



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 Project is in the final phase of its three-phase implementation approach for the initial delivery of CWS-CARES statewide. Phase three consists of six waves that are grouped by counties. The first three waves were completed on December 3rd, 10th, and 17th. These three waves extended CARES 2.0 and 2.1 to 25 counties with a total of 1,446 user accounts added. CARES 2.1 was released on December 8, 2018, which included Identity Management (IDM 1.3) enhancements which added State and Office Administrator Roles the ability to filter user status, update the multi-factor authentication code attempts, and indicate when users meet the password requirements.

As of December 21, 2018, there are a total of 3,235 loaded user accounts; of this number 2,069 are registered users. This is approximately 650 less users than reported in November due to a request from one county to implement in a later wave, multiple counties requesting a limited number of users, and one county opting-out of the CWS-CARES implementation at this time. Waves four through six are scheduled to go live in January 2019, further extending access to approximately 25 counties with 3,100 additional user accounts. The Project continues work on Snapshot functionality to provide near real time information with an intent to restore user access in the upcoming months.

Development teams continued work on CARES 2.2 which consists of CANS 1.1 for statewide release and Snapshot 1.5 to the Core Constituents in February 2019. Snapshot 1.5 is focused on search improvements of importance to CANS and will address the following issues of accurately representing, in CARES, records that were merged in CWS/CMS, and correctly presenting "next 10 results" for search result sets that span multiple pages.

The Project made significant progress on the Acceleration Strategy during the month of December. The Project completed the conceptual analysis of the legacy data exchange scenarios. In addition, Phase I of the Platform as a Service (PaaS) Proof of Concept (POC) began on December 10 and concluded December 28, 2018. The four vendors who participated in the POC will provide demonstrations to the evaluation team on January 3, 2019. Phase II of the PaaS POC will include a more complex scenario to test the selected vendors' ability to build and support genogram logic and interface with legacy system. Parallel to the POC, the Project is also conducting further market research by inviting eight platform vendors to the CWDS facility to participate in workshops in January 2019.

In December, Project representatives continued the County outreach campaign by attending the Bay Area and Central Valley CWS Regional User Group (RUG) meetings to provide CWS-CARES project status updates and demonstrations.

KEY PROJECT MILESTONES

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
Release 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.
Release 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.
Release CARES 2.1	12/2018		In Progress	CWDS completed Sprint 10.3 activities which included enhancements to Identity Management (IDM 1.3). CARES 2.1 was released on December 8, 2018 and follows the three phase implementation activity plans.
Release CARES 2.2	02/2019		In Progress	CWDS will deploy CARES 2.2 which will include CANS 1.1, Snapshot 1.5, Facility Search 1.1.2 and IDM 1.3.2.
Release CARES 2.3	TBD		Not Started	Project is in the process of defining release content and timing of CARES 2.3. The Product Roadmap will be updated accordingly.
CARES 2.0 Implementation Wave 1	12/3/2018	12/03/2018	Completed	CWDS deployed CARES 2.0 to 260 user accounts in the following counties: Colusa, El Dorado, Merced, Sacramento, San Diego, Solano, Sonoma.
CARES 2.0 Implementation Wave 2	12/10/2018	12/10/2018	Completed	CWDS deployed CARES 2.0 to 607 user accounts in the following counties: Amador, Calaveras, Del Norte, Imperial, Kings, Madera, Marin, Modoc, Placer, San Mateo.
CARES 2.1 Implementation Wave 3	12/17/2018	12/15/2018	Completed	CWDS deployed CARES 2.1 to 582 user accounts in the following counties: Alpine, Glenn, Kern, Nevada, Plumas, 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, Santa Cruz, Napa, Trinity, Tulare, San Bernardino, Shasta, Yuba.
CARES 2.1 Implementation Wave 5	01/14/2019		In Progress	CWDS will deploy CARES 2.1 to approximately 1100 users in the following counties: Contra Costa, Humboldt, Mono, San Luis Obispo, Santa Clara, Siskiyou, Sutter, Tehama.
CARES 2.1 Implementation Wave 6	01/22/2019		In Progress	CWDS will deploy CARES 2.1 to approximately 1000 users in the following counties: Lake, Lassen, Mariposa, Mendocino, Monterey, Riverside, San Benito, Santa Barbara, Sierra, Tuolumne, Lassen, Alameda.
Procure Platform as a Service (PaaS) Proof of Concept Contracts	11/2018	12/05/2018	Completed	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 began in early December, and Phase 2 will proceed in January 2019. The Project received ACYF approval for Phase I on 12/5/2018, with the condition that ACYF must approve Phase II before work starts.
Procure Independent Validation and Verification Services (IV&V) Services Contract	11/2018	12/21/2018	Completed	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. ACYF approved the contract execution of this procurement on 12/5/2018. Contract was signed by contractor on 12/20/2018, and resources will onboard in early January 2019.
Procure Site Reliability Services Contract	11/2018		In Progress	The DevOps3 procurement has been renamed to "Site Reliability Services" to more closely describe the support

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
				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. ACYF approval received on 12/19/2018. The SOW is with the vendor to discuss service level agreement language. Once changes are incorporated, the procurement will be routed to ACYF for approval to move forward.
Procure Product Strategist Services Contract	11/2018	11/21/2018	Completed	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. The contract was executed on 11/21/2018.
Procure Release Management	12/2018	12/12/2018	Completed	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 Offer was released on 11/9 with offers due 11/27. The contract was awarded on 12/12/2018.
Procure Product Modularity	12/2018	11/21/2018	Completed	Standardizes complex components and process operations more efficiently by decomposing into simpler architectural subsystems. Analyze data exchange systems capability for PaaS. The contract was awarded on 11/21/2018.
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 IT implementation experience on Agile projects. ACYF approved the release of the RFO on 12/5/2018. RFO was published on 12/14/2018. NOTE: ACYF approval needed for contract execution.
IT Operations Advisor	2/2019		In Development	Define stories and prioritize the IT Operations backlog to streamline the execution of program priorities, while maintaining the conceptual and technical integrity of the components for the team. Drafting SOW.
Information Security Advisor	3/2019		In Development	Ensure application software meets state, federal, and industry security standards. Drafting SOW.
JIRA Project Scheduler	3/2019		In Development	Provide scheduler and project management services. Drafting SOW.

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.

December 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 <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"> • Continued work on CANS Change Log allowing users to see the status history of when and who made changes to an assessment. • Added feature that completed assessments cannot be edited. • Search for and use child information from CWS/CMS – automatically populating demographic information and a case or referral ID • Improve application usability – to improve speed and accuracy of data entry <ul style="list-style-type: none"> ○ Prompt user to select the age appropriate CANS template ○ Provide ability to enter comments at the item and domain-level ○ Provide radio buttons for selecting item ratings ○ Provide ability to delete an assessment • Provide role-based user dashboards for supervisors, case carrying users, and users without case assignments – organizing information based on the user's role

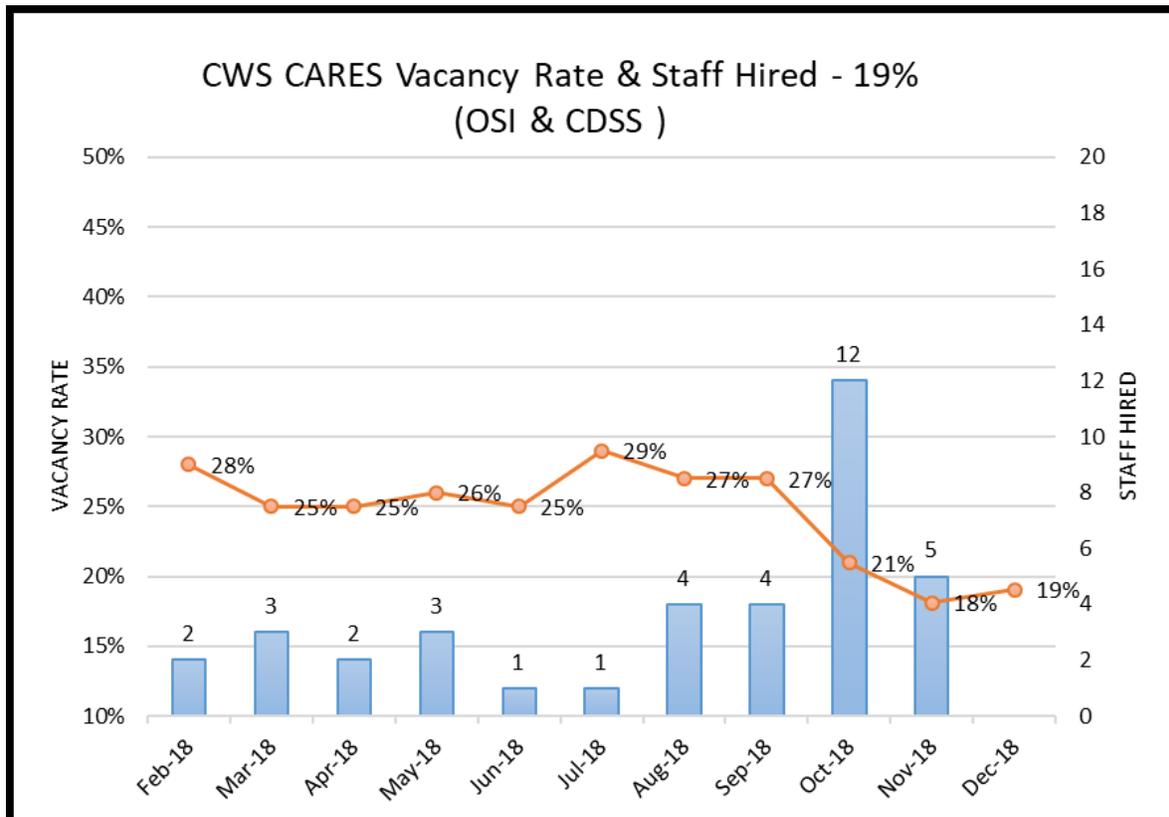
Product Feature/Service	Progress to Date
<ul style="list-style-type: none"> The number of sessions it took to complete a CANS assessment. CANS Change Log allows users to see the status history of when and who made changes to an assessment. 	
Implementation	
<ul style="list-style-type: none"> In preparation for CARES 2.0 Phase 3 rollout: <ul style="list-style-type: none"> Track CARES 2.0 readiness activities across all Phase 3 Waves Delivered Train-the-Trainer sessions to Phase 3 Orgs (Waves 2 – 4) Delivered Identity Management Training to Phase 3 User Admins Delivered Change Agent Training to CARES 2.0 Phase 3 Change Agents and Implementation Coordinators Supported the Go-Live of Wave 1 (12/3/2018), Wave 2 (12/10/2018), and Wave 3 (12/17/2018) 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 Performed project outreach & communications via CARES demos and Q&A sessions across the State. Developed a plan for delivering CARES 2.2 Implementation support Communicated CARES 2.2 key features to County and State staff Continued development of CARES 2.2 training and OCM materials 	
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 went live on December 8, 2018 which included: <ul style="list-style-type: none"> Add State and Office Administrator Roles Administrators can filter user status (i.e. active or inactive) on the User List page New CARES User Registration email will specify temporary password is good for seven (7) days Allow user three (3) attempts to enter MFA code Indicate when user meets each password requirement when setting a new password
<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"> Provided access to the Quality Assurance team for AppSpider to allow for code scanning. Created and documented best practices for implementing JFrog Artifactory and XRay applications. Developed a Multi-Factor authentication method for Open VPN.

Product Feature/Service	Progress to Date
<p>Improve Pipeline/Factory Improvement Team (FIT)</p> <ul style="list-style-type: none"> • Build process automation <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"> • Implemented semantic versioning in a standardized automated function. This meets the following deliverable item: <ul style="list-style-type: none"> ○ Build process automation • Implemented semantic versioning in a standardized automated function. This meets the following deliverable item: <ul style="list-style-type: none"> ○ Deployment process automation • Completed research needed to automate deployment checklist. <ul style="list-style-type: none"> ○ Started development on configuration management.
<p>Code Quality</p> <ul style="list-style-type: none"> • Component library <ul style="list-style-type: none"> • Deliverable – finish building and implement the component library across all development teams. • 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. 	<ul style="list-style-type: none"> • Resolve issues in component library/design-system • Added tools and gifs that explains and shows what features will do in component library
<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"> • Created business rule library featuring validation rules and data processing rules • Investigated implementation of business rules for performance estimates. • Created “Single DB strategy POC” project structure for the PaaS POC work. • Added late updated timestamp for CMS to CWS-CARES integration.

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 the conceptual analysis of all 11 scenarios (from low to high complexity) - no show stoppers encountered concerning the "Shared Database" option Identified 3 of the more complex scenarios to actually code in a test environment as a preliminary proof of concept - IBM is assigning resources to work with CWDS resources 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. PaaS POC Phase I concluded on December 28, 2018, with demonstrations planned for January 3, 2019. Identified vendor products to review as part of PaaS Market Research and finalized evaluation matrix. Develop, based on blueprinting and domain modeling, scenarios (use cases) for vendor workshops. Scheduled Market Research workshops for early January 2019.

STAFFING VACANCY

Current Vacancy Rate: 19%



Current Vacancies - 20 of 105 CWS-CARES positions. The CWS-CARES vacancy rate increased from 18 to 19 percent as of December 27, 2018.

Entity CWS-CARES	Classification	Service Team	Date Vacant	# of Days Vacant	Efforts/Notes
OSI	Information Technology Associate	Developer	7/1/2017	544	DS under construction
OSI	Information Technology Associate	Application Development	7/1/2017	544	Holding for reclassification
OSI	Information Technology Manager I	Product Planning Chief	7/1/2017	544	Re-advertising position
OSI	Information Technology Manager I	Information Security Chief	8/8/2017	506	Interviews concluded 12/27/2018, pending selection
OSI	Information Technology Specialist I	Developer	7/1/2017	544	DS under construction
OSI	Information Technology Specialist I	Information Security Analyst	7/1/2017	544	Re-advertising position
OSI	Information Technology Specialist I	Developer	7/1/2017	544	DS under construction
OSI	Information Technology Specialist I	Application Architect	7/1/2017	544	DS under construction
OSI	Information Technology Specialist I	Senior Project Manager	12/3/2018	24	Screening underway 12/27/2018
OSI	Information Technology Specialist I	Developer	7/1/2017	544	DS under construction
OSI	Information Technology Specialist I	DevOps Engineering	7/1/2017	544	DS under construction
OSI	Information Technology Specialist II	Application Architect	7/1/2017	544	DS under construction
OSI	Information Technology Supervisor II	Data Management	7/1/2017	544	Position is being reclassified and redirected to another area of the Project.
OSI	Information Technology Supervisor II	QA Engineering	7/1/2017	544	RPA pending final HR approval.
OSI	Information Technology Supervisor II	Project Management Supervisor	10/10/2018	78	FFD 12/9/2018. Screening underway 12/27/2018
CDSS	SSC III/AGPA		9/25/2018	93	Position posted on 12/19/2018
CDSS	Staff Services Manager II	Program Policy Manager	12/14/2018	13	Screening applicants 12/18/18
CDSS	Staff Services Manager I	Intake Product Owner	7/25/2018	155	Position posted 11/26/2018, final filing date 12/10/2018
CDSS	AGPA	Administrative Support	10/12/2018	76	At HR pending approval
CDSS	AGPA	Administrative Support	9/1/2018	117	At HR pending approval

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 December.

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 Riskowner

ISSUES

For this reporting period, there were three new high-level issues created, no new high-level issues closed and are currently nine (9) high priority issues being tracked and managed on the project for the month of December.

Issue	Impact	Resolution
New Issues		
<p>The CWDS project does not have a regression testing process or regression testing role in place to perform regression testing, specifically for the CANS 1.1 Release. In order for regression testing to be performed in the staging environment, proper access needs to be granted, including the ability to create data with multiple permissions so testing can be done with a production-like dataset for each role and scenario identified. RI-100</p>	<p>The quality of product will be compromised if a mature regression testing process is not put in place, starting with the CANS 1.1 Release on 2/9/2019. This will result in lower user acceptance and higher level of production support after production release. The Release Schedule will also be impacted as a result.</p>	<ol style="list-style-type: none"> 1. Product Owner and County SME's to create happy path regression testing scenarios. 2. QA resources and Development teams to create automated test scripts in Selenium based on happy path regression testing scenarios within pre-int and int environments. Adjust scripts with any additional updates needed to run in production like dataset. 3. Secure proper access, user accounts and permissions in staging for Quality Assurance and Development resources to ensure all real-world scenarios are covered. 4. Populate staging with test users to represent different counties, roles, and assignment types. 5. Identified QA and Development resources to run automated test scripts during Sprint 11.2 and 11.3. CANS Development team(s) work to resolve any SEV 1 defects. 6. Create a Regression Tester role to perform regression testing in staging in addition to sprint testing.
<p>Information regarding test processes and procedures, plan testing activities, and status reports of quality assurance (QA) activities are not being reviewed directly by project leadership when determining the readiness of software for release. RI-95</p>	<p>Potential impact on quality of software being released.</p>	<p>Adoption of an enterprise test management tool to store test processes and procedures, plan testing activities, and status reports of quality assurance (QA) activities.</p>
<p>A few incidents were reported with the release of CARES 2.0 that impact the accuracy and displaying of current data in search results and in Snapshot cards. Communication was sent to the Orgs when a fix was identified for the underlying problem, not when the incidents were identified as impacting search results and Snapshot information. Impacts of using this inaccurate data potentially impact child safety. RI-92</p>	<p>If users are not notified in a timely manner of high priority and critical bugs in CWS-CARES, this could affect decisions made by CWS-CARES users based on inaccurate data which may ultimately impact child safety.</p>	<ol style="list-style-type: none"> 1. Solidify internal communication framework 2. Follow communication protocols to notify users regarding bugs ranked high and critical 3. Provide updates to users on potential interim processes and planned hot fix dates 4. Daily prioritization of bugs
Continued Issues		
<p>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</p>	<p>Organizations may not have time to prepare for or execute OCM, training, and implementation activities. This may result in an organization delaying the use of functionality if they are not prepared. This may also cause more organizations to stack within a given timeframe, limiting the implementation team's ability to support the organizations while they transition from CWS/CMS to the Intake Digital Service.</p>	<ol style="list-style-type: none"> 1. 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.

Issue	Impact	Resolution
<p>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</p>	<p>Crucial Project specific knowledge is lost when backups are not identified nor a process in place to transfer knowledge between vendors and state staff.</p>	<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."
<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 DECEMBER 31, 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	6,591,196	8,027,374
Other OE&E**	5,617,563	963,130	3,431,536	4,394,666
Data Center Services**	2,660,542	647,992	2,012,550	2,660,542
Contract Services**	55,992,379	12,526,021	34,295,135	46,821,156
Enterprise Services*	5,420,394	430,773	1,178,647	1,609,420
OSI Spending Authority Total	79,626,134	16,004,094	47,509,064	63,513,158
CDSS Local Assistance Budget Item	2018-19 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections
Contract Services***	1,074,180	268,916	635,040	903,956
Other OE&E***	3,400,732	-	3,400,732	3,400,732
County Participation Costs***	19,157,746	-	19,157,746	19,157,746
CDSS Local Assistance Total	23,632,658	268,916	23,193,518	23,462,434
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	17,022,200	72,676,248	89,698,448

* Actuals through October 2018 per Fi\$Cal Report

** Actuals from October 2018 Fi\$CAL Reports, in addition to processed invoices through December 31, 2018

*** Actuals from CDSS as of November 2018

**** Actuals through October 2018 per CalSTARS Report

Note: The adjustments to the OSI line item spending authority were made to better align with the Project's focus of one product feature set at a time.