CalSAWS | Project Risks and Issues

May 20, 2021

CalSAWS Risk & Issues Executive Summary

Impact / Probability Risk Matrix

Probability \ Impact	1 Minimal	2 Minor	3 Significant	4 Major	5 Unacceptable
90% Near Certainty			236		201
70% Highly Likely			234	203, 226, 237, 240, 231	
50% Possible			208	235, P, 204	
30% Unlikely		239			241
10% Highly Unlikely			206	104	102

P Overall Project

High = 7	DD&I = 13
Med = 5	M&O= 3
Low = 4	

Risk Total: 16

Retired Risk Total: 1

Project Average Risk Exposure: 2.0

** No Project Issues

Legend

Risk 102: Lack of annual project funding may cause schedule delay or reduction in scope for CalSAWS M&O, and all existing projects

Risk 104: Functionality gaps between the 3 systems may result in a loss of functionality for some counties during migration to CalSAWS

Risk 201: Pace of policy changes may exceed capacity of App-Dev team, resulting in less automation

Risk 203: Project communications must be enhanced, otherwise stakeholder / audience needs will not be met

Risk 204: Volume of changes to baseline code may cause degradation in quality & increase in defects

Risk 206: Delays in staffing the Consortium and/or Accenture teams may delay the project schedule

Risk 208: CalHEERS release readiness delays may negatively impact CalSAWS delivery timelines, slowing critical updates to counties

Risk 226: COVID-19 relief efforts may impact CalSAWS DD&I schedule.

Risk 231: Delay of web browser compliance may impact users who do not use MS Internet Explorer

Risk 234: The November 2021 implementation of Imaging and BenefitsCal for LA county may be impacted due to a delay of the complete migration of LA county's images

Risk 235: The BenefitsCal project release 1.0 may be delayed due to integration with the CalSAWS interface and schedule compression

Risk 236: The scaling of Analytics dashboards for 58 counties may have an impact on system performance

Risk 237: The scaling of Batch for 58 counties may have an impact on system performance

Risk 238 (Retired): Without an integrated UAT plan, counties may be unable to properly plan for or participate in UAT as needed

Risk 239: Lack of consistent State language translation approach may cause schedule delays and rework

Risk 240: The scaling of batch operations processes and procedures may impact business operations and benefits to the participants

Risk 241: If production services/operations are not expanded to support 58 counties, CalSAWS may not be ready to support a multi-county and multi-vendor production environment

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CalSAWS Project Issue and High/New Risk Update

Risk/Issue #	Risk/Issue Name	Risk Status	Risk Trend
201	Pace of policy changes may exceed capacity of the project teams, resulting in less automation	CalSAWS continues to work with the State regarding potential legislation and where it may fit into the schedule. As C-IV cutover approaches, the Project is ramping down changes to C-IV and focusing only on those changes deemed necessary due to the pandemic. For CalSAWS/CalWIN, the Project is providing feedback to State stakeholders regarding possible timelines of what can and cannot be included in between C-IV and CalWIN cutovers.	↔
203	Project communications must be enhanced, otherwise stakeholder / audience needs will not be met	The CalWIN Implementation Support Services team has issued 3 CRFIs to communicate with CalWIN counties since the beginning of December 2020. The BenefitsCal project team is developing a Communications Strategy and Plan that will be inclusive of all impacted stakeholders, for example internal stakeholders (State agencies, counties, caseworkers, call center teams) as well as external stakeholders (residents, CBOs/assisters, legislators, advocates, unions, and organizations like CWDA).	↔
226	COVID-19 relief efforts may impact CalSAWS DD&I schedule	CalSAWS is anticipating another one-time grant for CalWORKs in July. The Project will also be updating MC RE dates as an initial step as DHCS works through the policy for when the PHE is lifted. The Project does not expect an impact to the schedule due to these changes.	↔
231	Delay of Web Browser compliance may impact users who do not use MS Internet Explorer	The font issues with different languages have not been resolved. There have been improvements to some of the fonts with the latest patch provided by Adobe on 3/19/21. There are 2 tickets that remain open with Adobe to look at the font issues and 1 open ticket to look at the dynamic rendering issue. These issues have been escalated with Adobe leadership across their engineering, support and sales teams. Adobe provided an update on the open tickets and a go forward plan. The project team has started investigating backup strategies in the event these issues cannot be resolved by Adobe. Two Tech SCRs have been drafted for 21.07 to support the current plan based on the assumption Adobe will resolve these issues soon.	↔
236	The scaling of Analytics dashboards for 58 counties may have an impact on system performance	**Action Item #1:** The Analytics Performance Framework document was approved. Final action item sign-off is pending agreement on documentation of Qlik-specific SLAs (to include rendering time). No existing benchmark or rendering time documented for comparison to legacy platform. **Action Item #2: Complete** **Action Item #3:** Initial batch performance testing (Analytics only) for 40 counties is underway **Action Item #4:** 58 county performance and load testing. **Not started**; dependent on converted CalWIN data	↘ (yellow)
237	The scaling of Batch for 58 counties may have an impact on system performance	• Batch Regression Test re-scheduled from January 4, 2021 to May 14, 2021 to account for Batch EDBC Performance Phase 3 testing • Batch Performance test start date is still on-track to begin June 1, 2021 • Requires Golden Data Set (GDS) #4, targeted for May 24, to resolve defects; 3-day process to load data • Requires the 21.05 code, targeted for May 22, 2021 • Need to run EDBC Benefit match, materialized view refresh, and other setup activities before performance test starts • FinOps approved second copy of the 40-county database for batch performance. This will allow the teams to research regression test output while continuing execution.	↔
240	The scaling of batch operations processes and procedures may impact business operations and benefits to the participants	As we expand to 58 counties and with continual activities to support policy, the consequences of a misstep in executing a batch schedule magnifies the potential impact to business operations and benefits to the participants. An assessment was conducted of current processes/procedures/organization to determine how to evolve and strengthen CalSAWS batch operations. Multiple items are being discussed with owners for remediation timelines.	↔

** No Project Issues

Risk Trend Legend — ↔ Remains same ⬆ Trending to High ↘ Trending to Medium ↗ Trending to Low ! Realized into an Issue ☺ Retired Risk