



VISION STATEMENT

"We will establish and maintain an innovative statewide 21st century information technology application that aids child welfare stakeholders in assuring the safety, permanency, and well-being of children at risk of abuse and neglect."

Child Welfare Digital Services (CWDS) is a software product development organization within the Office of Systems Integration (OSI) which is responsible for two projects: the Child Welfare Services / Case Management System (CWS/CMS) and the Child Welfare Services-California Automated Response and Engagement System (CWS-CARES). In November 2015, the project embraced an agile approach to software design and development. Rather than procuring a monolithic, one-time solution, we will instead develop and integrate a suite of digital services through which we can deliver continually improving support and assistance.

HIGHLIGHTS

The project's Product Increment 6 (PI-6) began on March 8 and will run through May 2. There are several releases planned for PI-6, including: Snapshot 1.1 and 1.2, Cognito 1.0, Facility/Home Profile 1.0 and Case Management Landing Page 1.0.

CWDS is in the process of regrouping development teams, called Team Optimization, which will allow greater flexibility to move resources across digital teams to spike development according to shifting priorities. This change requires a shift in our procurement approach from digital service specific contracts to development contracts that support all active digital services.

On March 8, CWDS conducted a same-day, multi-team sprint review to provide key project updates to stakeholders. The project made this change in order to enhance efficiencies and streamline operations. The overall goal is to allow teams to focus more on software development and less on preparing formal presentations. The first iteration was a success and received positive feedback from stakeholders. Every other sprint review is posted and published to our Events Archive. The next public sprint review will be held on April 5.

In support of the Snapshot 1.1 release, the Intake Digital Service developed the left side navigation for the Child Welfare History Snapshot and Hotline functionality, and created a user view of existing relationships of all people added to Snapshot/Hotline. The team also developed a way to allow users with specific privileges to view sensitive person information that spans across multiple counties, and deployed an upgrade of the CWS-CARES Landing Page.

The California Department of Social Services (CDSS) has selected the Child and Adolescent Needs and Strengths (CANS) as the functional assessment tool to be used with the Child and Family Team (CFT) process to guide case planning and placement decisions. This assessment tool will be built as part of CWS-CARES and will streamline county social workers' work processes by decreasing the need for duplicate data entry. This functionality has been prioritized and work has begun on research and design activities.

On April 10 and 11 CWDS will host its first Core County Summit. The focus will be specifically on emergency placement, and the ways users of the currently active digital services interact to facilitate that process. During the summit, the DesignOps team will partner with representatives from Intake, Case Management and CALS to interact and engage with core county constituents.

Event materials are posted on our Stakeholder Resources page at <https://cwds.ca.gov/feed>. CWS-CARES stakeholders can follow the project's weekly progress on the blog site: <https://blog.cwds.ca.gov>.

KEY PROJECT MILESTONES

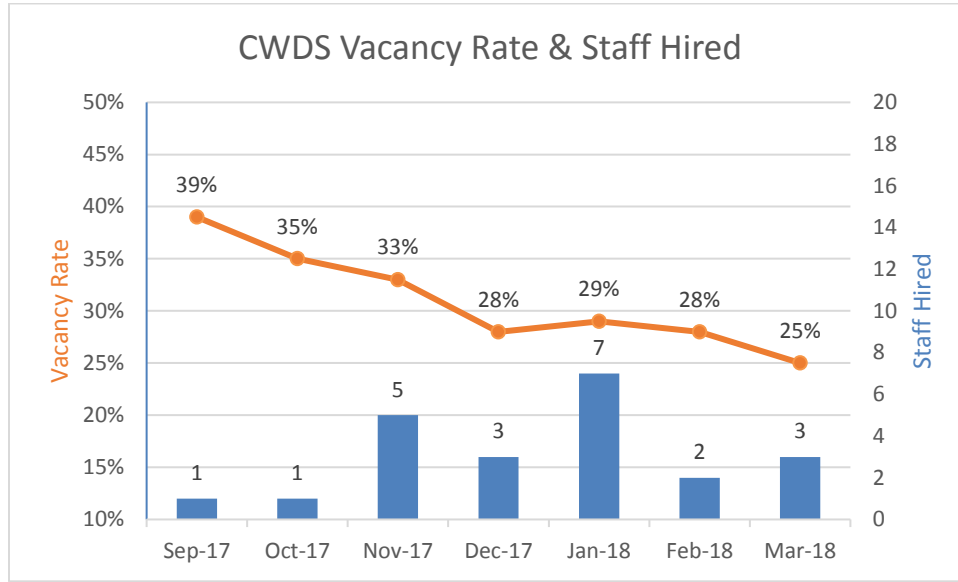
Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
Release 1 (R1)	03/2017	03/16/17	Completed	The project reached a major milestone on 3/16/17 with its first release for testing and technical feasibility to a small subset of county users. The Login and Search functionality was made available to the twelve core county participants.
Product Increment 2 (PI-2)	05/2017	05/2017	Completed	CWDS continues to conduct feature development planning sessions in 90-day increments. PI-2 time period covers 03/2017 - 05/2017.
Product Increment 3 (PI-3)	08/2017	08/23/17	Completed	CWDS continues to conduct feature development planning sessions in 90-day increments. PI-3 time period covers 06/2017 – 08/2017.
Product Increment 4 (PI-4)	11/2017	11/15/17	Completed	CWDS continues to conduct feature development planning sessions in 90-day increments. PI-4 period covers 09/2017-11/2017.
Procure Front-End Development Contract	02/2018	02/13/18	Completed	The Front-End Development will provide design and development services to support customer facing digital services. The contract was executed on 2/13/2018.
Product Increment 5 (PI-5)	03/2018	03/21/18	Completed	CWDS continues to conduct feature development planning sessions in 90-day increments. PI-5 period covers -11/2017 – 03/2018. PI-5 was extended by two additional sprints to discuss the project's legacy strategy approach and implement the changes for an enterprise-wide DesignOps team.
Product Increment 6 (PI-6)	05/2018		In Progress	CWDS continues to conduct feature development planning sessions in 90-day increments. PI-6 period covers -03/ 2018 – 05/2018.
Procure DevOps 3 Services Contract	06/2018		In Development	DevOps Engineering will provide support in the following areas: continuous integration, continuous deployment, automated testing, scripting of server configuration, and repeatable process automation. DevOps Engineering will also provide operating system administration support. The RFO is in development.
Procure Digital Service Development Team (Dev 6) Contract	09/2018		In Development	The Digital Service Development Teams will provide consulting services to support the design and development of the CWS-CARES. The Contractor will support any development effort for CWS-CARES, as directed by the State, and will be part of a multi-functional team consisting of state, county and vendor resources and shall collaborate with other Digital Service and technology platform vendors, as required.
Procure Digital Service Development Team (Dev 7) Contract	09/2018		In Development	The Digital Service Development Teams will provide consulting services to support the design and development of the CWS-CARES. The Contractor will support any development effort for CWS-CARES, as directed by the State, and will be part of a multi-functional team consisting of state, county and vendor resources and shall collaborate with other Digital Service and technology platform vendors, as required.
Procure Digital Services Development Team (Dev 8) Contract Services	09/2018		In Development	The Digital Service Development Teams will provide consulting services to support the design and development of the CWS-CARES. The Contractor will support any development effort for CWS-CARES, as directed by the State, and will be part of a multi-functional team consisting of state, county and vendor resources and shall collaborate with other Digital Service and technology platform vendors, as required.
Procure Digital Service Development Team (Dev 9) Contract Services	11/2018		In Development	The Digital Service Development Teams will provide consulting services to support the design and development of the CWS-CARES. The Contractor will support any development effort for CWS-CARES, as directed by the State, and will be part of a multi-functional team consisting of state, county and vendor resources and shall collaborate with other Digital Service and technology platform vendors, as required.
Procure Organizational Change Management (OCM) Services Contract	07/2018		In Development	The OCM Services will assist the project in developing an internal OCM strategy. The OCM strategy and techniques will be integrated with the organization's plans and into all of its performance improvement methods and solutions, including to create lasting performance improvement. OCM will provide a framework for managing the effect of new business processes, changes in organizational structure and cultural changes within CWDS.
Procure Implementation Services Contract II	1/2019		In Development	The Implementation Services will prepare counties and tribes for the rollout of Digital Services. The RFO is in development.

DIGITAL SERVICE UPDATE

Digital Service	Progress to Date
<p>The Intake digital service will provide county Child Welfare Agencies an easy to navigate and efficient way to record and access information regarding child abuse, neglect, exploitation allegations, investigative findings and outcomes.</p>	<ul style="list-style-type: none"> • Developed the left side navigation for the Child Welfare History Snapshot and Hotline functionality. • Created a user view of existing relationships of all people added to Snapshot/Hotline. • Refactored the “FERB” application platform interface to query information from the Data Base vs Elastic Search – which provides a more efficient & sustainable way to return “people data” for each search query they run. • Developed a way to allow users with specific privileges to view sensitive person information that spans across multiple counties. • Deployed an upgrade of the CWS-CARES Landing page. • Resolved 14 code defects. • Triaged user feedback via the newly formed Service Desk. • On-boarded a new vendor team and additional child welfare subject matter experts. • Participated in the formation of the new “DesignOps” centralized project design team.
<p>The Certification, Approval and Licensing Services (CALs) digital service will provide state and county licensing and approval staff and managers with a simple and efficient tool for facility licensing, certifying and resource family home approval.</p>	<ul style="list-style-type: none"> • On Boarded quality assurance (QA) resources with 40% sprint time allocated to CALS specific testing. • Completed development into automated code deployment proof of concept and green lit for ongoing incorporation into all digital service teams. • Participated in planning for design Summit to be held in April. • Established initial connectivity between CDSS and California Department of Technology (CDT) for Facility Search/Profile functionality. • Iterated of user research and design improvements for Resource Family Approval (RFA) Application. Work in preparation for PI-7 and PI-8 development.
<p>The Case Management digital service will provide county Child Welfare Agencies a comprehensive, automated case management system that fully supports the child welfare practices and incorporates the functional requirements mandated by federal regulations.</p>	<ul style="list-style-type: none"> • Assigned a dedicated QA tester • Added QA specifications for implementing Acceptance Test Driven Development (ATDD), this tests our code environment. • Working to identify additional automated and manual testing • Collaborated with CWDS Implementation Team to prepare for a future CM product release • Assisted in the organization a summit gathering to advance research efforts and design concepts • Iterated on landing page and mapping feature to include feedback from core counties and to incorporate design standards • Continued to implement business rules that will allow users to update child client profile data, added new legislative Sexual Orientation, Gender Identity and Expression (SOGIE) requirements
<p>The Resource Management digital service will provide caseworkers a single, integrated database to search for goods or services that have been purchased or contracted out so clients can receive proper assistance in the most efficient and effective manner.</p>	<ul style="list-style-type: none"> • Not Started
<p>The Court Processing digital service will enable CWDS to exchange data with court systems.</p>	<ul style="list-style-type: none"> • Conducting activities to prepare for research and design activities that will begin in FY 2018-19.
<p>The Eligibility digital service will provide an automated solution to determine Title IV-E eligibility.</p>	<ul style="list-style-type: none"> • Pending – Foster Care Eligibility Determination (FCED) solution is being developed under direction of Statewide Automated Welfare System (SAWS) as a separate web service. SAWS is currently determining strategy and is expected to initiate development of an RFO/Request for Proposal (RFP) during 2018.
<p>The Financial Management digital services will provide an automated solution necessary to ensure accurate and timely financial record and transaction authorization, processing and reconciliation.</p>	<ul style="list-style-type: none"> • Not Started
<p>The Administration digital service addresses the overall business organizational structure, staff management, and supporting tools, including forms and reports. This service manages state and county staff work and outcome measures that support California’s Child Welfare program. Counties administer their own users and roles via a super-user capability.</p>	<ul style="list-style-type: none"> • Not Started

STAFFING VACANCY

Current Vacancy Rate: 25%



Current Vacancies: 32 of 127 CWS-CARES positions:

Entity	Classification [New]	Service Team	Date Vacant	# of Days Vacant	Efforts/Notes
	Critical Leadership Positions				
OSI	Career Executive Assignment B Deputy Director	Executive Leadership Team	2/26/18	33	Reviewing duty statement.
	Other Positions				
OSI	Information Technology Supervisor II	Procurement and Contract Management	07/01/17	273	RPA package Sent to Matt for signature; then to HR.
OSI	Information Technology Specialist I	Project Management Office	07/01/17	273	Screening completed. No CC's. Revised duty statement. Re-advertising.
OSI	Information Technology Specialist I	Project Management Office	07/01/17	273	Screening completed. No viable candidates. Revised duty statement. Re-advertising.
OSI	Information Technology Specialist II	DevOps Engineering	07/01/17	273	HR manager to write duty statement
OSI	Information Technology Specialist I	Product Strategy, User Research and Design	07/01/17	273	In process of scheduling interviews
OSI	Information Technology Associate	Service Desk	07/01/17	273	Waiting for hire approval from HR.
OSI	Information Technology Specialist II	Architecture	07/01/17	273	No viable candidates. To re-advertise.
OSI	Information Technology Associate	Security	07/01/17	273	Duty statement need duty statement to be re-written due to new classification requirements
OSI	Information Technology Specialist I	Infrastructure	07/01/17	273	HR Manager to write duty statement
OSI	Information Technology Specialist I	Implementation/Training	07/01/17	273	Candidate screening to be complete by 3/22/18
OSI	Information Technology Specialist I	QA Engineering	07/01/17	273	Interviews completed; pending offer.
OSI	Information Technology Associate	Communications	07/01/17	273	HR manager to write duty statement.
OSI	Information Technology Specialist I	Implementation/Training	07/01/17	273	New RPA package in progress.
OSI	Information Technology Supervisor I	QA Engineering	07/01/17	273	Re-directed. HR Manager to write duty statement.
OSI	Information Technology Specialist II	Application Development	07/01/17	273	HR Manager to write duty statement for upgraded position.

Entity	Classification [New]	Service Team	Date Vacant	# of Days Vacant	Efforts/Notes
OSI	Information Technology Specialist I	Application Development	07/01/17	273	HR Manager to write duty statement.
OSI	Information Technology Specialist I	Application Development	07/01/17	273	HR Manager to write duty statement.
OSI	Information Technology Specialist I	Courts	07/01/17	273	RPA package in progress.
OSI	Information Technology Specialist II	Architecture	07/01/17	273	HR manager to write duty statement
OSI	Information Technology Associate	Communications	10/01/17	181	3/7: pending re-class. HR manager to write duty statement.
OSI	Information Technology Specialist I	Data Management	10/01/17	181	Duty statement in progress
OSI	Information Technology Specialist I	Security	10/01/17	181	Transferring duty statement to new template
OSI	Information Technology Specialist I	QA Engineering	12/02/17	119	Interviews completed; pending offers
OSI	Staff Services Manager III	Communications	12/15/17	106	Duty statement in progress (finalizing)
OSI	Information Technology Specialist I	Procurement and Contract Management	01/01/18	89	RPA package sent to HR for approval.
OSI	Information Technology Specialist I	Project Management Office	01/01/18	89	RPA package sent to HR for approval.
OSI	Information Technology Specialist I	Database Management	01/01/18	89	Duty statement in progress.
OSI	Information Technology Specialist I	Security	07/01/17	273	Holding to allow for Security Chief
OSI	Information Technology Specialist II	DevOps Engineering	07/01/17	273	Reviewing duty statement and classification.
OSI	Information Technology Associate	Application Development	07/01/17	273	Reviewing duty statement and classification.
OSI	Information Technology Specialist I	Data Management	07/01/17	273	Holding to allow for Product Chief (DPM III) position.
Filled Positions					
OSI	Information Technology Specialist I	Service Desk	07/01/17	273	Filled: Start 3/1/18
OSI	Information Technology Specialist I	Security	10/01/17	122	Filled: Start 3/5/18
OSI	Information Technology Specialist I	Service Desk	07/01/17	273	Filled: Start 4/9/18

RISKS

For this reporting period, there are currently six (6) high priority risks to report.

Risk	Impact	Mitigation
Continued Risks		
Because of the Agile development approach, business flows have been interrupted and require data to be entered into two systems. This interruption promotes the potential for imposing barriers to accessing and recording comprehensive data.	The bifurcation of data entry between CWS-CARES and CWS/CMS presents challenges to county processes designed to ensure high practice standards. 1. Business documentation critical to child welfare practice must encompass feature sets that reside entirely in one system in order to eliminate the need to modify business processes to accommodate parallel systems. 2. Requiring social workers to toggle back and forth, and sign on and potentially re-sign on to each system. 3. Challenges to data quality as it increases the possibility for data entry errors resulting in data loss and/or incomplete processes. 4. User will not be able to access or enter critical information.	Mitigation strategy includes: 1. Minimizing the need for users to toggle between CWS-CARES and CWS/CMS within a business workflow is a key consideration for user-centered research and design. This focus has been in place from the beginning of research, and is a factor in prioritization of features and functionality.
Project staff regularly use external services and storage to collaborate with county users and external	1. Information that is vital to the project is being stored on, and managed from, commercial services that are not owned or visible to State administrators.	Mitigation strategy includes: 1. Project began migration to Atlassian JIRA and Confluence in December 2017. Ongoing

Risk	Impact	Mitigation
stakeholders. The current technology infrastructure is not adequate to meet staff needs to collaborate with external project stakeholders.	<p>2. Project and staff waste time and money devising workarounds to lack of necessary technology support from project or OSI in order to achieve their business objectives.</p> <p>3. Finding information across the variety of repositories is difficult, which could lead to re-work, missed opportunities, or decisions made with bad/incomplete data.</p>	<p>configuration and development currently in progress to leverage Confluence for team collaboration and information sharing.</p> <p>2. Project procured licenses for Google GSuite (Government version) in January. Contractors and other project teams will migrate to the GSuite version of Google Drive/Docs.</p>
New Risks		
There is a risk that the Direct Connect rollout will impact the Continuous Delivery (CD) pipeline (destabilizing risk) and delay release of Snapshot.	The unknown amount of time it will take to migrate over to Direct Connect will potentially delay Snapshot Releases and may cause other delays within the pipeline where product is being developed.	Plan migration elements and determine the fixed amount of time that will be required for migration at the beginning of the Program Increment Planning Session, as opposed to ad hoc requests during regular Sprint sessions. This will ensure migration efforts will begin at a planned date with adequate time to implement accordingly.
There is a risk that the Cognito rollout will impact the CD pipeline (destabilizing risk) and delay release of Snapshot.	Possible delay of future Snapshot releases.	If the deployment is delayed and it appears the dates may slip, the DevOps Team will work with the digital service team to discuss keeping Secure Access Framework (SAF) (current security module) in place while we troubleshoot Cognito.
There is a risk that the staging environment will not be configured in time (of completion of 6.1) and will delay the release of Facility/Home Profile Search. This includes setting up staging environments for CWS-CARES, CWS/CMS, Licensing Information System (LIS), Field Automation System (FAS).	If 6.1 is late, then development will be pushed back for Perry 2.0 (ID authorization checker), Snapshot 1.1, Facility Search 1.0 and the CM landing page.	<p>1. Direct Connect is in place and has completed testing successfully. (Completed)</p> <p>2. LIS/FAS is in place and has completed testing successfully (Completed)</p>
There is a risk that Cognito will not be configured to allow users without Resource Access Control Facility (RACF) ids to access production version of Facility/Home Profile. Need to ensure that authentication and authorization is properly configured.	Without the roles/privileges being added to the non-RACF users, the planned rollout for that user population will fail. As of now, Cognito can handle the request to add these roles/privileges. This functionality has been tested in the Cocina environment and has been verified by Amazon Web Services (AWS) Enterprise support. It has not yet been proven to be working in a test environment.	<p>1. Perform a test run of adding roles and privileges in Cognito. (Completed and successful)</p> <p>2. Ensure same functionality as #1 is successful within a test environment.</p>

ISSUES

For this reporting period, there are currently fifteen (15) high priority issues being tracked and managed on the project.

Issue	Impact	Resolution
Continued Issues		
The unknown Minimum Viable Product (MVP) release dates may limit the ability of the organizations to prepare for the new functionality from an OCM, training and implementation readiness perspective or delay their use altogether. This could cause a delay of Go Live.	Organizations may not have time to prepare for or execute OCM, training, and implementation activities. This may result in an organization delaying the use of functionality if they are not prepared. This may also cause more organizations to stack within a given timeframe, limiting the implementation team's ability to support the organizations while they transition from CWS/CMS to the Intake Digital Service.	<p>1. Logical product roadmap continually updated to reflect evolving priorities and technical dependencies.</p> <p>2. Product delivery target dates provided to stakeholders on a regular basis via multiple communication channels.</p> <p>3. Product delivery target dates defined as prioritized work approaches completion.</p> <p>4. Project is currently exploring ways to decouple implementation support from development of product features. The goal is to provide counties with a predictable implementation schedule.</p>
CWS-CARES Implementation Advance Planning Document (IAPD) does not describe a Comprehensive Child Welfare Information System (CCWIS)	If the State chooses not to describe or become CCWIS compliant, the CWS-CARES Project will receive a reduced level of Federal funding as a non-CCWIS project.	<p>The State is taking the following steps with the intent to become CCWIS compliant:</p> <p>1. (Completed) Form a state/county workgroup</p> <p>2. (In Process) Define and develop consensus for the minimum level of automation in SAWS that is needed to support end-to-end FCED business processes.</p>

Issue	Impact	Resolution
compliant Title IV-E Eligibility determination process.		<ol style="list-style-type: none"> 3. (Will build the gap analysis with one of the consortiums) Conduct a gap analysis to compare current SAWS business processes against the minimum level of automation required to support end-to-end FCED business processes. 4. Work with OSI CMU as it coordinates the design, acquisition, development, and implementation of a FCED business rules engine that will be consumed by CalACES and CalWIN, AND identify opportunities to incrementally bring the SAWS' end-to-end FCED business processes to an acceptable level of automation. 5. Decide how to fund changes to the SAWS. 6. Advocate with ACYF, CMS and FNS for consensus on an "acceptable" level of automation that is most efficient, effective and economical for California. 7. Complete Phase III, which consists of categorizing information gathered during Phase II of FCED Workgroup (questions from eligibility forms used in tandem with child welfare) and define data fields for CARES/FCED interface. 8. Decision needs to be made if an Eligibility Digital Service Team will be formed for CARES, or if the Eligibility SME will work with the existing teams (i.e., Case Management and Intake) including the Interfaces Team.
Security team staffing is insufficient to meet the work effort assigned to the team. Because of lack of resources, technical debt is accumulating. In addition, the resources assigned to Security are lower classifications than asked.	Requested security resource levels in the BCP were not approved. Without additional security resources, a high volume of technical debt is expected, non-critical security tasks will be deferred, and critical security tasks may not be completed in expected timeframes.	<ol style="list-style-type: none"> 1. Re-Writing duty statements based on IT reclassification. (In Progress) 2. Requesting position upgrades based on IT reclassification. (In Progress) 3. Re-advertise open positions.
Continued problems with audio at the All Staff meeting or Stakeholder Quarterly Forums is affecting the ability of counties to hear the content presented. In addition, the lag time on the WebEx is making it difficult to follow along with the presentation.	Counties are raising concerns and requesting a higher quality solution. External staff that call into the All Staff or the Quarterly Stakeholder Forum are unable to hear the content clearly, cannot follow along with the meeting material, and may not feel engaged in the process that could lead to external staff no longer participating.	<ol style="list-style-type: none"> 1. Notify the audience if problems arise immediately (via email or Slack) 2. Conduct a dry run one hour before to make sure the technology is up and running 3. Have back-up plans in place when technology breaks or does not work as expected to meet user needs (could use a different facility) 4. Work with the audio contractor to fix the problems with the in-house sound system so it works reliably – either strip out the automation or replace the system so it works. 5. Work with facilities team to create a better physical configuration of the chairs and tables to allow more in-house staff to all sit down (keeping with fire regulations when you store the tables).
New Issues		
The project is not authorized to utilize extracts of production data for development and testing in integration environments. A Test Data Manager is needed to identify test data and validate test scenarios for user stories and feature development.	User story delivery will continue to take longer to complete and software features will take longer to be released than expected due to delays encountered from the need to manufacture data; or, due to waiting until performance or staging to verify working code when running against real data.	<ol style="list-style-type: none"> 1. Obtain rights in order to view data 2. Obtain supporting infrastructure and policy 3. Use of Pandora tool to demonstrate data extraction and obfuscation 4. Implement security controls mandated by CDSS 5. Obtain Test Data Manager 6. Develop test data management plan

Issue	Impact	Resolution
The Data Team is not authorized to view or utilize extracts of legacy production data.	Since the Data Team is responsible for providing data quality services to the CARES project, this lack of access prevents them from performing key duties such as: analysis of legacy data for clean-up recommendations, duplicate identification, ad hoc data reports and other data analysis reports. Additionally, this prevents them from ensuring the data conversion process of moving data from the legacy system into the new CARES system is done correctly.	<ol style="list-style-type: none"> 1. Obtain rights in order to view legacy data. 2. Use of Pandora tool to demonstrate data extraction and obfuscation is adequate and safe. 3. Implement security controls mandated by CDSS.
Teams are expected to perform incident related activities and this represents a competing priority for development work, impacting the teams productivity and velocity.	As teams perform these incident related activities outside their normal development duties, this can delay product being pushed out by these teams, as well as delay Snapshot Released.	Before each Sprint during planning session, the Scrum teams will dedicate to allocate an appropriate amount of resources specifically devoted to perform production incident related activities. This will become a normal process during each Sprint planning session.
The appropriate stakeholders and customers are not being properly notified when incidents occur. (The project experienced a Sev1 incident with CARES and there was not a clearly defined process and points of contacts to manage it.)	Without a clear list of customers and contributors, service desk staff will not be able to resolve or effectively communicate status.	<ol style="list-style-type: none"> 1. Plan to fill out the full Incident Management Plan including the Sev1/Major Incident Management Plan. 2. Identify key stakeholders for Sev1 incidents. 3. Identify key stakeholders for Sev1 business processes & workflows. 4. Outcome: Prepare a complete Incident Management plan including Sev/Major Incident Management Plan & identified stakeholders.
The Project needs a more robust and established baseline of test data. (There is no common understanding of what data is loaded in each environment.)	<ol style="list-style-type: none"> 1. Developers are working with purely synthesized data, including addresses that cannot be geocoded because they are not real locations. Code issues will take longer to uncover, and will get further down the delivery pipeline before being identified, resulting in higher cost and lower perceived quality. 2. It is hard to hold anyone accountable if there is no standard to use for (team/feature) performance and evaluation or incomplete/unclear expectations. 3. It will take substantially longer to validate migration and integration solutions if project staff are unable to access and validate the results of their efforts. There are significant (occasionally insurmountable) barriers to accessing production data, which is another issue/risk by itself. These security-related access issues have been put in place with no alternative methods (e.g. comprehensive test data) available as an alternative. 	<ol style="list-style-type: none"> 1. Implement a data masking process that conforms with NIST 800-122 standards for de-identifying personal identifiable information, to provide a broad variety of test data to developers and data engineers. 2. Continue to roll out the "Test Scenario" Structured Query Language capture and replay for scenario-based tests. 3. Implement process to inject test data needed for integration and system tests just before the test runs, with clean-up after so the data is always in a known state for regression testing 4. Extend or Replace legacy data models based to meet long-term CARES needs, with associated conversion and test data tasks similar to those described above. 5. Hire Test Data Manager to oversee and coordinate testing and test data management. 6. Research and Implement test data management tools and automation
The continuous delivery pipeline is not stable and is inconsistent.	The environment instability and inconsistency can cause slowdown for development and prevent Quality Assurance to be able to promote their code through the pipeline quickly, hence causing delays in overall releases.	<ol style="list-style-type: none"> 1. DevOps to develop a Manifest file that will provide consistent release of the various applications. The Manifest file will contain the versions of the applications deployed, environment configuration and dependencies in an environment at any given time. (Complete) 2. Present proposal to implement the Manifest file. (complete) 3. DevOps is working with the various development teams to discuss the proposal and work on the implementation (March 23, 2018) 4. From the information gathered in #3, expand upon existing workload as needed and establish timelines (March 29, 2018) 5. Execute planned workload associating with mitigating this Issue (Time estimation: 1 month) 6. Conduct further investigation to understand the pain points and the expectations once this issue is resolved (April 4th, 2018)

Issue	Impact	Resolution
DevOps does not provide adequate environment change notifications to the development teams.	Inadequate environment change notifications can cause miscommunications and possibly delay/block Development teams from proceeding with their tasks.	<ol style="list-style-type: none"> 1. DevOps to reset the Change Management Process for tracking and notification of environment changes. (Completed) 2. Set up Change Control Board meetings to review and schedule changes. (Completed, first meeting was held on March 20, 2018) 3. Conduct further investigation to determine the level of adequate notifications needed to further resolve the issue (March 30th, 2018) 4. From the information gathered in #3, expand upon existing workload as needed and establish timelines (April 6th, 2018) 5. Execute planned workload in future Sprints (Time estimation: 1 month)
There is a lack of test bubble environment creation process to allow developers to test in an on-demand environment that can be stood up and mimic a certain environment for testing purpose.	Developers are not able to test their code instantly in an integrated environment and have to wait until their code gets promoted to the higher level environments, which can cut down on the testing time.	<ol style="list-style-type: none"> 1. DevOps to provide an environment with complete integrated stack for developers to test (Completed) 2. Conduct an initial discussion on the requirements/need for a test bubble. (Completed) 3. Capture all the requirements and form workload accordingly (April 11, 2018) 4. Develop a solution on the implementation of a test bubble (April 16th, 2018) 5. Execute planned workload for development of a test bubble. (Time estimation: 1 month)
There is a lack of an automated acceptance functional test environment (inability to add automated tests to upper-order environments).	Automated tests are required to test and promote code faster to upper-order environments and lack of these tests, slows down the overall release process.	<ol style="list-style-type: none"> 1. Implement automated test in lower order environments such as pre-integration and integration. (Completed) 2. DevOps to develop the framework to implement automated tests. (Completed) 3. Have discussion with development teams regarding their plans to develop functional tests and a timeline. 4. Develop a plan to implement automated acceptance functional tests (April 25th, 2018) 5. From the information gathered in #3/#4, expand upon existing workload as needed and establish timelines. 6. Execute planned workload created for test bubble. (Time estimation: 1 month)
There can be significant delays in completing the build request when requesting a deployment to multiple environments (e.g., integration, integration02, demo).	The delay in Deploying Pipeline Changes can cause delay in the overall release process.	<ol style="list-style-type: none"> 1. DevOps to obtain initiatives to automate the pipeline deployments so code can be deployed and promoted from the development environment to a higher-order environment. (Completed) 2. Configure applications to enable code to be promoted automatically. (Completed) 3. Conduct further investigation to find solution that will resolve the issue. (April 23, 2018) 4. Work with development teams and plan out the automation of all the applications to promote code through the pipeline. 5. From the information gathered in #3, #4, expand upon existing workload as needed and establish timelines 6. Execute on the user stories created for test bubble. (Time estimation: 1 month)
Inability to complete connectivity from AWS to CDT/CDSS (LIS/FAS) will delay the release of Facility / Home Profile.	If connectivity is not established, planned schedules will be pushed out and more time will be required to match newly associated security requirements.	LIS/FAS is now connected and has completed testing successfully. (Completed)

BUDGET/EXPENDITURES *

AS OF 3/20/2018

ACTUALS ARE FROM FISCAL REPORTS THRU 01/2018

2017-18 CWS-CARES Budget/Expenditure Report Summary			
OSI Spending Authority Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures
Personnel Services	11,883,786	3,352,975	6,006,865
Other OE&E	2,588,822	784,985	1,950,278
Data Center Services	650,000	172,989	467,678
Facilities	1,421,345	778,958	642,387
Contract Services	65,751,791	15,913,425	21,920,852
Hardware & Software	4,116,197	1,400,384	2,715,813
Enterprise Services	4,191,896	509,118	3,682,778
OSI Spending Authority Total	90,603,837	22,912,834	37,386,651
CDSS Local Assistance Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures
Contract Services	2,284,820	291,399	439,715
Other OE&E	15,234,312	-	2,072,801
County Participation Costs	68,338,542	656,905	2,000,000
CDSS Local Assistance Total	85,857,674	948,304	4,512,516
CDSS State Operations Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures
Personnel Services	1,930,359	955,993	974,366
Facilities	568,000	31,236	536,764
Other OE&E	224,497	16,114	208,383
CDSS State Operations Total	2,722,856	1,003,343	1,719,513
CWS-NS Project Total	179,184,367	24,864,481	43,618,680

*As presented and discussed at the CWS-CARES Quarterly Legislative Briefing on March 22, 2018.