



# CalSAWS | Project Risks and Issues



May 21, 2020

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# CalSAWS Risk & Issue Executive Summary

| Probability | Impact                 |            |                   |                        |                   |
|-------------|------------------------|------------|-------------------|------------------------|-------------------|
|             | 1<br>Minimal           | 2<br>Minor | 3<br>Significant  | 4<br>Major             | 5<br>Unacceptable |
|             | 90%<br>Near Certainty  |            |                   |                        | 201               |
|             | 70%<br>Highly Likely   |            | 223               | 203<br>211<br>226      |                   |
|             | 50%<br>Possible        |            | 206<br>208<br>227 | 219<br>224<br>104<br>P | 204<br>225        |
|             | 30%<br>Unlikely        |            |                   | 209<br>214             | 102<br>221        |
|             | 10%<br>Highly Unlikely |            |                   |                        |                   |

## 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 202 (Retired):** Not all of the estimates related to Functional Design Sessions have been completed yet. Until the FDS estimates have been completed, cost and schedule impacts to CalSAWS are not known. This risk has been retired as the approval letter for the Analytics Exhibit and As-Needed IAPDU was received from CMS.

**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 209:** CalWIN Counties may not be adequately supported for change readiness prior to August 2020 until the CalWIN Change Management Procurement vendor starts

**Risk 211:** Delay in consolidated portal procurement and implementation may impact C-IV and CalWIN go-live dates

**Risk 214:** If counties are not able to adapt to the regional governance structure, the project schedule is at risk regarding decision making

**Risk 219:** Facilitation across Committees is inconsistent, which may impact the project schedule and quality of decisions

**Risk 221:** The instability of two 3rd party software products from Oracle causes LRS production performance degradation.

**Risk 223:** CalSAWS DD&I / LRS Technology Operations ability to manage, maintain, monitor, and deliver a scalable and sustainable 58 county CalSAWS.

**Risk 224:** The implementation of ForgeRock may delay the OCAT Schedule

**Risk 225:** The ForgeRock solution may not perform as expected, causing LRS production performance degradation.

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

**Risk 227 (New):** County ancillary funding availability may impact counties' availability to align with the Ancillary System Conversion project plan.

**Issue 118:** Some non-production environments using Delphix software do not have the desired responsiveness

## P Overall Project

High = 6  
Med = 11

DD&I = 15  
M&O = 2

Risk Total: 17








Issue Total: 1

New Risk Total: 1




Retired Total: 1

Avg Project Exposure: 2.1



# CalSAWS Project Issue and High/New Risk Update

| Risk/<br>Issue # | Risk/Issue Name   | Risk Status  | Risk<br>Trend   |
|------------------|---|--|---|
| <b>Issue 118</b> | Some non-production environments using Delphix software do not have the desired responsiveness                                      | All the non-production environments have Delphix, except the three environments (SYS1/SYS6/STG2). There is a new Delphix version that will be available in a couple of months which would potentially further improve performance.   | N/A   |
| <b>201</b>       | Pace of Policy Changes may exceed capacity of the project teams, resulting in less automation                                       | Per the update given to JPA/PSC in April, the ABAWD injunction is in place. Geographical waivers have been reinstated in the systems. The priority for the CalSAWS Project is responding to emergency and policy updates related to COVID-19. Once the crisis has passed, the project will work with State partners to revisit policy changes and priorities.  |    |
| <b>203</b>       | Project communications must be enhanced, otherwise stakeholder / audience needs will not be met                                     | A new page, "Public Information" is being added to the CalSAWS.org site to provide project-related communications, targeted for release in May 2020.<br><br>The project conducted a communication effectiveness assessment that included focus group discussions with 7 counties, Project Leadership and Regional Managers. Next steps include conducting quantitative research through end user pulse and PPOC surveys, which were delayed due to COVID-19. |    |
| <b>204</b>       | Volume of changes to baseline code may cause degradation in quality & increase in defects   | Mitigation measures include: Future scheduled Automated Regression Test (ART) enhancement including OCAT Automation R20.05 and transaction coverage by business area (R20.05.x priority). Implement SonarQube for automated code quality assessment with each build.   |    |
| <b>211</b>       | Delay in consolidated portal procurement and implementation may impact C-IV and CalWIN go-live dates                                | On April 22, 2020, the Consortium announced they have selected Deloitte as the vendor for the Portal/Mobile procurement. The next activity is contract negotiation from April 27, 2020 to May 5, 2020.   |    |
| <b>225</b>       | The ForgeRock solution may not perform as expected, causing LRS production performance degradation                                  | The integration between ForgeRock and the Los Angeles County ISD Active Directory was completed on April 9, 2020. The ForgeRock User Login Impact was hosted on April 13, 2020. The CalSAWS Project team is working towards finalizing ForgeRock business and technical flows for security stack replacement. The CalSAWS validations are currently in progress. The ForgeRock implementation is scheduled to deploy on June 6, 2020.                        |    |
| <b>226</b>       | COVID-19 relief efforts may impact CalSAWS DD&I schedule  | The priority for the CalSAWS Project is responding to emergency and policy updates related to COVID-19. Mitigation strategies for consideration include: prioritization of SCRs, existing staff working overtime, slow ramp to add new staff and providing orientation remotely.   |  |
| <b>227 (New)</b> | County ancillary funding availability may impact counties' availability to align with the Ancillary System Conversion project plan. | County ancillary funding is not available until 12 months prior to each County's Wave Roll-Out/Go-Live date. The Team is working with the Consortium PMO to assess county allocation timelines and identify mitigation strategies.   |  |

## Risk Trend Legend

 Remains same 
  Trending to High 
  Trending to Medium 
  Trending to Low 
  Realized into an Issue 
  Retired Risk

# CalSAWS Project Previous High Risk Update

| Risk # | Risk Name  | Risk Status   | Risk Trend  |
|--------|--|---|---|
| 221    | The instability of two 3rd party software products from Oracle causes LRS production performance degradation | The project tested the Oracle upgrades and did not see performance improvement. The work to deploy Oracle patch has been suspended and the project direction is to focus on the Oracle OAM replacement work with ForgeRock. Refer to the ForgeRock high Risk #225: <i>The ForgeRock solution may not perform as expected, causing LRS production performance degradation</i> . The ForgeRock implementation is on track; this risk on Oracle instability has been downgraded to medium, and will be closed once ForgeRock has been implemented. |  |
| 224    | The implementation of ForgeRock may delay the OCAT Schedule  | Cambria ForgeRock development is currently on track and not impacting the revised OCAT schedule, downgrading this risk to medium. ForgeRock integration with OCAT interface partners and OCAT integration is in progress. The project will continue cross-team feature integration with the Cambria Team.   |  |

## Risk Trend Legend

|  |  |  |   |  |  |
|--|--|--|---|--|--|
|  Remains same |  Trending to High |  Trending to Medium |  Trending to Low |  Realized into an Issue |  Retired Risk |
|--|--|--|---|--|--|