



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 completed the second phase of its three-phase implementation approach for the delivery of CARES 2.0 statewide and began phase three implementation activities. Phase three consists of six waves that are grouped by counties. The first three waves are scheduled to go live during the month of December and will extend CARES 2.0 access to approximately 2,100 additional user accounts. Waves four through six are scheduled to go live in January 2019, further extending access to approximately 3,100 additional user accounts. As of November 26, 2018, there are 844 active CARES system user accounts.

CARES 2.0 includes enhancements to Identity Management and Child Welfare History Snapshot, as well as the automated Child Adolescent Needs and Strengths assessment tool (CANS 1.0). The Project successfully implemented the release of CARES 2.0; however, users were experiencing a delay in receiving updates from CWS/CMS to CWS-CARES Snapshot functionality. The delay was such that use in an Emergency Response setting could pose a threat to child safety. Due to the potential child safety concern, access to Snapshot was removed and is now limited to 13 Core Constituents as of November 13, 2018. To permanently solve this issue, the Project plans to refactor the data pipeline to provide near real time information. In the interim, the Project is assessing resolution strategies to support the exchange of information between CWS/CMS and CWS-CARES.

After the release of CANS 1.0 in CARES 2.0, the development teams began work on CANS 1.1, which includes:

- Improve usability
- Create and update CANS dashboards based on user profile (supervisor vs. case worker)
- Capture county CANS application usage metrics for reporting

For further details and updates, including the Foundational Technical Tasks, see Digital Service updates on page 4 of this report.

Development on Identify Management (IDM) IDM 1.3 was completed on November 14, 2018 and was scheduled for release December 8, 2018. The enhancements include:

- User administration portal
- Administrator roles for State, County, and office
- Legacy privilege integration
- Policy and security compliance (failed log on, password resets etc.)

The Project has made significant progress on the Acceleration Strategy which we reported on last month. Accomplishments include completion of top-level blueprinting and domain modeling for Screening, Investigations, Case Management, Courts and Licensing. The Project began conducting a deep dive to specify decision points and business rules on Intake and RFA flows. The results of these efforts will inform both Legacy Strategy and Platform as a Service (PaaS) Proof of Concept (POC), Market Research, and support selection of the next product feature set for delivery. In November, the Project scheduled workshop/product demonstrations with the four PaaS POC solution providers that will take place in January 2019.

The Project met its internal hiring goal of filling critical vacancies and has achieved a 14% OSI vacancy rate and a 18% overall Project vacancy rate.

In November, Project representatives continued our County outreach campaign by attending the Southern, Mountain Valley, and Northern CWS Regional User Group meetings to provide CWS-CARES project status updates and demonstrations. These meetings replaced the previously held quarterly stakeholder forums. We have learned that attending these regularly scheduled user group county meetings is more convenient to counties than holding special meetings of our own. County engagement and participation have noticeably improved as a result. Scheduled visits for December 2018 are the Bay Area and Central Valley.

The Project submitted a revised As-Needed Advanced Planning Document Update (APDU) on November 15, 2018, which addressed specific questions from the Administration on Children, Youth and Families (ACYF). The Project received approval of the As-Needed APDU on November 27, 2018, with conditions that will need to be addressed in the March 2019 Annual APDU. The As-Needed APDU requested federal approval for budget and activities from the period of October 1, 2018 through April 30, 2019.

KEY PROJECT MILESTONES

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
Implement CARES 1.0	09/2018	09/19/2018	Complete	CWDS deployed CARES 1.0 on September 19, 2018 to Core Constituents in a three-phase approach, with the final phase ending January 2019. Phase two completed on October 22, 2018.
Implement CARES 2.0	10/2018	10/31/2018	Complete	CWDS completed organizational readiness activities for the release of CARES 2.0, as well as planning activities for the foundational technical tasks. CARES 2.0 was released on October 31, 2018 and will begin releasing statewide in a three-phased approach, with the final phase ending in January 2019.
Implement CARES 2.1	12/2018		In Progress	CWDS completed Sprint 10.3 which included enhancements to Identity Management (IDM 1.3) due for production release on December 8, 2018.
CARES 2.0 Implementation Wave 1	12/3/2018		In Progress	CWDS will deploy CARES 2.0 to approximately 550 users in the following counties: Colusa, El Dorado, Merced, Sacramento, San Diego, Solano, and Sonoma
CARES 2.0 Implementation Wave 2	12/10/2018		In Progress	CWDS will deploy CARES 2.0 to approximately 750 users in the following counties: Amador, Calaveras, Del Norte, Imperial, Kings, Madera, Marin, Modoc, Placer, and San Mateo
CARES 2.1 Implementation Wave 3	12/17/2018		In Progress	CWDS will deploy CARES 2.1 to approximately 1100 users in the following counties: Alameda, Alpine, Glenn, Kern, Nevada, Plumas, Santa Cruz, and Stanislaus
CARES 2.1 Implementation Wave 4	01/07/2019		In Progress	CWDS will deploy CARES 2.1 to approximately 1000 users in the following counties: Inyo, Napa, San Bernardino, Shasta, Trinity, Tulare, and Yuba.
CARES 2.2 Implementation Wave 5	01/14/2019		In Progress	CWDS will deploy CARES 2.2 to approximately 1100 users in the following counties: Contra Costa, Humboldt, Mono, San Luis Obispo, Santa Clara, Siskiyou, Sutter, and Tehama
CARES 2.2 Implementation Wave 6	01/22/2019		In Progress	CWDS will deploy CARES 2.2 to approximately 1000 users in the following counties: Butte, Fresno, Los Angeles, Orange, San Francisco, Can Joaquin, Yolo, and Ventura.
Procure Platform as a Service (PaaS) Proof of Concept	11/2018		In Progress	Provide demonstration that explores the applicability of leveraging a Platform-as-a-Service (PaaS) core for the Project. The contractor shall design a working application on the PaaS of its choice that best meets the need of the Project. The Project will gain an understanding of the potential impacts of a PaaS design on the flexibility, speed and cost of the Project. The effort will be completed over two phases that will demonstrate the ability of proposed platforms to integrate data from multiple sources and formats; make this data available via one or more APIs; and, quickly build/configure applications that leverage the APIs to meet user needs. The RFO was released on October 22, 2018, and four vendors were selected on November 13, 2018. Phase 1 will begin in early December, and Phase 2 will proceed in January 2019.

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
Procure Independent Validation and Verification Services (IV&V) Services Contract	11/2018		In Progress	Provide independent verification and validation as well as other specialized technical quality assurance/oversight support on CWS-CARES throughout the Project's Agile scrum development life cycle. Interviews were conducted the week of October 22, 2018. A vendor was selected November 15, 2018. NOTE: Prior to contract execution, ACYF must provide approval.
Procure Site Reliability Services Contract	11/2018		In Progress	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) was released on October 16, 2018. Assessments were conducted November 19 and 20. NOTE: Prior to contract execution, ACYF must provide approval.
Procure Product Strategist Services Contract	11/2018		In Progress	Provide highly complex and specialized technical expertise with product management experience, including setting direction and driving major strategic and product initiatives. Provide subject matter expertise services to coach, advise, and assist the CWS-CARES product management team. Build close relationships with users to understand their challenges and requirements and lead cross-functional teams in close partnership with engineering and design. Collaborate with engineers to define feasible technical solutions and development/release schedules. The Request for Offer (RFO) was released on October 18, 2018.
Procure Cloud Architect	11/2018		Complete	Develop a scalable cloud infrastructure using Amazon Web Services. The Project released the Request for Offer (RFO) on October 25, 2018. The contract was executed on 11/16/18.
Procure Release Management	12/2018		In Development	Plan, schedule, and control software build through various stages in fixed-length iterations. Deploy software releases within a Program Increment time box. The Request for Offers was released on 11/9 with offers due 11/27. Anticipated award date in early December.
Procure Product Modularity	12/2018		In Development	Standardizes complex components and process operations more efficiently by decomposing into simpler architectural subsystems. Analyze data exchange systems capability for PaaS. The Request for Offers (RFO) is routing for approval
Procure Implementation Services Contract II	12/2018		In Progress	The Implementation Services will prepare counties and tribes for the rollout of Digital Services. The RFO has been approved by STP and was approved for release by ACYF with the condition of Agile.

Note: With the focus on one product feature set at a time, the Project has temporarily suspended use of Product Increment (PI) Planning until further notice. During this time, the Project will work on determining the best planning strategy that will allow for proper planning and further Project development.

November 2018

DIGITAL SERVICE UPDATE

Product Feature/Service	Progress to Date
<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. The CANS product feature set is a component within Case Management.</p> <p>CANS is a key strategy for the Integrated Core Practice Model (ICPM) and a pivotal aspect of Continuum of Care Reform (CCR). CANS will help set and track progress towards behavior goals, supporting better placement matching and faster progress to safe permanency.</p>	
<p>CANS 1.0</p> <p><u>County Client List:</u></p> <ul style="list-style-type: none"> • Search for a child to determine the child already exists • Add a Child/Youth • Edit Child/Youth Information <p><u>Child/Youth Profile:</u></p> <ul style="list-style-type: none"> • Add/Edit the child's profile information • View the child's name, DOB, and county • View the Client ID and Case Number associated with the child, if applicable • Set the Access Restrictions to mark as sensitive or sealed <p><u>Assessment History:</u></p> <ul style="list-style-type: none"> • Add a new CANS assessment for the child/youth • View a list of CANS assessments for the child/youth • Access an existing CANS assessment • View the last person to access the CANS assessment <p><u>Application Page:</u></p> <ul style="list-style-type: none"> • Select 1 of 2 CANS templates based on age (0-5 or 6-21) • Edit and save a CANS assessment • Submit a CANS assessment • Print a CANS assessment 	<ul style="list-style-type: none"> • CANS 1.0 was deployed on October 31, 2018 to 13 Core Constituents. • Updates were made to the Child/Youth Profile, aligning the screen view in line with CARES 2.0 format.
<p>CANS 1.1</p> <ul style="list-style-type: none"> • Populate child client information with CWS/CMS legacy data to eliminate data entry. <p><u>Improve usability</u></p> <ul style="list-style-type: none"> • Radio buttons used to select item ratings, rather than using a drop down • User can add comments to the assessment at the domain and item level • User is prompted to select the age appropriate CANS template • User can delete an assessment • Ratings for each assessment are summarized and presented in a table to provide information at a glance <p><u>CANS dashboards based on user:</u></p> <ul style="list-style-type: none"> • Users identified as supervisors will be presented with a dashboard that includes information about their staff's CANS caseload • Supervisors can drill down to assessment specifics after selecting a worker's caseload • Users identified as case carrying workers will be presented with a dashboard that includes their active caseload • User can select a client from their caseload • Users without a caseload assignment or staff assigned will be presented with a dashboard that includes a search bar • User can search CWS/CMS legacy for clients <p><u>Capture county CANS application usage metrics.</u></p> <ul style="list-style-type: none"> • The number of CANS assessments completed monthly. • The number of CANS assessments in progress monthly. • Number of users accessing a CANS assessment monthly. 	<ul style="list-style-type: none"> • Delivered Users identified as case carrying workers will be presented with a dashboard that includes their active caseload in Sprint 10.3 (November 28, 2018). • Delivered the Supervisor Dashboard and supervisor view of case worker dashboard, • With the use of the New Relic tool, the CANS team was able to deliver the county CANS application usage metrics. • CANS team developed and started testing on the CANS change log, which allows users to see the status history of when and who made changes to an assessment.,

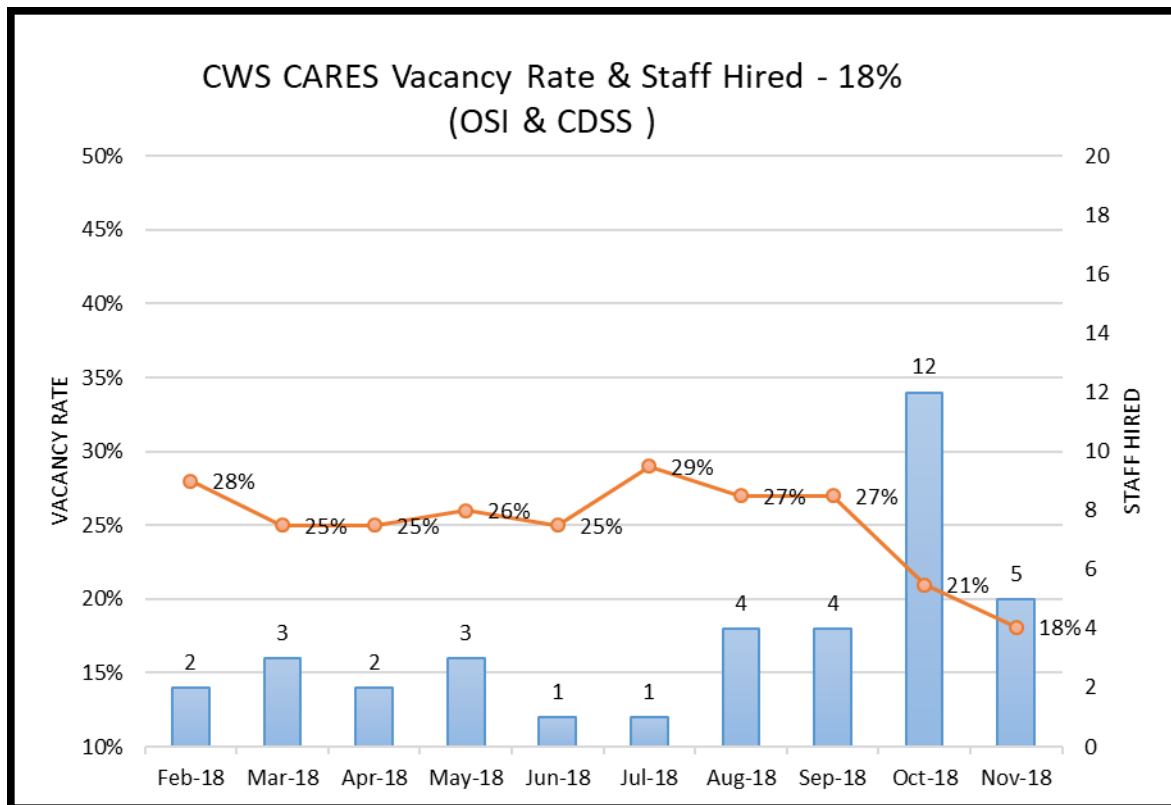
Product Feature/Service	Progress to Date
<ul style="list-style-type: none"> The number of sessions it took to complete a CANS assessment. CANS Change Log allows users to see the status history of when and who made changes to an assessment. 	
Implementation	
<ul style="list-style-type: none"> In preparation for CARES 2.0 Phase 3 rollout: <ul style="list-style-type: none"> Compiled and evaluated lessons learned from CARES 1.0 Go Live Track CARES 2.0 readiness activities across all Phase 3 Waves Delivered Train-the-Trainer sessions to Phase 3 Orgs (Waves 1 – 3) Delivered Identity Management Training to Phase 3 User Admins Delivered Change Agent Training to CARES 2.0 Phase 3 Change Agents and Implementation Coordinators Finalized CANS 1.0 training materials Refined implementation approach, tool, and processes for CARES 2.0, Phase 3 (statewide rollout) Oriented the 58 counties to the CANS feature in CARES 2.0 Officially kicked off Phase 3, Waves 2 through 6 of the CARES 2.0 rollout -- with 80+ Orgs Provided CARES demos across the State. Compiled and evaluated Train-the-Trainer lessons learned 	
Foundational Technical Tasks	
<p>Extend Identity Management (Cognito) <u>Identity Management 1.3</u></p> <ul style="list-style-type: none"> User administration portal Administrator roles for State, County, and office Legacy privilege integration Policy and security compliance (failed log on, password resets etc.) <p><u>Identity Management 1.4</u></p> <ul style="list-style-type: none"> New workflows to add and support users who do not have a CWS/CMS login User role and privilege management for local administrators User data set to assist with user creation and validation processes Further refinement of Global, State, County and Office administrator's roles/permissions User/Role access restrictions 	<ul style="list-style-type: none"> IDM 1.3 became Code Complete on 11/14/2018 and Production Ready on 11/28/2018. Teams continued work of Hardening of IDM 1.3 and researched work spikes for IDM 1.4
<p>Security Infrastructure</p> <ul style="list-style-type: none"> Postgres database auditing <ul style="list-style-type: none"> Deliverable – ensure all audit logs are saved and archived. VPN hardening and security improvements <ul style="list-style-type: none"> Deliverable – ensure user passwords conform to OSI password complexity and expiry rules, implement audit changes in spider VPN and implement user validation report. Web gateway hardening <ul style="list-style-type: none"> Deliverable - Implement Secure Technical Implementation Guidelines for Apache Server. Database improvements <ul style="list-style-type: none"> Deliverable – create unique database credentials for CANS. Rapid 7 app spider implementation <ul style="list-style-type: none"> Deliverable – automate the login for rapid 7, run rapid 7 against CARES app in pre-int, include in automated pipeline and implement auditing. Pipeline environment hardening <ul style="list-style-type: none"> Deliverable – support new versions of Elasticsearch and Kibana. 	<ul style="list-style-type: none"> Continued work on capturing logs from DB and OpenVPN. This will ensure audit logs are saved and archived for future reference. Started work on Rapid 7 App Spider and will continue work on providing access to developers for AppSpider Scanning: <ul style="list-style-type: none"> Automated the AppSpider Scanning to the Jenkins Pipeline Scoped and started work on the following epics: <ul style="list-style-type: none"> Plan for implementing electric search and JFrog Artifactory. Unique DB Credentials for CANS implemented in Prod
<p>Improve Pipeline/Factory Improvement Team (FIT)</p> <ul style="list-style-type: none"> Build process automation 	<ul style="list-style-type: none"> Completed work on the following epics: <ul style="list-style-type: none"> Automate build process

Product Feature/Service	Progress to Date
<ul style="list-style-type: none"> • Deliverable – automation of manual build steps and processes including smoke tests, code quality scanning, licensing validation, security scans and integration testing. • Deployment process automation <ul style="list-style-type: none"> • Deliverable – automation of deployment steps and processes including browser tests, performance tests, database structure change process, load tests and release notes. • Configuration management <ul style="list-style-type: none"> • Deliverable – automate deployment checklist, standard pull request process and developer quick start introduction. • High availability <ul style="list-style-type: none"> • Deliverable – rollbacks in environments when error threshold is reached and ensure state and federal HA requirements are met. • Monitoring <ul style="list-style-type: none"> • Deliverable – resolve false positives, ensure state guidelines for monitoring are met and ensure New Relic is configured correctly to ensure valid monitoring. • Disaster recovery <ul style="list-style-type: none"> • Deliverable – ensure state and federal disaster recovery requirements are met. 	<ul style="list-style-type: none"> ▪ Build a Jenkins PR pipeline for Geo Service API Project ▪ Add Hooks for Code Quality Checkers in Jenkins File for Dashboard project and Geo Services API <ul style="list-style-type: none"> ○ Standardize deployment process • Started work on the following stories: <ul style="list-style-type: none"> ○ Bulk loading of users before go-live events. • Created a shared Jenkins library • Started tracking versions of code to show what versioning of code is in production and various environments.
<p>Code Quality</p> <ul style="list-style-type: none"> • Code quality standards <ul style="list-style-type: none"> • Deliverable – identify and implement developer testing standards, shared code standards and user story standards • Code analysis <ul style="list-style-type: none"> • Deliverable – fully implement and configure SonarQube/code climate and ensure all code checked into the pipeline is scanned. • Component library <ul style="list-style-type: none"> • Deliverable – finish building and implement the component library across all development teams. 	<ul style="list-style-type: none"> • Started work on the following epics: <ul style="list-style-type: none"> ○ Code Quality Standards <ul style="list-style-type: none"> ▪ Develop testing standards ○ Component Library <ul style="list-style-type: none"> ▪ Add Date of birth filter to Dora API gem ▪ provide unified styled components, so that improvements can be delivered to developers faster.
<p>Legacy Integration and Synchronization</p> <ul style="list-style-type: none"> • Demonstrate updating child record: CARES to CWS-CMS <ul style="list-style-type: none"> • Deliverable – proof of concept that shows updating a child record in one direction • Demonstrate updating child record: CWS-CMS to CARES <ul style="list-style-type: none"> • Deliverable – proof of concept that shows updating a child record in both directions • Investigate integration and synchronization technologies <ul style="list-style-type: none"> • Deliverable – spike on integration and synchronization tools, including Kafka, Boomi and Mulesoft, with a technical report making a recommendation for the project • Simulate synchronization between old and new domain models using complex scenarios (the co-existence of old and new Relationship and Household models, for example) <ul style="list-style-type: none"> • Deliverable – proof of concept that simulates data synchronization for a set of realistic child welfare scenarios, ranging from adding a field to an existing concept to mapping between new and old data structures. • Prove approach to exception handling, including low-latency use cases <ul style="list-style-type: none"> • Deliverable – proof of concept that shows exception handling for all synchronization simulations. 	<ul style="list-style-type: none"> • Updated child in CARES from Confluent Kafka platform • Provided transformation to client from Postgres to CWS-CMS • Applied age restriction business rule for CWS-CMS to CARES • Researched and proposed solution for exception handling

Product Feature/Service	Progress to Date
<p>Product Blueprinting and Domain and Data Architecture Approach</p> <ul style="list-style-type: none"> Develop, in concert with the Product Blueprinting initiative, the new CARES Domain Model <ul style="list-style-type: none"> Deliverable – domain model, specified in UML class model notation, supporting all child welfare processes, including Hotline, Investigations, Case Management, Courts, Licensing, Resource Management, Eligibility, Financials and Administration. The model will also reflect the populations and metrics required to produce Federal and state reports and manage to statewide indicators. Analyze, in concert with the Legacy Integration and Synchronization team, Data Conversion strategies <ul style="list-style-type: none"> Deliverable – technical report summarizing the technical and economic feasibility, in the context of each Legacy Integration and Synchronization option, of various Data Conversion strategies, including incremental conversion to a Staging environment Conduct, in concert with ongoing legacy (CWS-CMS) data quality analysis, a CARES continuous data quality monitoring proof of concept. <ul style="list-style-type: none"> Deliverable – proof of concept demonstrating how New Relic (and/or other tools) can be used to instrument the CARES product to measure data quality, including data entry lag, and alert users to take corrective action. 	<ul style="list-style-type: none"> Completed top-level blueprinting and domain modeling for Screening, Investigations, Case Management, Courts and Licensing Started detailed pro/con analysis of four options for integration and synchronization between CARES and legacy systems. Engaged IBM to support the Legacy Integration team in conducting an in-depth feasibility analysis of Option C (shared DB2 database) Validate, with an extended group of subject matter experts (including data and policy representatives), blueprinting and domain modeling conducted to date. Conduct a deep dive, to specify decision points and business rules, on Intake and RFA flows. The results of these efforts will inform both Legacy Strategy and PaaS Market Research, and support selection of the next product feature set for delivery. Validate Option C using realistic use cases that illustrate the difference between the required new system model and legacy data structures and business rules. Identify vendor products to review as part of PaaS Market Research and finalize evaluation matrix. Develop, based on blueprinting and domain modeling, scenarios (use cases) for vendor workshops.

STAFFING VACANCY

Current Vacancy Rate: 18%



Current Vacancies - 19 of 105 CWS-CARES positions. The CWS-CARES vacancy rate decreased from 21 to 18 percent as of November 30, 2018.

CWS-CARES	Classification [New]	Service Team	Date Vacant	# of Days Vacant	Efforts/Notes
OSI	Information Technology Associate	Developer	7/1/2017	517	Duty statement to be re-written due to new classification requirements.
OSI	Information Technology Associate	Application Development	7/1/2017	517	Holding for reclassification.
OSI	Information Technology Manager I	Product Planning Chief	7/1/2017	517	Top candidate selected in November, subject to second interviews.
OSI	Information Technology Specialist I	Developer	7/1/2017	517	DS under construction
OSI	Information Technology Specialist I	Information Security Analyst	7/1/2017	517	FFD 10/4/18. Interviews for second vacancy underway-10/25/18.
OSI	Information Technology Specialist I	Developer	7/1/2017	517	DS under construction
OSI	Information Technology Specialist I	Application Architect	7/1/2017	517	DS under construction
OSI	Information Technology Specialist I	Senior Project Manager	11/30/2018	0	DS under construction
OSI	Information Technology Specialist I	Developer	7/1/2017	517	DS under construction
OSI	Information Technology Specialist I	DevOps Engineering	7/1/2017	517	DS under construction
OSI	Information Technology Specialist II	Architecture	7/1/2017	517	Hiring Manager is rating applications.
OSI	Information Technology Specialist II	DevOps Engineering	7/1/2017	517	Holding for reclassification.
OSI	Information Technology Supervisor II	Data Management	7/1/2017	517	Position is being reclassified and redirected to another area of the Project.
OSI	Information Technology Supervisor II	QA Engineering	7/1/2017	517	RPA pending final HR approval.
OSI	Information Technology Supervisor II	Security	5/31/2018	183	RPA routing for signatures.
CDSS	SSC III/AGPA		9/25/2018	66	222 to reclass (SSA/AGPA) and recruit at HR pending approval
CDSS	Staff Services Manager I	Intake Product Owner	7/25/2018	128	Position posted 11/26/2018, final filing date 12/10/2018
CDSS	AGPA		10/12/2018	49	222 to recruit at HR pending approval
CDSS	AGPA		9/1/2018	90	222 to recruit at HR pending approval
	Filled Positions				
OSI	Information Technology Specialist II	Security	7/1/2017	517	Official start date 11/15/2018
OSI	Information Technology Specialist I	Information Security Analyst	7/1/2017	517	Formal offer accepted. Start date TBD
OSI	Information Technology Manager I	Technical Chief	7/6/2018	147	Formal offer accepted. Start date TBD
CDSS	Staff Services Manager III	Service Manager Case Management	9/1/2018	90	Formal offer accepted. Start date TBD
OSI	Information Technology Specialist I	Product Owner	7/27/2017	491	FFD 9/12/18. Interviews underway-10/25/18.

RISKS

For this reporting period, there were no new high-level risks opened, no high-level risk closed and there is currently a total of three (3) high priority risks to report being tracked and managed on the project for the month of November.

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. 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.	<ol style="list-style-type: none"> 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.
If DevOps dependencies are not clearly identified, it will impact the ability to deliver code on time. RI-75	Delayed delivery of code.	<ol style="list-style-type: none"> 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.
The Implementation Team may not be able to support the CANS 1.1 release due to focused efforts on CARES 2.0 release, as well as uncertainty of what is included in the CANS 1.1 release. RI-82	Due to no implementation support, Counties will not be prepared for CANS 1.1 software changes which may affect their ability to develop training and business processes, as well as significantly decrease the number of CANS users across the state.	To be determined by the Risk owner

ISSUES

For this reporting period, there were no new high-level issues created, no new high-level issues closed and are currently six (6) high priority issues being tracked and managed on the project for the month of October.

Issue	Impact	Resolution
Continued Issues		
Lack of a defined trigger date and scope lock for a release from the Development Team is impacting the Implementation Team's ability to initiate preparation activities, e.g., communication, training materials and OCM activities 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.	<ol style="list-style-type: none"> 1. Adherence to "hands off code" as defined in the Product Release Roadmap will enable the Implementation Team to have full understanding what is in the release, who is impacted, the extent of the impacts, and provide the counties with the appropriate information for preparedness activities and a predictable implementation schedule. 2. Prevention of scope creep to ensure delivery and all supporting implementation preparedness materials (trainings, business process impacts, audience analysis, readiness activities) aligns with communication to CARES users.
There is no formal process in place to ensure knowledge is transferred from vendors to state staff during the vendors transition off the Project as their contracts approach expiration. RI-81	Crucial Project specific knowledge is lost when backups are not identified nor a process in place to transfer knowledge between vendors and state staff.	<ol style="list-style-type: none"> 1. Ensure an exit strategy clause is included in vendor contracts. 2. Implement a knowledge transfer process to be executed continually throughout Project."

Issue	Impact	Resolution
<p>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. RI-77</p>	<p>The Project's ability to identify future releases impacts development priorities.</p>	<ol style="list-style-type: none"> 1. Develop a product strategy 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 the Executive Leadership Team."
<p>Without a definition of "Done" established for the Blueprint, measurement of the Projects progression on the Roadmap is difficult to gauge. RI-56</p>	<p>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?).</p>	<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.
<p>Without a definition of "Done" established for the Legacy Strategy, measurement of the Projects progression on the Roadmap is difficult to gauge. RI-57</p>	<p>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?).</p>	<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.
<p>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</p>	<p>Pipeline development is unclear. Continuous lack of consistency across environments and environment unavailability.</p>	<ol style="list-style-type: none"> 1. 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. - 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.

BUDGET/EXPENDITURES
AS OF NOVEMBER 30, 2018

2018-19 CWS-CARES Budget/Expenditure Report Summary

OSI Spending Authority Budget Item	2018-19 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections
Personnel Services*	9,935,256	1,436,178	6,724,550	8,160,728
Other OE&E**	5,577,563	476,714	3,776,493	4,253,207
Data Center Services**	3,633,853	223,321	3,177,676	3,400,997
Contract Services**	55,059,068	1,729,278	44,013,688	45,742,966
Enterprise Services*	5,420,394	283,442	961,657	1,245,099
OSI Spending Authority Total	79,626,134	4,148,933	58,654,064	62,802,997
CDSS Local Assistance Budget Item	2018-19 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections
Contract Services***	1,074,180	268,916	553,388	822,304
Other OE&E***	3,400,732	-	2,785,571	2,785,571
County Participation Costs***	19,157,746	-	19,157,746	19,157,746
CDSS Local Assistance Total	23,632,658	268,916	22,496,705	22,765,621
CDSS State Operations Budget Item	2018-19 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections
Personnel Services****	1,930,359	742,267	1,188,092	1,930,359
Facilities****	568,000	570	567,430	568,000
Other OE&E****	224,497	6,353	218,144	224,497
CDSS State Operations Total	2,722,856	749,190	1,973,666	2,722,856
CWS-CARES Project Total	105,981,648	5,167,039	83,124,435	88,291,474

* Actuals through October 2018 per Fi\$Cal Report

** Actuals from October 2018 Fi\$CAL Reports (two months in arrears)

*** Projections and actual invoices from CDSS as of November 2018

**** Actuals through October 2018 per CalSTARS Report