

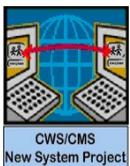


CWS/WEB PROJECT

Child Welfare Services CWS/Web Project

Governance and Communication Management Plan

February 2009



Revision History

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This version contains updates to the roles and responsibilities, the communications section, deletion of Section 5 based on current management review.			

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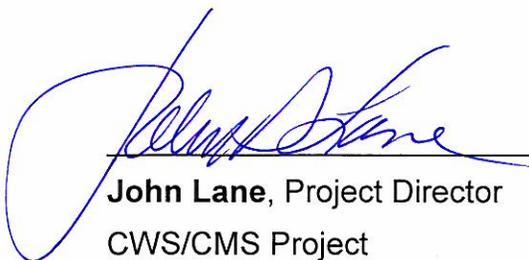
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1 Background

The Child Welfare Services Case Management System (CWS/CMS) was originally implemented in 1996, with continued development through rollout in 1998. Since that time, the State has been in the maintenance and operations (M&O) phase of the project, with only minimal new development activity occurring concurrently. The system supports all 58 California counties, the California Department of Social Services, and has over 19,000 users identified. Since its implementation, the system has incorporated all but four (4) of the most significant and critical SACWIS functionality components required by federal requirements. The system's current technical architecture is comprised of technologies and concepts that were common for large mission critical systems in the mid 1990s.

California Department of Social Services (CDSS) views CWS/CMS as a tool for the support of the child welfare workforce. The focus of its use is to enable case workers to spend more time providing services to children and families. Improved quality and quantity of services will result in improved outcomes for children and families.

On July 21, 2006, Federal and State approvals were given to proceed with the planning activities for the procurement and implementation of a new CWS application. The CWS/Web project will implement a web-service based technical architecture for CWS, meeting County and State business requirements including data management and reporting solutions consistent with Federal SACWIS requirements.

2 Introduction

2.1 Purpose

This document is a combined Governance and Communication Plan for the CWS/Web Project. The purpose of this document is to describe the internal governance organization, structure and the process used to focus State and county resources on the program, policy, resource, budget, oversight and scheduling issues that support the viable procurement of a vital statewide system. Building on that organization, this document further defines the Communication Management Plan outlining the exchange of information amongst project stakeholders and project team members.

2.2 Scope

The Governance and Communication Management Plan identifies the procedures used to govern and communicate internally within the project with specific focus on the formal processes necessary to ensure the success of the CWS/Web Project.

2.3 Update Triggers

In addition to the mandatory review and update with change in scope, project sponsorship, or the end of a project phase, the plan will be periodically reviewed and updated to incorporate lessons learned during each phase of the project. A review and update will be required to support the Development Phase of the project, which initiates with the selection and award of the CWS/Web contract to the Systems Integrator.

3 References

3.1 Best Practices Website

The format of this document adheres to the Office of Systems Integration (OSI) Best Practices for a Governance Plan and a Communication Plan as found on the OSI Best Practices website (<http://www.bestpractices.osi.ca.gov>).

3.2 Project iManage Repository

The CWS/Web Project Team utilizes the CWS/Web Project iManage repository (NSPDOCS) for all project-specific documentation associated with governance and communication management.

4 Participants Roles and Responsibilities

4.1 Project Organization

The CWS/Web Project is organized into functional areas which will support the project management, administration and procurement activities associated with each phase. The functional areas are comprised of team members from federal, state, county, oversight and vendor teams.

Under the general direction of the California Health and Human Services Agency (CHHSA), the Office of Systems Integration (OSI) has primary responsibility for management of the CWS/Web Project.

The CWS/Web Project Organization consists of a Project Office team and the support organizations and staff that assist and oversee project activities. The Project Office is under the direction of the CWS/Web Project Manager and is the team that performs the primary activities of the project. It includes the CWS/Web Program Support team and the OSI teams for Procurement Support, CWS/Web Solution, and Administration.

The Project Office performs the work necessary to successfully manage the project, procure the CWS/Web Systems Integrator and other contractors, and implement the new CWS/Web system to replace the existing CWS/CMS. The Project Manager reports to the OSI CWS/CMS Project Director, who is responsible for both the operations of the existing CWS/CMS as well as the implementation and operations of the new CWS/Web. The CWS/Web Project Manager works in close collaboration with the CDSS CWS/Web Program Manager to ensure the business needs of the CWS Program are understood and achieved by the project.

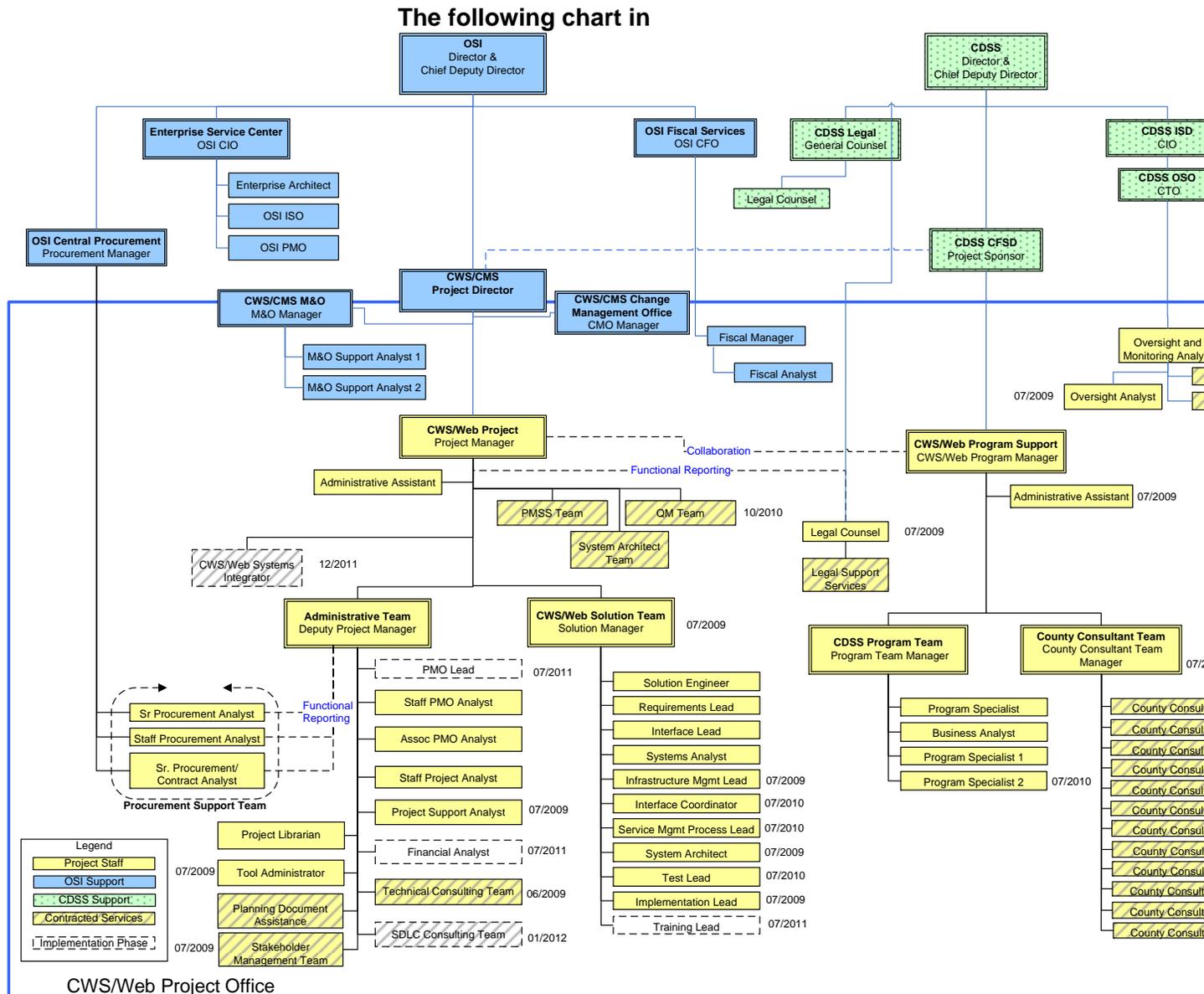


Figure 1 depicts the CWS/Web Project Organization to be used for the planning and procurement phase. The chart depicts the CWS/Web Project Office and its relationship to other entities that provide direct support to the project. These entities include OSI management and staff, CDSS management and staff, a legal support services consultant, and the project oversight consultants managed by the CDSS Office of Systems Oversight (OSO) and staff and consultants directly assigned to the CWS/Web Project Office.

(For the most current Project Organization Chart refer to iManage NSPDOCS #183.)

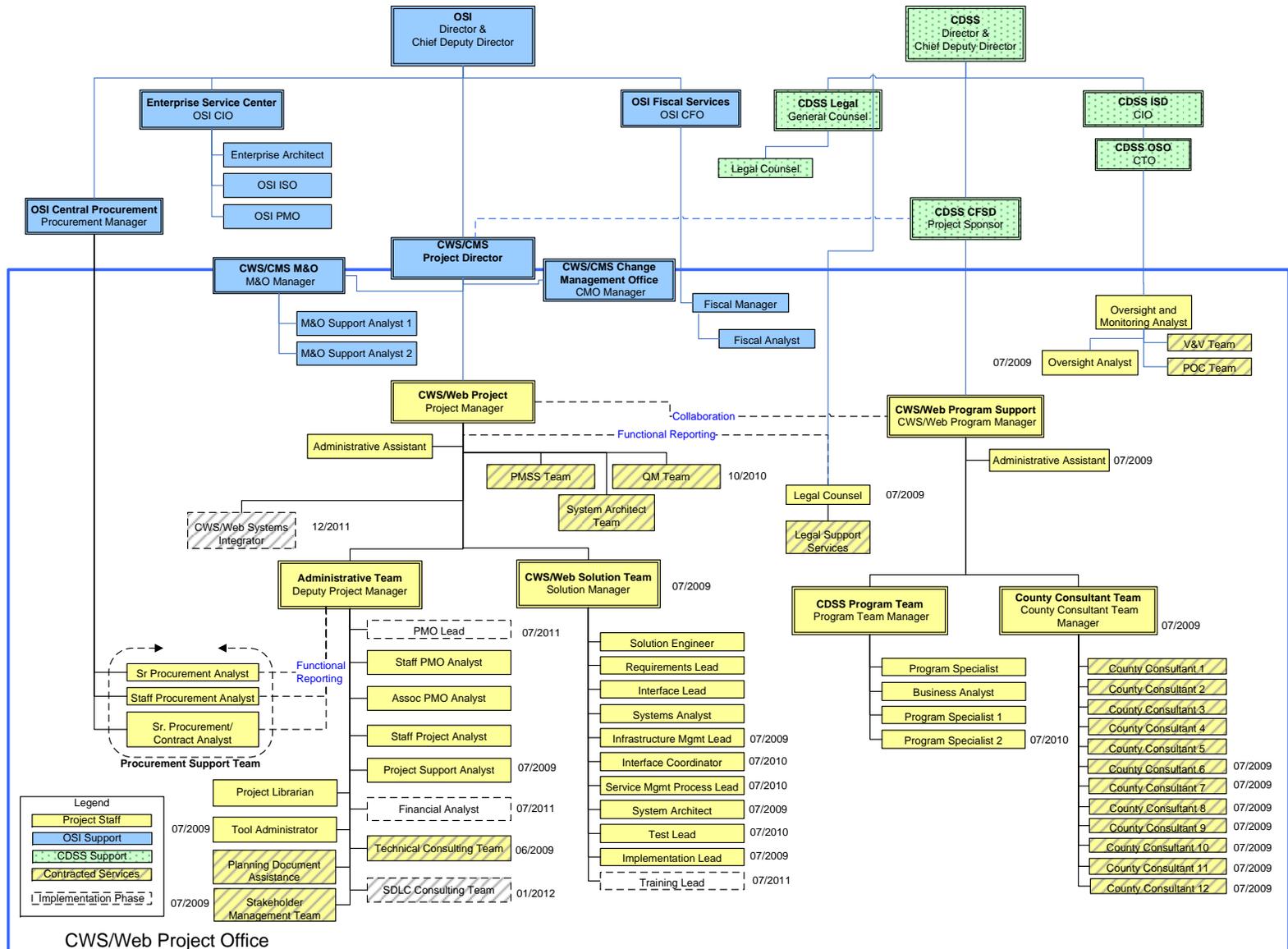


Figure 1 – CWS/Web Project Organization Chart

4.2 Stakeholders

The project stakeholders have varying interests in the implementation of the CWS/Web Solution. The term “stakeholders” is used broadly to encompass the various federal, state, county, oversight, and vendor teams. Stakeholders may or may not have any direct responsibility for project tasks, but their participation and support is essential to project success. Some of these stakeholders will periodically need to be informed of key milestones, findings, and decisions that may indirectly impact their relationship to the project. Other stakeholders require very detailed and frequent communication, as their organizations or job functions may be directly affected during the Planning Phase.

The first critical step in developing and delivering effective project governance and communication is identifying, classifying, and understanding the various stakeholders, their specific role in governance, their information needs, and their ability to influence and affect outcomes.

The state views the CWS/Web Project as a collaborative effort which requires involvement of all stakeholders as a critical component of success.

The primary requirement for all stakeholders is to keep the CWS/Web Project informed of issues and concerns that may impact the project scope, schedule, or cost. The following identifies the key CWS/Web Project stakeholders. Specific governance and communication requirements associated with these stakeholders are defined in sections 4 and 5 respectively within this document.

4.2.1 Regulatory and Control Agencies

Regulatory and control agencies are responsible for approving project approval documents and budgets. The following are the regulatory and control agencies identified for the CWS/Web Project:

- **Administration for Children and Families (ACF)** – ACF is responsible for federal programs that promote the economic and social well being of families, children, individuals, and communities. ACF provides national leadership and direction to 1) plan, manage and coordinate the nationwide administration of comprehensive and supportive programs for vulnerable children and families and 2) oversee and finance a broad range of programs for children and families. The role of ACF in relation to this project is to review and approve funding requests, to ensure that federal funding is spent appropriately, and that there is a reasonable potential that a state’s expenditure of federal funds will result in the attainment of federal objectives. ACF is engaged in full project oversight and provides guidance to the State on its overall plan for meeting federal requirements. The ACF must approve some project documents (e.g., PAPD, IAPD, System Integrator RFP, and the final contract) as well as all contracts over \$100,000.

- **Office of the State Chief Information Officer (OCIO)** – Manages the State Information Management Manual. The OCIO has statutory authority over IT strategic vision and planning, enterprise architecture, policy, and project approval and oversight. The OCIO also approves Special Project Reports (SPR).
- **Department of Finance (DOF)** – DOF is responsible for approving the annual funding for the project and will approve the Supplementary Premise Information (SPI), Budget Change Concept documents (BCC), and Special Project Reports (SPR) and updates.
- **Department of General Services (DGS), Procurement Division** – DGS is responsible for conducting major information technology procurements for the State of California, including CWS/Web Project. DGS reviews and approves project documents pertaining to the procurement of a CWS/Web Project Systems Integrator. DGS is the single point of contact for questions from bidders and potential bidders. DGS will assist in the facilitation of contract negotiations and will be a signatory of the final CWS/Web Project contract and any subsequent amendments. DGS will be the point of contact for all CWS/Web Project procurement vendor inquiries, including those vendors who respond to a CWS/Web Project Market Survey (if executed). In addition, DGS reviews and approves other project procurements and the Information Technology Procurement Plan (ITPP).
- **California Health and Human Services Agency (CHHSA)** – CHHSA administers State and Federal programs for health care, social services, public assistance, job training, and rehabilitation. The CHHSA Secretary is appointed by the Governor and serves as a member of the Governor's Cabinet. The Secretary and the CHHSA help the Administration carry out its objectives and policies regarding aforementioned State and federal programs. CHHSA is the umbrella agency that oversees the work of 14 Boards and Departments, which administer and/or provide direct services to the public. These Departments include the California Department of Social Services (CDSS) and OSI. CHHSA performs program policy oversight while providing direction to the State agencies on various programmatic and fiscal issues. CHHSA provides guidance on Child Welfare Services (CWS) programs and on the CWS/Web Project.

4.2.2 Project Sponsor

The CDSS Children and Family Services Division (CFSD) is the sponsor for the CWS/Web Project and is ultimately responsible for the success of the CWS/Web Project. The Deputy Director of CFSD, as the Project Sponsor, participates in the procurement activities ensuring that CWS/CMS-related program policies are addressed, that the CWS/Web Project meets state and federal requirements and is completed according to scope, schedule, and budget. The Project Sponsor maintains a leading and very active role in all aspects of system development including promoting and

marketing the use of CWS/Web Solution. CDSS performs the lead role in any communications with the public and media as well as the review of proposed and pending legislation.

CDSS with CWS/Web Project jointly participates in the deliverable acceptance process. The CWS/Web Project Manager and CDSS management communicate on project status, issues, and risks. CDSS is the point of contact for federal and state agencies and the State Legislature regarding CWS/CMS program policy issues.

4.2.3 OSI

In addition to the primary responsibility for overall project management (see section 4.1) OSI key staff positions provide the following organizational roles. A detail listing of all project staff roles and responsibilities can be found in iManage NSPDOCS #2255.

- **CWS/CMS Project Director** - The CWS/CMS Project Director is responsible for the successful delivery of the project office services to meet programmatic requirements defined by the Project Sponsor. The CWS/CMS Project Director, an OSI employee and under general direction from the OSI Director within the CHHSA, plans and directs activities of the CWS/CMS Project and the CWS/Web Project. The CWS/CMS Project Director has overall responsibility for the CWS/CMS M&O Organization and the CWS/Web Project. The CWS/CMS Project Director provides overall direction to the CWS/Web Project Manager to ensure cohesive strategies, coordination of bridging activities, change management, and staff utilization. Responsibilities include oversight of development and management of all project processes both for new development and for sustaining maintenance, as well as management of all resources assigned to the project: State staff and vendors. The CWS/CMS Project Director is also responsible for maintaining a close working relationship with the Project Sponsor to understand business needs and for identifying and proposing automation solutions to address those needs.
- **CWS/Web Project Manager** - The CWS/Web Project Manager, an employee of OSI, under general direction from the CWS/CMS Project Director, plans and directs the CWS/Web Project and manages an effective multi-disciplinary project team. The CWS/Web Project Manager is dedicated full-time and responsible for project management of the planning, procurement, development, implementation, and ongoing maintenance and operation of the CWS/Web. The CWS/Web Project Manager is responsible for communicating with CDSS and Counties. The CWS/Web Project Manager develops and maintains a collaborative relationship with CDSS and Counties to ensure appropriate programmatic input is obtained and utilized. The CWS/Web Project Manager monitors project activities; develops, reviews, and revises approval documents for funding; identifies and resolves issues; and mitigates and manages risk.
- **CWS/Web Administrative Deputy Project Manager** – The CWS/Web Administrative Deputy Project Manager is responsible for all procurement

management activities, either directly or by overseeing the work of others, including the development and maintenance of the IT Procurement Plan (based on DGS requirements). The Administrative Deputy Project Manager consults with Legal counsel regarding procurement issues and contract terms. The CWS/Web Administrative Deputy Project Manager works with the OSI Procurement Center and DGS, as appropriate, to determine the current laws, regulations and process requirements based on the contract vehicle. The CWS/Web Administrative Deputy Project Manager collaborates with the CWS/Web Project Manager to establish the budget and scope for the solicitation and the high-level evaluation criteria. The CWS/Web Administrative Deputy Project Manager briefs all procurement participants on the project's specific approach to the solicitation, the purpose and goals of the solicitation, the specific products and services being sought, and the criteria that will be used to evaluate and accept the products and services. The CWS/Web Administrative Deputy Project Manager is also responsible for managing the CWS/Web Project financial activities, human resource management activities, project management support activities, and other administrative activities.

- **CWS/Web Technical Solution Deputy Project Manager** – The CWS/Web Technical Solution Deputy Project Manager plans and directs the activities of the CWS/Web Solution Team. The CWS/Web Technical Solution Deputy Project Manager is responsible for the definition and management of the solution scope and the business requirements to be met by the CWS/Web Solution. The CWS/Web Technical Solution Deputy Project Manager works closely with the CDSS CWS/Web Program Manager and team to ensure the CWS Program needs are defined and reflected in the project products, particularly the CWS/Web system and related services. The CWS/Web Technical Solution Deputy Project Manager assists in the procurement of the CWS/Web Systems Integrator and is responsible to oversee the subsequent activities and products of the CWS/Web Systems Integrator to ensure business needs are met.
- **Solution Engineer** - The Solution Engineer works with the CWS/Web Project Manager, CWS/Web Technical Solution Deputy Project Manager and OSI contract staff on an ongoing basis to ensure that all technical aspects of the prime vendor contract are being properly executed. The CWS/Web Solution Engineer participates in the development of technical architectural standards at the project, department, and state level, requiring a detailed and broad understanding of State business requirements and best business practices related to service oriented architecture. The CWS/Web Solution Engineer provides leadership over a team of experts who represent their respective business or technical areas and translates the most complex and extensive business requirements into detailed use cases, system, and technical requirements. The Solution Engineer maintains a comprehensive understanding of business, operating systems, database design, and network design in order to effectively design and architect the system.
- **CWS/Web Procurement Support Team** - The CWS/Web Procurement Support Team works with the Deputy Project Manager to develop the solicitation

document for the System Integrator contract and to conduct all related IT acquisitions associated with the CWS/Web Project. In addition, the Procurement Support Team administers all contracts for the project to ensure compliance with appropriate regulations and policies, researches contract issues and monitors the contractor's performance against the requirements of the contract.

4.2.4 CDSS Organization

CDSS coordinates communications with the public and media as well as the review of proposed and pending legislation. In addition to the role CDSS plays as Project Sponsor (see Section 4.2.2), there are other branches and Bureaus at CDSS that have a direct or indirect stake in the CWS/Web Project. CDSS also provides access to county staff for the CWS/Web Project. The roles described below are performed under the general direction and supervision of the CDSS Project Sponsor.

- **CDSS CWS/Web Project Program Manager** - The CDSS CWS/Web Program Manager reports to the Project Sponsor and is part of the CWS/Web Project Management team. The CDSS CWS/Web Program Manager works with county management representatives and the Project Director for CWS/Web IT project-related activities and plans, directs, and oversees the day-to-day activities of CDSS staff assigned to the CWS/Web Project. The CDSS CWS/Web Program Manager is responsible for ensuring that program-related policy, contract, or funding decisions are made and communicated. The CDSS CWS/Web Program Manager develops and maintains collaborative relationships with the OSI CWS/Web Project team, CDSS program Divisions, counties, and other governmental agencies as needed to ensure that the sponsorship and programmatic input is obtained and utilized in the development of each phase of the project. The CDSS CWS/Web Program Manager monitors project activities, participates in the development, review, and revision of documents for approval and funding; identifies and resolves program issues; and assists in the mitigation and management of project risks. The CDSS CWS/Web Program Manager coordinates CDSS tasks, and participates in the CWS/Web Project Governance Groups as defined in Section 5.1 of this document.
- **CDSS CWS/Web Project Social Services Consultants** - The CDSS Social Services Consultants work with the CDSS CWS/Web Program Manager as Program Specialists to ensure that the CWS/Web meets state, federal, and county program processes to support achievement of program outcomes and business needs that improve worker efficiency and effectiveness. The Social Services Consultants' responsibilities include reviewing state and federal regulations and keeping abreast of changes as they occur and reviewing required document sections related to program descriptions, needs, or outcomes related to the CWS/Web Solution. The Social Services Consultants perform analyses and provide recommendations to the CWS/Web Project Manager on problems and issues as they arise and issue regular feedback to state and county program staff on decisions and issue resolution. The Social Services Consultants

participate in all county input sessions and in the creation and review of training material created for end users. The Social Services Consultants are responsible for developing a working knowledge of and relationships with units within the Children and Family Services Division (CFSD) to ensure that relevant CDSS staffs are involved in critical decision-making with regard to planning for the CWS/Web. Other responsibilities include obtaining and coordinating input from program experts as issues arise in planning, ensuring that contradictory or competitive needs are brought to resolution, and participating in the development of County Letters or Information Notices which relate to CWS/Web usage.

- **County Consultants** – Program management-level and user/technical-level County Consultants are required on a full-time basis to ensure the CWS/Web Solution is effective, economical, and efficient within the county and State child welfare and adoptions settings; is consistent with program policies and business practices; and supports the achievement of program outcomes and meets the need of end users. The County Consultants report to the CWS/CMS CWS/Web Program Manager. The County Consultants work closely with the CDSS CWS/Web Staff Services Manager, CWS/Web Social Services Consultants and CDSS CWS/Web Program Manager in ensuring the CWS/Web meets federal and State requirements and county program and business needs. The County Consultants provide input on system gaps and needs within the planned functional changes and analysis and recommendations to the Program Specialists and CDSS CWS/Web Program Manager on programmatic problems or issues as they arise. The County Consultants attend county regional or CWDA meetings to seek input or provide feedback on decisions and resolutions to issues, participate in ongoing CDSS communication to counties during planning of the CWS/Web, assist in the development of County Letters, Informational Notices, and training materials and review and provide suggested changes to required document sections related to program descriptions, needs, or outcomes developed in relationship to the CWS/Web.
- **County Program Staff** – The County Program Staff are County subject matter experts (SME) who directly support the development of the CWS/Web business functionality and/or technical components. These SMEs are selected from multiple counties and from existing CWS/CMS user groups. The County Program Staff are targeted to tasks that make the most of their familiarity with county business processes. The County Program Staff primary responsibilities include assisting in development, validation, and prioritization of business requirements and system design. The activities and tasks performed by the CDSS County Program Staff are coordinated by OSI, CWDA, and CDSS.
- **CDSS CWS/Web Project Business Analyst** - The Business Analyst works with the CDSS Program Manager on an ongoing basis as a Business Analyst to ensure that all aspects of the project scope, schedule, and budget are consistent with sponsor expectations. The Business Analyst assists in the development and provides on-going monitoring of CDSS contracts for the CWS/Web. The CWS/Web Project Business Analyst participates in change management decisions, reviews detailed budget documents and assists in the development

and review of all documents (i.e., RFP, APD) required in the planning phase. The CWS/Web Project Business Analyst coordinates ongoing CWS/Web correspondence with the ACF.

- **CDSS CWS/Web Staff Services Manager I (2 positions)** – The Staff Services Manager I (SSM I) position directly supervises the CDSS Social Services Consultants (Program Specialists), and CDSS Associate Government Program Analyst positions. An additional CDSS SSM I position will be responsible for supervision of the county contract consultants when the number of county consultants increases from five to 12 in State Fiscal Year 2009-10. The Staff Services Managers are supervised by the CDSS CWS/Web Program Manager. Staff Services Managers are responsible for routine personnel tasks and provide CDSS program, fiscal, contract, service delivery knowledge and experience to the CWS/Web Project.
- **CDSS Office of Systems Oversight (OSO)** – The CDSS Office of Systems Oversight (OSO) primary responsibilities are to meet the intent of ACF and the California Office of the Chief Information Officer (OCIO) Information Technology (IT) Project Oversight Framework by performing contract management and oversight of external CWS/Web Project Oversight Consultant (POC) and Verification and Validation (V&V) vendors. OSO monitors vendor performance to ensure project success. OSO assists in identifying and resolving project risks, facilitating briefings with senior management, and brings cross cutting project issues to the forefront for discussion. OSO performs its function separate from the OSI. OSO is responsible for comparing vendor results with source organizations, working with source organizations to resolve conflicts, and reporting findings directly to the Project Sponsor. OSO ensures external POC and V&V vendors adhere to practices, processes and procedures consistent with industry standards and accepted best practices such as the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) and the Institute of Electrical and Electronics (IEEE) Standards.
- **CDSS Information Security Officer (CDSS ISO)** - The CDSS ISO is responsible for establishing and managing policies and procedures to ensure the continued integrity and protection of CWS/Web data and security of all information technology assets (hardware, software and data). The CDSS ISO collaborates on projects and initiatives with officials at the state and local level. The CDSS ISO assists the ISD Deputy Director in the oversight of CDSS IT projects (e.g., CWS/CMS, CWS/Web, Statewide Automated Welfare System (SAWS), and the Electronic Benefits Transfer (EBT) System). The ISO communicates security standards to the CWS/Web Project and reviews project documents for adherence to these standards.
- **CDSS Legal Counsel** - CDSS Legal Counsel provides legal advice, opinions, and support to the CWS/Web. CDSS Legal Counsel advises the Program Sponsor, CWS/Web Project Manager, and CWS/Web Program Manager regarding statutory, regulatory, and program requirements impacting the Project. CDSS Legal Counsel assists and supports development of procurement

documents, contracts, and communications. CDSS Legal Counsel advises the Project Sponsor, Project Manager, and Operations Manager regarding the application of contract terms and conditions and the vendor's compliance.

4.2.5 County Welfare Directors Association (CWDA)

CWDA meets regularly to discuss program policy and child welfare services automation. The CWS/CMS Project Director and CWS/Web Project Manager in collaboration with CDSS work with the CWDA Liaison to provide critical project continuity. The CWDA Liaison coordinates and assists a variety of teams in conducting project tasks and when needed identifies and engages appropriate County policy and program experts to assist the CWS/Web Project. The CWDA Liaison ensures ongoing communications with CWDA leadership and counties regarding system direction in order to articulate the counties' role and perspective as the primary user and that county resources necessary for project success are identified. The CWDA Liaison duties include coordinating with the CWS/CMS Oversight Committee to ensure consistent direction, priority setting, and communication between CWDA, the counties, the project sponsor, and the CWS/Web integrated team, monitoring and assessing county-based application performance metrics and service level agreements and working with counties to ensure that counties understand and provide the necessary local resources to ensure project success.

4.2.6 OSI-Managed Vendors

- **Technical Assistance Consulting Vendor** –The Technical Consultants responsibilities include developing an architecture strategy for the CWS/Web that fits within the State's overall architecture strategy and ensuring system adherence to technical requirements for design, development, testing, system performance, and operability. The Technical Consultants also review and recommend acceptance of deliverables associated with the technical aspects of the project (design, development, testing, system performance, and operability) and participate in quality control activities during planning to ensure technical deliverables comply with established standards.
- **Project Management Support Services Vendor** - The PMSS vendor works with the core CWS/Web Project Team to ensure successful planning, execution and management of the CWS/Web Project. The PMSS vendor assists the CWS/Web Project Manager with the highest-level executive interactions including risk and issue mitigation; development, tracking and monitoring the work plan tasks and schedule; establishing and implementing project management standards and processes; acting in a lead role in the support of the development of financial, management and technical portions of project deliverables.

5 Project Governance

This section defines the governance structure including groups, membership, roles, and responsibilities in support of the CWS/Web Project. The objective of CWS/Web Project governance is to promote communication among stakeholders through a system of shared or overlapping membership, shared chairmanship responsibilities, and coordinated participation of stakeholders in a broad range of oversight, technical and policy working groups. The governance structure communication processes are supplemental to the communication processes defined later in this document.

The CWS/Web Project Governance Structure is designed to optimize resources and results by empowering each level within the structure to achieve results by following the project drivers established for the project and to use these drivers to determine priority order for decisions on CWS/Web Functionality.

PROJECT DRIVERS

- Program Business Requirements
- SACWIS Compliance
- Technical Requirements/Solutions

The CWS/Web project is using a modified and streamlined approach to governance, where all members of the team provide expertise, skills, and experiences. Consultants, county consultants, county representatives, Oversight Organizations, CDSS Staff, CWDA Staff, and OSI staff all participate in the development of the requirements for the CWS/Web Request for Proposal (RFP). As a result of this effort, the governance structure provides each team member the opportunity to escalate or communicate issues, concerns, or recommendations to a representative from his or her organization to ensure the best solution is achieved.

The Guiding Principles are the next level of priority for the groups within the governance structure to reference when making decisions regarding project scope and functionality decisions.

GUIDING PRINCIPLES

- Practice will drive system, system will not drive Practice
- Policy will drive the system, system will not drive Policy
- System will support flexibility in service delivery approach
- Automation - just because we can, doesn't mean we should
- Information how you need it, when you need it, and where you need it
- System changes will be made timely

- Support comprehensive service delivery through access to and exchange of information across systems

5.1 Governance Groups

The governance structure shown in Figure 2 depicts the internal project governance groups and their interrelationships. The chart shows that the integrated CWS/Web Project Team performs the work of the project. Certain decisions needed by the team are escalated to the Project Management Decision Group (PMDG) for resolution and direction. Approximately 95% of those escalated decisions are made by the PMDG. The remaining 5% of the decisions are those decisions that require escalation to the next higher level of governance, the Project Control Board (PCB). If the decisions cannot be made by the PCB, the decision is escalated to CDSS Executive Management for resolution or direction.

(The current version of the governance chart is maintained in iManage as NSPDOCS #957.)

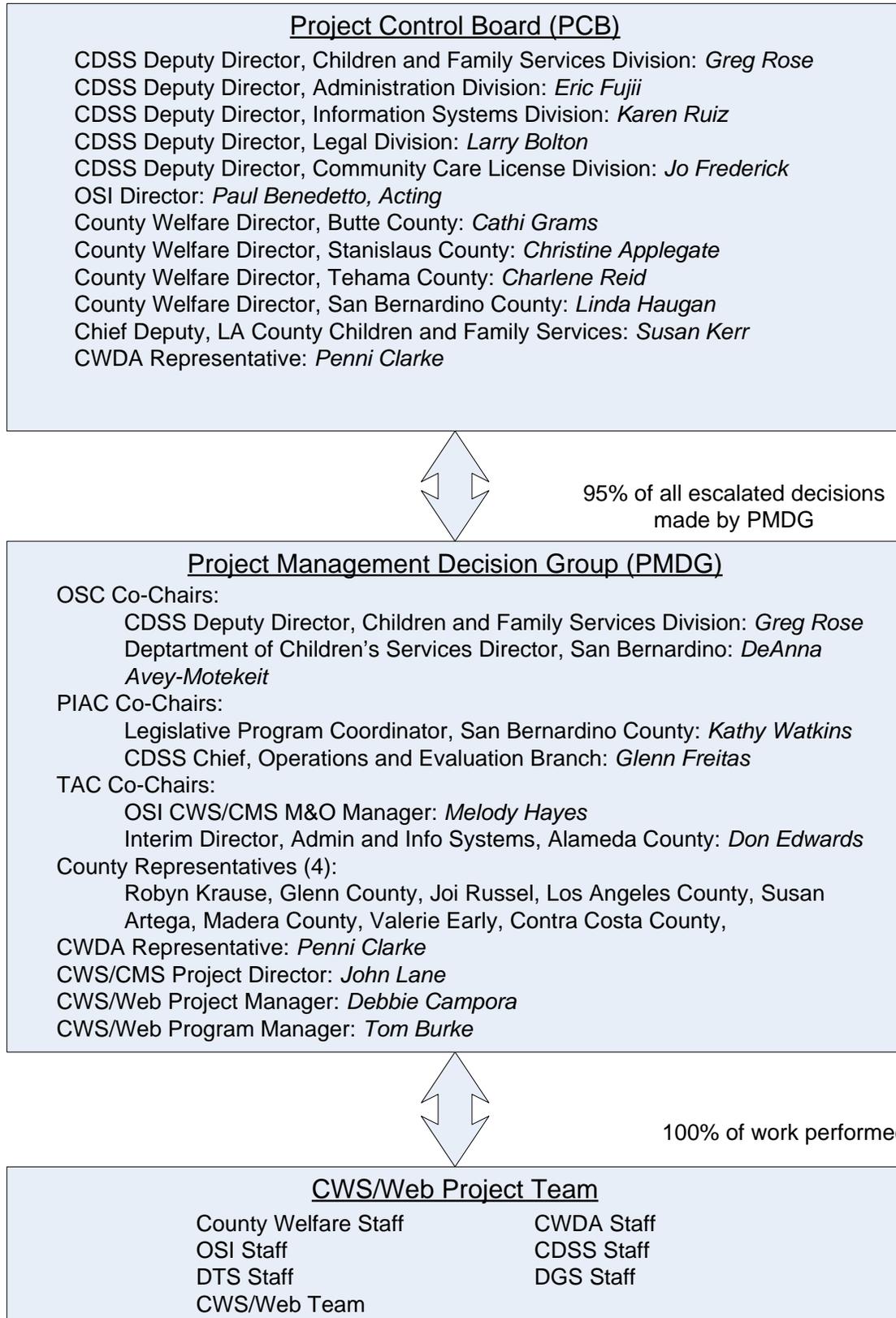


Figure 2 – CWS/Web Project Internal Governance Structure

5.1.1 Project Control Board (PCB)

The PCB meets as needed to provide direction and resolve issues or conflict with a view toward the overall project to ensure the CWS/Web Project remains within agreed-upon scope and objectives. The PCB is the highest escalation point within the project governance structure and provides both tactical and strategic direction to the project based upon project drivers and guiding principles. The PCB receives updates on project status and major project milestones at meetings as defined in the Communication Section of this plan.

Unresolved items, policy clarification, or system functionality changes at the Project Management Decision Group will be escalated to the PCB for a decision. Any issues which cannot be resolved at the PCB level will be escalated to CDSS Executive Management.

PCB Membership

- OSI Director
- CDSS Deputy Director, Children and Family Services Division
- CDSS Deputy Director, Administration Division
- CDSS Deputy Director, Information Systems Division
- CDSS Deputy Director, Legal Services Division
- CDSS Deputy Director, Community Care Licensing Division
- Four County Welfare Directors
- Chief Deputy, Los Angeles (LA) County Children and Family Services
- CWDA Representative

5.1.2 Project Management Decision Group (PMDG)

The PMDG provides direction for the development and implementation of CWS/Web to ensure the system supports the project drivers and the guiding principles that have been established for the CWS/Web Project. PMDG meetings are scheduled bi-weekly and are cancelled if there are no agenda items. The PMDG makes decisions on project issues and documents or other items relating to the proposed solution including the requirements and strategies as requested by the project.

The PMDG operates under the guidelines of unanimous agreement for decision making as it relates to scope, schedule, and budget issues as well as document or strategy approval. The project anticipates the PMDG will resolve approximately ninety-five per cent (95%) of the issues and problems escalated from the project team. Any issues/conflicts that are not resolved with a unanimous agreement will be escalated to the Project Control Board.

The PMDG Members are allowed a proxy, provided the proxy is given full decision-making authority on any and all items discussed or reviewed by the PMDG.

PMDG Membership

- CWS/CMS Oversight Committee (OSC) Co-Chairs
- CWS/CMS Program Impact Advisory Committee (PIAC) Co-Chairs
- CWS/CMS Technical Advisory Committee (TAC) Co-Chairs
- CWS/CMS Project Director
- CWS/Web Project Manager
- CWS/Web Program Manager
- CWDA Representative

5.1.3 CWS/Web Project Team

The primary purpose of the Project Team is to provide statewide perspective where program, technical, or policy issues/concerns arise out of proposed CWS/Web changes. The majority of the work for the development of requirements and for the development and implementation of the CWS/Web are performed by this team.

The Project Team actively participates in the definition, development, and resolution of issues related to program and policy impacts from a customer perspective as well as identifying and referring policy issues to CDSS to develop clarification in concert with the CWDA Children's Committee. In support of the CWS/Web Project, the Project Team recommends system changes and provides an assessment of the impact, as needed.

OSI performs all project management activities associated with the CWS/Web Project. This includes creating and facilitating approval of the Project Charter, project management plans, and status reports. In addition, CWS/Web Project staff creates and submits for approval all key project strategies such as procurement approach and proposal scoring.

CDSS leads communications with the public and media as well as the review of proposed and pending legislation.

Both organizations participate in making decisions regarding scope and requirements and scope / schedule / cost tradeoffs.

5.2 Issue Resolution Process

The CWS/Web Project Manager is responsible for overseeing and managing issues identified by the project or its stakeholders. An issue is defined as a statement of concern or need that (1) is known ahead of time or is in the project work plan, but

whose resolution is in question or lacking agreement among stakeholders; (2) is highly visible or involves external stakeholders such as requests from control agencies; (3) has critical deadlines or timeframes which cannot be missed; (4) results in an important decision or resolution whose rationale and activities must be captured for historical purposes; or (5) is an item that may impede project progress. An issue is a situation which has occurred or will definitely occur, as opposed to a risk which is a potential event. The CWS/Web Issue and Action Item Management Plan, iManage NSPDOCS #665, describes the processes for identifying, tracking, and managing issues.

CWS/Web Project staff may enlist the assistance of stakeholders in the resolution of an issue to ensure the resolution represents the best interests of the project, program, and the stakeholders. CWS/Web Project staff will document issues and their resolution using the integrated tool (Management Tracking System II). In the event a resolution cannot be agreed upon by the stakeholders, the issue may be escalated via the following Escalation Process.

5.3 Escalation Process

The Escalation Process is used when the project team cannot reach a workable solution for scope, or during the project someone requests that the agreed-upon project scope be changed to add a new feature or functionality and the team cannot find a solution everyone agrees upon. The Escalation Process is used to raise a problem, issue, or action to a higher level of management for resolution. Figure 3 depicts the escalation process for the CWS/Web Project. Important project issues will be handled as noted when they arise. The resolutions will be reviewed and evaluated against the “Project Drivers” and the “Guiding Principles”.

The CWS/Web Project Manager and/or Program Manager will notify the PMDG meeting facilitator of an escalated item to be placed on the agenda of the next meeting (or request one be scheduled if needed sooner). The agenda and any supporting material for the escalated item will be distributed via email to the PMDG members at least three days prior to the meeting. Should the PMDG be unable to agree on a resolution of the item, the item is escalated to the PCB. The CWS/Web Program Manager will schedule the PCB meeting and forward the materials from the PMDG to the PCB members along with any additional information. The PCB will provide the final resolution that will then be communicated back to the project staff at the next team meeting.

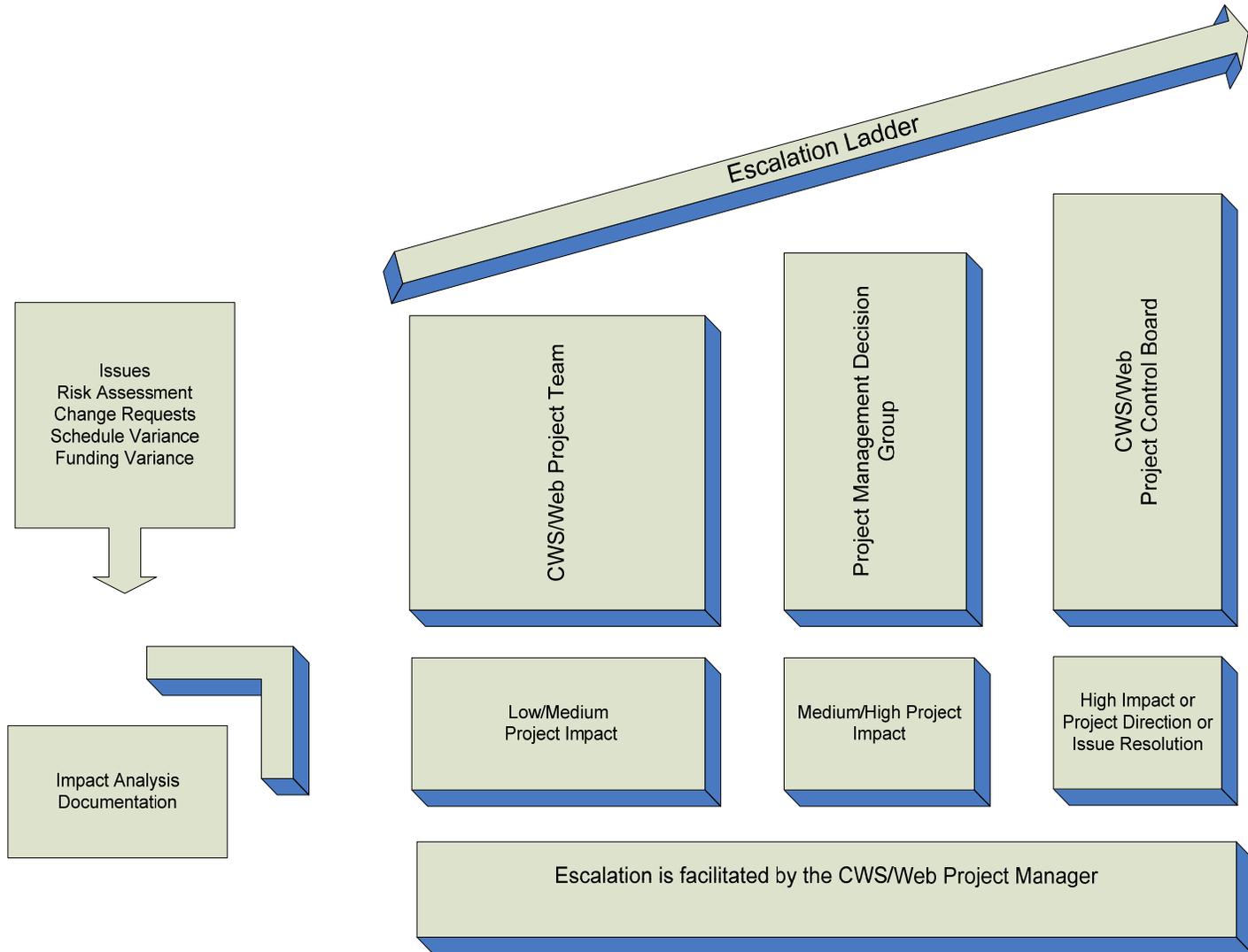


Figure 3 – CWS/Web Project Escalation Process

6 Project Communication

The following factors are critical to the success of project communication.

- Confidentiality – Due to the sensitive nature of vendor procurement activity, all communication must be at the direction and approval of the CWS/Web Project Manager. Appropriate levels of confidentiality must be adhered to in all written and verbal communications.
- Awareness – Communication about the project must occur. If stakeholders are not informed of the CWS/Web Project mandates, objectives, constraints, and outcomes they will not be prepared for the changes; nor will they understand or support the changes they observe and experience.
- Content – Communication must be relevant, meaningful, and at an appropriate level of detail for the target audience. The message should convey realistic expectations by dealing openly with the impact of change. Communication strategies should also be based on stakeholders' needs and feedback.
- Timeliness – Information must be shared in a timely manner to allow stakeholders opportunities to process project-related information and to react.
- Communication Flow – To curb misinformation and rumors, official project communication will flow through formal communication channels as described in this plan.
- Format and Media – All communication must be developed and delivered in a format that is efficient, understandable, and easily accessible. As much as possible, existing familiar communication vehicles should be used.
- Bi-directional – Communication from stakeholders is as important as communication to stakeholders.

6.1 Communication Management Roles and Responsibilities

While the CWS/Web Project Manager is ultimately responsible for the communication management activities, the CDSS Program Manager has an equally involved role in ensuring successful delivery of project communications.

6.1.1 CWS/Web Project Manager

The CWS/Web Project Manager oversees the execution of the CWS/Web Project Governance and Communication Management Plan and ensures appropriate management of project communications. The Project Manager serves as the single point of contact for the distribution of project-related communication deliverables. The Project Manager is responsible for:

- Ensuring the Governance and Communication Management Plan is accurate and up-to-date;
- Recording, monitoring, and tracking project communication deliverables;
- Defining, developing, and/or coordinating communication methods;
- Assisting CWS/Web Project staff in locating project information, processes and meeting information as needed;
- Providing communication standards and formats;
- Ensuring all project communication is current;
- Monitoring communication to ensure the appropriate stakeholders have relevant and timely information; and,
- Coordinating the distribution of communication (i.e., reports, minutes, etc.) as needed.

6.1.2 CDSS CWS/Web Program Manager

The CDSS CWS/Web Program Manager is responsible for ensuring that the content of communications accurately reflects the CDSS voice. The CDSS CWS/Web Program Manager is responsible for ensuring that program-related issues and decisions are communicated to CDSS and counties. The CDSS CWS/Web Program Manager will develop and maintain collaborative relationships with the OSI CWS/Web Project team, CDSS program Divisions, counties, and other governmental agencies as needed to ensure that the sponsorship and programmatic input is obtained and utilized in the development of each phase of the project.

CDSS performs the lead role in any communications with the public and media.

6.2 Audiences

Identifying and understanding the information needs of project participants and stakeholders is critical to delivering effective messages. Some need comprehensive project updates often and others, indirectly affected by the project, need less frequent and higher level information. A key to project success is appropriate messages, disseminated in consistent manner, to the right individual or groups in a timely manner.

The CWS/Web Project stakeholders are divided into two categories for the purposes of communication management: internal project participants, and external project stakeholders. Project participants are individuals who are either dedicated project staff or individuals who provide executive level sponsorship and support. External Stakeholders are individuals or groups that contribute to the project when needed, and are impacted by the results of the project.

6.2.1 Project Participant Group

Table 1 depicts the participant groups for CWS/Web Project communications.

Table 1: Project Participant Group

Group	Participants	Role
Project Sponsor	<ul style="list-style-type: none"> ▪ CDSS Deputy Director, CFSD 	Provides overall vision for the project and acceptance of the final product.
CDSS/OSI Executive Briefing Committee	<ul style="list-style-type: none"> ▪ CDSS Chief Deputy Director ▪ CDSS Deputy Director, CFSD ▪ CDSS Deputy Director, Information Systems Division ▪ CDSS Deputy Director, Administration Division ▪ CDSS Deputy Director, Legal Services Division ▪ CDSS Deputy Director, Community Care Licensing Division ▪ OSI Director ▪ CWS/Web Project Manager ▪ CDSS CWS/Web Program Manager 	The Executive Briefing Committee meets monthly for a high level review of CWS/Web Project activities.

Group	Participants	Role
Project Control Board	<ul style="list-style-type: none"> ▪ OSI Director ▪ CDSS Deputy Director, CFSD ▪ CDSS Deputy Director, Administration Division ▪ CDSS Deputy Director, Information Systems Division ▪ CDSS Deputy Director, Community Care Licensing Division ▪ CDSS Deputy Director, Legal Services Division ▪ County Welfare Directors (4) ▪ Chief Deputy, LA County Children and Family Services ▪ CWDA Representative 	<p>Meets as needed to provide direction and resolve issues/conflict with a view toward the overall project. The Project Control Board is the highest escalation point within the project governance structure and provides both tactical and strategic direction to the project based upon project drivers and guiding principles. Any issues which cannot be resolved at the PCB level are escalated to CDSS Executive Management.</p>
Project Management Decision Group	<ul style="list-style-type: none"> ▪ CWS/CMS OSC Co-Chairs ▪ CWS/CMS PIAC Co-Chairs ▪ CWS/CMS TAC Co-Chairs ▪ CWS/CMS Project Director ▪ CWS/Web Project Manager ▪ CWS/Web Program Manager ▪ CWDA Representative 	<p>The Project Management Decision Group meets bi-weekly or as needed. The committee provides direction and conflict resolution for the CWS/Web based on the project drivers and guiding principles.</p>

Group	Participants	Role
CWS/Web Project Managers Group	<ul style="list-style-type: none"> ▪ CWS/CMS Project Director ▪ CWS/Web Project Manager ▪ Administrative Deputy Project Manager ▪ Technical Solution Deputy Project Manager ▪ CWS/Web Program Manager ▪ Project Management Support Services (PMSS) Project Manager ▪ POC Consultant (as needed) ▪ V&V Consultant (as needed) 	The CWS/Web Project Managers Group meets to review progress and discuss priorities, issues, changes and risks.
CWS/Web Project Team Staff	<ul style="list-style-type: none"> ▪ CWS/CMS Project Director ▪ CWS/Web Project Manager ▪ CDSS CWS/Web Program Manager ▪ Administrative Deputy Project Manager ▪ Technical Solution Deputy Project Manager ▪ CWS/Web Project Staff ▪ CDSS Program Staff ▪ County Consultants ▪ CWS/Web Procurement Staff ▪ CDSS OSO Staff ▪ PMSS Staff ▪ DGS Representative ▪ POC Consultant (as needed) ▪ V&V Consultant (as needed) ▪ Other Contractor Staff 	CWS/Web Project All Staff includes all members of the CWS/Web Project staff. The group discusses overall project status and celebrates successes.

Group	Participants	Role
CWS/CMS Oversight Committee (OSC)	<ul style="list-style-type: none"> ▪ Deputy Director, CDSS Children and Family Services Division (co-chair) ▪ Department of Children's Services Director - San Bernardino County (co-chair) ▪ County and State Program Staff, CWDA 	A CWS/CMS Committee that determines program and technical system needs.
CWS/CMS Program Impact Advisory Committee (PIAC)	<ul style="list-style-type: none"> ▪ CDSS Operations & Evaluation Branch (co-chair) ▪ Legislative Program Coordinator, San Bernardino County (co-chair) ▪ County and State Program Staff, CWDA 	Discusses program needs and system impacts on program operations. Determines priorities for CWS/CMS systems changes.
CWS/CMS Technical Advisory Committee (TAC)	<ul style="list-style-type: none"> ▪ CWS/CMS M&O Manager (co-chair) ▪ Director, Admin & Info Systems, Alameda County (co-chair) ▪ County and State Technical Staff, DTS, CWDA, CWS/CMS Vendor (IBM) 	Discusses information for technical project issues. Provides technical consultation to the CWS/CMS OSC.
CWDA IT Committee	<ul style="list-style-type: none"> ▪ County and State Technical and Program Staff 	Advisory committee to CWDA.

6.2.2 Project Stakeholders

The table below depicts the project stakeholders identified for CWS/Web Project communications. In many cases, during the Planning Phase of the CWS/Web Project, the project participants will receive communication via the project participants group and the external communication tools identified in the plan in Section 6.0. It is expected that as the project progresses into the development and implementation phases, the project stakeholders will receive more direct communication.

Table 2: Project Stakeholders

Group	Participants	Role
Administration for Children and Families (ACF)	<ul style="list-style-type: none"> Assigned federal representative(s) 	Provides informal guidance and provides approval of project budget documents and procurements.
County Child Welfare Agencies	<ul style="list-style-type: none"> County management and staff responsible for the day-to-day administration of Child Welfare Services to California's children and families. 	Provide subject matter expertise for defining program requirements and ongoing testing and support for project applications.
Department of Technology Services (DTS)	<ul style="list-style-type: none"> Data center representative(s) 	Provide subject matter expertise for architecture and server configurations and support.
CDSS Information Security Office	<ul style="list-style-type: none"> Information Security Officer 	Provide expertise and support on security related technical and program specification.
OSI Information Security Office	<ul style="list-style-type: none"> Information Security Officer 	Provide expertise and support on security related technical and program specification.
CDSS Public Affairs Officer	<ul style="list-style-type: none"> Communication Officer 	Approves all public communication and responds to all media requests.
Health and Human Services Agency	<ul style="list-style-type: none"> Agency Secretary Agency Information Officer 	Provides overall program guidance and approves project planning documents submitted to control agencies.
CDSS Director's Office	<ul style="list-style-type: none"> CDSS Director 	The Director's Office receives status reporting via the Project Sponsor.

Group	Participants	Role
Office of Chief Information Officer (OCIO)	<ul style="list-style-type: none"> OCIO Representative 	Provides project oversight and state enterprise-wide standards
Department of Finance (DOF)	<ul style="list-style-type: none"> DOF Representative 	The DOF receives financial and status reporting and approves project funding.
Department of General Services (DGS)	<ul style="list-style-type: none"> DGS Representative 	DGS assists and approves procurement documents and activities.

6.3 Internal Communications

Formal internal communication is required to keep the project staff informed of project status, work plan status, issues, and risks. Internal communication also includes communication within OSI, and between the CWS/Web Project and the Project Sponsor. The following table shows the formal internal communications for the project.

Table 3: Project Meetings

What	Audience	Frequency	Responsible Party	Purpose	Media
CWS/Web Project Team Meeting	CWS/Web Project Team	Bi-Weekly - Tuesdays	CWS/Web Project Manager	Discuss project status, risks, issues, schedule, and assignments.	Oral presentation, discussion, and question and answer.
CWS/Web Project Team Communication Meeting	CWS/Web Project Team	Bi-Weekly - Tuesdays (alternating week from Project Team Meeting)	CWS/Web Project Manager	Discuss assignments and progress. Information sharing among team members.	Discussion, and question and answer.
CWS/Web Project Managers Meeting	CWS/Web Project Managers / Contractor Leads	Monthly or as needed	CWS/Web Project Manager and CDSS CWS/Web Program Manager	Discuss project status (both maintenance and operations and procurement), risks, issues, work plans and assignments.	Oral presentation, discussion, and question and answer.

What	Audience	Frequency	Responsible Party	Purpose	Media
CWS/Web Project Management Decision Group Meeting	Project Management Decision Group members	Bi-Weekly (or as needed)	CWS/Web Project Manager and CDSS CWS/Web Program Manager	Decision(s) and direction on issues/concerns.	Oral presentation, written, discussion, and question and answer.
CWS/Web Project Control Board Meeting	Project Control Board members	Quarterly (or as needed)	CDSS CWS/Web Program Manager	Decision(s) and direction on issues/concerns.	Oral presentation, written, discussion, and question and answer.
Risk Management Meeting	CWS/CMS Project Director	Monthly	CWS/Web Project Manager	Discuss project risks, mitigations, contingencies, and status.	Oral presentation, written, discussion, and question and answer
OSI/CDSS Status Meeting	CWS/CMS Project Management, other CWS/CMS staff, Project Sponsor, and OSO	Semi-Monthly	CWS/CMS Project Director	Discuss project status, risks, issues, work plans, upcoming events, and assignments.	Oral presentation, written status, discussion, and question and answer.
CDSS Executive Management Committee Meeting	CDSS and OSI Executive Management	Monthly	CWS/CMS Project Director	To provide status and discuss issues and risks.	Oral presentations, issue papers and decision sheets.
ACF Weekly Status Meeting	CWS/Web Project Manager and ACF Representative	Weekly	CWS/Web Project Manager	To provide status and discuss issues / risks.	Oral presentations, discussion and question and answer.

6.4 External Communication

Formal external communication is required to keep key stakeholders informed of project status, work plan status, issues, and risks.

6.4.1 Project-Level Communication to Multiple Groups

The CWS/Web Project will use several media to communicate to multiple stakeholders regarding project status and general information. The objective of this communication is to provide up-to-date project background, schedules, and current activities that are easily accessible to a wide range of interested parties. The CWS/Web Project is responsible for all communication described in the following table.

Table 4: Project Level Communication to Multiple Groups

What	Audience	Frequency	Responsible Party	Purpose	Media
General CWS/Web Project Status Update	Various	As needed	CWS/Web Project Manager	To provide status updates, and discuss project issues which impact multiple stakeholder groups.	Oral presentations, status reports and email.
CWS/Web Project Key Action Dates and Documents	Potential Bidders	As needed	CWS/Web Project Manager	To provide procurement-related information to the vendor community.	CWS/Web Project Website, reports and documents
Project Newsletter	County and State Stakeholders	Quarterly	CWS/Web Project Manager	Provide project status and highlights of current activities.	Accessed from the Project Website and email to county leads.
CWDA IT Highlights Report	County and State Stakeholders	Monthly	CWDA Staff	Provide project status and highlights of current activities.	CWDA website
Website "What's New" section	Various	As Needed	CWS/Web Project Manager	Share project status, new documents, highlights of current activities, results from user meetings, FAQs, and announcements	CWS/Web Website

6.4.2 Communication with Control Agencies

There are several standard reporting mechanisms for communicating with control agencies. The CWS/Web Project Manager will submit these reports on an as-needed basis and will provide briefings to control agencies as needed to facilitate project progress. The actual communication to these audiences is done through CDSS. The CWS/Web Project is responsible for communication described in the following table.

Table 5: Communication with Control Agencies

What	Audience	Frequency	Responsible Party	Purpose	Media
Supplemental Premise Information (SPI)	DOF	As Needed	CWS/Web Project Manager	To request funding for the current and upcoming budget year.	Document
Special Project Report (SPR)	OCIO	As Needed	CWS/Web Project Manager	To request funding for changes in the project budget that exceed budgetary thresholds	Document
PAPD and IAPD (and associated updates)	ACF, DGS, DOF, OCIO	Annual or As Needed	CWS/Web Project Manager	To provide project approach and status information and to request funding approval for the upcoming year.	Document
DOF Status Reporting	OCIO, DOF	Monthly	CWS/Web Project Manager	To provide updates to project scope, schedule and cost.	Oral presentations

6.4.3 Communication with CWDA and Counties

Communication with CWDA and counties will occur at multiple levels depending on the topic and phase of the project. The methods for communication with these groups include surveys, conference calls, county-specific meetings, consortia-specific interface meetings, and other meetings as needed.

Table 6: Communication with the CWDA and Counties

What	Audience	Frequency	Responsible Party	Purpose	Media
Project Website	Counties and CWDA	Updated Monthly	CWS/Web Project Manager and PMO Analyst	To provide current information on the project status	Reports, articles, documents, newsletter, Frequently Asked Questions (FAQs), schedule/calendar.
Technical Requirements Gathering for the RFP	County Information Technology Groups	As needed	CWS/Web Project Manager	To validate technical requirements towards the RFP.	Survey, conference calls and/or county regional meetings or workshops, and interactive involvement with Kovair requirement tool.
Business Requirements Gathering for the RFP	County Business Process Groups	As needed	CWS/Web Project Manager	To validate business requirements towards the RFP.	Survey, conference calls and/or county workshops, regional meetings, and interactive involvement with Kovair requirement tool.
General Project Information	Counties and the CWDA	As needed	CWS/Web Project Manager	To provide counties and the CWDA with project information and updates.	Conference calls, meetings, emails, and CWS/Web Information Updates and Presentations.
CWDA Meetings	Counties and the CWDA	As Needed	CWS/Web Project Manager	To provide counties and the CWDA with project information and updates.	Conference calls, meetings, emails, and CWS/Web Information Updates and Presentations.
OSC/ PIAC/ TAC Meeting	OSC/PIAC/TAC and the CWDA	Monthly	CWS/Web Project Manager	To provide OSC/PIAC/TAC and the CWDA with project information and updates.	Conference calls, meetings, emails, and CWS/Web Information Updates and Presentations.
County Regional User Group Meetings	County User Groups and the CWDA	Monthly	CWS/Web Project Manager	To provide User Groups and the CWDA with project information and updates.	Conference calls, meetings, emails, and CWS/Web Information Updates and Presentations.

What	Audience	Frequency	Responsible Party	Purpose	Media
County Town Hall Meetings	Counties and CWDA	As Needed	CWS/Web Project Manager and Program Manager	Communicate key messages about the system functionality, county involvement, and respond to questions	Conference calls, meetings, documents, presentations
County Coordinators Workgroup Meetings	Regional County Users	Monthly	CWDA Liaison	A forum to discuss ongoing monitoring and refinement of the implementation approach. Keep the users informed of project status.	Conference calls, meetings, documents, presentations
County Welfare Directors Meeting	County Welfare Directors and the CWDA	Monthly	CWDA Liaison	To provide Welfare Directors and the CWDA with project information and updates.	Conference calls, meetings, emails, and CWS/Web Information Updates and Presentations.
CWS/Web Project Email or Website question submittal	Counties, project staff and CWDA	As Needed	CWS/Web Project Manager	To allow county staff to submit questions, concerns and comments	Email
CDSS Information Letters	Counties and the CWDA	As needed	CDSS CMS Support Branch	To provide CWS/CMS-related program, fiscal or CWS/CMS policy, as well as state regulations.	Documents (All County Letter, All County Information Notice, state regulations, etc.)

6.5 Other Communication

6.5.1 Public Inquiries and Public Records Requests

Members of the CWS/Web Project are not allowed to communicate with the media unless prior approval or direction has been granted from the CDSS Director's Office. All media requests will be directed to the CWS/Web Program Manager for forwarding to the CDSS Public Affairs Office.

Occasionally, the project may receive requests from the public for information (e.g., statistics, reports, program information). If the project receives any of these requests, the requestor should be directed to the OSI Chief of Administration, who will refer the individual to the appropriate agency or department.

The project may refuse to disclose any records that are exempt from disclosure under the Public Records Act. (Refer to Government Code Section 6254.)

When applicable, physical inspection of the records shall be permitted within the project's offices and under the conditions determined by OSI. Upon either the completion of the inspection or the oral request of project personnel, the person conducting the inspection shall relinquish physical possession of the records. Persons inspecting project records shall not destroy, mutilate, deface, alter or remove any such records from the project. OSI reserves the right to have project personnel present during the inspection of records in order to prevent the loss or destruction of records.

Upon any request for a copy of records, other than records the project has determined to be exempt from disclosure under the Public Records Act, project personnel shall provide copies of the records to any person upon payment of a fee covering costs of duplication.

For more information about public records requests, consult the Project Librarian, Chief Administrative Officer, or project Legal Counsel.

6.6 Information Management

6.6.1 Communication Protocol

The scope of information shall be limited to that within the individual's project domain. All communication related to project-wide status is directed to the CWS/Web Project Manager, unless otherwise advised. Because of the broad scope of this project, only those individuals at the project management level will be able to provide a comprehensive and accurate status update on the project as a whole. It is therefore imperative that all other project team members limit their project-related communications, both formal and informal, to information within their individual project domain or job functions.

Project information that needs to be disseminated widely to user staff is disseminated through the individual designated as the primary user contact, or user project manager. It is then expected that that individual will disseminate information appropriately to other affected user personnel.

6.6.2 Email

Email is used as a means for informal, ad hoc communication between project team members and stakeholders. Outgoing email is not to be used as official

correspondence. Email may be used to alert the recipient that a correspondence is forthcoming, but should not be used as a means of official correspondence itself. Official outgoing correspondence will always be in the form of a letter, memorandum, or document.

Appropriate uses of email include scheduling meetings, forwarding documents or other information, and general questions and answers. Incoming email should not be used as official correspondence; however, if the email contains pertinent or historical information, the email should be given a document tracking number and archived in the project document management tool.

Due to the confidential nature of the CWS/Web Project, all email should contain the following disclaimer:

“IMPORTANT: CONFIDENTIAL COMMUNICATION. This email and any accompanying attachments are confidential procurement information. This transmission is directed solely to the addressee. If you received this in error, you are advised that any disclosure, copying, distribution, or the taking of any action in reliance upon this communication is prohibited. Further, your review or possession of this email may result in you and your company's disqualification from the procurement. If you have received this transmission in error, please contact the sender immediately and do not forward, copy, print or save the communication.”

6.7 Communication Tracking and Storage

Refer to the CWS/Web Project's Change Management Plan, Document Management Plan, and Website Management Plan for information about the project's policies and procedures for communication and document naming, tracking, review, storage, retention, and change control.

Written communications received or generated by the project are retained and stored in the project's library and/or document management tool, depending on the format in which they were received. Project email that documents decisions or has pertinent value to the project are stored in the project's library and/or document management tool and retained for historical purposes. The project will maintain a document that records all major decisions affecting the project and counties. Issue documentation and action items are stored in the project's Issue Tracking System (MTS II) and issue papers are stored in iManage and linked to issues in MTSII.

6.7.1 Communication Tools

The CWS/Web Project uses email, meetings, formal letters, telephone, and the project's website for communication. The CWS/Web Project-specific website pages can be accessed via the CWS/Web Project link available from the home page accessible at <http://www.osiintranet.osi.ca.gov> .

6.8 Communication Format

Formal communication and project documentation generated by the project shall conform to OSI standards. Also refer to the Document Management Plan for more information on available project templates and formats.

6.9 Communication Effectiveness

The Governance and Communication Management Plan and processes will be reviewed periodically and updated as needed. Lessons learned will be captured at the end of each project phase and used to improve the plan.

6.10 Communication Changes

Changes to the communication process may be proposed by any recipient or communication creator. The CWS/Web Project Manager must approve the change. Often, a draft version will be used to generate discussion prior to making the change official.

7 Acronyms and Terms

Acronym	Definition
ACF	Administration for Children and Families
APD or APDU	Advance Planning Document (Update)
BCC	Budget Change Concept
CDSS	California Department of Social Services
CHHSA	California Health and Human Services Agency
CFSD	CDSS Children and Family Services Division
CWDA	County Welfare Directors Association
CWS/CMS	Child Welfare Services/Case Management System
DGS	Department of General Services
DOF	Department of Finance
DTS	Department of Technology Services
FSR	Feasibility Study Report
IAPD	Implementation Advance Planning Document
IEEE	Institute of Electrical and Electronics Engineers
ISO	Information Security Office
IT	Information Technology
ITPP	Information Technology Procurement Plan
MTS	Management Tracking System
OCIO	Office of Chief Information Officer
OSC	Oversight Committee
OSI	Office of Systems Integration
OSO	CDSS Office of Systems Oversight
PAPD	Planning Advance Planning Document
PCB	CWS/Web Project Control Board
PIAC	Program Impact Advisory Committee
PMBOK	Project Management Body of Knowledge
PMDG	CWS/Web Project Management Decision Group

Acronym	Definition
PMI	Project Management Institute
PMSS	Project Management Support Services
POC	Project Oversight Consultant
RFP	Request for Proposal
SACWIS	Statewide Automated Child Welfare Information System
SME	Subject Matter Expert
SPI	Supplemental Premise Information
SPR	Special Project Report
SSM	Staff Services Manager
TAC	Technical Advisory Committee
V&V	Verification and Validation