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 July 11, CWDS released CWS-CARES Identity Management (formerly referred to as Cognito) 1.1. The release also provided a user administration portal to manage user access to CWS-CARES. Identity Management 1.1 implemented a host of new features, including the ability to search by last name and assign or remove permission of user access to the CWS-CARES application.

The CWS-CARES Project also initiated Program Increment (PI) 8 and has continued progress on the delivery goals identified last reporting period. The current priorities focus on additional readiness and security testing, bug fixes, and the ability for county administrators to provision users. The Digital Service Teams hold public sprint reviews monthly, with details of progress published online. Presentations slides and audio recordings from previous sprint reviews can be found on our [CWDS archive (The Feed)](#).

Executive leaders made the decision to postpone the Quarterly Stakeholder Forum scheduled for July 11 to re-evaluate the statewide release dates for Snapshot, Identity Management, and Facility Search (CARES 1.0). Statewide release of functionality must include validations to ensure production system performance testing and security safeguards are in place to protect sensitive data. The CWS-CARES teams added these necessary readiness activities to their development priorities and provided leadership with a more accurate estimate of statewide release, which is still targeted for September 2018. The revised release dates are reflected in the updated CWDS 2018/19 Release Roadmap, which was approved by the Board of Directors on July 19, 2018.

The CWDS Release Roadmap details CWS-CARES development priorities over a 12-month window, starting in July 2018 through June 2019. The dates reflected on the Roadmap represent the projected dates functionality will be ready for use statewide. As shown in the Roadmap, the team is preparing for statewide delivery of Snapshot, Facility Search, and Identify Management in September 2018. The Child and Adolescent Needs and Strengths (CANS) 1.0 is scheduled for implementation in Fall 2018 on a separate implementation schedule from the Snapshot, Identify Management, and Facility Search release. In conjunction with the work being performed for the Fall implementations, the CWS-CARES is currently assessing the Legacy strategy to address the challenges and limitations of the legacy systems and their application with CWS-CARES through a Proof of Concept.

Leadership continues to implement components of the 30-60-90 day plans across the organization. The plans focuses on actionable lists of activities to enhance internal operations and support the project's goal to deliver valuable working code each PI. In July, teams updated and refined key project management plans to reflect current priorities, made progress on improving the stability, scalability and reliability of the Development Pipeline. The Project Management Office also established an Executive Dashboard to monitor team performance compared to target release dates and project budget. The dashboard is updated and presented to CWDS Executive Leadership on a weekly basis, and to the Board of Directors on a monthly basis.

The CWS-CARES also submitted the Comprehensive Child Welfare Information System (CCWIS) Automation Checklist and Annual Advanced Planning Document Update (APDU) on July 31, 2018. The Special Project Report (SPR) 3 is in development and is estimated for submission in early August 2018.

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 09/2017and 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	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 Organizational Change Management (OCM) Services Contract	10/2018		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	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 Services Development Team (Dev 8) Contract Services	12/2018		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	Progress to Date

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.	• Developed ability to save Safety Alert information to CWS/CMS at submit.
	• Developed ability to submit referral with Anonymous Reporter.
	• Performed Browser Testing, Performance Metrics.
	• Performed Accessibility and Americans with Disabilities Act compliance testing on screen readability.
	• Developed ability to query and access information on Probation youth.
	• Supported Relationships Development Team.
	    • Save new/updated relationships to Postgres
	    • Relationship card to include: Middle Name, Suffix, Date of Birth (DOB), Approximate Age and sorting by DOB
	• Established Performance baseline, testing, and analytics.
	• Provided Production & Pipeline Support.
	• Resolved neutron bug--occasional hanging of launch commands can cause the app to be non-responsive and not log diagnostic information.
	• Developed ability to attach sensitive clients from relationship results.
	• Replaced 'Disposition' with 'Conclusion' in Snapshot History of Involvement results.
	• Removed Reporter Name from the copy/paste function in Snapshot to meet Child Abuse Prevention and Treatment Act regulations.
	• Analytics-Developed ability to determine and track the number of successful searches in CARES.
	• Analytics-Developed ability to determine and track the number of users by county performing searches in CARES.

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.	• Released version 1.1 of Identity Management to Production Environment for Core County users. • Identity Management version 1.2 development in progress. • Continued work on Multi Factor Authentication with expected delivery for version 1.2 of Identity Management. • Continued work with Subject Matter Experts for creation of future roadmap. • Performed Browser Testing, Performance Metrics. • Performed Accessibility and Americans with Disabilities Act compliance testing on screen readability. • Established Performance baseline, testing, and analytics.
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.	• Continue 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. • Work with Subject Matter Experts for scope update for RFA based organizational priorities. • Performed Browser Testing, Performance Metrics. • Performed Accessibility and Americans with Disabilities Act compliance testing on screen readability. • Established Performance baseline, testing, and analytics.
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.	• Child and Adolescent Needs and Strengths (CANS) began core county engagement. • CANS implementation strategy identified. • Began engagement with the CARES Research & Design Team to identify a research strategy that will allow us to capture feedback to be considered for future versions of the CANS product. • Received assistance from 18F regarding CANS Protected Health Information data security. • Continued work with CARES Implementation Team to ensure specific information is included in the CANS application user training documents. • CANS development continued, adding features to the CANS product.
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.	• Not Started.
The **Court Processing** digital service will enable CWDS to exchange data with court systems.	• Conducting activities to prepare for user research and design activities.
The **Eligibility** digital service will provide an automated solution to determine Title IV-E eligibility.	• 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.

Digital Service	Progress to Date
The **Financial Management** digital services will provide an automated solution necessary to ensure accurate and timely financial record and transaction authorization, processing and reconciliation.	• 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.	• Not Started.

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Current Vacancy Rate: 29%

CWDS Vacancy Rate & Staff Hired
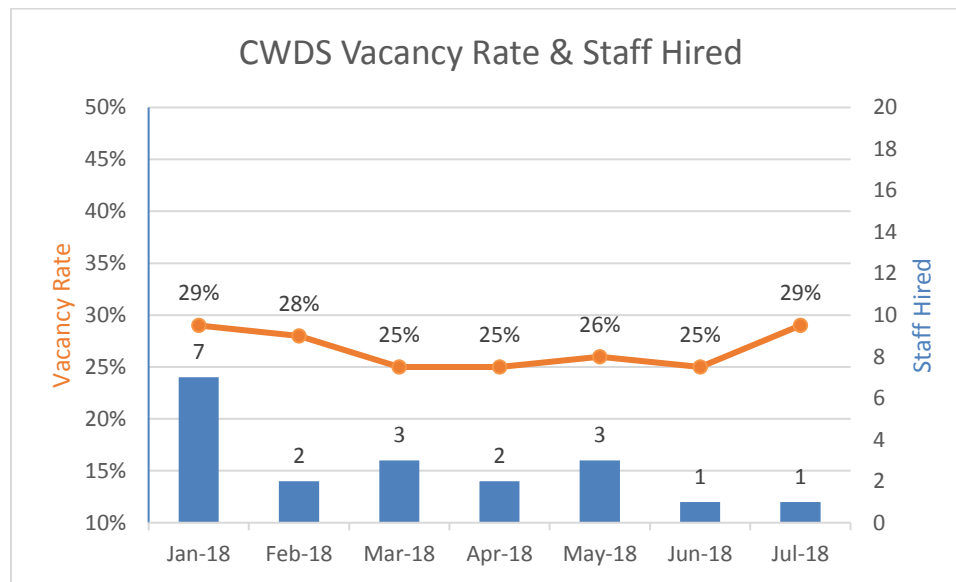
Current Vacancies: 31 of 106 CWS-CARES positions: The CWS-CARES vacancy rate increased from 25 to 29 percent as of July 23. This increase is due to an internal positon audit that was conducted in order to reconcile both vacant and filled positions to the California State Accounting & Reporting System, (CALSTARs), the State Controller's Office Management Information Retrieval System Report, and the CWDS Human Resources and Functional Organizational Charts. The reconciliation determined that the total approved positions associated to this project is 106 versus 127. This number is comprised of 75 CWS-CARES positions, 19 CDSS positions and 12 OSI enterprise positions.

Entity CWS-CARES	Classification [New]	Service Team	Date Vacant	# of Days Vacant	Efforts/Notes
OSI	Information Technology Specialist I	Project Management Office	7/1/2017	395	Job re-advertised Final filing date (FFD) is 8/3/18.
OSI	Information Technology Supervisor II	Data Management	7/1/2017	395	Position is being reclassified and redirected to another area of the Project.
OSI	Information Technology Specialist II	DevOps Engineering	7/1/2017	395	Request for Personnel Action (RPA) in progress.
OSI	Information Technology Specialist I	Product Strategy, User Research and Design	7/1/2017	395	Leadership is reviewing this position.
OSI	Information Technology Specialist II	Architecture	7/1/2017	395	Hiring Manager is rating applications.
OSI	Information Technology Associate	Security	7/1/2017	395	Duty statement to be re-written due to new classification requirements.

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OSI	Information Technology Specialist I	Infrastructure	7/1/2017	395	Interviews scheduled.
OSI	Information Technology Specialist I	QA Engineering	7/1/2017	395	Hiring Manger is rating applications.
OSI	Associate Governmental Program Analyst	Communications	7/1/2017	395	Posted. FFD is 8/3/18.
OSI	Information Technology Associate	Implementation/Training	7/1/2017	395	Reclassified to ITA. Posted - FFD is 7/31/18.
OSI	Information Technology Supervisor II	QA Engineering	7/1/2017	395	RPA pending final HR approval.
OSI	Information Technology Specialist I	Application Development	7/1/2017	395	RPA is in progress.
OSI	Information Technology Specialist I	Application Development	7/1/2017	395	RPA is in progress.
OSI	Information Technology Specialist I	Application Development	7/1/2017	395	Hiring Manager to write duty statement.
OSI	Information Technology Specialist I	Product Owner	7/1/2017	395	Hiring Manager is rating applications.
OSI	Information Technology Specialist II	Architecture	7/1/2017	395	Hiring Manager is rating applications.
OSI	Information Technology Specialist I	Implementation/Training	7/1/2017	395	Hiring Manager to write duty statement.
OSI	Information Technology Specialist I	Product Owner	7/1/2017	395	Hiring Manager is rating applications.
OSI	Associate Governmental Program Analyst	Communications	10/1/2017	303	Posted. FFD is 8/3/18.
OSI	Information Technology Specialist I	Data Management	10/1/2017	303	Duty statement in progress.
OSI	Information Technology Specialist I	Security	10/1/2017	303	RPA pending final HR approval.
OSI	Staff Services Manager III	Communications	12/15/2017	228	Reclassified to from SSM III to SSM I. Posted - FFD 7/16/18.
OSI	Information Technology Specialist I	Procurement	1/1/2018	211	Conducting interviews.
OSI	Information Technology Specialist I	Data Management	1/1/2018	211	Duty statement in progress.
OSI	Information Technology Manager II	Digital Services	5/18/2018	74	Pending HR final hiring approval.
OSI	Information Technology Specialist I	Procurement and Contract Management	5/22/2018	70	Conducting interviews.
OSI	Information Technology Supervisor II	Security	5/31/2018	61	RPA routing for signatures.
OSI	Information Technology Specialist I	Security	7/1/2017	395	RPA in progress.
OSI	Information Technology Specialist II	DevOps Engineering	7/1/2017	395	Holding for reclassification.
OSI	Information Technology Associate	Application Development	7/1/2017	395	Holding for reclassification.
OSI	Information Technology Specialist I	Data Management	7/1/2017	395	Holding for reclassification.
	Filled Positions				
OSI	Information Technology Specialist I	Project Management Office (PMO)	7/1/2017	395	Start date - 7/27/18.

R I S K S

For this reporting period, there are currently three (3) high priority risks to report.

Risk	Impact	Mitigation
Continued Risks		
The current approach to the 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:
	• 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:
	• Will not know what users shall receive access.
	• Will be unable to estimate upcoming work efforts needed.
	Implementation Team:
	• 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
		    • 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		
There is a risk that the Direct Connect rollout will impact the Continuous Delivery (CD) pipeline (destabilizing risk) and delay release of Snapshot. **Closed, 7/18/18**	*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. **Closed,7/18/18**	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.

ISSUES

For this reporting period, there are currently twenty (20) high priority issues being tracked and managed on the project.

Issue	Impact	Resolution
Continued Issues		
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.	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.	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.
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.	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.	The State is taking the following steps with the intent to become CCWIS compliant: 1. Form a state/county workgroup. (Complete) 2. Define and develop consensus for the minimum level of automation in SAWS that is needed to support end-to-end FCED business processes. (In Progress) 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 eventually CalSAWS), 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. (Complete) 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. (Complete) 9. The FCED solution will be incorporated into the CARES APD and forwarded to ACYF for written approval. 10. A workshop will be held between SAWS and CARES to strategize how the two entities will sync up for FCED purposes.
Security team staffing is insufficient to meet the work effort assigned to the team. Because of lack of resources, technical debt is accumulating.	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.	1. Escalation of recruiting efforts from HR/Hiring manager to fill positions. 2. RFO in progress from Security Management and a Security Advisor.
Continued problems with audio at the All Staff meeting or Stakeholder Quarterly Forums is affecting the ability of counties to hear the content presented.	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.	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. 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.

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 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.	1. Obtain rights in order to view legacy data. (Complete) 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.	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.	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.	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)
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.	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.,	The delay in Deploying Pipeline Changes can cause delay in the overall release process.	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)

Issue	Impact	Resolution
integration, integration02, demo).		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)
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.	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. (Complete)
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?).	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?).	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 project continues to struggle with consistency across environments, environment availability, along with other technical challenges. A maturity assessment would shed light on this concern.	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: - 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. - 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.
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	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. 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	Hire dedicated full-time Service Managers for CALS, CANS and DevOps.

Issue	Impact	Resolution
conjecture with other SMs. Furthermore, the amount of time necessary to advertise, hire and knowledge transfer new SM is not sufficient on the Project.	communications will be reduced or have to be absorbed by other staff members. 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. Cognito - The role of Service Manager is currently being performed by the Product Owner (Leon Elzie). This activity is time consuming and involves stakeholder management which takes away from the POs ability to operate effectively. If a dedicated Service Manager is not put in place, the following issues may be realized for Cognito: • Decreased stakeholder management. • Lack of tracking of SME testing and review with design. • Reduced quality of time spent in backlog grooming.	
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.	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.	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.
New Issues		
Not enough time from now until release target date to complete full or extensive performance testing.	Without sufficient time for performance testing, the following items may not be able to be carried out: - Team Introduction of Performance test tools in code. (This is done a digital service level) - Executing test at the digital service level. - Fixing existing test cases to account for Performance testing needs. - Executing of test at an enterprise level. (A coordinated set of executed tests with all teams that can be recreated for regression purposes) - Fixing issues derived from enterprise level testing and performing the coordinated regression tests. (In most testing, this is the most time consuming)	Simplify the testing at an enterprise level immediately in order to expose issues that require examining.
Integrating Case Management with Intake has been very challenging to align the proper tech stack, document coding standards and merging processes between both digital services.	There will be rework required when the proper tools for this solution are procured and utilized. Technical debt will accrue over time.	1. Develop and implement coding standards. 2. Develop and implement development standards. 3. Hire architecture manager.
The implementation of the Cognito Identity Management system includes several custom developed components which utilize new technologies that are not part of our current technology stack. Although the custom coding required for these components has been completed and the functionality can be demonstrated in local development environments, unforeseen problems may	The statewide rollout of Cognito could be impacted.	DevOps to identify resource dedicated to this work effort.

Issue	Impact	Resolution
arise with the deployment of these components into the CWDS pipeline. Furthermore, these components are new to DevOps and will further stretch an already resource-constrained team		
There is no formal communication to CARES end-users for system issues or downtime.	End users are not aware of issues. May negatively affect the adoption of using CARES. May flood the service desk with calls.	1. Define Major Incident Process, as it is unclear what communication channels will be used or what the timeline is for communications from the time the incident is identified to the sending of communications to affected users. 2. Identify Roles and Responsibilities in Incident Management Detailed Design Plan v 1.1. (Complete) 3. Identify communication matrix. 4. Document and enforce Major incident process in the Incident Management Detailed Design Plan. (Complete) 5. Identify communication timeline targets for major incidents in ITIL Incident Management Major (Sev1) Incident Procedure v. 2.0 document. (Complete)

BUDGET/EXPENDITURES
AS OF 7/18/2018

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	5,136,494	3,562,053	8,698,547
Other OE&E*	2,838,822	1,537,948	990,874	2,528,822
Data Center Services**	400,000	753,337	650,070	1,403,407
Facilities*	1,421,345	1,574,842	695,686	2,270,528
Contract Services*	65,503,791	30,202,403	12,172,588	42,374,991
Hardware & Software*	4,116,197	1,370,474	2,745,723	4,116,197
Enterprise Services*	4,191,896	1,147,747	3,044,149	4,191,896
OSI Spending Authority Total	**90,355,837**	**41,723,245**	**23,861,143**	**65,584,388**

CDSS Local Assistance Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections
Contract Services*	2,584,820	1,496,022	788,798	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**	**2,152,927**	**4,548,000**	**6,700,927**

CDSS State Operations Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections
Personnel Services**	1,930,359	1,924,398	5,961	1,930,359
Facilities**	568,000	88,971	479,029	568,000
Other OE&E**	224,497	72,216	152,281	224,497
CDSS State Operations Total	**2,722,856**	**2,085,585**	**637,271**	**2,722,856**

CWS-NS Project Total	179,236,367	45,961,757	29,046,414	75,008,171

*Actual Expenditures through May 2018 FI$Cal Reports
**Actual Expenditures through April 2018
***Actual Expenditures through May 2018