



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

On April 6, the OSI appointed Becky Stilling as the Deputy Director of CWDS. Ms. Stilling's extensive experience in state government positions her well to lead CWDS through the development and implementation of the new CWS-CARES system. Most recently, she was appointed by Governor Brown as Deputy Director and Chief of the California Department of Technology Office of Statewide Project Delivery. During her tenure, she oversaw and guided the planning, procurement and project execution of the state's most complex IT projects. Prior to her work at California Department of Technology, Ms. Stilling served as the Deputy Director of the Technology Services Division and Chief Information Officer of the California Department of Child Support Services.

On April 5, CWDS conducted a same-day, multi-team sprint review to provide key project updates to stakeholders. Review the presentation slides and audio recordings for each team on our [CWDS archive \(The Feed\)](#). Visit our website to view upcoming [CWDS events](#).

Also on April 5, the CWS-CARES Implementation Training Team held a pilot train-the-trainer session for a group of Intake Core County Trainers at CWDS Headquarters. Participants included training coordinators from Butte, Fresno and Ventura counties. The 4-hour course provided an opportunity to enhance user relevance through County feedback and review of the CWS-CARES training approach and materials. The feedback collected at this session will be used to refine the training materials and provide the best learning experience for all CWS-CARES users. For more information on training and implementation activities, visit the [Digital Services Implementation Portal](#).

On April 10 and 11, CWDS hosted its first Core County Summit. The focus was on emergency placement and developing workflows that span across each digital service. During the summit, the DesignOps team partnered with representatives from Intake, Case Management and CALS to interact and engage with over 100 core county constituents on the new CWS-CARES product. The CWS-CARES team plans to take the input gathered at the session to further develop the new product.

The teams have continued to work on the priorities for PI-6 that ends on May 2. The project had previously indicated that several releases were 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. Cognito 1.0 is delayed as we underestimated the amount of time to configure the Cognito tool. Snapshot 1.2 and Facility/Home Profile 1.0 have been delayed due to technical limitations that prevented and/or delayed user testing. Case Management Landing Page 1.0 was removed from the release candidates based on priority.

Snapshot 1.1 is scheduled to release the evening of May 1 to identified core county users. As the project gets ready for Snapshot to roll out to core counties in upcoming months, CWS-CARES has assigned Implementation Leads to each region. Implementation Leads will provide hands-on support to help counties and other stakeholders prepare to use the new system. For this Snapshot release, each Implementation Lead will work with a region to help guide stakeholders through the key activities, prepare for training and act as a liaison between counties and the project. All of our Implementation Leads will be working together and sharing information across regions for a holistic statewide view on implementation activities. For more information, please visit the [Digital Services Implementation Portal](#).

On April 24, CWDS conducted an all-day planning session for Product Increment (PI) 7, which begins on May 3 and runs through June 27. CWDS is planning several development priorities over the next two months, each determined by deliverables that are ready to build and provide high value to our users. They include the Cognito identity management tool and supporting administration page, Snapshot 1.2, Child and Adolescent Needs and Strengths (CANS) 1.0 assessment tool, Facility/Home Profile 1.0, Hotline 1.0, and Resource Family Approval (RFA) 1.0. The project is planning to release Snapshot 1.2 and Facility Search 1.0 to Core County Users by the end of PI-7. For more information on the CWDS development priorities, please [click here](#).

CWS-CARES is currently working on a product build strategy that identifies dependencies and will help us to construct the new system in the most efficient and effective way. Once that is completed, we will update the Product Roadmap. We are also assessing the Legacy Strategy to address the challenges of making the appropriate connections with our legacy systems.

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 conducted PI-2, a feature development session beginning 03/2017 and completing in 05/2017.
Product Increment 3 (PI-3)	08/2017	08/23/17	Completed	CWDS conducted PI-3, a feature development session beginning 06/2017 and completing in 08/2017.
Product Increment 4 (PI-4)	11/2017	11/15/17	Completed	CWDS conducted PI-4, a feature development session beginning 09/2017 and completing in 11/2017.
Product Increment 5 (PI-5)	03/2018	03/21/18	Completed	CWDS conducted PI-5, a feature development session beginning 11/2017 and completing in 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 is currently conducting PI-6, a feature development sessions that began 03/2018 and will complete in 05/2018.
Product Increment 7 (PI-7)	06/2018		Not Started	CWDS will conduct PI-7, a feature development session, beginning 05/2018 that will complete in 06/2018.
Procure DevOps 3 Services Contract	09/2018		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 Request for Offer (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.

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
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.

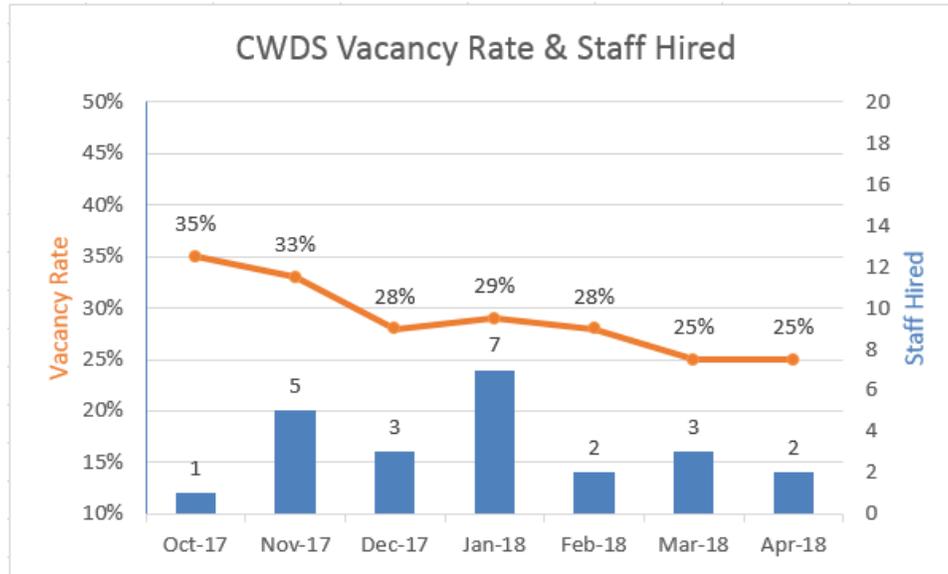
DIGITAL SERVICE UPDATE

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"> • Changed Gender field to "Sex at birth" and added "Intersex" as a value in the "Sex at Birth" dropdown. • Fixed Search results to show suffix information for people added to Snapshot. • Added Phonetic search capability and Diminutive search capability. • Added Factory Improvements for Intake. <ul style="list-style-type: none"> ◦ Changes made to allow for automated deployments into Pre-Integration and Integration. ◦ Allows for stories to be completed a bit sooner. • Added Analytics to be able to track how many Snapshots are created per day. • Fixed Search results to not show unrelated minor cases. • Fixed display of referral and case history for a person added to the Snapshot. • Supported testing in Performance Environment for Snapshot 1.1. • Added the ability for a User to "attach" a person to the Snapshot/Screening from the Relationships card. • Fixed 7 cosmetic bugs-user interface fixes to show more consistency from Card to Card. • Participated in agency-wide "Placements" Design Summit.
<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"> • Participate in the Factory Improvement Team (FIT). • Established connectivity between CWDS and CDSS for purposes of accessing the Licensing Information System (LIS) and Field Automation System (FAS) in both Staging and Production environments. • Deployed Facility Search and Profile and Resource Family Home application forms to Staging environment. • Confirmed connectivity for Core Constituents (Counties) to begin user testing. • Initiated user testing in Staging environment. • Participated in statewide, all digital-services Core Counties Design Summit to understand interactions of CALS, Intake, and Case Management features to support Emergency Placement.
<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"> • Deployed the Case Management landing page to the staging environment. • Confirmed connectivity for Core Counties. Core County users are registered and started testing in staging. • Started the process of developing relationships that meets the needs of all digital services within the CARES application. • Completed initial Child and Adolescent Needs and Strengths (CANS) research engagements with county staff. • Completed initial scope definition of CANS 1.0 minimum viable product (MVP). • Began development activities for the CANS 1.0 product based on the defined.
<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

Digital Service	Progress to Date
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.	<ul style="list-style-type: none"> Not Started

STAFFING VACANCY

Current Vacancy Rate: 25%



Current Vacancies: 32 of 127 CWS-CARES positions (Note: two positions were removed in error beginning 2/2018, this report includes those positions):

Entity	Classification [New]	Service Team	Date Vacant	# of Days Vacant	Efforts/Notes
OSI	Information Technology Supervisor II	Procurement and Contract Management	07/01/17	303	Final Filing Date 4/27/18.
OSI	Information Technology Specialist I	Project Management Office	07/01/17	303	Interviews in progress.
OSI	Information Technology Specialist I	Project Management Office	07/01/17	303	Interviews in progress.
OSI	Information Technology Supervisor II	Project Management Office	07/01/17	303	Final Filing Date 4/27/18.
OSI	Information Technology Supervisor II	Data Management	07/01/17	303	Need to revise duty statement and transfer to new template.
OSI	Information Technology Specialist II	DevOps Engineering	07/01/17	303	Pending duty statement update.
OSI	Information Technology Specialist I	Product Strategy, User Research and Design	07/01/17	303	New RPA package had to be written then obtain signatures.
OSI	Information Technology Specialist II	Architecture	07/01/17	303	Certification has expired. Need to re-visit duty statement for feasibility.
OSI	Information Technology Associate	Security	07/01/17	303	Need duty statement to be re-written due to new classification requirements.
OSI	Information Technology Specialist I	Infrastructure	07/01/17	303	Pending duty statement update.
OSI	Information Technology Specialist I	Implementation/Training	07/01/17	303	Pending interviews.
OSI	Information Technology Specialist I	QA Engineering	07/01/17	303	Offer letter emailed.
OSI	Information Technology Associate	Communications	07/01/17	303	Pending re-class and revised duty statement.

Entity	Classification [New]	Service Team	Date Vacant	# of Days Vacant	Efforts/Notes
OSI	Information Technology Specialist I	Implementation/Training	07/01/17	303	Pending changes by end of month, then new RPA package to be submitted.
OSI	Information Technology Supervisor I	QA Engineering	07/01/17	303	Pending duty statement updated
OSI	Information Technology Specialist II	Application Development	07/01/17	303	Pending duty statement update for reclassified position.
OSI	Information Technology Specialist I	Application Development	07/01/17	303	Pending duty statement update.
OSI	Information Technology Specialist I	Application Development	07/01/17	303	Pending duty statement update.
OSI	Information Technology Specialist I	Courts	07/01/17	303	HR reviewing RPA package.
OSI	Information Technology Specialist II	Architecture	07/01/17	303	Pending duty statement update.
OSI	Information Technology Associate	Communications	10/01/17	211	Pending re-class and revised duty statement.
OSI	Information Technology Specialist I	Data Management	10/01/17	211	Duty statement in progress.
OSI	Information Technology Specialist I	Security	10/01/17	211	Transferring duty statement to new template.
OSI	Information Technology Specialist I	QA Engineering	12/02/17	149	Offer letter emailed.
OSI	Staff Services Manager III	Communications	12/15/17	136	Duty statement in progress (finalizing).
OSI	Information Technology Specialist I	Procurement and Contract Management	01/01/18	119	Screening started. Final filing date 4/6/18.
OSI	Information Technology Specialist I	Project Management Office	01/01/18	119	Final filing date 4/27/18.
OSI	Information Technology Specialist I	Data Management	01/01/18	119	Duty statement in progress.
OSI	Information Technology Specialist I	Security	07/01/17	303	Holding for reclassification.
OSI	Information Technology Specialist II	DevOps Engineering	07/01/17	303	Holding for reclassification.
OSI	Information Technology Associate	Application Development	07/01/17	303	Holding for reclassification.
OSI	Information Technology Specialist I	Data Management	07/01/17	303	Holding for reclassification.
Filled Positions					
OSI	Career Executive Assignment B Deputy Director	Executive Leadership Team	2/26/18	39	Filled: Start 4/6/18
OSI	Information Technology Associate	Service Desk	07/01/17	273	Filled: Start 4/1/18

RISKS

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

Risk	Impact	Mitigation
Continued Risks		
Project staff regularly use external services and storage to collaborate with county users and external stakeholders. The current technology infrastructure is not adequate to meet staff needs to collaborate with external project stakeholders.	<ol style="list-style-type: none"> 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. 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. 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>Mitigation strategy includes:</p> <ol style="list-style-type: none"> Project began migration to Atlassian JIRA and Confluence in December 2017. Ongoing configuration and development currently in progress to leverage Confluence for team collaboration and information sharing. 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.

Risk	Impact	Mitigation
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.	Mitigation strategy includes: 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 continuous development 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 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.	Mitigation strategy includes: 1. Perform a test run of adding roles and privileges in Cognito. (Completed and successful) 2. Ensure same functionality as #1 is successful within a test environment.
New Risks		
The current approach to two factor authentication is to use a code sent via an e-mail to the user, which can be restricting for County workers when email outages occur.	In the event of a County e-mail outage, the child welfare workers may not have access to the CWS-CARES system. As designed, their initial logon is tied to another system that is different in each County.	Mitigation strategy includes: 1. Steve Grimes to Contact DSS Security Officer to approve rolling back to one factor authentication. 2. Roll back to one factor authentication. 3. Research alternate authentication methods with counties that can be selected by the user at the time of the login (phone call, text, e-mail). 4. Communicate to all stakeholders how and when to use these options.
The reprioritization of Case Management Digital Service to accommodate the Child and Adolescent Needs and Strengths (CANS) development may delay other previously planned features due to competing resources between design and development.	Resources will have to be refocused to develop CANS which means that other features will not be developed as previously planned or projected.	Mitigation strategy includes: 1. Define Implementation Approach (Executive Leadership Team discussions) and Scope of CANS. 2. Bring in additional Research, Design and Developers for CANS. 3. Communicate to stakeholders any changes to Case Management Digital Service priority or schedule if previously briefed features will be delayed. (Note: This Mitigation Plan is still being refined by the owner of this Risk.)
Closed Risks		
<i>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).</i> CLOSED, 4/11/18	<i>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.</i>	Mitigation strategy includes: 1. Direct Connect is in place and has completed testing successfully. (Completed) 2. LIS/FAS is in place and has completed testing successfully (Completed)
<i>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</i>	<i>The bifurcation of data entry between CWS-CARES and CWS/CMS presents challenges to county processes designed to ensure high practice standards.</i> 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	Mitigation strategy includes: <i>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</i>

Risk	Impact	Mitigation
<p>to accessing and recording comprehensive data.</p> <p>ACCEPTED, 1/25/18</p>	<p>modify business processes to accommodate parallel systems.</p> <p>2. Requiring social workers to toggle back and forth, and sign on and potentially re-sign on to each system.</p> <p>3. Challenges to data quality as it increases the possibility for data entry errors resulting in data loss and/or incomplete processes.</p> <p>4. User will not be able to access or enter critical information.</p>	<p>research, and is a factor in prioritization of features and functionality.</p>

ISSUES

For this reporting period, there are currently fourteen (14) high priority issues being tracked and managed on the project.

Issue	Impact	Resolution
Continued Issues		
<p>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.</p>	<p>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>	<ol style="list-style-type: none"> 1. Logical product roadmap continually updated to reflect evolving priorities and technical dependencies. 2. Product delivery target dates provided to stakeholders on a regular basis via multiple communication channels. 3. Product delivery target dates defined as prioritized work approaches completion. 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) compliant Title IV-E Eligibility determination process.</p>	<p>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>	<p>The State is taking the following steps with the intent to become CCWIS compliant:</p> <ol style="list-style-type: none"> 1. (Completed) Form a state/county workgroup 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. 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. (Completed)
<p>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.</p>	<p>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.</p>	<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.
<p>Continued problems with audio at the All Staff meeting or Stakeholder Quarterly Forums is affecting the ability of</p>	<p>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</p>	<ol style="list-style-type: none"> 1. Notify the audience if you are having problems immediately (via email or Slack) 2. Conduct a dry run one hour before to make sure the technology is up and running

Issue	Impact	Resolution
<p>counties to hear the content presented. In addition, the lag time on the WebEx is making it difficult to follow along with the presentation.</p>	<p>material, and may not feel engaged in the process that could lead to external staff no longer participating.</p>	<ol style="list-style-type: none"> 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. (In Progress) 5. Work with facilities team to create a better physical configuration of the chairs and tables to allow for more in-house staff to all sit down (keeping with fire regulations when you store the tables)
<p>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.</p>	<p>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.</p>	<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
<p>The Data Team is not authorized to view or utilize extracts of legacy production data.</p>	<p>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.</p>	<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.
<p>Teams are expected to perform incident related activities and this represents a competing priority for development work, impacting the teams productivity and velocity.</p>	<p>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.</p>	<p>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.</p>
<p>The appropriate stakeholders and customers are not being properly notified when incidents occur. (The project experienced a Severity 1 (Sev1) incident with CARES and there was not a clearly defined process and points of contacts to manage it.)</p>	<p>Without a clear list of customers and contributors, service desk staff will not be able to resolve or effectively communicate status.</p>	<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.
<p>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.)</p>	<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 	<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 CWS-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

Issue	Impact	Resolution
	been put in place with no alternative methods (e.g. comprehensive test data) available as an alternative.	
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 (In Progress) 4. From the information gathered in #3, expand upon existing workload as needed and establish timelines. 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.
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 30, 2018) 4. From the information gathered in #3, expand upon existing workload as needed and establish timelines (April 6, 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 (In Progress) 4. Develop a solution on the implementation of a test bubble (April 16, 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 25, 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. (In Progress)

Issue	Impact	Resolution
		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)
Closed Issues		
<i>Inability to complete connectivity from AWS to CDT/CDSS (LIS/FAS) will delay the release of Facility / Home Profile.</i> CLOSED, 4/11/18	<i>If connectivity is not established, planned schedules will be pushed out and more time will be required to match newly associated security requirements.</i>	<i>LIS/FAS is now connected and has completed testing successfully. (Completed)</i>

BUDGET/EXPENDITURES *
AS OF 4/20/2018

2017-18 CWS-CARES Budget/Expenditure Report Summary				
OSI Spending Authority Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/Projections
Personnel Services*	11,836,786	3,454,107	4,793,736	8,247,843
Other OE&E*	2,588,822	786,166	1,742,656	2,528,822
Data Center Services**	650,000	230,480	416,495	646,975
Facilities*	1,421,345	1,039,520	699,867	1,739,387
Contract Services*	65,798,791	20,797,579	14,831,875	35,629,454
Hardware & Software*	4,116,197	1,802,600	2,313,597	4,116,197
Enterprise Services*	4,191,896	719,510	3,472,386	4,191,896
OSI Spending Authority Total	90,603,837	28,829,962	28,270,612	57,100,574
CDSS Local Assistance Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/Projections
Contract Services*	2,284,820	1,122,055	1,162,765	2,284,820
Other OE&E*	15,234,312	-	1,759,202	1,759,202
County Participation Costs***	68,338,542	656,905	2,000,000	2,656,905
CDSS Local Assistance Total	85,857,674	1,778,960	4,921,967	6,700,927
CDSS State Operations Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/Projections
Personnel Services**	1,930,359	955,993	974,366	1,930,359
Facilities**	568,000	31,236	536,764	568,000
Other OE&E**	224,497	16,114	208,383	224,497
CDSS State Operations Total	2,722,856	1,003,343	1,719,513	2,722,856
CWS-NS Project Total	179,184,367	31,612,265	34,912,092	66,524,357
*Actual Expenditures through February 2018 FISCAL Reports				
**Actual Expenditures through November 2017				
***Actual Expenditures through December 2017				