

To: L.J. v. Massinga Defendants, Plaintiffs and Forum Facilitators

From: Rhonda Lipkin and Lisa Mathias, Office of the IVA

Re: LJ CJAMS Needs to Complete LJ Reports: IVA Estimate of DHS/BCDSS Staffing Needs from June 1 – September 15, 2022 (reassessment should be done in August)

Date: June 8, 2022

Note: While this memo is being shared on June 8, the LJ Report needs have been shared with DHS, SSA, MD THINK and BCDSS staff on an ongoing basis (including at the LJ Forum on March 7, 2022) and, in particular, in the agenda for and weekly meeting with Greg James, Brandi Stocksdale, Sheritta Barr-Stanley, Hilary Laskey, Shan Chockingham and Probal Gupta on May 6 (copy attached). This information was shared with Plaintiffs' counsel last week.

I believe that the following staffing is needed to complete the LJ Reports and ensure that they are meeting the requirements of the LJ Consent Decree measure instructions:

1. At least 3 full-time MD THINK report development staff experienced with the LJ reports available to work with BCDSS staff and IVA to complete the 10-11 remaining LJ reports, to fix completed LJ reports that are not working properly in production and to add enhancements necessary for reports to be reliable and accurate.

Based on my experience over this past year, these are the staff members that I believe are needed: Chandra due to his ability with the back-end tables, Naveen due to his familiarity with most relevant tables due to his work on the OOH and Family Preservation milestones, and at least one person who has worked extensively with the public and private provider modules, such as Deepti or Sukumar. Others, such as Vineet, Kurt, Anshul and Sakthi, will be needed from time to time to deal with data or application defects or enhancements needed.

2. At least 5 BCDSS/SSA staff to review completed LJ reports – those in CJAMS production database. This needs to include (1) at least 2 full-time staff members who are experienced enough with CJAMS to compare what is in the approximately 53 completed reports with what is in the CJAMS application; and (2) at least 2 full-time staff members familiar with child welfare practice issues who have strong Excel skills and who have the ability to understand and apply the business specifications to determine if the reports are working properly. There also needs to be a staff member familiar with LJ requirements, measure instructions and business specifications to coordinate the work. Sheritta also will need to be involved on an ongoing basis.
3. Sufficient local, SSA and MD THINK staff to focus on correcting application defects and making application enhancements necessary for staff to input necessary data and for reports to be accurate and reliable:

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- a. SSA is responsible for creating the “stories” for the application changes. This is time-consuming, detailed work and requires frequent supervision and review by Hilary Laskey and at least one if not two (given their inexperience) FTE staff members.
- b. I am unable to estimate how much MD THINK staff is needed to make the application changes. However, there clearly are insufficient staff members assigned currently to allow the work to be completed in anything like a timely manner. Right now, it appears that the staff currently assigned can only manage 2-4 application changes in a two-week cycle (with at least one of those needing additional time for completion). Since the winter, almost all of the application changes scheduled and completed have not been LJ-related. I am concerned that the scope of MD THINK’s work on new applications is expanding when the current applications – at least CJAMS – is far from satisfactorily complete.
- c. I have provided a list of at least 100 needed changes (copy attached) – some are very small such as changing a label, and others are much larger such as making significant corrections to how the public provider module works. Other changes needed are likely to arise as the reports are reviewed. At the current pace, I don’t believe that these changes could all be completed until well into 2023 if not 2024.
- d. I have categorized the changes as “high,” “medium” or “low” priority with relation to LJ report needs. However, some of the “low” priority items may be “high” priority for other things, such as state or federal law reporting requirements. For example, the TPR functions need to be corrected so that the prior-TPR “birth match” can be done properly.
- e. On the list of needed application changes, I have added a column which provides the LJ Report (measure) numbers to which that change is critical. In addition, as each story is written, the related reports need to be reviewed to determine if the changes will impact on the report. If so, then a determination needs to be made if the application change is still needed. If it is, then the business specs for the report will need to be adjusted.
- f. As I have recommended previously, SSA and local staff need to review every screen of every section of CJAMS to determine, in an organized way, what is working and what is not so that changes are not made piecemeal and possibly in a way that conflicts with other changes or existing reports.
- g. I would recommend that a complete review of compiled requests for CJAMS changes also be done. The LJ-related corrections and enhancements need to be evaluated in

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light of all of the other user stories being developed to see which could be combined or which may conflict.

4. BCDSS/SSA staff are needed need to review the “final” business specs for each report and compare them to the measure instructions agreed-upon last year. Where adjustments have been made to permit the reports to function properly, they need to be documented and presented to all parties for review to determine if there are any objections.
5. BCDSS staff are needed to continue to train MATCH staff, and BCDSS caseworkers and supervisors on the requirements for documentation in CJAMS and the quality of the underlying work required, e.g., how to do a meaningful and timely stepdown report. In addition, staff need to continue to create “Tip Sheets” for staff to enhance their training and for new staff as they arrive.