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

The CWS-CARES Project team is preparing for the upcoming CWS-CARES 1.0 statewide software release (hereafter referred to as CARES 1.0) on September 19, 2018. CARES 1.0 includes Identity Management 1.2, Child Welfare History Snapshot 1.3, and Facility Search 1.1. The CWS-CARES Implementation Team is supporting the State, counties, and tribes in preparation of the CARES 1.0 release in three phases. The first implementation phase in September 2018 will include the Core County/Constituent representatives (40 total users) who have been working with the Intake and Certification, Approval, and Licensing Services (CALS) Digital Service teams. Implementation for the second phase is scheduled for September 2018 through October 2018 and consists of the remaining users in the Core Counties (800 total users). The third implementation phase will roll out in six waves to the remaining users statewide (5150 total users) and is scheduled for October 2018 through January 2019.

The Project hosted a Quarterly Legislative Briefing on August 2, 2018, which included a tour of the CWDS facilities. The Project initiated Program Increment (PI) 9 on August 23, 2018 with the focus on preparing for delivery of CARES 1.0 and continued progress on the goals identified in the last reporting period. The teams completed performance and accessibility testing, and they continue to focus on additional statewide readiness activities, including security testing and bug fixes. The Digital Service Teams conduct monthly public sprint reviews, and details of the progress are published online. Presentation slides and audio recordings from previous sprint reviews may be found on our CWDS archive (The Feed).

Starting August 27, CWDS hosted a four-day on-site review with federal partners ACYF. The goal of the visit was for ACYF to conduct their annual assessment and ascertain project status. The four-day agenda included sessions with various team members throughout CWDS and key stakeholders, to gain better understanding of project progress. During the visit the Project briefed ACYF on plans to conduct an alternatives analysis that considers options to accelerate the development of the Project. This is a new activity since the submission of the 2018 CWS-CARES Annual Advanced Planning Document Update (APDU). As a result, this new activity and potential for change in strategy, the Project withdrew the Annual APDU that was submitted on August 1. The Project will submit an interim Annual APDU requesting approval for three months of budget and activities, due September 30, 2018, and will be followed by a revised Annual APDU in December 2018.

The Child and Adolescent Needs and Strengths (CANS) 1.0 and Hotline 1.0 is also scheduled for release in Fall 2018. Implementation of CANS 1.0 and Hotline 1.0 will have a separate implementation schedule from CARES 1.0. In conjunction with the work being performed for statewide releases, the Project continues to assess the Legacy and product strategy and implement components of the 30-60-90-day plans across the organization. The Special Project Report (SPR) 3 that was estimated to be delivered in August 2018, has been delayed until the Spring 2019 budget process.

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	8/22/18	Complete	CWDS conducted PI-8, a feature development session that began 06/2018 and completed in 08/2018.
Product Increment 9 (PI-9)	10/2018		In Progress	CWDS is currently conducting PI-9, a feature development session beginning 8/2018 that will be completed in 10/2018.
Procure Digital Service Development Team (Dev 6) 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 Organizational Change Management (OCM) Services Contract	10/2018		In Progress	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, to create a 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. The contract was release for solicitation on August 22, 2018.
Procure Site Reliability Services Contract	10/2018		In Development	The DevOps 3 procurement has been renamed to "Site Reliability Services" to more closely describe the support provided. This contract will provide support in the following areas: continuous integration, continuous deployment, automated testing, scripting of server configuration, and repeatable process automation. It 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 Implementation Services Contract II	12/2018		In Development	The Implementation Services will prepare counties and tribes for the rollout of Digital Services. The RFO is in development.
Procure Digital Service Development Team (Dev 9) Contract Services	02/2019		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.

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.	• Code complete for Snapshot 1.3.
	• Conducted performance testing on Elastic Search to meet production capacity requirements.
	• Established performance baselines to history of involvement production capacity compared to requirements.
	• Performed Batch Authorization in CARES.
	• Executed changes in the search interface to review and meet Elastic Search performance requirements.
	• Developed ability to determine number of successful search queries versus errors in a given period.
	• Developed ability to assess the entry of CARES users, whether desktop or mobile.
	• Replaced 'Disposition' with 'Conclusion' on history card:
	  o In Snapshot
	  o In Hotline
	• Developed ability to determine the number of users, by county, performing searches in CARES.
	• Replaced 'Disposition' with 'Conclusion' in Snapshot History of Involvement results.
	• Refined browser specific requirements in the removal of Reporter Name from the copy/paste function in Snapshot.
	• Developed ability to determine and track the number of successful searches in CARES.
	• Developed ability to determine and track the number of users, by county, performing searches in CARES.
	• Performed validation that CWS/CMS database upgrade had no negative impact to Snapshot.
	• Accessibility (Americans with Disabilities Act compliance) testing in:
	  o Search results
	  o Privacy Policy and Conditions of Use pages
	  o Snapshot page labels and headings
	  o Readability of client details in Internet Explorer
	  o Functionality of Relationship Attach links
	  o Dashboard page function
	  o Search Results messaging
	• Ran cross-team performance testing.
	• Performed pipeline support in deploying the Intake application to higher order environments.
	• Performed statewide rollout support.
	• Continued performance review of analytics.
	• Fixed Log Out function capability in various browsers.
	• Corrected error in Show More Results function.
	• Implemented business rule of default log on to user's county.
	• Corrected a 'save' error of clients with existing addresses.
	• Corrected errors in editing and saving Hotline Screening information.
	• Corrected error regarding attached entry of duplicate clients in screening.

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.	• Code completion of version 1.2 of Identity Management in preparation for production release in September. • Completed initial version of Multi Factor Authentication with expected delivery for version 1.2 of Identity Management. • Continued prioritization efforts for Identity Management 1.3 to be placed on the Release Roadmap.
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.	• Code completion of version 1.1 of Facility Search and Profile in preparation for production release in September. • Continue work on release 1.2 of Facility Search & Profile with expected code completion in September. Release date to be determined. • Continued work on Resource Family Approval (RFA) application process with specific emphasis on Applicant Contacts and Management Console. • Continue prioritization of design work for RFA. Designs will impact future prioritization of RFA within the organization.
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.	• Continued development of the Relationship feature of CARES Hotline. • Continued development of the CARES CANS product. • Began research efforts with core county participants and members of CWDA to gain feedback on CANS version 1.0 and to inform future CANS iterations. • Began work to encrypt CANS database to secure the data.

Digital Service	Progress to Date
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 research and design activities that has begun in July 2018.
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.
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

STAFFING VACANCY

Current Vacancy Rate: 28%
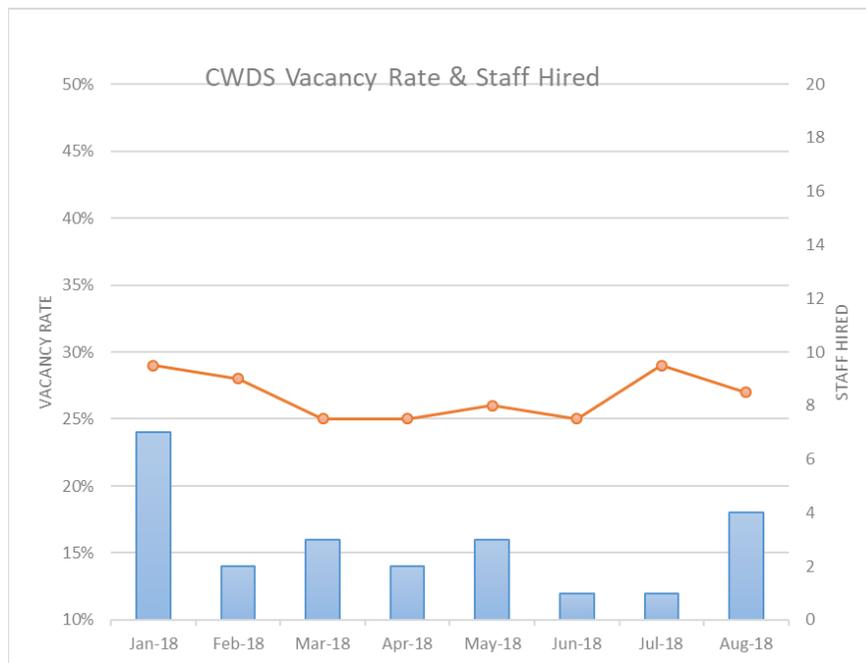
Current Vacancies - 30 of 106 CWS-CARES positions. The CWS-CARES vacancy rate decreased from 29 to 28 percent as of August 28, 2018.

Entity CWS-CARES	Classification [New]	Service Team	Date Vacant	# of Days Vacant	Efforts/Notes
OSI	Associate Governmental Program Analyst	Communications	7/1/2017	422	Posted. FFD was 8/3/18.
OSI	Associate Governmental Program Analyst	Communications	10/1/2017	330	Posted. FFD was 8/3/18.

Entity CWS-CARES	Classification [New]	Service Team	Date Vacant	# of Days Vacant	Efforts/Notes
OSI	Associate Governmental Program Analyst	Procurement and Contract Management	7/30/2018	28	JC-116587. Job re-posted July 2018. Candidates under review.
OSI	Information Technology Associate	Security	7/1/2017	422	Duty statement to be re-written due to new classification requirements.
OSI	Information Technology Associate	Application Development	7/1/2017	422	Holding for reclassification.
OSI	Information Technology Associate	Implementation/Training	12/21/2017	249	Reclassified to ITA. Posted - FFD was 7/31/18.
OSI	Information Technology Manager I	Technical Chief	7/6/2018	52	Applicant screening 8/24
OSI	Information Technology Specialist I	Security	7/1/2017	422	RPA in progress.
OSI	Information Technology Specialist I	Application Development	7/1/2017	422	RPA is in progress.
OSI	Information Technology Specialist I	Application Development	7/1/2017	422	RPA is in progress.
OSI	Information Technology Specialist I	Product Owner	7/1/2017	422	Hiring Manager is rating applications.
OSI	Information Technology Specialist I	Application Development	7/1/2017	422	Hiring Manager to write duty statement.
OSI	Information Technology Specialist I	QA Engineering	7/27/2017	396	Duty statement in progress.
OSI	Information Technology Specialist I	Project Management Office	7/1/2017	422	Job re-advertised Final filing date (FFD) was 8/3/18.
OSI	Information Technology Specialist I	Product Strategy, User Research and Design	7/1/2017	422	Leadership is reviewing this position.
OSI	Information Technology Specialist I	QA Engineering	7/1/2017	422	Hiring Manger is rating applications.
OSI	Information Technology Specialist I	Data Management	1/1/2018	238	Duty statement in progress.
OSI	Information Technology Specialist I	Security	10/1/2017	330	RPA pending final HR approval.
OSI	Information Technology Specialist I	Procurement and Contract Management	1/1/2018	238	Completed RPA 18-184.
OSI	Information Technology Specialist I	Data Management	7/1/2017	422	Holding for reclassification.
OSI	Information Technology Specialist I	Procurement and Contract Management	5/22/2018	97	Job re-advertised. Posting to occur week of 8/24/18. JC-115217.
OSI	Information Technology Specialist II	Architecture	7/1/2017	422	Hiring Manager is rating applications.
OSI	Information Technology Specialist II	Architecture	7/1/2017	422	Hiring Manager is rating applications.
OSI	Information Technology Specialist II	DevOps Engineering	7/1/2017	422	Holding for reclassification.
OSI	Information Technology Supervisor II	Data Management	7/1/2017	422	Position is being reclassified and redirected to another area of the Project.
OSI	Information Technology Supervisor II	QA Engineering	7/1/2017	422	RPA pending final HR approval.
OSI	Information Technology Supervisor II	Security	5/31/2018	88	RPA routing for signatures.
OSI	Staff Services Manager II	Financial Manager	7/13/2018	45	FFD was 8/23/18, screening applications 8/24
CDSS	Staff Services Manager I	Intake Product Owner	7/25/2018	33	Waiting for budget approval
	Filled Positions				
OSI	Staff Services Manager I	Communications	12/15/2017	228	Hired 8/15/18
OSI	Information Technology Manager II	Digital Services	5/18/2018	101	Hired 8/16/18
OSI	Information Technology Specialist I	Infrastructure	7/1/2017	422	Hired 8/17/18

Entity CWS-CARES	Classification [New]	Service Team	Date Vacant	# of Days Vacant	Efforts/Notes
OSI	Information Technology Specialist I	Implementation/Training	7/1/2017	422	Hired 8/28/18

R I S K S

For this reporting period, there were two (2) new risks opened and there are currently a total of three (3) high priority risks to report.

Risk	Impact	Mitigation
Opened Risks		
The only person at CWDS who can perform penetration testing is leaving the Project on 8/31 and another person has not been identified to fill this requisite. Opened 8/29/2018, RI-71	CANS data encryption cannot be properly tested without penetration testing, which may delay the projects ability to put CANS in production as scheduled.	1. ELT Agreement for former security officer to perform tests on weekends alongside the current security officer.
If DevOps dependencies are not clearly identified, it will impact the ability to deliver code on time. Opened 8/29/2018, RI-75	Delayed delivery of code.	1. Teams need to take time to identify dependencies and communicate them early and frequently. 2. There should be a due date established for the Development Team to report all tickets where DevOps support is needed for the next release in October.
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. RI-35	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.	1. CWDS Security Officer 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.
Closed Risks		
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. RI-53 ***Closed, 8/29/2018,*** *All three steps in the resolution plan were met, thus closing the project risk as all items have been mitigated.*	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.
Licensing Development Unit (LDU) in charge of maintaining the CARES connection with LIS and FAS was recently reduced from three employees to one in support of CARES production. These employees are and were recently tasked	Without proper staffing support, there is a risk the connection may be compromised which would halt CARES production.	CDSS Management is in process of defining a mitigation plan.

Risk	Impact	Mitigation
to implement a short-term security solution to share data between LIS, FAS and CARES. Opened 8/1/2018, RI-70 ***Closed, 8/29/18,*** *One of the two positions in question was filled, while the other is in the process of being filled.*		

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.
 	
Closed, 8/1/18
The project decided to accept this risk and due to the past time frame, this is no longer a high criticality project risk.
	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.

I S S U E S

For this reporting period, there was one (1) new issue created, and are currently eighteen (17) high priority issues being tracked and managed on the project.

Issue	Impact	Resolution
Opened Issues		
The current process to support decisions regarding prioritization that also factors in dependencies and impacts of what is not chosen as priorities is subjective, which creates difficulty in strategizing releases effectively. Opened, 8/29/18 RI-77	The projects ability to identity future releases impacts development priorities.	1. Develop a product strategy that is driven by business priorities to show dependencies and how to build. 2. Develop a more objective process that can quantify business value and level of difficulty, which also includes dependencies. 3. A product decision making framework was approved by executive leadership team.
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. RI-33	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.
ACYF has expressed concerns about the approach CWS-CARES proposes to take to provide an FCED solution. California is planning to leverage the new statewide	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)

Issue	Impact	Resolution
Opened Issues		
single SAWS system to support a shared service that would also supply the necessary information and audit trail for CWS-CARES. ACYF is concerned about the dependency CARES has on the development on the statewide SAWS solution. RI-34		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. RI-29	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. RI-26	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.
The continuous delivery pipeline is not stable and is inconsistent. RI-19	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.

Issue	Impact	Resolution
Opened Issues		
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. RI-17	Developers are not able to test their code instantly in an integrated environment and must 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). RI-16	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., integration, integration02, demo). RI-15	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) 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. RI-61	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. RI-56	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.

Issue	Impact	Resolution
Opened Issues		
Without a definition of "Done" established for the Legacy Strategy, measurement of the Projects progression on the Roadmap is difficult to gauge. RI-57	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. RI-58	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.
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. RI-60	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.
Not enough time from now until release target date to complete full or extensive performance testing. RI-65	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. RI-67	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	The statewide rollout of Cognito could be impacted.	DevOps to identify resource dedicated to this work effort.

Issue	Impact	Resolution
Opened Issues		
coding required for these components has been completed and the functionality can be demonstrated in local development environments, unforeseen problems may 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 RI-68		
Closed Issues		
The Data Team is not authorized to view or utilize extracts of legacy production data. RI-23 ***Closed, 8/1/18***	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. Implement security controls mandated by CDSS.
DevOps does not provide adequate environment change notifications to the development teams. RI-18 ***Closed, 8/1/18***	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 no formal communication to CARES end-users for system issues or downtime. RI-69, ***Closed 8/15/18***	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)
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. RI-59, ***Closed 8/29/20018***	CANS - Lack of a dedicated SM with knowledge of the political structure and expertise in stakeholder engagement may hinder CANS regarding 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, several key 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	Hire dedicated full-time Service Managers for CALS, CANS and DevOps and Cognito.

Issue	Impact	Resolution
Opened Issues		

	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.	

BUDGET/EXPENDITURES
AS OF 8/29/2018

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	5,652,349	-	5,652,349
Other OE&E*	2,189,985	1,420,661	507,081	1,927,742
Data Center Services**	850,000	310,714	442,623	753,337
Facilities*	1,581,345	1,440,506	134,336	1,574,842
Contract Services*	65,645,121	21,077,291	10,385,381	31,462,672
Hardware & Software*	3,674,867	1,579,904	817,032	2,396,936
Enterprise Services*	4,007,733	1,147,747	104,341	1,252,088
OSI Spending Authority Total	**89,785,837**	**32,629,172**	**12,390,794**	**45,019,966**

CDSS Local Assistance Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections
Contract Services**	2,898,419	1,496,022	381,834	1,877,856
Other OE&E**	14,920,713	-	-	-
County Participation Costs***	68,338,542	656,905	2,000,000	2,656,905
CDSS Local Assistance Total	**86,157,674**	**2,152,927**	**2,381,834**	**4,534,761**

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	**178,666,367**	**36,867,684**	**15,409,899**	**52,277,583**

*Actual Expenditures through June 2018 FI$Cal Reports (two months in arrears)
**Actual Expenditures through June 2018 CalSTARS Reports (three months in arrears)
***Actual Expenditures from County Expense Claim quarter ending March 2018