



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

With the final implementation of waves four through six on January 22, 2019, the Project completed a significant milestone of completing the statewide implementation plan for CWS-CARES 2.1. There is now a total of 4,748 loaded user accounts; of this number 2,995 are registered users. The Project continues to work on Snapshot functionality to provide near real time information with an intent to restore user access in the upcoming months.

The development teams continued work on CARES 2.2, which is scheduled to be released to Core Constituents on February 9, 2019, with statewide release planned for February 25, 2019. CARES 2.2 consists of CANS 1.1 and Snapshot 1.5. Snapshot 1.5 is focused on search result improvements of importance to CANS and will address the ability to accurately represent in CARES the records that were merged in CWS/CMS, and correctly present the "next 10" for search results that span multiple pages.

The Project made tangible progress on the Acceleration Strategy during the month of January by completing several scenarios to prove the conceptual analysis of the legacy data exchange. The team is preparing additional use cases with complex synchronization requirements for further testing. In addition, Phase II of the Platform as a Service (PaaS) Proof of Concept (POC) began on January 10, 2019. Three of the four initial vendors moved forward to Phase II of the PaaS POC, which consists of a more complex scenario to test the selected vendors' ability to build and support genogram logic and interface with CWS/CMS. Vendors have 45 calendar days to complete their work for Phase II, with deliverables due March 8, 2019.

Parallel to the POC, the Project also conducted an in-depth market research by inviting eight vendors to the CWDS facility to participate in onsite workshops from January 9-18, 2019. Each of the eight vendors provided documentation and demonstrations of their solutions to the Project. The Project is focused on having key business stakeholders participate in the review process of these demonstrations, including CDSS staff, County Constituents along with technical project staff. CWDS has begun collecting and reviewing vendor documentation from the workshops and findings will be presented to Executive Leadership Team (ELT) in February 2019.

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	1/22/2019	Completed	CWDS released to production on 12/9/2018, with final statewide release on 1/22/19. This completes the implantation of CARES 2.1 statewide.
Release CARES 2.2	02/2019		In Progress	CWDS is on target to deploy CARES 2.2 on 2/9/19, which will include CANS 1.1 and Snapshot 1.5.
Release CARES 2.3	TBD		Not Started	The 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	1/7/2019	Completed	CWDS deployed CARES 2.1 to 367 user accounts in the following counties: Inyo, Santa Cruz, Napa, Trinity, Tulare, San Bernardino, Shasta, Yuba.
CARES 2.1 Implementation Wave 5	01/14/2019	1/14/2019	Completed	CWDS deployed CARES 2.1 to 614 user accounts 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	1/22/2019	Completed	CWDS deployed CARES 2.1 to 378 user accounts in the following counties: Lake, Lassen, Mariposa, Mendocino, Monterey, Riverside, San Benito, Santa Barbara, Sierra, Tuolumne, Lassen, Alameda. This completes Statewide Implementation for CARES 2.1
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, and approval of Phase II on 1/10/2019.
Procure Site Reliability Services Contract	11/2018	1/04/2019	Completed	The DevOps3 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. ACYF approval received on 12/19/2018. Contract was executed and awarded on 1/4/2019.
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 was by STP and by ACYF on 12/5/2018 with the condition of IT

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
				implementation experience on Agile projects. RFO was published on 12/14/2018 with responses due on 1/25/2019. Bid evaluations are scheduled for the week of 2/4/2019. NOTE: ACYF approval needed for contract execution.
IT Operations Advisor	5/2019		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	4/2019		In Progress	Ensure application software meets state, federal, and industry security standards. Drafting SOW.
JIRA Project Scheduler	3/2019		In Progress	Provide scheduler and Jira Admin services. Completed SOW with legal review and feedback. This contract was routed to ACSD for approval on January 24, 2019
Communications Advisor	4/2019		In Development	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.

January 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>	<ul style="list-style-type: none"> CANS 1.0 was deployed on October 31, 2018 to 13 Core Constituents.
<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. 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. 	<ul style="list-style-type: none"> CANS 1.1 coding was completed on 1/9/2019 and moved in the production readiness phase, which was completed on 1/23/2019. Teams worked on and delivered the following: <ul style="list-style-type: none"> Updated Search Results to include AKA and other names Search DOB is different date formats. Teams worked on finalized testing: <ul style="list-style-type: none"> Regression testing
Implementation	
<ul style="list-style-type: none"> Deployed CARES 2.1 Statewide to 57 Counties, 49 Probation Offices and 3 CDSS offices. <ul style="list-style-type: none"> Currently in the post deployment evaluation process Conducted Phase 3 Organizational IDM Administration Training for CARES 2.1 <ul style="list-style-type: none"> Published job aids for CANS 1.1 Prepared Materials for CARES 2.2 Completed evaluations from CARES 2.0 IDM Admin training sessions Delivered County Change Agent training on 1/16/19 with additional trainings being held on 1/31/2019, 2/21/2019 and 3/19/2019. Supported CARES 2.1, Phase 3 readiness activities. 	

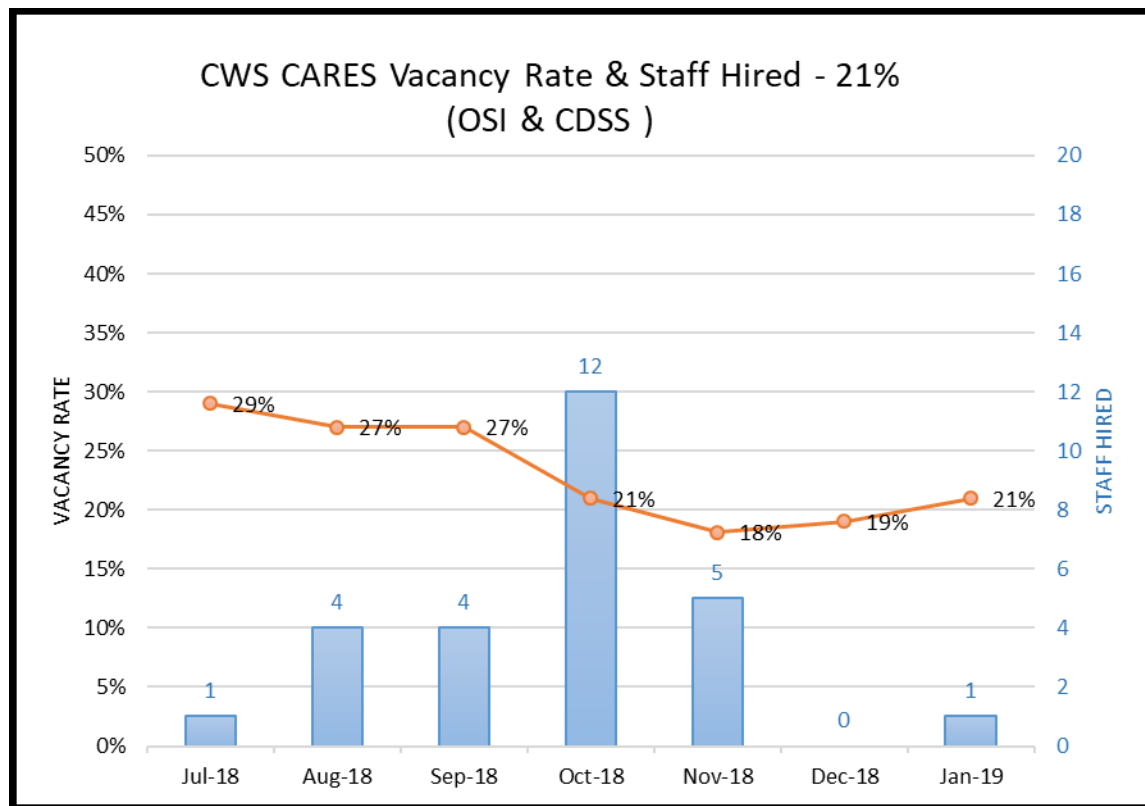
Product Feature/Service	Progress to Date	
Foundational Technical Tasks		
Extend Identity Management (Cognito) <u>Identity Management 1.3</u> <ul style="list-style-type: none"> User administration portal Administrator roles for State, County, and office Legacy privilege integration Policy and security compliance (failed log on, password resets etc.) <u>Identity Management 1.4</u> <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 	Progress	Status
	Complete – 100%	Deployed December 2018.
	In Progress – 50%	Developed change logs for the following: Users Permissions, user account changes, user roles changes, and user email address changes
Security Infrastructure <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. 	Progress	Status
	In Progress – 75%	Team working on audit logs.
	Complete – 100%	Completed January 2019.
	In Progress – 50%	Researching Web Gateway Alternatives for Hardening with NGNIX and Amazon API Gateway.
	In Progress – 75%	Team working on database improvements.
	Complete – 100%	Completed January 2019.
Improve Pipeline/Factory Improvement Team (FIT) <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. 	Progress	Status
	In Progress – 50%	Implemented smoke testing for CALS API and Intake App Backlog scope is now fully defined.
	In Progress – 25%	Continuing to build a complete backlog.
	In Progress – 25%	Continuing to build a complete backlog.
	Not Started – 0%	Not Started
Not Started – 0%	Not Started	

Product Feature/Service	Progress to Date	
<ul style="list-style-type: none"> Disaster recovery <ul style="list-style-type: none"> Deliverable – ensure state and federal disaster recovery requirements are met. 	Not Started – 0%	Not Started
Code Quality <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. 	Progress	Status
	Complete – 100% complete	Team completed the Component Library for use by Design teams.
	In Progress – 75% complete	Developed a document outlining shared code standards for the Project. Created documentation for the Data Team
	In Progress – 50% complete	Performed code quality checks throughout Project.
Legacy Integration and Synchronization <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 <i>one</i> direction Deliverable – proof of concept that shows updating a child record in <i>both</i> 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. 	Progress	Status
	Complete – 100%	Completed as part of synchronization strategy POC
	Complete – 100%	Completed as part of synchronization strategy POC
	Cancelled	This task was cancelled as the Project decided that synchronization is not the approach to continue exploring. New legacy approach is collaborating with IBM in a Shared DB approach
	Cancelled	Work started as part of synchronization strategy POC, but this task was stopped, as the Project decided that synchronization is not the approach to continue exploring. New legacy approach is collaborating with IBM in a Shared DB approach.
Product Blueprinting and Domain and Data Architecture Approach <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 	Progress	Status
	In Progress – 50%	Completed the Courts, Case Management and CALS blueprinting. Additional detail work is taking place for Hotline. Need to discuss additional CDSS program involvement for CALS. Initial planning discussions have started for launching the Financial Management & Resource Planning blueprint work.

Product Feature/Service	Progress to Date	
<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. 	In Progress – 50%	Concepts on including data exchange between the two applications & shared database are being developed for the planned extension of the IBM M&O services contract
	In Progress – 50%	Team is continuing to evaluate the options for technical infrastructure needed to support APIs within the legacy data base

STAFFING VACANCY

Current Vacancy Rate: 21%



Current Vacancies - 22 of 104 CWS-CARES positions. The CWS-CARES vacancy rate increased from 19 to 21 percent as of January 25, 2019.

Entity CWS-CARES	Classification [New]	Service Team	Date Vacant	# of Days Vacant	Efforts/Notes
OSI	Information Technology Associate	IT Support	1/2/2019	23	Duty Statement under construction
OSI	Information Technology Associate	Developer	7/1/2017	573	Duty statement to be re-written due to new classification requirements
OSI	Information Technology Associate	Application Development	7/1/2017	573	Holding for reclassification
OSI	Information Technology Manager I	Product Planning Chief	7/1/2017	573	Re-advertisement in progress
OSI	Information Technology Manager I	Information Security Chief	8/8/2017	535	Pending formal offer approval

OSI	Information Technology Specialist I	Developer	7/1/2017	573	Duty Statement under construction
OSI	Information Technology Specialist I	Information Security Analyst	7/1/2017	573	Position being re-advertised
OSI	Information Technology Specialist I	Developer	7/1/2017	573	Duty Statement under construction
OSI	Information Technology Specialist I	Application Architect	7/1/2017	573	Duty Statement under construction
OSI	Information Technology Specialist I	Senior Project Manager	12/3/2018	53	Re-advertised 1/29/19. FFD 02/08/19.
OSI	Information Technology Specialist I	Senior Project Manager	1/24/2019	1	Posted 1/29/19. FFD 2/8/19
OSI	Information Technology Specialist I	Senior Project Manager	1/12/2019	13	Duty Statement under construction. Downgrading to ITA
OSI	Information Technology Specialist I	Developer	7/1/2017	573	Duty Statement under construction
OSI	Information Technology Specialist I	DevOps Engineering	7/1/2017	573	Duty Statement under construction
OSI	Information Technology Specialist II	Application Architect	7/1/2017	573	Duty Statement under construction
OSI	Information Technology Supervisor II	Data Management	7/1/2017	573	Position is being reclassified and redirected to another area of the Project
OSI	Information Technology Supervisor II	QA Engineering	7/1/2017	573	RPA pending final HR approval
CDSS	SSC III/AGPA		9/25/2018	122	Position posted on 12/19/2018
CDSS	Staff Services Manager II	Program Policy Manager	12/14/2018	42	Position posted 11/26/2018, screening applicants 12/18/18
CDSS	Staff Services Manager I	Intake Product Owner	7/25/2018	184	1st round of interviews on 2/6/19
CDSS	AGPA	Administrative Support	10/12/2018	105	At HR pending approval
CDSS	AGPA		9/1/2018	146	At HR pending approval
	Filled Positions				
OSI	Information Technology Supervisor II	Project Management Supervisor	10/10/2018	107	Start date 1/24/2019

RISKS

For this reporting period, there were no new high-level risks opened, one high-level risks closed and there is currently a total of two (2) high priority risks to report being tracked and managed on the project for the month of January.

Risk	Impact	Mitigation
Closed Risks		
<p>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.</p> <p>RI-82</p> <p><i>Closed 1/31/2019</i> <i>Reason for closure:</i> <i>The Implementation Team has an approved support plan in place to support the release of CARES 2.2 during the implementation contract #1 time-frame.</i></p>	<p>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.</p>	<p>To be determined by the Riskowner</p>
Continued Risks		
<p>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.</p> <p>RI-35</p>	<p>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.</p>	<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.
<p>If DevOps dependencies are not clearly identified, it will impact the ability to deliver code on time.</p> <p>RI-75</p>	<p>Delayed delivery of code.</p>	<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.

ISSUES

For this reporting period, there were no new high-level issues created, one high-level issues closed and are currently eight (8) high priority issues being tracked and managed on the project for the month of January.

Issue	Impact	Resolution
Closed 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 regressing testing to be performed in the staging environment, proper access needsto be granted, including the ability to create data with multiple permissionsso testing can be done with a production-like dataset for each role and scenario identified. RI-100</p> <p><i>Closed 1/31/2019 Reason for closure: Per Testing manager, this risk can be closed and that item #6 Hire an Automation Engineer should be treated as a separate risk.</i></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. Thiswill 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'sto create happy path regression testing scenarios. (completed) 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. (completed) 3. Secure proper access, user accounts and permissions in staging for Quality Assurance and Development resources to ensure all real-world scenarios are covered. (completed) 4. Populate staging with test users to represent different counties, roles, and assignment types. (completed) 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. (completed) 6. Create a Regression Tester role to perform regression testing in staging in addition to sprint testing.
Continued Issues		
<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
<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 JANUARY 29, 2019

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	6,607,526	8,043,704
Other OE&E**	5,717,563	1,088,399	3,742,192	4,830,591
Data Center Services**	2,660,542	1,118,210	1,542,332	2,660,542
Contract Services**	55,892,379	13,787,965	32,355,121	46,143,086
Enterprise Services*	5,420,394	550,227	836,174	1,386,401
OSI Spending Authority Total	79,626,134	17,980,979	45,083,345	63,064,324
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	1,103,236	827,123	1,930,359
Facilities****	568,000	600	567,400	568,000
Other OE&E****	224,497	9,623	214,874	224,497
CDSS State Operations Total	2,722,856	1,113,459	1,609,397	2,722,856
CWS-CARES Project Total	105,981,648	19,363,354	69,886,260	89,249,614

* Actuals through November 2018 per FiSCal Report

** Actuals from November 2018 FiSCAL Reports, in addition to processed invoices through January 29, 2019

*** Actuals from CDSS as of December 2018

**** Actuals through December 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.