



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 systems: 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 CWS-CARES 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 June 8, CWDS released Snapshot 1.2, Facility Search 1.0 and Cognito 1.0 to 46 Core County representatives.. This is the second release of CWS-CARES functionality since early-May, and another important step towards developing the new system to replace the CWS/CMS.

Snapshot 1.2 includes enhancements, fixes and new features to existing Snapshot 1.1 functionality. Some of these include: referral and case numbering, relationship type next to parent's name, and single digit searches for date of birth. Facility Search is an at-a-glance view that provides important information about a facility or home on one screen. Facility Search 1.0 includes key functionality that will save time and increase efficiency, including: allowing users to search for facilities or homes from CWS/CMS and the Licensing Information System (LIS), view CWS/CMS child information associated with facilities or homes, and search on county, facility type, facility ID, facility name or facility address or any combination of these fields. Cognito is a new identity management system CWS-CARES is introducing. Cognito 1.0 will allow for the ability to login to CWS-CARES securely and access applications and view information in CWS-CARES.

The CWS-CARES Project completed Program Increment (PI) 7 and made progress on the delivery goals identified at the start of the PI. During PI-7 planning, the team committed to releasing Snapshot, Cognito, and Facility Search to Core County users at the end of PI-7. This phase was delayed to allow for additional performance and security testing, bug fixes, and the ability for county administrators to provision users. The team is preparing for statewide delivery of Snapshot, Facility Search, and Cognito in September 2018. The team also delayed the planned release of Child and Adolescent Needs and Strengths (CANS) 1.0 at the end of PI-7. The project continues with the development of CANS 1.0 and plans to implement in fall 2018 on a separate implementation schedule from the Snapshot, Cognito, and Facility Search release. The Digital Service Teams hold public sprint reviews monthly, with details of progress published online. Most recently, CWS-CARES conducted a review of Sprint 7.4 that featured project updates for stakeholders. In case you missed it, you may review the presentation slides and audio recordings for each team on our [CWDS archive \(The Feed\)](#).

Leadership finalized and began implementation of 30/60/90 day plans across key business areas within the organization. The plans focus on actionable lists of activities to enhance internal operations and support the project's goal to deliver valuable working code each PI. In June, teams performed a Gap analysis and a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis on the current CWDS processes and procedures, began looking at ways to enhance and standardize the Release Management process, and establish an End-to-End Decision Framework to facilitate timely and appropriate decision making, among other initiatives. The Project continues to work on the Product Blueprint and Legacy Strategy. Initial testing of identified data integration options has begun, while the project obtains additional resources and to validate options.

Child Welfare Digital Services will conduct a Quarterly Stakeholder Forum on Wednesday, July 11, from 1:00 PM to 4:00 pm. Please note, this event will not be held in person at CWDS Headquarters, but will be hosted virtually via WebEx and posted to our CWDS Archive for future viewing. The agenda will include a general session with a project update and multiple presentations by CWDS digital service teams.

Event materials are posted on the 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 that began 03/2017 and completed in 05/2017.
Product Increment 3 (PI-3)	08/2017	08/23/17	Completed	CWDS conducted PI-3, a feature development session that began 06/2017 and completed in 08/2017.
Product Increment 4 (PI-4)	11/2017	11/15/17	Completed	CWDS conducted PI-4, a feature development session that began 09/2017 and completed 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. The Project extended PI-5 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	05/02/18	Completed	CWDS conducted PI-6, a feature development session that began 03/2018 and completed in 05/2018.
Product Increment 7 (PI-7)	06/2018	06/27/18	Completed	CWDS conducted PI-7, a feature development session that began 05/2018 and completed in 06/2018.
Product Increment 8 (PI-8)	08/2018		In Progress	CWDS is currently conducting PI-8, a feature development session beginning 06/2018 that will complete in 08/2018.
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 Organizational Change Management (OCM) Services Contract	09/2018		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 DevOps 3 Services Contract	10/2018		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 7) Contract	10/2018		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	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 Digital Service Development Team (Dev 9) Contract Services	01/2019		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 Implementation Services Contract II	01/2019		In Development	The Implementation Services will prepare counties and tribes for the rollout of Digital Services. The RFO is in development.

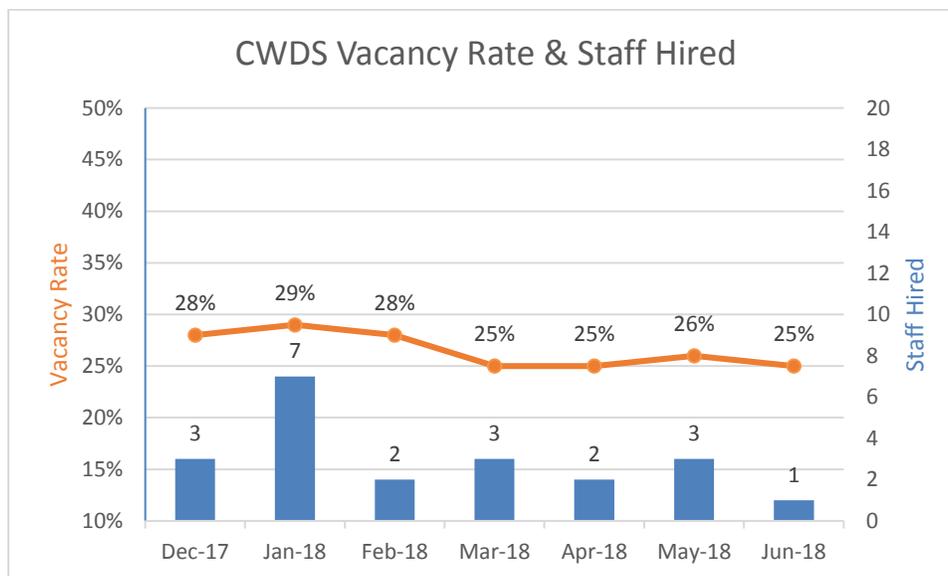
DIGITAL SERVICE UPDATE

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"> • Released Snapshot 1.2.1 into Production environment for Core County representatives. • Fixed Search results to show Sensitive client names to State users with Sensitive access. <ul style="list-style-type: none"> • Collaborated with IBM to effect change • Maintained state user standards • Added the ability to have Commercial Sexual Exploitation of Children (CSEC data) visible on participant card when applicable. • Added the ability to submit CSEC person data to CWS/CMS. <ul style="list-style-type: none"> • Added ability to identify CSEC on a screening • Record CSEC data fields for a child on a screening • Error message will show if user doesn't complete all CSEC fields • Updated Safely Surrendered Baby (SSB) fields. <ul style="list-style-type: none"> • Added ability to identify a SSB screening • Record SSB data fields on a screening • Submit SSB fields to Legacy • Added the ability to enter and submit the approximate age from CWS-CARES to Legacy. • Added user ability to change mapping of agencies for Cross Reporting. • Added the ability for a User to see screening as Open until submitted. • Added the ability for user to create allegations without entering a perpetrator. • Supported release and testing in Production Environment for Snapshot 1.2. • Added the current location of a child to the Incident Information card. • Added saving current location entered in CWS-CARES to Legacy. • Continued Collaboration with Case Management Dev team to add ability to save relationships to CWS-CARES. • Participated in PI-8 planning, to determine work/goal posts for July-August 2018.
<p>The Identity Management (Cognito) digital service will provide State and County user administrators a tool to facilitate identifying, authenticating and authorizing individuals, groups of people or office access to CWS-CARES.</p>	<ul style="list-style-type: none"> • Released version 1.0 of Identity Management to Production Environment for Core County users. • Continued 1.1 development of Identity Management • Continued work on Multi Factor Authentication with expected delivery for version 1.2 of Identity Management. • Assigned new Scrum Master to team. Team Storming and Norming process underway. • Continued with identified Subject Matter Experts (SMEs) on priorities and future direction of initiative.
<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"> • Released version 1.0 of Facility Search & Profile to Production Environment for Core County users. • Continued work on release 1.1 of Facility Search & Profile with expected code completion in August. • Continued work on Resource Family Approval (RFA) application process with specific emphasis on Application Tracking. • Performed research to identify a CWS-CARES Document Management solution. • Continued work on Legacy write functionality for RFA application process.
<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"> • Completed totems of shared business components between all digital services that will be used to inform the project Blueprint and Roadmap. • Continued design activities for active stories needed for ongoing research and development. • Continued core county engagement for ongoing project efforts. • Completed development of functionality that enables a new assessment to be started and saved in the CANS product. • Migrated the CANS product code to the integration environment for initial quality assurance testing. • Continued to work thru dependencies, issues, and risks. • Prepared for PI8.
<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 user research and design activities.

Digital Service	Progress to Date
The Eligibility digital service will provide an automated solution to determine Title IV-E eligibility.	<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) in 2019.
The Financial Management digital services will provide an automated solution necessary to ensure accurate and timely financial record and transaction authorization, processing and reconciliation.	<ul style="list-style-type: none"> Not Started.
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

Entity	Classification [New]	Service Team	Date Vacant	# of Days Vacant	Efforts/Notes
OSI	Information Technology Specialist I	Project Management Office (PMO)	07/01/17	334	Interviews are being conducted..
OSI	Information Technology Specialist I	Project Management Office	07/01/17	334	Interviews are being conducted..
OSI	Information Technology Supervisor II	Data Management	07/01/17	334	RPA in progress.
OSI	Information Technology Specialist II	DevOps Engineering	07/01/17	334	Hiring manager to write duty statement.
OSI	Information Technology Specialist I	Product Strategy, User Research and Design	07/01/17	334	Leadership is reviewing this position.
OSI	Information Technology Specialist II	Architecture	07/01/17	334	Repost with current duty statement.
OSI	Information Technology Associate	Security	07/01/17	334	Duty statement to be re-written due to new classification requirements.
OSI	Information Technology Specialist I	Infrastructure	07/01/17	334	Final filing date 6/28/18.
OSI	Information Technology Specialist I	QA Engineering	07/01/17	334	RPA routing for signatures.

Entity	Classification [New]	Service Team	Date Vacant	# of Days Vacant	Efforts/Notes
OSI	Associate Governmental Program Analyst	Communications	07/01/17	334	Pending re-class. Human Resources (HR) manager to write duty statement.
OSI	Information Technology Specialist I	Implementation/Training	07/01/17	334	New Request for Personnel Action (RPA) package in progress.
OSI	Information Technology Supervisor II	QA Engineering	07/01/17	334	RPA is in progress.
OSI	Information Technology Specialist I	Application Development	07/01/17	334	RPA is in progress.
OSI	Information Technology Specialist I	Application Development	07/01/17	334	RPA is in progress.
OSI	Information Technology Specialist I	Application Development	07/01/17	334	Hiring Manager to write duty statement.
OSI	Information Technology Specialist I	Product Owner	07/01/17	334	Final filing date 6/29/18.
OSI	Information Technology Specialist II	Architecture	07/01/17	334	RPA package under construction.
OSI	Information Technology Specialist I	Implementation/Training	07/01/17	334	Hiring Manager to write duty statement.
OSI	Information Technology Specialist I	Product Owner	07/01/17	334	Final filing date 6/29/18.
OSI	Associate Governmental Program Analyst	Communications	10/01/17	242	Position was reclassified from an ITS I to an AGPA. RPA is in progress.
OSI	Information Technology Specialist I	Data Management	10/01/17	242	Duty statement in progress.
OSI	Information Technology Specialist I	Security	10/01/17	242	Routing red folder for signatures in progress.
OSI	Staff Services Manager III	Communications	12/15/17	167	Requesting reclassification to a SSM I. RPA in progress.
OSI	Information Technology Specialist I	Procurement	01/01/18	150	Scheduling interviews.
OSI	Information Technology Specialist I	Data Management	01/01/18	150	Duty statement in progress.
OSI	Information Technology Manager II	Digital Services	5/18/18	13	Interviews in progress.
OSI	Information Technology Specialist I	Procurement and Contract Management	5/22/18	9	Final filing date 6/29/18.
OSI	Information Technology Supervisor II	Security	5/31/18	30	Position redirected from PMO to Security. Hiring manager reviewing duty statement.
OSI	Information Technology Specialist I	Security	07/01/17	334	RPA in progress
OSI	Information Technology Specialist II	DevOps Engineering	07/01/17	334	Holding for reclassification.
OSI	Information Technology Associate	Application Development	07/01/17	334	Holding for reclassification.
OSI	Information Technology Specialist I	Data Management	07/01/17	334	Holding for reclassification.
Filled Positions					
OSI	Information Technology Specialist I	Procurement and Contract Management	01/01/18	179	Position has been hired and will start on 7/3/18.

RISKS

For this reporting period, there are currently five (5) high priority risks to report.

Risk	Impact	Mitigation
Continued 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.	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 the Contingency Plan is to keep Security Access Framework (current security module) in place while we troubleshoot Cognito.
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 CDSS 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.
Implementation's work authorization for sandbox support activities ends on 07/23/18. Based on current availability dates and start of standup activities, the team will not be able to support implementation activities in the sandbox support plan.	If the environment setup activities are delayed until PI8, the implementation team will not be able to provide implementation services for the sandbox environment.	1. Transition Sandbox support activities to another team or teams. 2. Focus on setting up the Sandbox environment by the deadline and trigger support activities, allowing adequate time for the implementation team to support it within the original work authorization dates. 3. Do nothing, depending on shifting prioritization possibilities.
CANS, Cognito, and Implementation teams cannot effectively create and implement the CWDS CANS initiative without knowing what parties will be directly involved in the assessment process (both software and physical process). Decisions and definitions need to take place on the CANS program/policy level to avoid impediments and misdirection to development.	Until the above key decisions are made, the following teams will be impacted: CANS Application Team: <ul style="list-style-type: none"> • Will not know what Users to allow access to CANS. • Will be unable to engage the correct end Users for User Acceptance Testing (UAT), product feedback, or usability and workflow questions. Cognito Team: <ul style="list-style-type: none"> • Will not know what users shall receive access. • Will be unable to estimate upcoming work efforts needed. Implementation Team: <ul style="list-style-type: none"> • Will not be able to formulate a rollout plan. • Will not know what County Points of Contact to engage for end user testing or connectivity. 	1. Kevin Gaines to identify who the Points of Contact will be at all counties involved in the initial rollout of CANS. 2. Determine what Counties get access to the initial CANS product. CWS-CARES Connectivity for Counties <ul style="list-style-type: none"> • For UAT • For Production Use Register Users (to grant access) 3. Ensure that county Points of Contact have funding to provide support for CANS.
Closed Risks		
<i>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. CLOSED, 6/6/18</i>	<i>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.</i>	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. (currently in staging).

Risk	Impact	Mitigation
<p>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. CLOSED, 6/6/18</p>	<ol style="list-style-type: none"> 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. 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. 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>Mitigation strategy includes: Project to procure a tool that allows the Project to share documents with external stakeholders.</p> <ol style="list-style-type: none"> 1. The project has purchased and implemented G suite, which is a document repository that allows project staff to share documents with external stakeholders.

ISSUES

For this reporting period, there are currently sixteen (16) high priority issues being tracked and managed on the project.

Issue	Impact	Resolution
Continued Issues		
<p>The trigger date/event is unknown for the Implementation Team, so they do not know when they need to start preparation of materials, training, and OCM to meet Statewide rollout readiness.</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 Annual Advance Planning Document Update (APDU) 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 Food and Nutrition Services (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 CWS-CARES/FCED interface. 8. Decision needs to be made if an Eligibility Digital Service Team will be formed for CWS-CARES, or if the Eligibility subject matter expert 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.</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. Escalation of recruiting efforts from HR/Hiring manager to fill positions. 2. RFO in progress from Security Management and a Security Advisor.
<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 material, and may not feel</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
counties to hear the content presented.	engaged in the process that could lead to external staff no longer participating.	<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. While the vendors are on site, conduct a test conference call with county members that includes both audio and video in order to ensure that changes are effective.
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 CWS-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 CWS-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.
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 3/20/18) 3. Conduct further investigation to determine the level of adequate notifications needed to further resolve the issue. (3/30/18) 4. From the information gathered in #3, expand upon existing workload as needed and establish timelines. (4/6/18) 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. (4/16/18) 5. Execute planned workload for development of a test bubble. (Time estimation: 1 month)

Issue	Impact	Resolution
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. (4/25/18) 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) 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)
New Issues		
An All County Letter (ACL) was sent to the counties earlier this year stating that CANS implementation would start on 7/1/2018 with 33 counties. There are two subsequent implementations that would happen on 10/1/2018 with 24 counties and 1/1/2019 with 1 county. The Implementation Team does not have enough information to start implementation activities on 7/1/2018 for the 33 counties identified in the ACL. Therefore, the Implementation Team cannot currently support a 7/1/2018 go-live for CANS.	Counties will be expecting implementation support and will not be receiving it from CWDS.	<ol style="list-style-type: none"> 1. Work with CDSS on Implementation Plan. 2. Confirm and communicate "Plan B" to CWDS so we can align with CDSS (Paper based application). 3. Identify perimeters of a CANS user. 4. Send out new ACL to clarify support that will be provided and when support will be available.
Without a definition of "Done" established for the Blueprint, measurement of the Projects progression on the Roadmap is difficult to gauge.	Difficulty for the Blueprint to define the project's as-is (Where are we now?) and to-be (Where are we going?) states, as well as identify enterprise level needs, approaches, and solutions (How do we get there?).	<ol style="list-style-type: none"> 1. Obtain a definitive decision on the definition of "Done." 2. Communication of decided definition to all teams on Project.
Without a definition of "Done" established for the Legacy Strategy, measurement of the Projects progression on the Roadmap is difficult to gauge.	Difficulty to define the project's as-is (Where are we now?) and to-be (Where are we going?) states, as well as identify enterprise level needs, approaches, and solutions (How do we get there?).	<ol style="list-style-type: none"> 1. Obtain a definitive decision on the definition of "Done." 2. Communication of decided definition to all teams on Project.
The project added four senior engineering resources to support DevOps in the completion of the delivery pipeline. However, it is unclear that the addition of these resources have made a significant impact toward reaching this goal, as the	Pipeline development is unclear. Continuous lack of consistency across environments and environment unavailability.	When a new Independent Verification and Validation (IV&V) contract is executed, the vendor to perform a maturity assessment within the first 30 days on the DevOps team and the delivery pipeline. The assessment should consider: <ul style="list-style-type: none"> - Pull request automation and peer review. - Test automation, including code coverage and build failure threshold configuration. - Integration of code review, build, deployment, and issue tracking tools, including integrated workflow.

Issue	Impact	Resolution
<p>project continues to struggle with consistency across environments, environment availability, along with other technical challenges. A maturity assessment would shed light on this concern.</p>		<ul style="list-style-type: none"> - Security of code repositories, including access and change permission restrictions. - Audit logging of build, test, and deploy results - Failover and disaster recovery automation, including deployment rollback capability.
<p>CALS, CANS and DevOps are currently either without a Service Manager (SM) or have one serving in the interim. This creates a hindrance since SMs serve as a voice of establishing higher order priorities from an organizational view in conjecture with other SMs. Furthermore, the amount of time necessary to advertise, hire and knowledge transfer new SM is not sufficient on the Project.</p>	<p>CANS - Lack of a dedicated SM with knowledge of the political structure and expertise in stakeholder engagement may hinder CANS in regards to decision making and direction regarding these crucial components.</p> <p>CALS - Since communication with key stakeholders will not be coming from a source of knowledge and expertise of a CALS SM, a number of key communications will be reduced or have to be absorbed by other staff members.</p> <p>DevOps - Lack of a SM hinders responsive decision making on development processes and places an extensive load on John O'Duinn, who is filling the role in the interim as a vendor.</p>	<p>Hire dedicated full-time Service Managers for CALS, CANS and DevOps.</p>
<p>There are only three Product Owners (PO) responsible for approving, prioritizing, updating the backlog, negotiating, determining user value, providing clarification, creating the backlog and working with stakeholders for PI-7, which is inadequate for them to serve their teams appropriately.</p>	<p>The various teams will not be given adequate direction in the development of features within the PI as the PO's are spread so thin.</p>	<ol style="list-style-type: none"> 1. Designate new Interim Product Owners for Cognito, Snapshot and CANS. 2. Designate Managers from CDSS & OSI (SSM III, SSM II, DPM III, DPM II, DPM IV) to be the Product Owners of new features. 3. Define "Product Adviser" role versus Product Owner.
<p>Closed Issues</p>		
<p><i>The appropriate stakeholders and customers are not being properly notified when incidents occur. (The project experienced a Severity 1 (Sev1) incident with CWS-CARES and there was not a clearly defined process and points of contacts to manage it.). CLOSED, 5/23/18</i></p>	<p><i>Without a clear list of customers and contributors, service desk staff will not be able to resolve or effectively communicate status.</i></p>	<ol style="list-style-type: none"> 1. Plan to fill out the full Incident Management Plan including the Sev1/Major Incident Management Plan. (In Progress) 2. Identify key stakeholders for Sev1 incidents. (In Progress) 3. Identify key stakeholders for Sev1 business processes & workflows. (In Progress) 4. Outcome: Prepare a complete Incident Management plan including Sev/Major Incident Management Plan & identified stakeholders. (In Progress)
<p><i>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. CLOSED, 6/20/18</i></p>	<p><i>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.</i></p>	<ol style="list-style-type: none"> 1. This issue is targeted to be closed because "scrubbed" production data is now in the staging environment. Issue is resolved.

BUDGET/EXPENDITURES *
AS OF 6/20/2018

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*	11,883,786	4,860,351	4,117,898	8,978,249
Other OE&E*	2,838,822	1,160,606	1,368,216	2,528,822
Data Center Services**	400,000	230,480	328,573	559,053
Facilities*	1,421,345	1,040,143	701,418	1,741,561
Contract Services*	65,503,791	27,136,530	12,413,886	39,550,416
Hardware & Software*	4,116,197	1,292,290	2,823,907	4,116,197
Enterprise Services*	4,191,896	1,007,481	3,184,415	4,191,896
OSI Spending Authority Total	90,355,837	36,727,881	24,938,313	61,666,194
CDSS Local Assistance Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections
Contract Services*	2,584,820	1,248,380	1,036,440	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	86,157,674	1,905,285	4,795,642	6,700,927
CDSS State Operations Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections
Personnel Services**	1,930,359	1,722,739	207,620	1,930,359
Facilities**	568,000	66,278	501,722	568,000
Other OE&E**	224,497	62,606	161,891	224,497
CDSS State Operations Total	2,722,856	1,851,623	871,233	2,722,856
CWS-NS Project Total	179,236,367	40,484,789	30,605,188	71,089,977

*Actual Expenditures through April 2018 FISCAL Reports

**Actual Expenditures through March 2018

***Actual Expenditures through March 2018