



COMMONWEALTH of VIRGINIA  
DEPARTMENT OF SOCIAL SERVICES  
*Office of the Commissioner*

S. Duke Storen  
COMMISSIONER

September 1, 2018

**MEMORANDUM**

**TO:** The Honorable Ralph S. Northam  
Governor of Virginia

The Honorable Thomas K. Norment, Jr.  
Co-Chairman, Senate Finance

The Honorable Emmett W. Hanger, Jr.  
Co-Chairman, Senate Finance

The Honorable S. Chris Jones  
Chairman, House Appropriations

**FROM:** S. Duke Storen 

**SUBJECT:** Semi-annual Progress Report on Item 344 (M) of the 2018 Appropriation Act –  
Comprehensive Child Welfare Information System

I am pleased to submit the Department of Social Services' semi-annual progress report on the development of a comprehensive child welfare information system, including project summary, implementation status and project expenditures. If you have any questions or need additional information concerning this report, please contact me at (804) 726-7011.

SDS: kc  
Attachment

**Department of Social Services  
Semi-Annual Report on CCWIS  
September 2017 – August 2018**

**Report Mandate and Background**

Items 344 (M) of the 2018 Appropriation Act provides:

(1) “Out of this appropriation, \$7,517,668 the first year and \$7,517,668 the second year from the general fund and \$2,500,000 the first year and \$2,500,000 the second year from nongeneral funds shall be available for the reinvestment of adoption general fund savings as authorized in title IV, parts B and E of the federal Social Security Act (P.L. 110-351).”

(2) “Of the amounts in paragraph M.1. above, \$3,078,595 the first year and \$3,078,595 the second year from the general fund shall be used to develop a case management module for a comprehensive child welfare information system (CCWIS). In the development of the CCWIS, the department shall not create any future obligation that will require the appropriation of general fund in excess of that provided in this Act. Should additional appropriation, in excess of the amounts identified in this paragraph, be needed to complete development of this or any other module for the CCWIS, the department shall notify the Chairmen of the House Appropriations and Senate Finance Committees, and Director, Department of Planning and Budget.”

(3) “Beginning September 1, 2018, the department shall also provide semi-annual progress reports that includes current project summary, implementation status, accounting of project expenditures and future milestones. All reports shall be submitted to the Chairmen of the House Appropriations and Senate Finance Committees, and Director, Department of Planning and Budget.”

**Project Summary**

One of the goals of the Division of Family Services (DFS) with the Virginia Department of Social Services (VDSS) is to promote the safety, permanency and well-being of the citizens of the Commonwealth of Virginia through the delivery of essential services and benefits and to strengthen families and individuals to achieve their highest level of self-sufficiency. Current in-house applications fall short of VDSS’ vision of integrated and coordinated child welfare services information. By acknowledging the limitations and shortcomings posed by the existing applications, VDSS is committed to acquiring a CCWIS that will meet the Administration of Children and Families’ (ACF) federally-prescribed CCWIS requirements, conform to the needs of VDSS’ enterprise architecture standards, as well as effectively align with the Virginia local government and state child welfare program practice requirements.

The name of Virginia’s new system is COMPASS. COMPASS signifies a **COM**prehensive **P**ermanency **A**ssessment and **S**afety **S**ystem.

The vision for COMPASS is to:

- Meet the diverse needs of front-line workers, state and local leadership, children, alumni, families and community supports;

- Utilize innovative technology to facilitate case management and real-time reporting capabilities to achieve timely permanency and ensure safety and well-being of children in the Commonwealth; and,
- Maximize the interoperability of existing and future systems that intersect with COMPASS to optimize service delivery, reduce duplicative efforts and capture the story of children and families served.

During FFY2018, VDSS' primary focus was to procure the first component, mobility, of their COMPASS system. Although unforeseen circumstances with timing involved for the procurement have resulted in delays to the timeline outlined in VDSS' Implementation Advance Planning Document (IAPD) approved September 29, 2017 by the Children's Bureau, VDSS is on target to complete procurement of a mobile solution by the end of FFY2018 and implement statewide during FFY2019.

Additionally, VDSS on-boarded staff to assist in aspects of implementation of a mobile solution and began to engage local users in the change management aspects of moving from our legacy system to a modernized CCWIS.

Upon receipt of further guidance from the U.S. Department of Health and Human Services Administration on Children, Youth and Families, VDSS will take steps to address the Family First Prevention Services Act, enacted on February 9, 2018.

#### **Implementation Status**

VDSS is in the final stages of procurement of a commercial off-the-shelf (COTS) mobile solution. On September 29, 2017, the ACF approved VDSS' acquisition of a mobile solution. Virginia experienced a considerable delay in negotiations due to the initial identified vendor wanting to shift its responsibilities to third parties under the proposed contract. This shift is unallowable. As a result, VDSS moved to the next identified vendor for contract negotiations. No later than September 30, 2018, VDSS anticipates the announcement and finalization of the mobile contract, according to the following timeline:

Date of Completion	Description
May 15, 2017	CCWIS mobility RFP released
May 26, 2017	Pre-proposal conference
June 27, 2017	Due date for receipt of proposals
July 2017	Evaluation Committee Scoring – Round 1
August 2017	Solution demos from selected vendors
August 22, 2017	Evaluation Committee Scoring – Round 2
October 2017	Negotiation points submitted to three vendors
October 2017	Security assessment documents submitted to vendors
November 2017 – June 2018	Contract negotiations
June 2018	Contract negotiations completed
July 2018	Approval by entities prior to execution of contract
TBD	Submission of contract to ACF for approval
TBD	Announcement of selected vendor

Anticipating the acquisition of a COTS mobile solution, VDSS has the following key personnel in place to assist with the efforts for deployment, in addition to key technology personnel:

- Project Manager
- Change Management Manager
- Change Management Consultant
- Training Supervisor
- Business Analysts (3)

As a locally administered state for social services delivery, VDSS is committed to ensuring local departments of social services (LDSS) are intimately involved, when applicable, in decision-making. VDSS has established Rapid Response Teams (RRT) to allow for the voice of the front-line worker, supervisor and director to be heard and considered at key decision points. The RRT have proven to be beneficial for decisions regarding the implementation of a mobile solution. It is VDSS' hope that by including LDSS at all stages of implementation of a CWWIS, Virginia will avoid common pitfalls locally-administered states sometimes incur during implementing statewide solutions.

VDSS has established the following committees to assist with implementation of all components of a CCWIS program:

- Data Governance Council – The management of the availability, usability, integrity and security of data. This Council provides this management of child welfare data. This committee is actively engaged in providing critical insight and input into data “clean up”

efforts to prepare for the migration of data from Virginia's legacy system to a modernized CCWIS.

- **Communication Council** – This Council explores strategies to achieve the goal of being open, transparent, and allows for two-way communication for each of the COMPASS projects. The Council is responsible for assisting in the development and deployment of communication campaigns for all COMPASS projects.
- **Implementation Council** – The Council's objectives include reviewing and/or providing input into the following components: project plan, stakeholder input, quality assurance and improvement plan, and implementation plan for the COMPASS projects.
- **Document Management Committee** – This committee's goal is strategic planning for VDSS moving from paper records to digital records.

VDSS acknowledges that change management will play a key role in the successful organizational changes resulting from the mobile application and has initiated development of customized plans for ensuring impacted users of COMPASS receive the awareness, leadership, coaching, and training they need in order for successful change. VDSS is committed to ensuring COMPASS is effectively embraced, adopted and utilized.

#### **Future Milestones**

For the reporting period of FFY2019, VDSS projects the full implementation and deployment of a COTS mobile solution to 2,000+ front-line workers in 120 localities. Upon finalization of the COTS mobile solution contract, VDSS will complete an updated planning document that will be provided to the Children's Bureau with an updated project plan to include detailed timelines of development, training and full implementation.

Through a competitive procurement process, VDSS will initiate and procure a case management system. The existing system creates limitations and does not support the business process flow for capturing data. There are also concerns that the data collected is not enough to support business practices. VDSS anticipates acquiring a new system that fully supports and captures business process. See below timeline for procuring a case management system:

Date of Completion	Description
August 1, 2018	OAG review completed, submit to VITA for review and approval to publish.
Late August 2018	Submit to ACF for review and approval of RFP and contract
September 10-17, 2018	Issue RFP
October 29, 2018	RFP closes
November 2018	Proposal individual review Round 1
December 3-14, 2018	Submit to VITA for security review of identified top vendors. Begin Q&A sessions with top offerors and demonstrations
Late December 2018 and Early January 2019	Round 2 scoring sessions
January 2019	Negotiation with selected offerors and incorporate Office of Attorney General for general term and condition review and negotiation, as well as VITA personnel on the technical security aspects.
Early February 2019	Submit to VITA for approval of signed contract

## Project Expenditures

	FFY18 Federal Expenditures	FFY18 State Expenditures	FFY19 Federal Projections	FFY19 State Projections
<b>CCWIS</b>				
Personnel	\$ 30,466.00	\$ 30,466.00	\$ 2,620,452.00	\$ 2,620,452.00
Travel	\$ -	\$ -	\$ 200,000.00	\$ 200,000.00
Training			\$ 177,074.00	\$ 177,074.00
Supplies and Materials	\$ 1,440.00	\$ 1,440.00	\$ 10,000.00	\$ 10,000.00
Overhead			\$ 1,314,081.00	\$ 1,314,081.00
Software Purchases	\$ 636.00	\$ 636.00	\$ 19,355.00	\$ 19,355.00
Security (inc. Backup)			\$ 75,000.00	\$ 75,000.00
Site and Facility			\$ 235,570.00	\$ 235,570.00
System Testing			\$ 19,355.00	\$ 19,355.00
Utilities			\$ 75,000.00	\$ 75,000.00
Sub total	\$ 32,542.00	\$ 32,542.00	\$ 4,745,887.00	\$ 4,745,887.00
Contractual Services PAPD	\$ 437,704.00	\$ 437,704.00	\$ -	\$ -
Sub total	\$ 437,704.00	\$ 437,704.00	\$ 4,745,887.00	\$ 4,745,887.00
<b>Mobile Vendor*</b>				
Mobile Vendor*	\$ 500,000.00	\$ 500,000.00	\$ 800,000.00	\$ 800,000.00
Equip. Lease & Maintenance	\$ -	\$ -	\$ 1,763,000.00	\$ 1,763,000.00
Mobile Device Mgt	\$ -	\$ -	\$ 600,000.00	\$ 600,000.00
Shipping	\$ -	\$ -	\$ 10,100.00	\$ 10,100.00
Installation	\$ -	\$ -	\$ 10,100.00	\$ 10,100.00
Software Purchasing	\$ -	\$ -	\$ 125,000.00	\$ 125,000.00
Procurement	\$ -	\$ -	\$ 18,581.00	\$ 18,581.00
Direct Support Services	\$ -	\$ -	\$ 71,710.00	\$ 71,710.00
<b>Case Management</b>				
Case Management Vendor	\$ -	\$ -	\$ 2,500,000.00	\$ 2,500,000.00
Case Mgmt Design	\$ -	\$ -	\$ 152,266.00	\$ 152,266.00
<b>OASIS Decommissioning</b>				
Design	\$ -	\$ -	\$ 102,579.00	\$ 102,579.00
Procurement	\$ -	\$ -	\$ 37,161.00	\$ 37,161.00
Sub total	\$ 500,000.00	\$ 500,000.00	\$ 6,190,497.00	\$ 6,190,497.00
<b>Total</b>	<b>\$ 937,704.00</b>	<b>\$ 937,704.00</b>	<b>\$ 10,936,384.00</b>	<b>\$ 10,936,384.00</b>