case information about the children and families receiving child welfare services.

Objectives for CCWIS systems include:

1. **Promote data sharing with other agencies.** The CCWIS final rule requires, if practicable, title IV-E agencies to exchange data with other health and human service agencies, education systems, and child welfare courts. Data exchanges will help coordinate services, eliminate redundancies, improve client outcomes, and improve data quality.
2. **Require quality data.** Title IV-E agencies implementing a CCWIS must develop and implement data quality plans and processes to monitor data quality. The final rule also requires agencies to take corrective action to address identified problems.
3. **Reduce mandatory functional requirements.** While the SACWIS regulations require that the system supports a minimum of 51 functional requirements, CCWIS only has 14 requirements. The final rule allows agencies to build functions in the CCWIS or collect needed data through exchanges with other systems.
4. **Allow agencies to build systems tailored to their needs.** The CCWIS final rule focuses federal requirements for this optional system on quality data and exchanges between related information systems. This will allow agencies to build systems tailored to their

unique business needs rather than systems defined by functions specified by the federal government.

Many states felt constrained by the previous SACWIS requirements, as they were outdated and did not consider innovations in technology and practice. The CCWIS final rule provides states with the opportunity to reimagine how technology can support child welfare practice and operations in a way that can positively impact the organization. Through the design and implementation of interoperable systems, across the spectrum of child welfare stakeholder and contributing organizations, The Department of Health and Human Services (HHS) expects that the business value will be realized through process efficiencies, improved data quality, increased employee satisfaction (and therefore, reduction of turnover), and ultimately improved outcomes for children and families.

States must declare intent by July 30, 2018

Agencies have until July 30, 2018 to submit a Notice of Intent indicating if they will:

1. Transition SACWIS to CCWIS,
2. Function as non-CCWIS, or
3. Build a new CCWIS.

SACWIS funding, as currently defined will continue through the end of the notice period. After July 2018, there are no additional SACWIS funds, and states must draw down from their IV-E admin funds and cost allocate. For some states this means the federal match for technology investments could be under 15 percent.

Federal funding match for child welfare and other systems

Planning for and implementing CCWIS is typically funded through a combination of Federal Title IV-E funding and state funds. Regulations define requirements for planning, design, development, installation, operation, and maintenance of a CCWIS.

Planning activities can include things like feasibility studies, assessments, data quality planning, business process redesign, technical assessments, setting up governance structures, etc. Requests for planning funding are typically funded at 50 percent federal match.

Implementation activities include design, development and implementation activities, but it can also include project management, business process redesign, requirements, testing, training, organizational change management, and operations. **Operations** may also be covered, a more recent concept.

All funding requests must be aligned with the agency cost allocation plan as the cost allocation plan is the process where the actual cost identification and administrative claiming process

occurs. Any administrative cost that is not included in the cost allocation plan and claimed to a federal source is subject to disallowance.

The funding rules for CCWIS allow states to claim both development and ongoing operational costs directly to Title IV-E at 50 percent federal match for eligible program and functionality. This is a significant change to the funding that will greatly benefit states as they move forward with developing a CCWIS-compliant solution. States can also use Title IV-E funding to cover the cost of training Title IV-E eligible personnel on the enhanced/new system at the enhanced 75 percent federal match rate.

Under the new CCWIS regulation, costs can be allocated to Title IV-E more broadly than in the past. As part of the funding available for CCWIS, states can receive a federal match for development costs if they benefit:

- Child welfare related programs (at this time, these programs are defined by ACF as Adult Protective Services and Juvenile Justice)
- All participants of Title IV-E child welfare programs and activities, eligible or ineligible,
- Participants of Title IV-B programs.

Any CCWIS eligible costs required to develop enhancements that support any of these programs, are eligible for up to a 50 percent CCWIS development match. Functionality developed as a part of a CCWIS that is not related to the above programs or other populations is subject to cost allocation rules and benefitting objectives requirements under the Uniform Guidance.

ACF has been encouraging states to explore supplemental and complimentary funding through other federal programs such as Medicaid. In recent years, states have been heavily investing in technology in response to the Affordable Care Act, especially required changes in Medicaid eligibility. Given the relaxed design requirements and the move toward modularity with CCWIS, states may be able to leverage existing enterprise assets as components of the CCWIS. States are being encouraged to explore the possibility of leveraging funding streams to further develop and enhance these assets.

While it is possible to use Medicaid as a partial funding option, it is not without its challenges. For example, all requests for accessing this 90/10 funding must be submitted by the state Medicaid agency and negotiated with CMS and any other impacted federal agencies. There are timing issues and other strict requirements.

Approaches other states are taking in response to the changing federal requirements

State Specific Examples

Given that the functional requirements are less stringent for CCWIS than they were for SACWIS, states are adopting a variety of approaches to achieve CCWIS compliance. These decisions are made based upon many factors, including: the age of their existing child welfare information system, recent investments that have been made in their systems, availability and sustainability of other enterprise assets, agency priorities, and willingness to make investments and business process changes.

The below overview of some state projects provides an example of the various approaches.

Arizona

The Arizona Department of Child Safety (DCS) submitted a Planning Advance Planning Document (PAPD) to the ACF to obtain funds to perform a Feasibility Study to define requirements, conduct a gap analysis, and evaluate options. Based upon the recommended alternative, they have developed a five-year roadmap that lays out a plan for a full replacement of their current child welfare system, CHILDS with a CCWIS compliant system called Guardian. Given the time and complexity that it will take to fully replace CHILDS, DCS has taken an unprecedented approach to implementing a mobility system of engagement first. This solution will initially interface with CHILDS, providing immediate benefits to their field workers. The idea is to provide an early return on their investment, while allowing the time that is needed to implement the new technology, which is a platform approach. The platform allows for an incremental build that will defer cost over a longer period. This will also allow DCS to integrate the modules in the order of need, using multiple vendors (if they choose to do so).

Virginia

The Virginia Department of Social Services, Division of Family Services also secured funding through the ACF PAPD process to conduct a feasibility study that was completed in June of 2017. The results of the study recommended that DSS replace its current child welfare information system through a combination of leveraging scalable existing state assets and expanding as needed to achieve functional specific capabilities. The plan includes submission of an intent to achieve CCWIS compliance. Like Arizona, Virginia is opting for a mobility first solution to provide immediate relief for field workers, while executing their roadmap for a replacement solution.

Illinois

The Illinois Department of Children and Family Services utilized the ACF PAPD process to secure funding to conduct a feasibility study. That project began in September of 2017 and is expected to be completed in August of 2018. They have just completed the planning phase of the project and are entering a comprehensive statewide process for gathering business requirements and developing a to-be process model.

Florida

The Florida Department of Children and Families completed a state process known as an IV-B assessment that is utilized to request state funds for projects. While there were some requirements defined, this is primarily a financial exercise to put forward the budget request to the state legislature. It was determined that there were immediate needs in modifying the system, and they must be the priority. The budget request, covered those activities, as well as additional funding for a more comprehensive study to satisfy the federal APD requirements and a more in-depth analysis of technology solution alternatives.

Pennsylvania

The Pennsylvania Department of Human Services completed a feasibility study in 2009. The feasibility study recommended that PA, a county administered state, go with a non-SACWIS solution. Foregoing the enhanced funding, the state opted instead to do what made most sense for the state's child welfare agency and the counties who administer services. The Department chose to leverage investments that had been made in county case management systems by consolidating down to a smaller number of solutions that would exchange data with the state centralized data store allowing the state to meet the federal reporting and state oversight needs, as required. The PA Child Welfare Information Solution (CWIS) was launched in 2015. They have leveraged other state assets such as the Master Child Index, web services, and data warehouse to further expand the capabilities of this innovative approach. The solution will continue to evolve to meet the new CCWIS requirements, including expanded data exchanges.

California

Child Welfare Digital Services (CWDS) is a collaboration of California state and local government agencies that provide technology solutions to the programs that are responsible for child welfare across the state. In addition to maintaining and support existing Child Welfare Services / Case Management System (CWS/CMS), they are simultaneously developing a new technology platform and digital services that will be incrementally implemented over the next several years. The new solutions are intended to provide a more intuitive user experience and expanded capabilities to the vast variety of users.

In an effort to achieve innovation, flexibility and interoperability a strike force was developed to determine how the state could deliver innovative services faster. This strike force developed the current approach to prioritize business needs by business process and implement improvements in increments. The Intake business process was identified as the highest priority

for improvement. This would be achieved by a rapid series of procurements, use of an agile development methodology, and incremental deployments by function. The first procurement was for an application programming interface (API) to wrap the legacy database so that the new modules could access it.

There are several interesting elements of this approach worth noting. First, CWDS worked with 18f to develop the procurement approach. 18F is a digital services agency that is part of the federal government's General Services Administration (GSA). Their mission is to improve how states procure and implement technology solutions using modern technologies and purchasing strategies. 18F, worked closely with the State to develop a 10 page RFP and implementation plan.

The second item of note, is the level of transparency that the program committed to from day one. The Digital Services Implementation (<https://cwscms.osi.ca.gov/Portal/Digital-Services-Implementation-Portal>) provides public information such as the status of project and related documents/presentations, a calendar, and frequently asked questions. The secure area of the site offers tools, templates, and a sandbox for users to try out the new modules as modules are being developed.