



CalSAWS | Project Steering Committee Meeting



February 11, 2021

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# Agenda

1. Call Meeting to Order
2. Agenda Review
3. Public Opportunity to speak on items NOT on the Agenda. Public comments are limited to no more than three minutes per speaker, except that a speaker using a translator shall be allowed up to six minutes.

NOTE: The public may also speak on any item ON the Agenda by waiting until that item is read then requesting recognition from the Co-Chair to speak.

- All lines will be muted when meeting begins.
- To unmute:
  - ✦ When connected via computer – click the microphone icon.
  - ✦ When connected via telephone – press \*6.



# Action Items

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# Action Items

4. Approval of the Minutes of the December 3, 2020 PSC Meeting and review of Action Items.

# Data Retention

## CalSAWS Data Retention Policy Update

### 5. Seeking Approval of the updated CalSAWS Data Retention Policy Document.

- ACL 20 -113 - CalWORKS Program: 60-month Time-on-aid Limit For CalWORKS Adults published October 2020
  - ✦ Updates to CalSAWS retention policy include:
    - Issuance History
    - Case Narratives, Journals
    - Notices of Action related to Time on Aid
    - Images scanned with a document type of Time Limits
    - Person Address History



# Informational Items

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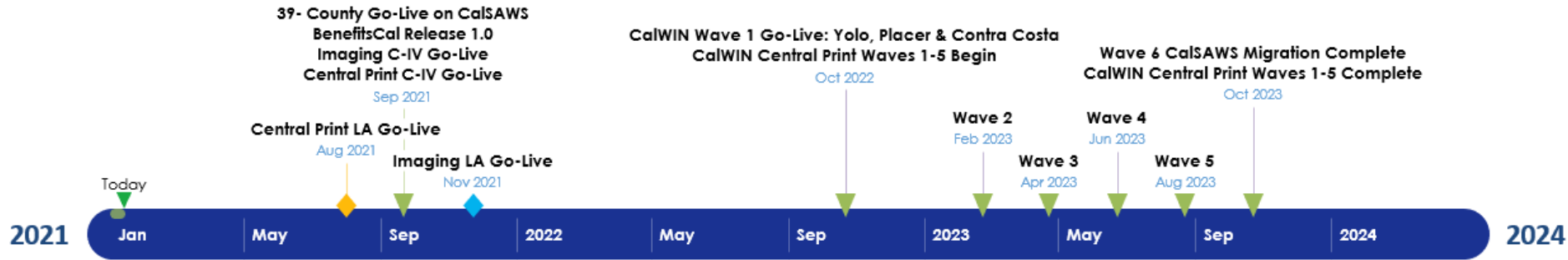
# CaSAWS Gantt Chart Update



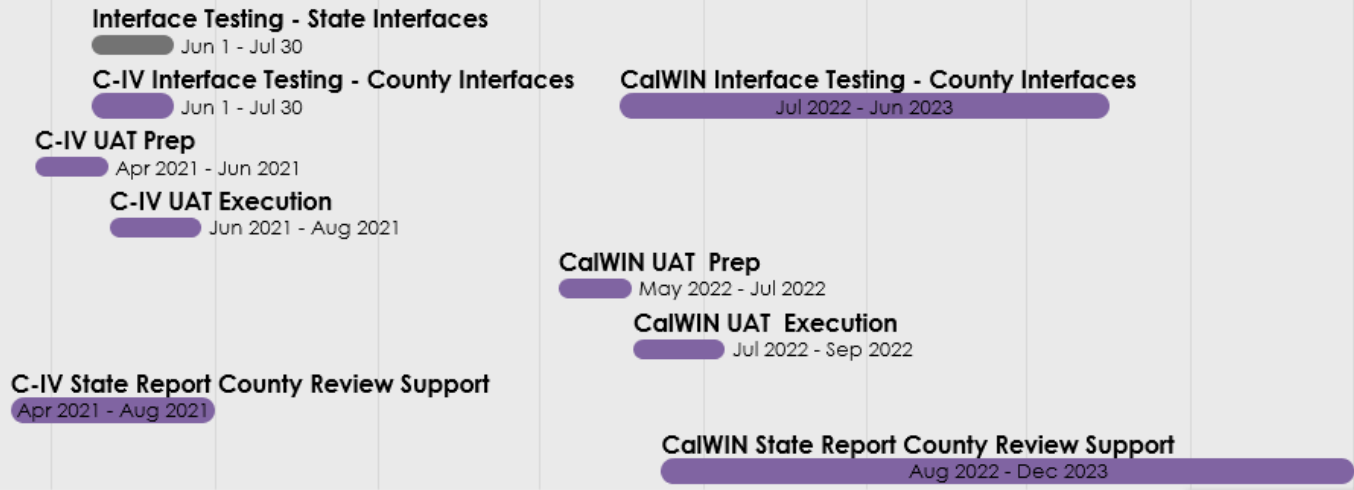
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# CalSAWS Project Gantt

## High Level Overview – App Dev & Test



App Dev Testing & State Report



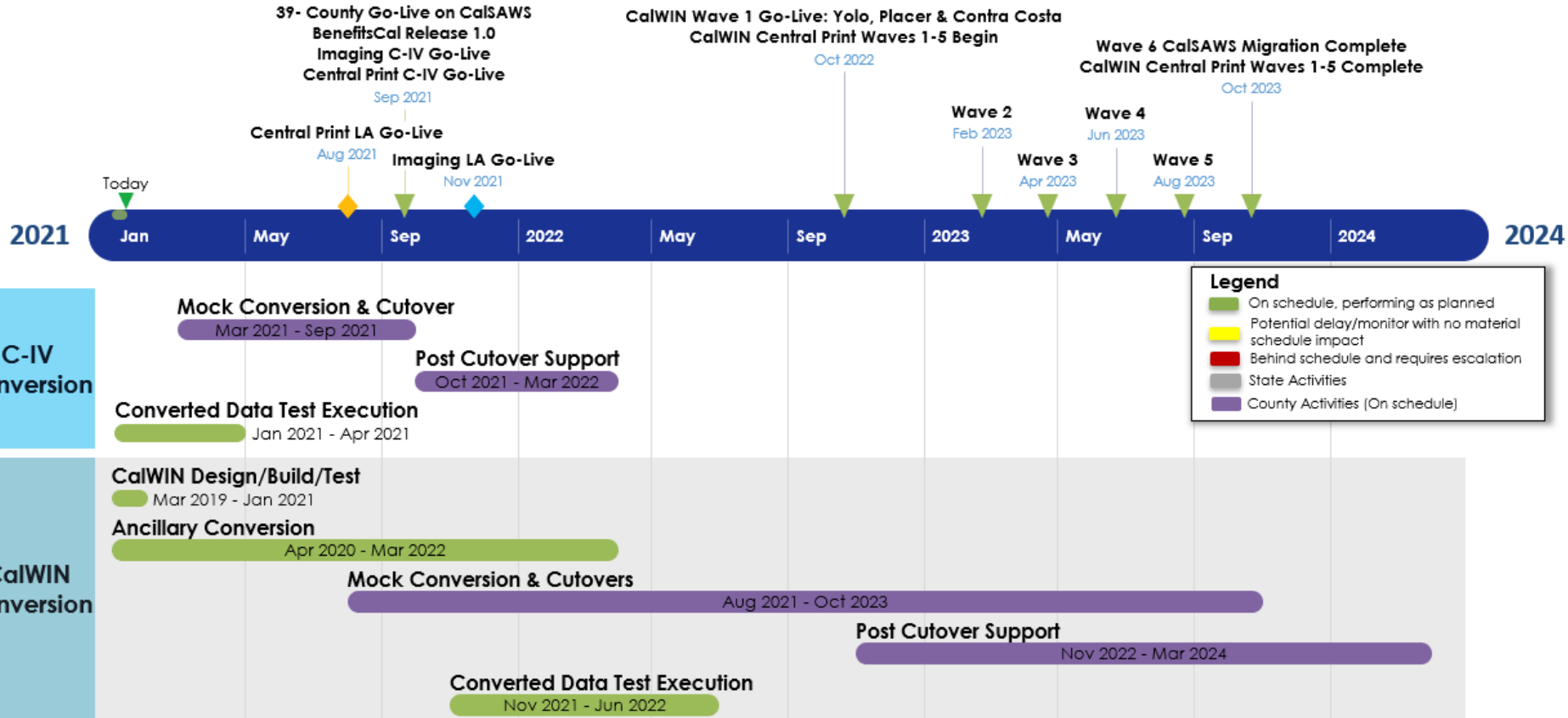
**Legend**

- On schedule, performing as planned
- Potential delay/monitor with no material schedule impact
- Behind schedule and requires escalation
- State Activities
- County Activities (On schedule)



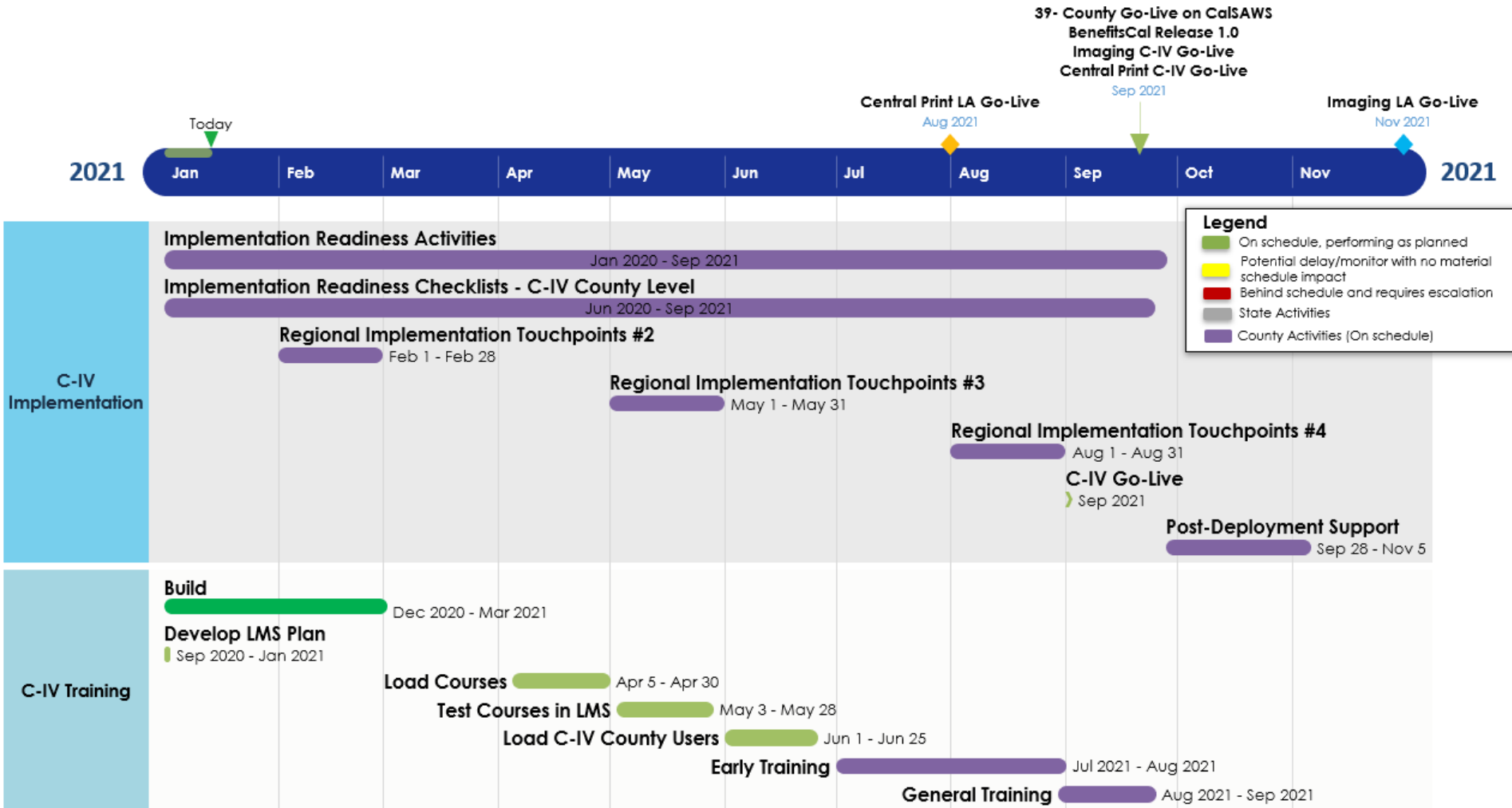
# CalSAWS Project Gantt

## High Level Overview - Conversion



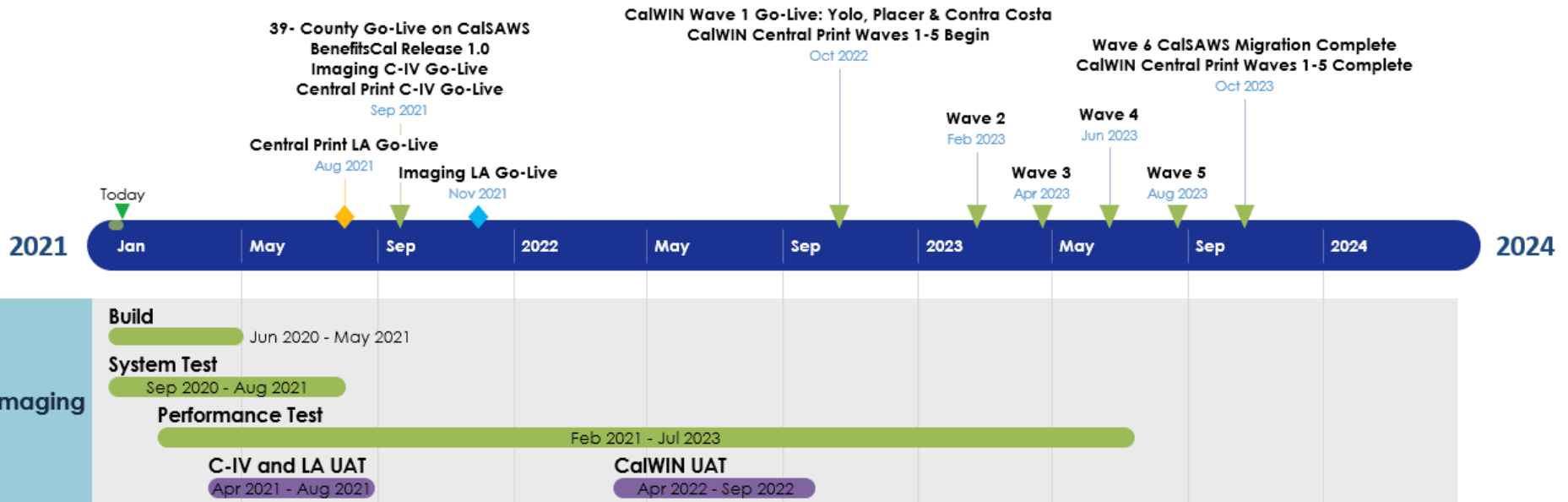
# CalSAWS Project Gantt

## High Level Overview – C-IV Implementation



# CalSAWS Project Gantt

## High Level Overview – Imaging

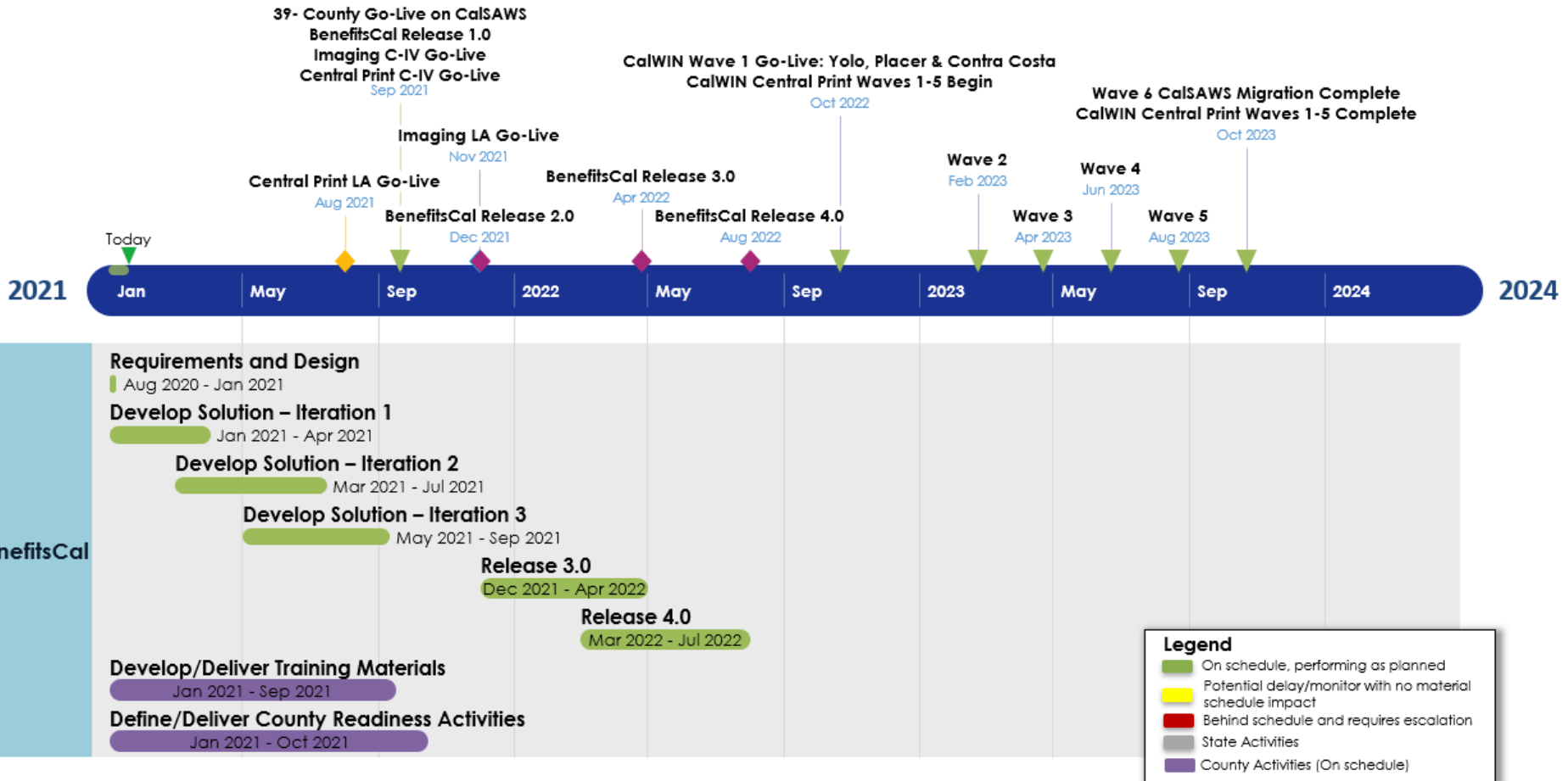


**Legend**

- On schedule, performing as planned
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- County Activities (On schedule)

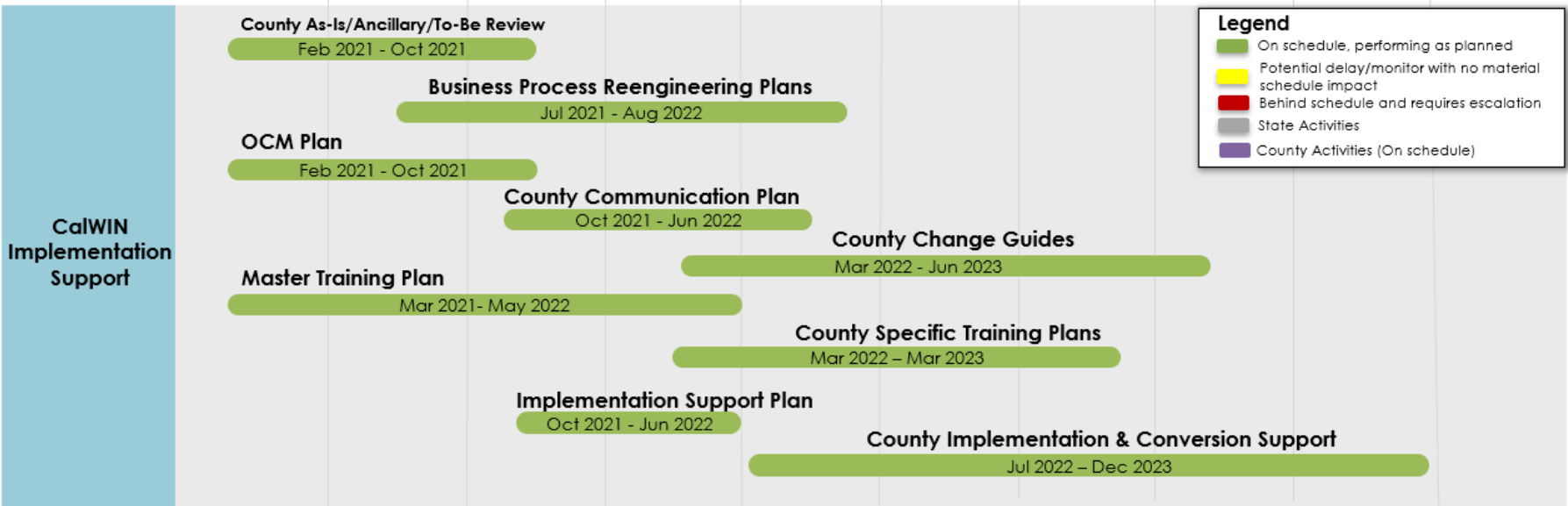
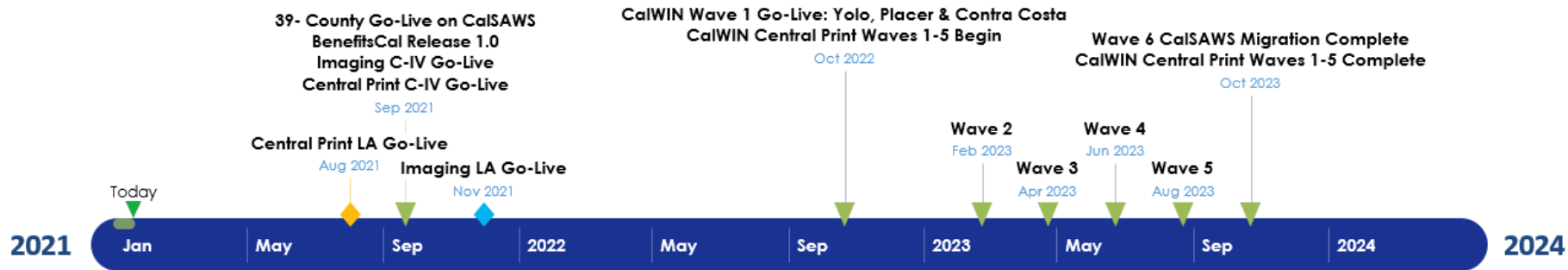
# CalSAWS Project Gantt

## High Level Overview - BenefitsCal



# CalSAWS Project Gantt

## High Level Overview – CalWIN Implementation Support

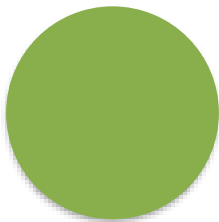


**Legend**

- On schedule, performing as planned
- Potential delay/monitor with no material schedule impact
- Behind schedule and requires escalation
- State Activities
- County Activities (On schedule)



CalWIN Implementation Support  
Services



# BPR As-Is Discovery Sessions Update

- CalWIN Counties completed As-Is Discovery Sessions last week to develop high-level Baseline processes for the 18 CalWIN Counties – over 100 staff attended each session
- Outputs for edits were sent to CalWIN Counties with request for feedback by 2/12/21

Wednesday 1/27	Tuesday 2/2	Wednesday 2/3	Thursday 2/4
<ul style="list-style-type: none"> <li>• Review of IndustryPrint Tool</li> <li>• Process Types (e.g. Operations, Support Functions)</li> <li>• Process Groups (e.g. Application Registration)</li> <li>• Processes (e.g. Benefit Issuance)</li> </ul>	<ul style="list-style-type: none"> <li>• Review of IndustryPrint Tool/Recap of Last Session</li> <li>• Process Reviews for:               <ul style="list-style-type: none"> <li>• Application Registration/Intake</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Review of IndustryPrint Tool/Recap of Last Session</li> <li>• Process Reviews for:               <ul style="list-style-type: none"> <li>• Case Management</li> <li>• RRRs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Review of IndustryPrint Tool/Recap of Last Session</li> <li>• Process Reviews for:               <ul style="list-style-type: none"> <li>• Fraud</li> <li>• Appeals/Hearings</li> </ul> </li> </ul>

# Up Next: County-Specific As-Is Discovery Sessions

County Virtual Visits will include As-Is Discovery Workshops and targeted interviews with identified employees.

## Sample Calendar for February – April

	Monday	Tuesday	Wednesday	Thursday	Friday
AM	Kick-off & Overview of Approach	Intake/ Application Registration	Maintenance	Operations- Lobby, Task, Call Center	Imaging, Help Desk
	Break	Break	Break	Break	Break
PM	Intake/ Application Registration	Maintenance	Case Load Management	QA/QC, Collections/ Benefit Recovery, Hearing	Reporting, Administration/ Finance



# Training Advisory Council Update

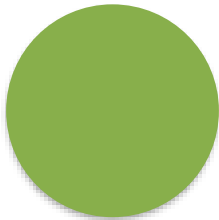
- CalWIN Counties have assigned representatives who have been invited to the Kick-Off Meeting
- TAC Kick-Off Meeting scheduled for Wednesday, February 17, 1:00 – 2:30 p.m.
  - ✦ Discussion about the purpose & objectives of TAC
  - ✦ An overview of the training approach will be presented
- Training Advisory Council continues monthly to provide guidance for the CalWIN training approach

# Visioning Lab Update

- Participants have been identified and invited to the Visioning Lab
- The Lab is an interactive opportunity to connect and reflect on a unified vision on what Implementation **success** means
  - February 24 ~ 1:00 – 4:00 pm via Zoom
  - CalWIN County Directors + a deputy or designee (Consortium and Regional Managers)
- Senior leadership commitment enhances successful results and increases employee engagement and adoption



BenefitsCal Update  
Search Engine Optimization (SEO)



# What is Search Engine Optimization (SEO)?

## What it is, why it matters

**Search engine optimization** is the practice of optimizing a website for the search engine, without paying for advertisements, to enable the website to rank higher on a Search Engine Results Page.

Ad - www.getcalfresh.org/ ▾  
**Apply for CalFresh FoodStamps - Get Online - San Francisco, CA**  
Get Help Putting Food On The Table. **Apply Today In Just 10 Minutes!** Free Non-Profit Service. **Apply** in 10 minutes. Live chat support. Mobile friendly.

Ad - commonapp.1degree.org/ ▾  
**CalFresh Application - Apply for SNAP benefits - 1degree.org**  
Apply for food support, affordable health insurance, and other benefits in one sitting! One Degree's Common App is a fast & secure tool to help you get the support you need.

Paid  
Search  
Ad



SEO  
Listing



www.getcalfresh.org ▾  
**Apply for California Food Stamps Online | GetCalFresh.org**  
GetCalFresh can help you apply for California Food Stamps, also known as CalFresh, SNAP, Food Assistance, or EBT, in as little as ten minutes. **Apply for free.**  
[Submit documents](#) · [Contact your county](#) · [About this website](#) · [Assister sign in](#)

www.cdss.ca.gov / ... / CalFresh ▾  
**CalFresh Program - California Department of Social Services**  
Quick Links: **Apply now on line at:** [www.getcalfresh.org](http://www.getcalfresh.org) or [BenefitsCal.org](http://BenefitsCal.org). [Contact Your County Social Services Agency](#). [Find Food Banks in California](#). [Electronic Benefit Transfer \(EBT\) Card Information](#). [Women, infants and Children Nutrition Program](#). [Why Californians need food assistance](#).

mycalfresh.org / apply ▾  
**Apply for CalFresh - CalFresh**  
Call 1-877-847-3663 If you do not live in California, click here to find out how to apply for SNAP/food stamps in your state.

dpss.lacounty.gov / food / calfresh ▾  
**Apply for CalFresh - DPSS**  
Effective June 1, 2019, SSI/SSP recipients in California are also eligible for CalFresh benefits, provided all other eligibility requirements are met.

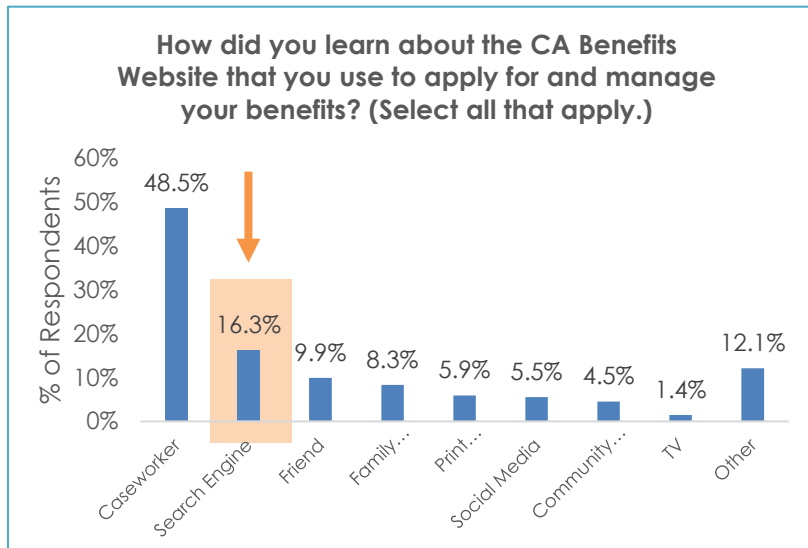
**Why does this matter?** The easier it is to find the right content (the BenefitsCal website, program information), the faster we can serve the residents of California.

# Research indicates there are SEO opportunities

## Customer and Data Research

1

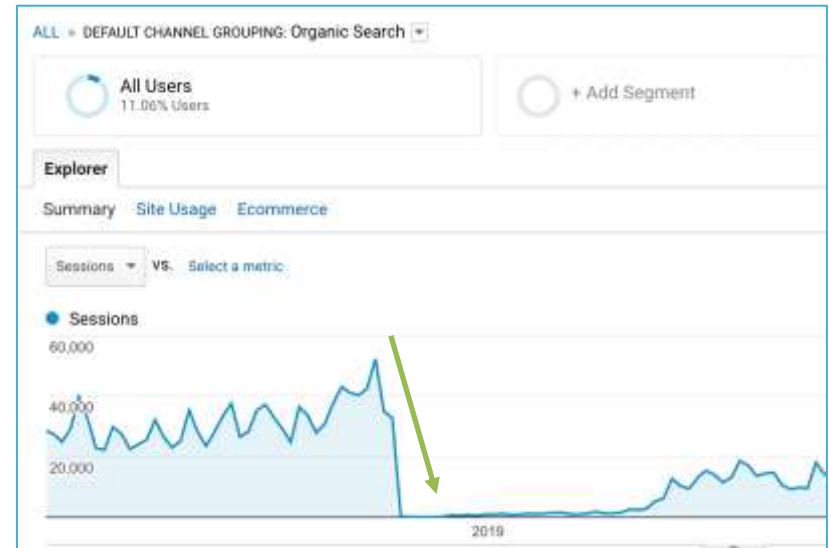
**Customer Research:** Today, customers learn about portals through Caseworkers, instead of through web searches.



Above, results from our survey of 7,000+ customers. Of those who use a CA Benefits Website to apply for benefits, the second-best way that respondents found out about the CA Benefits Website was through a Search Engine (e.g., Google). Optimizing the search engine experience for BenefitsCal is needed.

2

**Data Research:** A review of portal traffic revealed a drop in the ability to locate portals through online searches.



Above, organic traffic on a portal, with a drop in traffic from which the site never fully recovered.

# SEO Activities and Outputs

During the month of January, we delivered these SEO work products. Our objective was to identify SEO needs early, in order to efficiently and effectively target SEO wins for the BenefitsCal application.

## Technical Assessment

### Activities

- Technical assessment of current BenefitsCal login and public facing pages.
- Identified technical optimizations required for search engines to access and return the content in search results.
- Advised on final domain and high-level redirect needs.

### Output

Technical tickets, including best practice and technical assessment findings

## Content Targeting

### Activities

- Keyword research: Identified 1-2 keywords that each public facing page should rank.
- Page optimization: Identified content optimizations needed for the public facing pages to appear for those keywords (ex: page title).
- Provided content best practice guidance.

### Output

High-level keyword research, content targeting tickets

# Next Steps

**Finding:** Based on the research, the project team identified a number of opportunities to improve the ability to find the BenefitsCal through online searches.

**Let us show you some of the steps we will take to make it easy to find the new BenefitsCal.**

# Insight: Leverage ecosystem relationships to create backlinks to the site

## Finding

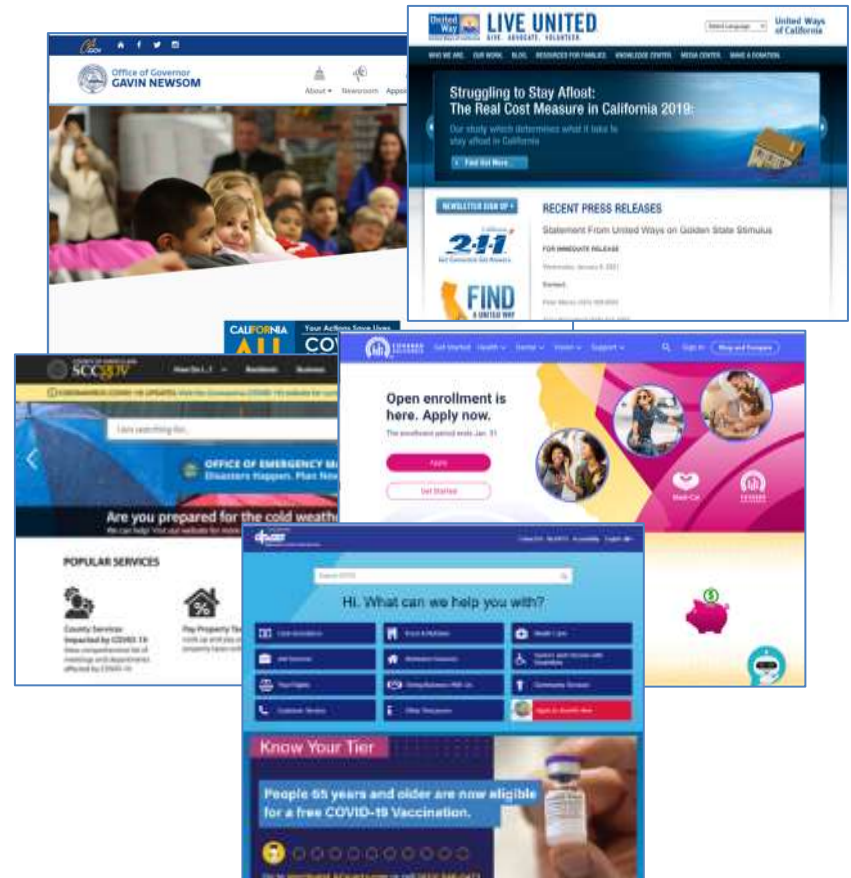
High-quality, natural links to a site act like “votes” for that site’s authority to search engines (such as Google and Bing) and BenefitsCal is part of a rich network of high-quality sites from which it can request natural backlinks.

## Action Plan

Leverage ecosystem relationships to ask sites to update links from existing portal sites to the new BenefitsCal website.

This could include the following:

- Federal/State Websites
- County Websites
- Partner Websites (United Way, GetCalFresh, others)
- Other Websites (Universities, others)



Above, examples of high-authority sites that BenefitsCal has relationships with and from which we can request backlinks.



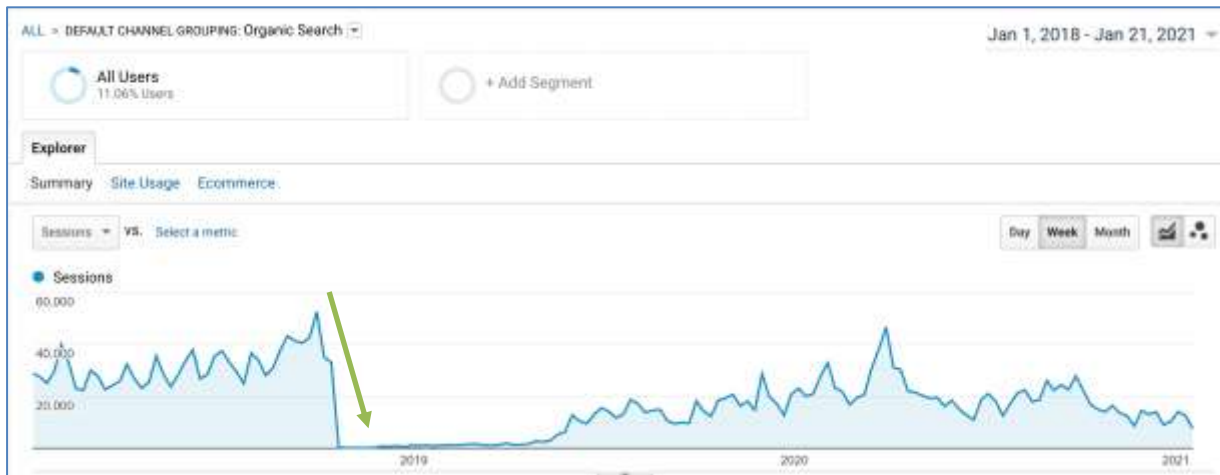
# Insight: 301 redirect from existing portals to the BenefitsCal website

## Finding

We know a complete SEO site migration is critical to site relaunches. Applying 301 redirects (redirect old URL to its new URL site) will prevent losses in search traffic.

## Action Plan

Complete SEO site migrations on all current portals when they are replaced with BenefitsCal. The project team should refer to the redirect mapping checklist for help and consider bringing in additional SEO support during migration periods. The team should also plan, as part of migration best practice, to monitor post-launch performance to flag any major issues.



Above, organic traffic on a portal with a drop in traffic mid-October 2018 from which the site continues to have lower traffic than historical performance.

# Insight: Expose new user relevant content to the search engine

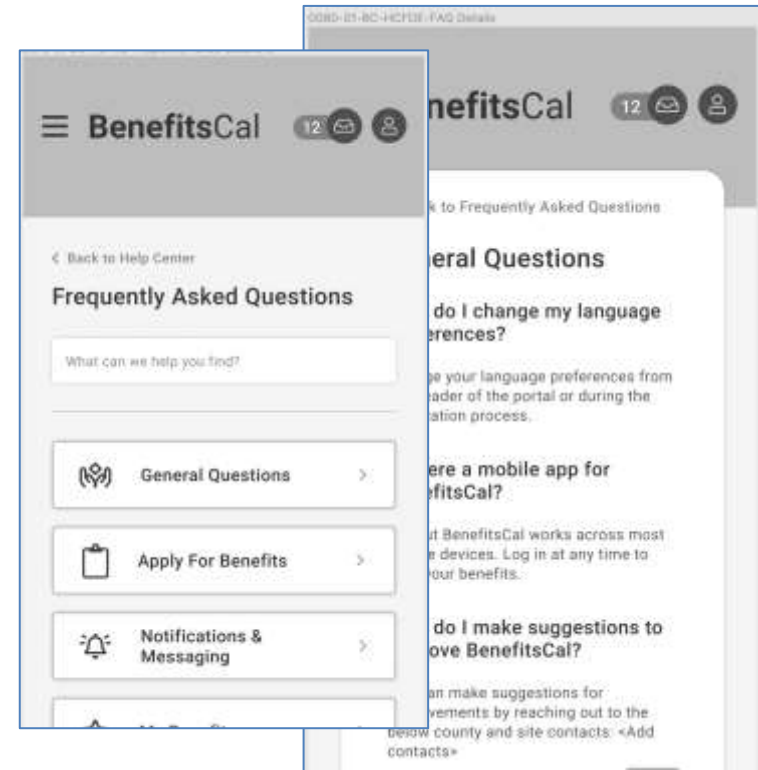
## Finding

To appear in search results, search engines (such as Google or Bing) need BenefitsCal pages to return and display. Additional content (like FAQ and Help pages) provides additional opportunities for users to find and enter the site.

## Action Plan

Expose additional content to search (for example, general questions and FAQ content), to unauthenticated users.

If there are specific topics of interest (for example, Covid-19 related service updates) consider creating new, unauthenticated content pages to compete for those specific topics.



Above, current FAQ screens within BenefitsCal.

# Insight: Help Search Engines to redirect users to BenefitsCal

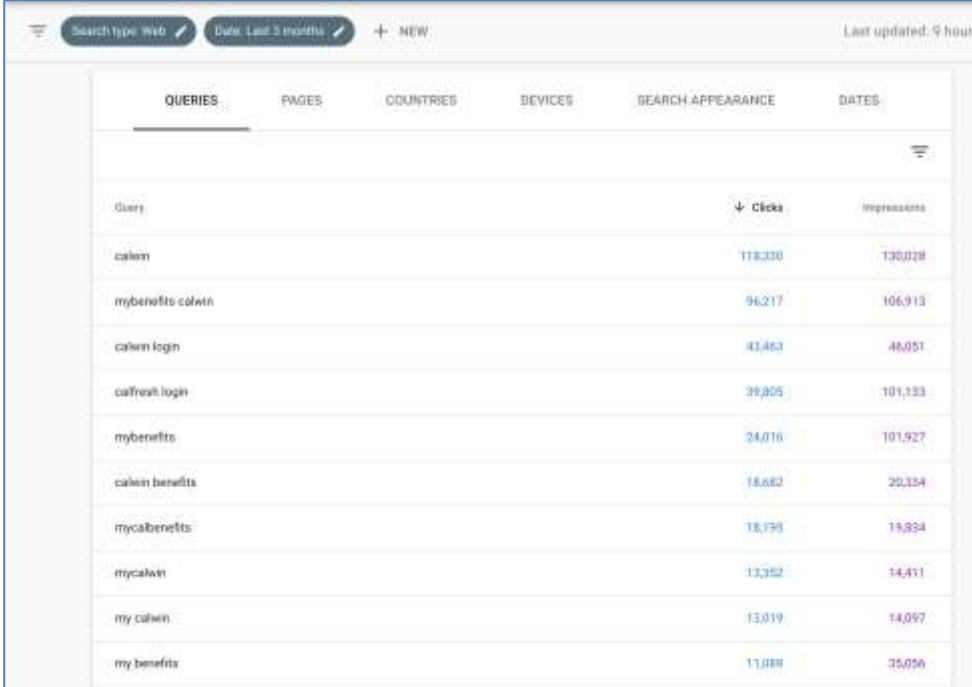
## Finding

Within the current benefit portals, a significant number of people find the portals by searching directly for portal names (referred to as high branded click volume).

## Action Plan

Weave in the existing portal names within the BenefitsCal homepage (not just within a JavaScript banner), to indicate relevancy.

This way, when users search for existing portal names (like “MyBenefits CalWIN”), the search will return and direct the user to the BenefitsCal portal.



QUERIES	PAGES	COUNTRIES	DEVICES	SEARCH APPEARANCE	DATES
Query				Clicks	Impressions
calwin				118,330	130,028
mybenefits calwin				96,217	106,913
calwin login				43,463	46,051
calfresh login				39,005	101,133
mybenefits				24,016	101,927
calwin benefits				18,682	20,134
mycalbenefits				18,199	19,834
mycalwin				13,382	14,411
my calwin				13,019	14,097
my benefits				11,088	35,056

Above, click volume to specific keywords on MyBenefits CalWIN, as recorded by Google Search Console. A majority are for brand-specific searches.



# Metrics for C-IV Implementation Readiness

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# Pathway to Green Light

Counties will play an active role in being informed and participating in Operational Readiness Activities

- The Operational Readiness Approach includes documentation of the readiness of the efforts. The readiness reports will be consistently maintained, reported monthly up through the go/no-go green light decision.
- The decision to deploy to Production, also known as the “Green Light” or “Go/No-Go Decision,” will be made collectively for all CalSAWS efforts approaching the September 2021 Go-Live
- Project Teams will begin reporting on the readiness of their respective projects through a monthly reporting process.



# Implementation Readiness

## Key Measurement Areas

Operational readiness reporting will be data-driven based on measurable metrics, consistent across efforts:

- Key to successful delivery of the CalSAWS Portfolio Implementation
- Outcomes must be successful, traceable, and validated
- Must meet exit criteria

Application Readiness

Technical Readiness

- System Performance
- Security

Conversion Readiness

Implementation Readiness

Change Readiness

Training Readiness

# Metrics for CalSAWS Portfolio Readiness

## Purpose of this Presentation



Provide a summary of the readiness areas that each effort will track and report



Introduce the Implementation Readiness Packet



Discuss the Pathway for the C-IV Counties to migrate to CalSAWS

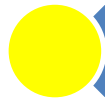
# Portfolio Readiness Dashboard

## Template Example

Readiness Area	Current Period	Previous Period	C-IV Migration Measures	Beneficial Measures	Discussion
Application Readiness			20 of 45 milestones are complete – 44%	xx%: xx of xx measures complete	
Technical Readiness			27 of 33 milestones are complete – 82%	xx%: xx of xx measures complete	
Conversion Readiness			13 of 17 milestones are complete – 76%	xx%: xx of xx measures complete	
Implementation Readiness			3 of 3 milestones are complete – 100%	xx%: xx of xx measures complete	
Change Readiness			1 of 1 milestones are complete – 100%	xx%: xx of xx measures complete	
Training Readiness			3 of 11 milestones are complete – 27%	xx%: xx of xx measures complete	



All milestones are on-track and on-schedule



At least one milestone is at least two weeks behind; or at recommendation of CalSAWS Project Team or impacted County



At least one milestone more than two weeks behind; or at recommendation of CalSAWS Project Team or impacted County



# Project Readiness Dashboard

## Template Example

Area	Categories	Status		% Complete	Notes
		Current Period	Previous Period		
Application	Design	C	G	Xx% Complete, xx of xx approved	
	Development	G	NS	Xx% complete, with xx of xx delivered	
	System Test	G	NS	Yy% complete, with xx of xx delivered	
	User Acceptance Test	NS	NS	Xx% complete, with xx of xx delivered	
	Interface Test	G	NS	Xx% complete, with xx of xx delivered	
Technical	Infrastructure	NS	NS	Xx% complete, with xx of xx delivered	
	Security Testing	NS	NS	Xx% complete, with xx of xx delivered	
	Performance Testing	NS	NS	Xx% complete, with xx of xx delivered	
Conversion	Converted Data Test	NS	NS	Xx% complete, with xx of xx delivered	
	Mock Runs	NS	NS	Xx% complete, with xx of xx delivered	
Implementation	Service Pack	NS	NS	Xx% complete, with xx of xx delivered	
	System Operations	NS	NS	Xx% complete, with xx of xx delivered	
	Production Deployment Plans	NS	NS	Xx% complete, with xx of xx delivered	
Change	Communications	NS	NS	Xx% complete, with xx of xx delivered	
	County Readiness	NS	NS	Xx% complete, with xx of xx delivered	
Training	Training Readiness	NS	NS	Xx% complete, with xx of xx delivered	

Example - not real data

Project Status	G	On Track	Y	< 2 Weeks Late	R	> 2 Weeks Late	C	Complete	NS	Not Started
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# Example: Overdue Milestones

Severity	Overdue Milestones
Critical	0
High	1
Medium	2
Low	0
<b>Grand Total</b>	<b>3</b>

## Overdue Milestone Details

No.	Milestone #	Milestone Summary	Milestone Severity	Milestone Status	Count(ies) Impacted	Impact	Risk Mitigation
1.	CI - XXXXX	Description of a potential Milestone that is outstanding	High	Open	[County]	Description of the outstanding Milestone's impact on County Go-Live.	Explanation of the mitigation strategy and the expectation of when the Milestone will be completed.
2.	CI - XXXXX	Description of a potential Milestone that is outstanding	Medium	Open	[County]	Description of the outstanding Milestone's impact on County Go-Live.	Explanation of the mitigation strategy and the expectation of when the Milestone will be completed.
3.	CI - XXXXX	Description of a potential Milestone that is outstanding	Medium	Open	[County]	Description of the outstanding Milestone's impact on County Go-Live.	Explanation of the mitigation strategy and the expectation of when the Milestone will be completed.

# Implementation Readiness Packet

## Summary of Readiness Metrics

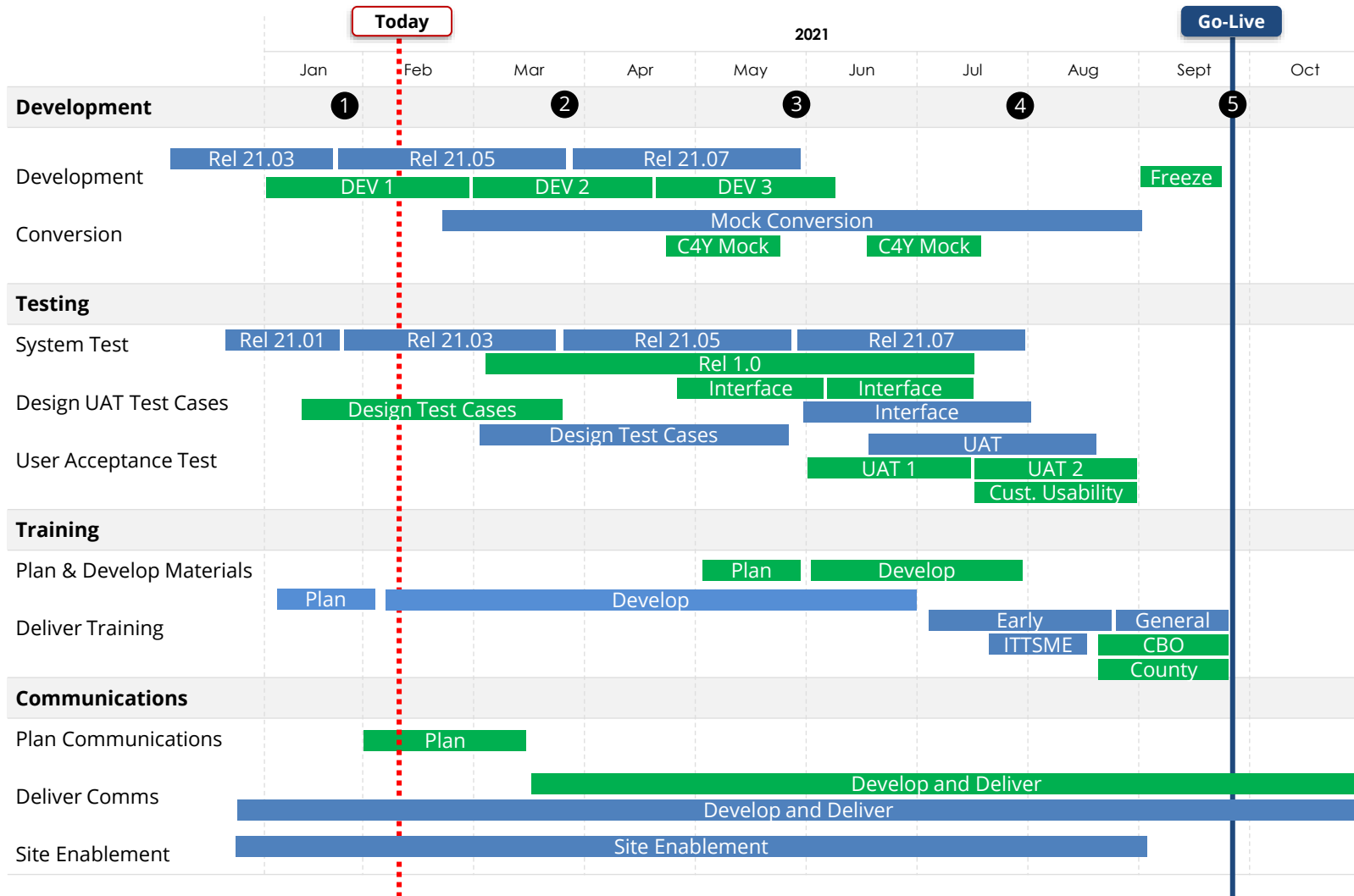
On a monthly basis, the CalSAWS and BenefitsCal Projects will publish the **Implementation Readiness Packet** that contains a summary of operational readiness metrics and status.

### Implementation Readiness Packet

- **Purpose** – To provide Counties with information related to the operational readiness of projects within CalSAWS Portfolio, including the C-IV Migration and BenefitsCal projects. Status will include key metrics related to the overall “health” of the Implementation effort based on measurable metrics and milestones.
- **Intended Audience** – County Directors, PPOCs, and IPOCs
- **Notification Method** – CalSAWS Information Transmittal (CIT)
- **Location** – CalSAWS Web Portal
- **Publish Frequency** – Monthly
- **Format** – PDF

# Portfolio Readiness Timeline

## BenefitsCal + C-IV Migration



**Legend**

- BenefitsCal
- C-IV Migration

**Releases**

- 1 Rel 21.01
- 2 Rel 21.03
- 3 Rel 21.05
- 4 Rel 21.07
- 5 BenefitsCal + C-IV



# Contingency Plans for Go-live

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# Contingency and Continuity Planning Spans Pre-Cutover Through Post-Implementation



**BenefitsCal**

**CalSAWS**

## Pre-Cutover

Period leading up to go-live

**Are we ready?**

## Cutover

Go-live to the end of planned cutover activities including conversion

**Can we move forward?**

## Post-Cutover

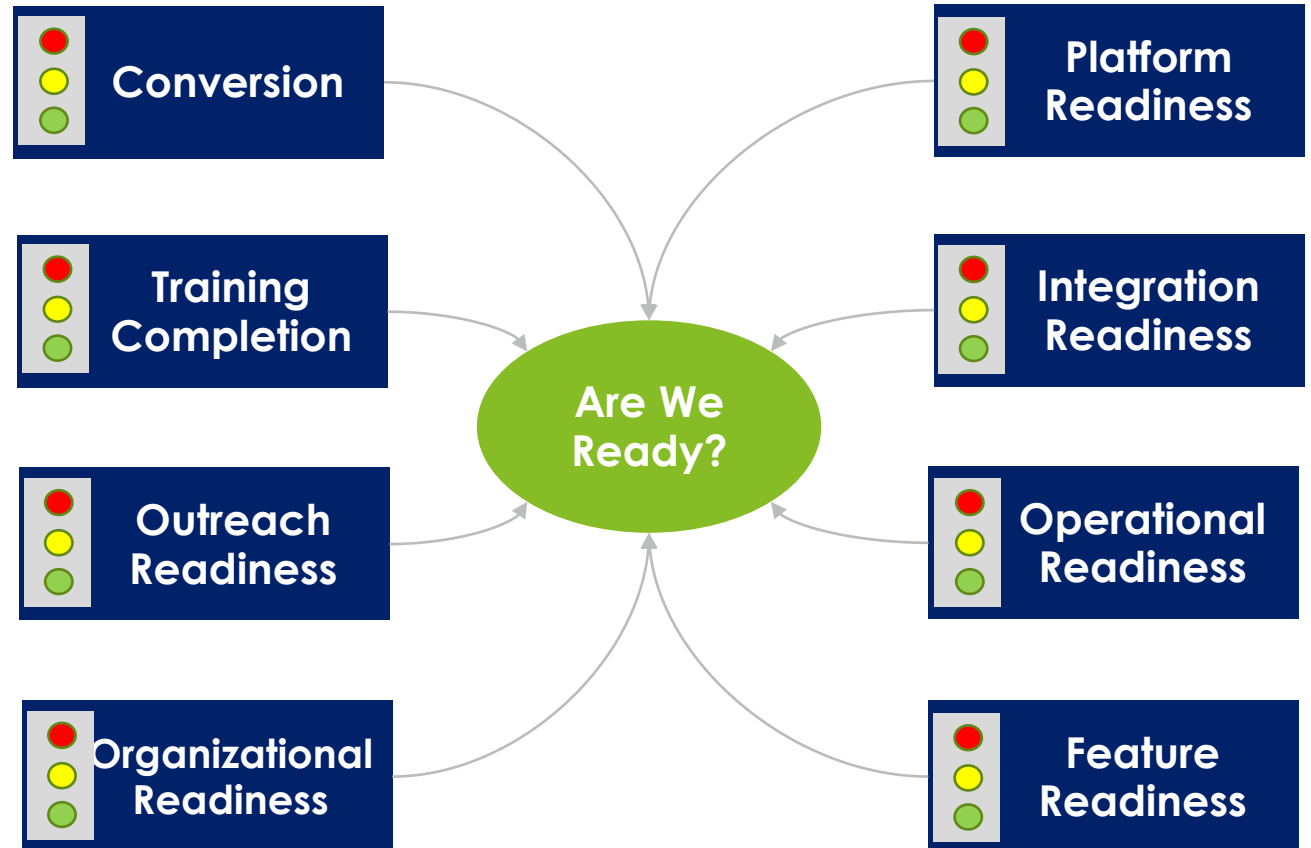
48 hours after cutover

## Post-Implementation

90 days after cutover

**Can we continue?**






# What Could Trigger Pre-Cutover Contingency Plan Execution...

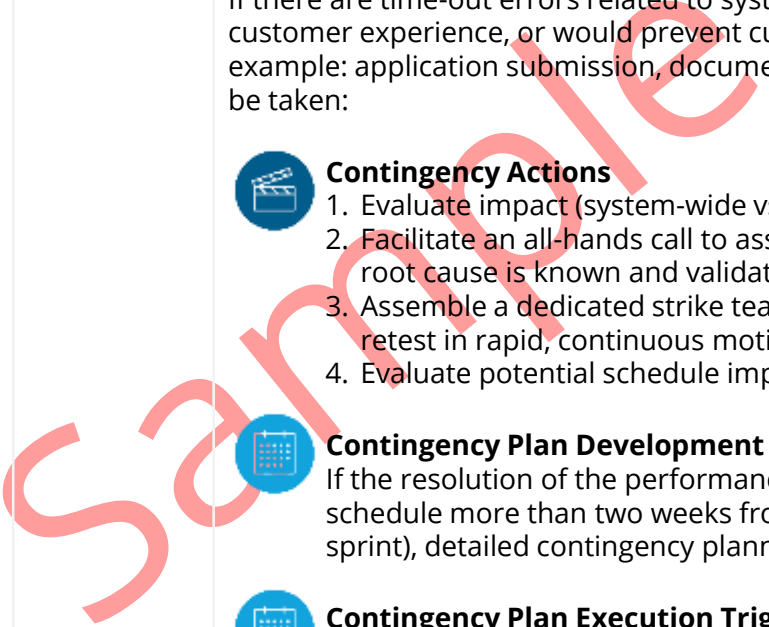


*Note: Feature, Platform and Integration Readiness include health and performance*

# Potential Cause of Challenge (PCOC):

## 01 Platform Readiness






ID	Feature Readiness			Contingency Plan
	Critical / Must-Have Ready	Important Ready	Nice-to-Have Ready	
1	BenefitsCal Platform Readiness			<p><b>Contingency Scenario 01 – Performance Time-Out Errors</b>            If there are time-out errors related to system performance that would impact the customer experience, or would prevent customers from completing key activities (for example: application submission, document upload), then the following actions will be taken:</p> <p> <b>Contingency Actions</b></p> <ol style="list-style-type: none"> <li>1. Evaluate impact (system-wide vs targeted areas)</li> <li>2. Facilitate an all-hands call to assess the performance defects, to confirm the root cause is known and validated</li> <li>3. Assemble a dedicated strike team of developers and testers to resolve and retest in rapid, continuous motion</li> <li>4. Evaluate potential schedule impact</li> </ol> <p> <b>Contingency Plan Development Trigger Event/Date</b>            If the resolution of the performance-related time-out errors is behind schedule more than two weeks from the planned resolution date (one test sprint), detailed contingency planning will commence.</p> <p> <b>Contingency Plan Execution Trigger Event/Date</b>            If the resolution of the performance-related time-out errors is not ready for UAT validation by 08/06/21, four weeks prior to UAT exit, then the contingency plan will be executed.</p> <p> <b>Resolution Time to Complete Contingency</b>            TBD based on specific finding</p> <p> <b>Impacts of Contingency Execution</b>            TBD – This will include impacts to time, cost, resources, etc.</p>










# Potential Cause of Challenge (PCOC):

## 02 CalSAWS Interface Readiness

ID	Feature Readiness			Contingency Plan
	Critical / Must-Have Ready	Important Ready	Nice-to-Have Ready	
1	Interface Readiness			<p><b>Contingency Scenario 02 – CalSAWS APIs Not Ready</b>            If the development of CalSAWS/BenefitsCal APIs is behind schedule, or significant defects are discovered within initial integration testing, then the following actions will be taken:</p> <p> <b>Contingency Actions</b></p> <ol style="list-style-type: none"> <li>1. Evaluate impact (within a core or ancillary business process)</li> <li>2. Facilitate a cross-team call to assess the impact to both the CalSAWS and BenefitsCal timelines, and to identify mitigation options to recover</li> <li>3. Evaluate potential quality and schedule impacts</li> </ol> <p> <b>Contingency Plan Development Trigger Event/Date</b>            If the API development is behind schedule by more than two weeks from plan, or if the number of critical defects would delay the planned SIT and UAT sprint plans, detailed contingency planning will commence.</p> <p> <b>Contingency Plan Execution Trigger Event/Date</b>            If the API development is not completed by the baselined/planned date, or if there are critical defects that are not resolved within one test sprint (two weeks), then the contingency plan will be executed.</p> <p> <b>Resolution Time to Complete Contingency</b>            TBD based on specific finding</p> <p> <b>Impacts of Contingency Execution</b>            TBD – This will include impacts to time, cost, resources, etc.</p>

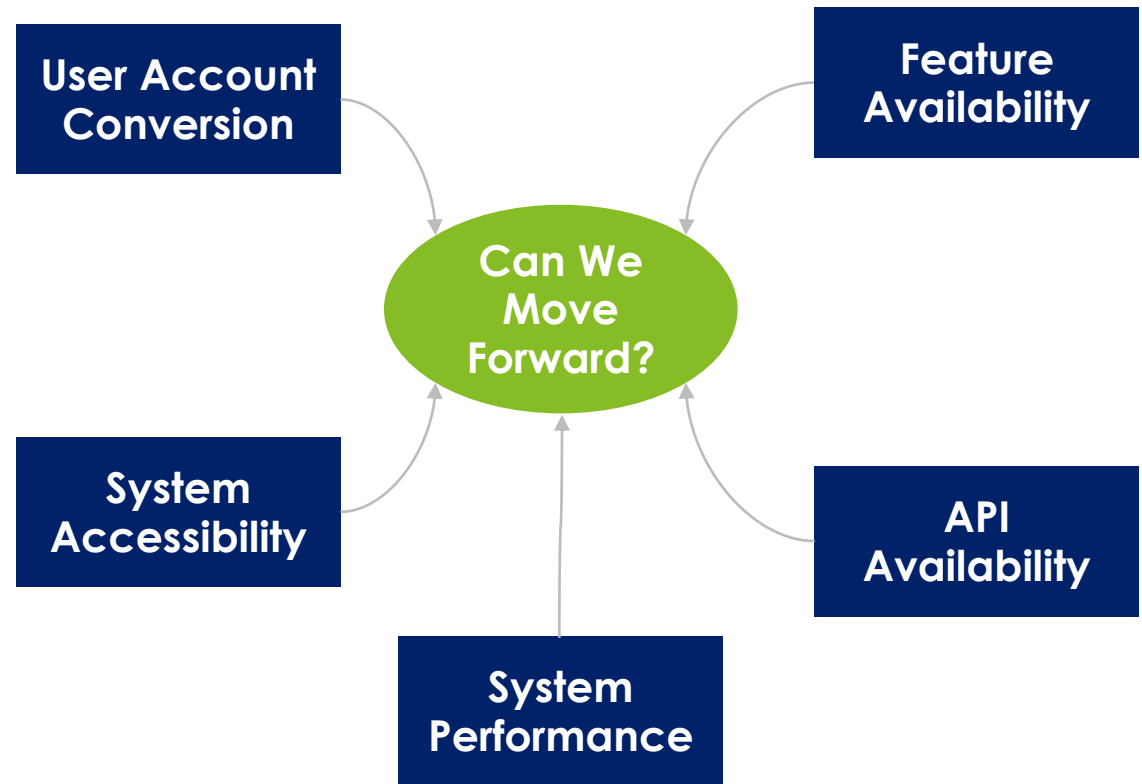
Sample

# Potential Cause of Challenge (PCOC): 03 ForgeRock Interface Readiness

ID	Feature Readiness			Contingency Plan
	Critical / Must-Have Ready	Important Ready	Nice-to-Have Ready	
1	ForgeRock Interface Readiness			<p><b>Contingency Scenario 03 – API Interface with ForgeRock Not Ready</b> If the significant defects are discovered that would prevent a customer from logging into the BenefitsCal system as a result of ForgeRock integration issues, then the following actions will be taken:</p> <p> <b>Contingency Actions</b></p> <ol style="list-style-type: none"> <li>1. Facilitate a cross-team call with the ForgeRock team to assess the security defects, to confirm that the root cause is known and validated</li> <li>2. Assemble a dedicated strike team of developers and testers to resolve and retest in rapid, continuous motion</li> <li>3. Evaluate potential schedule impacts</li> </ol> <p> <b>Contingency Plan Development Trigger Event/Date</b> If the resolution of the login-related defects is behind schedule by more than two weeks from the planned resolution date (one test sprint), detailed contingency planning will commence</p> <p> <b>Contingency Plan Execution Trigger Event/Date</b> If the login function does not pass testing by 04/30/21 (the first week of SIT Increment 2), then the contingency plan will be executed.</p> <p> <b>Resolution Time to Complete Contingency</b> TBD based on specific finding</p> <p> <b>Impacts of Contingency Execution</b> TBD – This will include impacts to time, cost, resources, etc.</p>

Sample

# What Could Trigger Cutover and Post-Cutover Contingency Plan Execution...



## Considerations



Alternative Access Channel Capacity/ Availability



Resolution Time



Impact (Customer/ Business/CBO)

# What Could Trigger Post-Implementation Continuity Plan Execution...



## Considerations



Alternative Access Channel Capacity/Availability



Resolution Time



Impact (Customer/Business/CBO)



Plans for Integrated User  
Acceptance Testing



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# C-IV UAT Update

## Single UAT Web Portal

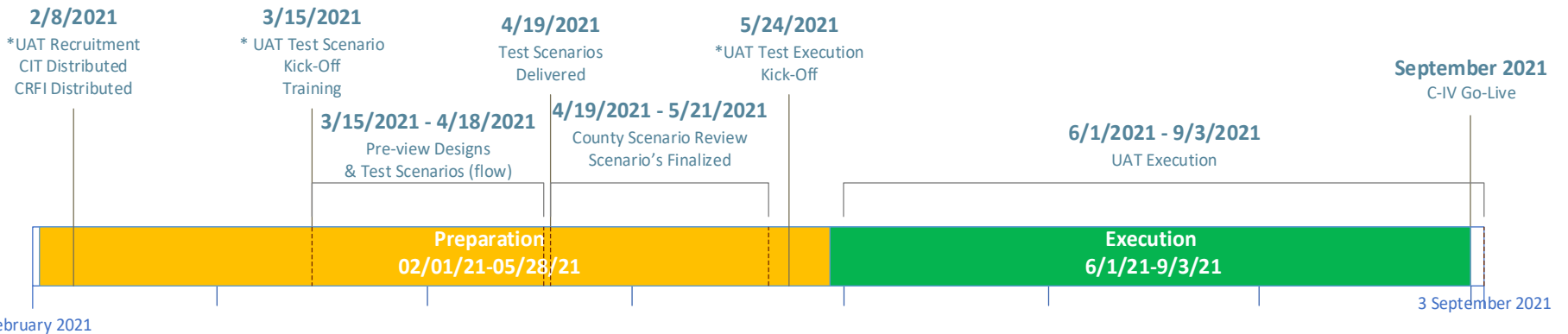
- Single Web Portal for all county UAT participants:
  - Daily messages and communications
  - Single, Unified, Daily meeting schedule
  - Access test scenarios
  - Access test assignments
  - Test environment assignment
  - Support person/team and Zoom link(s)
  - Log findings
  - Re-test defects
  - Access help videos and guides
- Single support process for all UAT testers



# C-IV UAT Update

## High-Level UAT County Participation Timeline

### Key County Participation dates



\* Activity happening the week of

# C-IV UAT Update

## High-Level UAT Execution Timeline

C-IV UAT Execution is Scheduled for  
Jun 1 – Sep 3, 2021



- BenefitsCal-Only UAT
- CalSAWS Application, Imaging, State Forms, and BenefitsCal UAT

All UAT activities will be performed remotely



# C-IV UAT Update

## Tester and SME Characteristics



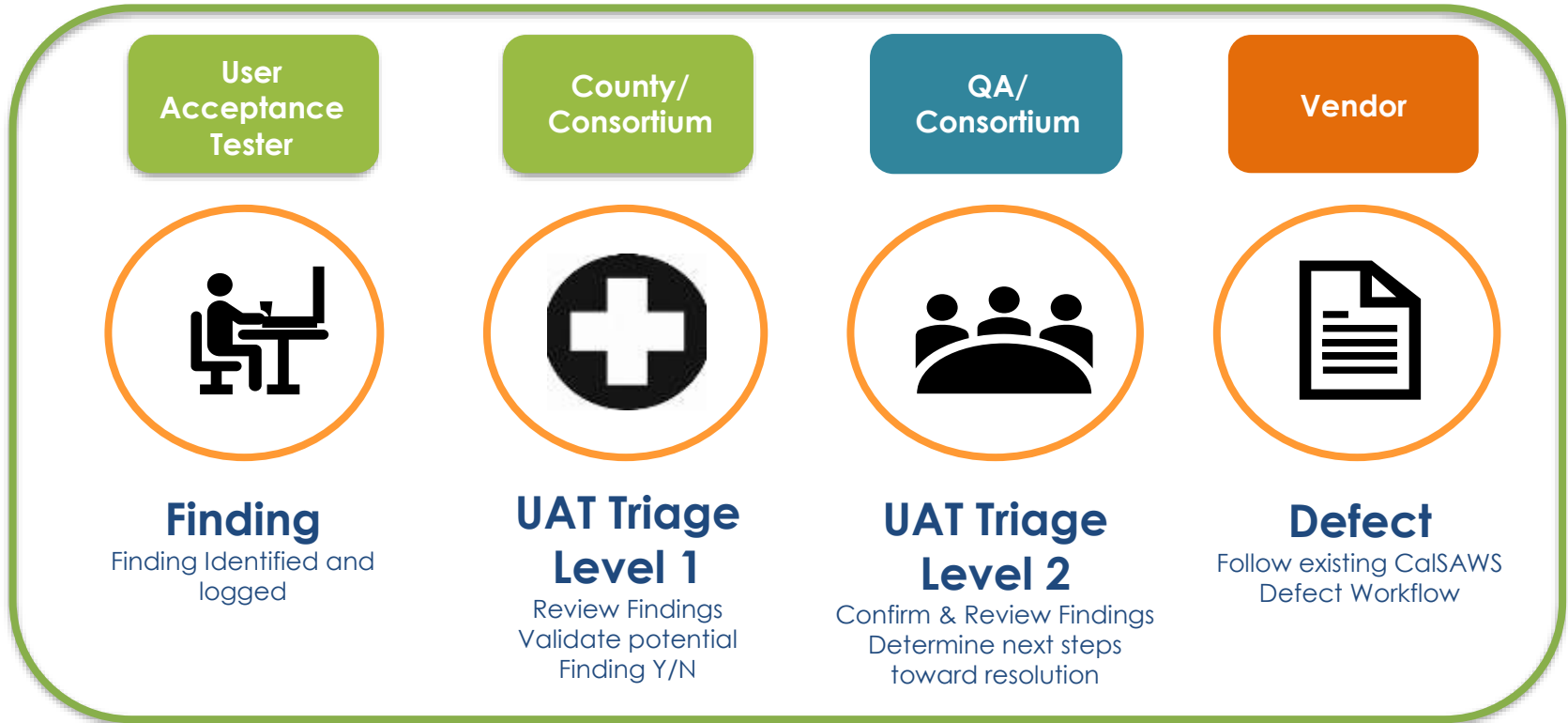
Who should participate?

### Desired Tester and SME Characteristics

- ✓ Deep and/or broad program policy knowledge
- ✓ Understand county processes
- ✓ Excellent analytical skills to identify issues/concerns
- ✓ Excellent communication skills
- ✓ Self-directed, enthusiastic, and excited about UAT

# C-IV UAT Update

## UAT Execution Findings to Defects



# Next Steps

- ① CIT released week of February 8
- ② CRFIs for each UAT area release week of February 8
- ③ UAT Kick-off March 15 for Test Scenario Development
- ④ UAT Finalize Test Scenarios April 19 – May 21
- ⑤ UAT Execution June 1 – September 3





# GA/GR Data Sharing Update



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# Policy Update



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# Policy Update

## **Medi-Cal Public Health Emergency**

- PHE is expected to continue through December 2021
- DHCS has recently begun meetings with counties and SAWS to begin looking at the PHE lift

## **CalFresh**

- SNAP Benefit Increase
- Provides a 15% increase in SNAP benefits effective January 1, 2021 through June 30, 2021
- Benefit increase is provided in addition to Emergency Allotments and reported as part of normal issuances
- College Student Eligibility
- Extends eligibility to college students who are eligible for a federal or state work study program or who have an expected family contribution of zero dollars.
- For details regarding the CalSAWS process, please see CIT 0016-21

# Policy Update

## State Policy

- Pandemic Unemployment Compensation (PUC)
  - Excludes PUC benefits from being counted towards household income and resources for the month of receipt and the following nine months.
    - Note: CalWORKs – No change to previous direction.
      - Counts in Applicant Test
      - Does not count for Recipients
- CalWORKs
  - \$600 Golden State Stimulus – Discussion taking place about what system would issue the payments and to/for whom
  - Rental Assistance – ACWDL posted January 14, 2021 – Resources and Guidance for Eviction and Homelessness Prevention
- Other Potential Policy - Providing feedback to state/CWDA requests for quick timeline estimates related to bills and other proposed legislation

# Policy Updates

## SAWS Implementation Timelines

Date	Event
February 6-7, 2021 (CalSAWS and CalWIN) February 5-7, 2021 (C-IV)	CalFresh 15% increase Exclusion of PUC
February 13-14, 2021	CF Emergency Allotments (Nov/Dec/Jan)
March 6, 2021	CF Emergency Allotments (Dec/Jan/Feb)
March 13, 2021	FPL COLA • C-IV System Down time: March 13, 2021
March 21, 2021	21.03 CalSAWS Release
April 3, 2021 - Tentative	SSI COLA/CalFresh Households • System Down time: TBD
April 2021 TBD	CF Emergency Allotments (Jan/Feb/Mar)
TBD	Potential \$600 Golden State Stimulus payments





# CalSAWS Executive Risk Review



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# CalSAWS Risk & Issues Executive Summary

		Impact				
		1 Minimal	2 Minor	3 Significant	4 Major	5 Unacceptable
Probability	90% Near Certainty			236		201
	70% Highly Likely			234	203, 237, 236, 235, 231	
	50% Possible			208	238	204
	30% Unlikely					
	10% Highly Unlikely			206, 232	104	102

## 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 232:** Delay in receiving the non-state forms translations may result in forms not being available prior to C-IV cutover
- Risk 233 (Retired):** Potential delay in delivering CalSAWS Contact Center Solution
- 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
- Risk 236:** The scaling of Analytics dashboards for 58 counties may have an impact on system performance
- Risk 237 (New):** The scaling of Batch for 58 counties may have an impact on system performance
- Risk 238 (New):** Without an integrated UAT plan, counties may be unable to properly plan for or participate in UAT as needed

## P Overall Project

High = 8  
Med = 3  
Low = 4

DD&I = 13  
M&O = 2

Risk Total: 15

Retired Risk Total: 1

New Risk Total: 2

Project Average Risk Exposure: 2.0

# CalSAWS Project Issue and High/New Risk Update

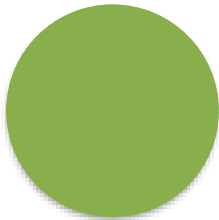
Risk/ Issue #	Risk/Issue Name	Risk Status	Risk Trend
201	Pace of Policy Changes may exceed capacity of the project teams, resulting in less automation	The SFY 21-22 governor's budget was reviewed, and the project is projected to receive funding and timelines as expected. The project will be reaching out to CDSS regarding the CF COLA and CW MAP that are currently anticipated for 10/2021 effective dates. The team will work with state partners on a schedule to run September jobs earlier in order to get the finalized numbers due to the migration/pre-conversion taking place at the same time. Alternatives are being reviewed to minimize impact to migration, county workers and beneficiaries.	
203	Project communications must be enhanced, otherwise stakeholder / audience needs will not be met	The Power of 58 communication campaign outcomes and toolset were shared at the All Staff meeting in November and PSC in December. A CalSAWS Information Transmittal (CIT) was sent out for the Power of 58 Branding. The CalWIN Implementation Support Services team has issued 3 CRFIs to communicate with CalWIN counties since December 2020	
204	Volume of changes to baseline code may cause degradation in quality & increase in defects	The team is currently looking to expand on test automation outside of the regression test. For example, the API FDS work will leverage automated testing as the primary approach for the system test phase.	
226	COVID-19 relief efforts may impact CalSAWS DD&I schedule	There are several new initiatives from the Fed/State which are expected to be completed in the short term (\$600 California Stimulus and 15% CalFresh COLA). These updates, along with DHCS FPL COLA, schedule CF Emergency Allotments, and other release and routine activities are being researched as they cause impacts to C-IV down time (availability during weekends). Additionally, as new initiatives are identified, there may be a need to ask the State to prioritize initiatives due to limitations in the available weekend timeframes to complete the scheduled batch jobs.	
231	Delay of Web Browser compliance may impact users who do not use MS Internet Explorer	Adobe Experience Manager (AEM) was prototyped and validation was completed with all the identified types of forms and threshold languages. The team is working with Adobe support on a minor font issue and a timeline for a solution is expected early February. The team is working on the development estimates and timelines to render the identified forms in HTML5 using AEM.	
235	The BenefitsCal project release 1.0 may be delayed due to integration with the CalSAWS interface	The team presented three mitigation options at the 12/3/2020 PSC and 12/4/2020 Board meetings. The JPA Board voted to proceed with Option 2 as the mitigation strategy. The team will split the scope of BenefitsCal phase 1 into two releases, with release 1 functionality being equivalent to or exceeding what is currently available in C4Yourself and deploying with the CalSAWS C-IV cutover in September 2021. A contingency/rollback plan is under development. The project team has estimated the level of effort to add a release and adjust the scope delivery dates as requested.	
236	The scaling of Analytics dashboards for 58 counties may have an impact on system performance	<b>Action Item #1: Document CalSAWS Analytics approach for demonstrating 58 county load performance and delivery schedule. In-progress.</b> Refinements to the documentation continue based on reviews and feedback <b>Action Item #2: Stability in batch job run times and adherence to 6am batch window over 5-10 day period. Complete</b> <b>Action Item #3: In parallel to the execution and completion of CDT, demonstrate successful execution of performance testing and 40 county load testing. In-progress;</b> tracking to Apr '21 completion <b>Action Item #4: 58 county performance and load testing. Not started;</b> dependent on converted CalWIN data	
237 (New)	The scaling of Batch for 58 counties may have an impact on system performance	The CalSAWS production batch schedule does not always complete by 6am. There will be growth in both the count of batch jobs and volume of data as additional counties are converted into CalSAWS. This growth may add a challenge to batch completing on time. Batch performance test start date is under review to potentially start earlier and resources required to support this effort. Currently reviewing the classification of core and non-core batch jobs	
238 (New)	Without an integrated UAT plan, counties may be unable to properly plan for or participate in UAT as needed	There are multiple UAT efforts requesting county resources for the C-IV Migration: CalSAWS system, Imaging, and BenefitsCal. While these UAT efforts are supported by different teams, they will be potentially sharing test resources and requesting the same county and state participants. Scope, schedule, and resources must be aligned to support a seamless and positive UAT experience for all test participants and counties planning for and providing staff.	

## Risk Trend Legend

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



CalSAWS Inclusion, Diversity, & Equity  
Advancement (IDEA) Update



# IDEA Initiative Updates

All idea initiatives have been released in project wide

## Mission

Promote a visible commitment to diversity, equity and inclusion that guides our behaviors and business strategies in a manner that maximizes our ability to respect differences of employees and communities we serve.

FOCUS		TITLE	AVAILABLE?	RELEASED?	DATE?	PROGRESS
HR	>	"We Are One"	Yes	Yes	11.16.20	
SURVEY	>	"Pulse Survey"	Yes	Yes	12.16.20	
MENTORSHIP	>	"Buddy Program"	Yes	Yes	1.29.21	
LEADERSHIP	>	"Lead with Intention"	Yes	No	3.18.21	
TRAINING	>	"Me, You, Us Training"	Yes	Yes	2.3.21	
WORKSHOPS	>	"Co-Creating on Inclusion & Diversity"	Yes	No	2.16.21 & 2.18.21	
SAFE SPACE	>	"CalSAWS Table Talks"	Yes	Yes	12.8.20	

# Pulse Survey Results

## Baseline results of the IDEA Pulse Survey

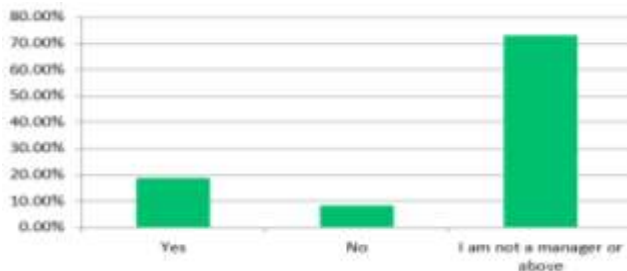
### Mentorship

N= 51%



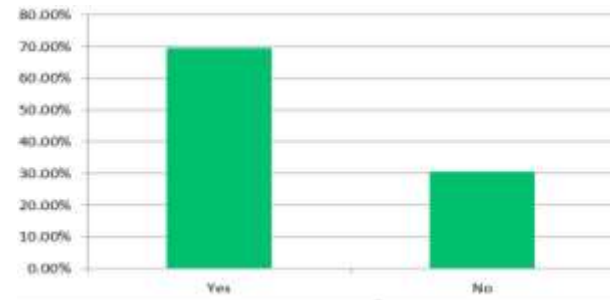
**\*\*Positive:** Over 60% of people at CalSAWS said they felt like they have someone at CalSAWS that they would consider a "Mentor"

### I&D Leadership Coaching



81 people who would consider themselves managers and above would be interested in leadership coaching.

### I&D Workshops



70%, or 302 people who responded would be interested in workshops.

## GENERAL

	Diversity at work is important to me	I feel like I am an important member at CalSAWS.	I feel like I am able to be my true self	I can voice a contrary opinion without fear of negative consequences	I feel like I am treated fairly, regardless of my position	CalSAWS believes that people can always greatly improve their talents and abilities.
Strongly agree	51%	36%	37%	27%	32%	36%
Agree	36%	48%	45%	43%	51%	48%
Neutral	10%	12%	13%	20%	13%	14%
Disagree	1.5%	4%	4%	7%	3%	1%
Strongly Disagree	1%	2%	1%	2%	1%	1%

## GENERAL

	I have things in common with others at CalSAWS	I feel respected and valued by my team at CalSAWS	I feel confident that there are PD opportunities	Inclusion, diversity and equity is a priority to your direct manager	Inclusion, diversity and equity is a priority to the leadership at CalSAWS
Strongly agree	35%	41%	29%	35%	37%
Agree	53%	52%	43%	44%	44%
Neutral	10%	5%	19%	18%	17%
Disagree	2%	2%	7%	2%	3%
Strongly Disagree	0	.5%	3%	1%	1%

# IDEA

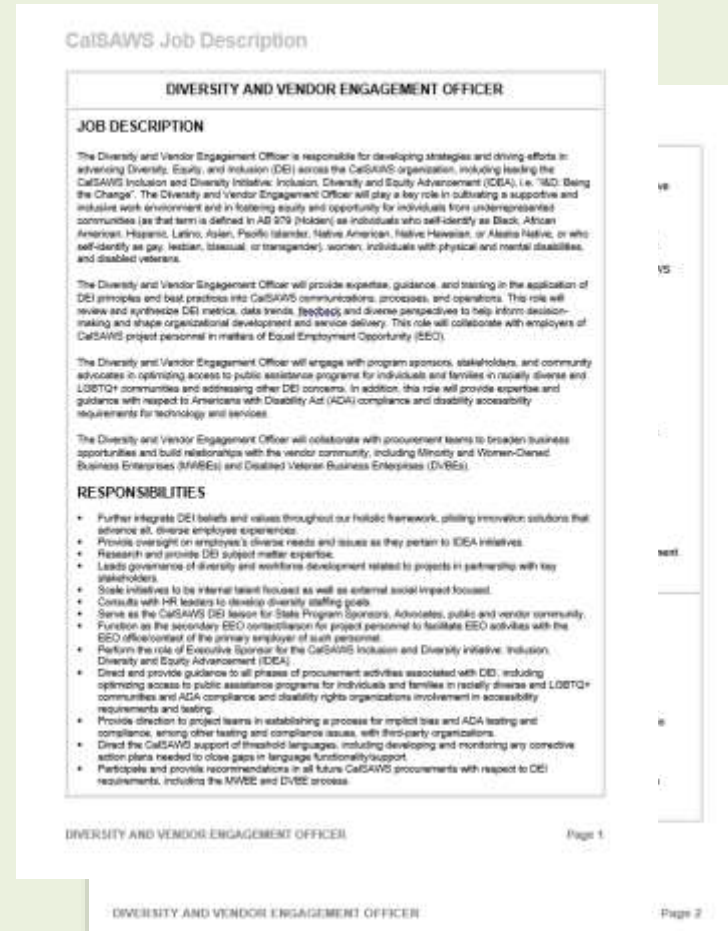
## Training Update

- Collaborating with Sacramento County's development of self-directed training materials
- Acquired Software
- Completing Outline
  - Interactive reflection questions
  - Knowledge checks/answers



## Staffing & Resources

- Recruitment of the Diversity & Vendor Engagement Officer, posted February 4, 2021
- Concurrent county and public posting through Friday, March 5, 2021 (CIT 0033-21)
- Evaluating Regional Government Services (RGS) proposed support of IDEA initiatives









# OCCAT M&O/Production Update

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# OCAT M&O/Production Update

## OCAT Help Desk Calls

	Nov 2020	Dec 2020	Jan 2021
Number of incoming calls	106	32	13
Number of outbound calls	1	1	17
Average interaction time	0:06:52	0:09:19	0:06:18

Most calls are related to:

- Login/Account Access
- Training Questions

# OCAT M&O/Production Update

New OCAT – ASRs entered in SAWS vs. ASRs entered directly in OCAT

	November 2020		December 2020		January 2021	
	SAWS	OCAT	SAWS	OCAT	SAWS	OCAT
CalWIN	613	167	906	132	982	153
CIV	997	224	1184	153	1551	96
LRS	899	278	1143	92	1674	42
<b>Total</b>	<b>2509</b>	<b>669</b>	<b>3233</b>	<b>377</b>	<b>4207</b>	<b>291</b>
<b>% OCAT Initiated Interviews</b>		<b>21%</b>		<b>10%</b>		<b>6%</b>

# OCAT M&O/Production Update

## New OCAT ASRs Compared to Legacy OCAT ASRs

	Nov	Dec	Jan
New OCAT (11/20 – 1/21)*	3178	3610	4498
Legacy OCAT (11/19 – 1/20)	4324	4531	4668

\*Beginning March 2020 to the present Welfare-to-Work participants are exempt from participating due to the COVID-19 pandemic, resulting in fewer OCAT interviews being conducted when compared to 2019.

\*Participation is voluntary at this time.

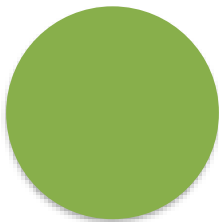
### Legacy OCAT Access

- Legacy OCAT system is in inquiry only mode
- CDSS is targeting full historical data to be available to California counties at the end of March 2021



# CalSAWS Analytics Reports Refactoring Update

- UAT Scope & Staff Involved (Fiscal staff)



# Analytics Reports Replatform

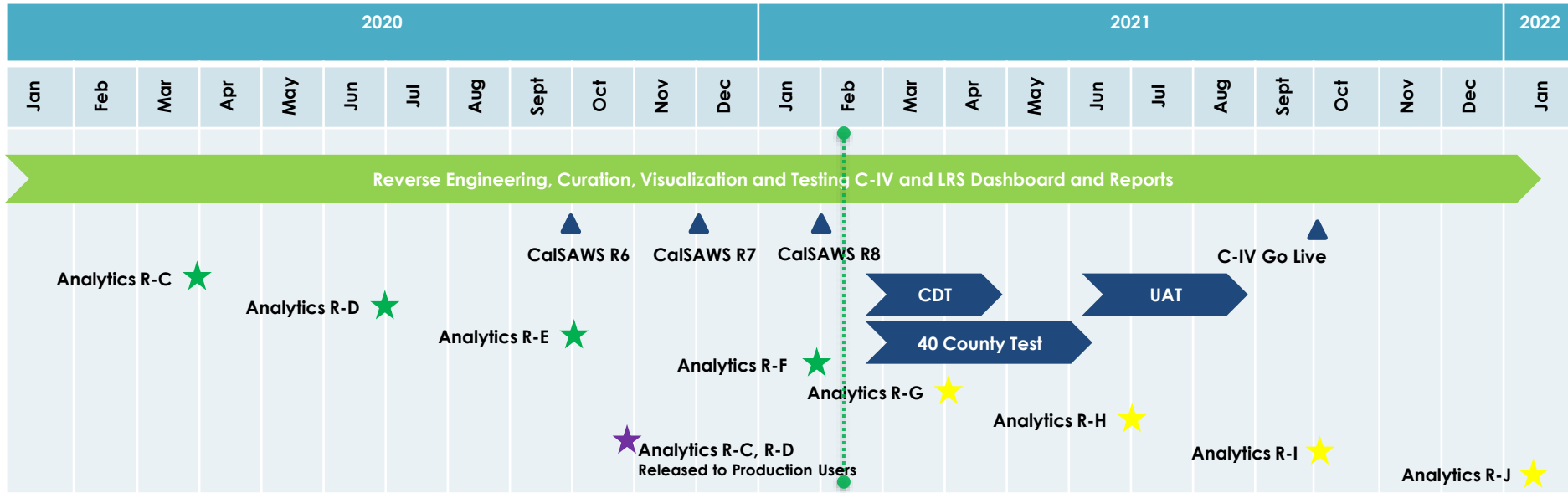
## Migrating C-IV and LRS Dashboards, State, & Mgmt. Reports

### Milestones Achieved

- Release E has been Designed, Developed, Tested (both System and County), and Scheduled for Hard Launch Deployment (Feb 22, 2021)
  - 8 Dashboards
  - 60 State & Mgmt. Reports
  - Hard Launch Webcast planned for Feb 17, 2021
- Release F Soft Launch County Testing is In-Progress and On-Schedule (March 2021)
  - 3 Dashboards
  - 74 State & Mgmt. Reports
- 40% Complete Overall and On-Schedule with Downstream Analytics Releases
- 40-County System Test (CDT) – In progress, on-track
- 40-County Performance Test (CDT) planned post System Test
- User Acceptance Testing (UAT)
  - C-IV Scheduled between June and August 2021
  - CalWIN Scheduled between July and September 2022 and represents the Counties opportunity to view the reports with their converted data.

# Analytics Reports Replatform

## High Level Release Plan and Overall Status



Analytics Release	Status	Soft Launch Date	Dashboards	State & Mgmt. Reports	Total Reports	Notes
C	In Production	3/30/2020	2	0	<b>2</b>	C-IV State Reports Deployed prior to CalSAWS C-IV CDT
D		6/30/2020	5	33	<b>38</b>	
E	Planned for Production Deployment	9/30/2020	8	60	<b>68</b>	
F	In Soft Launch	1/30/2021	3	74	<b>77</b> <i>On-Schedule and 40% Complete</i>	
G	In Development	3/30/2021	4	47	<b>51</b>	
H	Future Development	6/30/2021	6	67	<b>73</b>	
I		9/30/2021	1	76	<b>77</b>	
J		1/15/2022	0	75	<b>75</b>	*All Mgmt. Reports
<b>Total Reports</b>			<b>29</b>	<b>432</b>	<b>461</b>	



# SQLs Re-Factoring for Ad-Hoc Reporting

## APEX and Crystal Report SQLs Migration to Cloud

### Background

- C-IV counties use Application Express (APEX) tool and Crystal Reports to generate their Ad-Hoc reports for their business data needs
- Consortium is helping C-IV counties to migrate all Ad-Hoc SQLs from on-prem to Cloud platform
- This effort requires all SQLs to be re-factored, to ensure Ad-Hoc reports would work on this new version of APEX with CalSAWS database in the cloud.

### Milestones Achieved

- Cloud data Integration team analyzed and Re-Factored 274 APEX SQLs and 273 Crystal Reports SQLs
- The Team had the goal to complete re-factoring of 547 SQLs by end of Jan'21
  - This task was completed by mid of Dec'2020



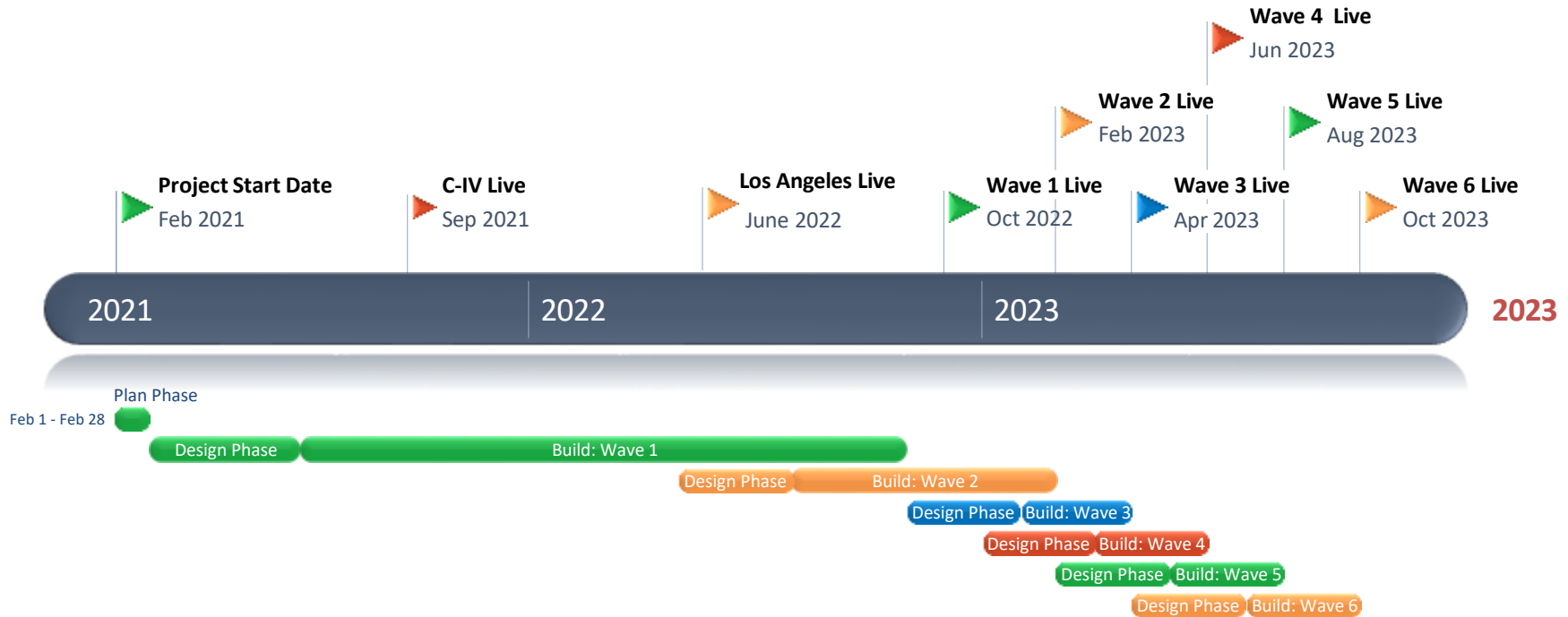
CaSAWS Contact Center  
Update



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# CalSAWS Contact Center Update

## IVR/Contact Center Tentative Schedule



System test planning and preparation will start January 22, 2022 and will continue until all counties go live.

# CalSAWS Contact Center Update

## Solution Overview

- 58 County Amazon Connect IVR Solution (Inbound and Outbound) supported in 14 languages
  - Inbound IVR includes Global (Default) Self-Service features and Customer Authentication for all counties.
    - Voice authentication
    - Program Status/Benefit amounts
    - Document Status/document Request
  - Outbound IVR
    - Document and Appointment Reminders
- 58 County Telephonic Signature Solution for Contact Center and Non-Contact Center Staff
  - Integrated in CalSAWS application (independent of contact center solution)
    - Initiating Signature
    - Retrieving Associated Signatures
- Amazon Connect Call Center Solution for 33 Counties
  - 18 CalWIN, 14 C-IV and Los Angeles Counties
  - Customized IVR/Call Flow for each existing Contact Center county.
    - County decision on applicable programs to be handled by Contact Center agents/workers (CalWORKs, Medi-Cal, CalFresh etc.)
    - All global (Default) IVR self service features are included
    - Queue configurations and messaging is customized
  - Separate IVR/Call Flow for ACA/Covered California Quick Sort Transfers
    - This is not a public facing IVR and is used for transfers from the Covered California Call Centers to the counties using the existing Quick Sort Transfer process.

# CalSAWS Contact Center Update

## Solution Overview

- CalSAWS Amazon Connect Solution offers centrally managed infrastructure and tools.
  - Software and Hardware
    - Softphone, Reporting, Workforce Management (WFM) and telephony configurations
  - CalSAWS Application Integration/Screen Pop
- Local County Configurability (including but not limited to the following)
  - Staffing and Workforce Management (WFM)
    - Agent Roll-on and off
    - Manage/configure Teams, Agent Skills and Routing Profiles
  - Operations, business processes, and case management
    - Queue Messages
    - Informational and Emergency Messaging
    - Hours of Operation
    - Emergency Closures (including remote open/close)
  - Reporting
  - Service Level Agreements (SLAs)



# Procurement Update

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# CalSAWS Procurements

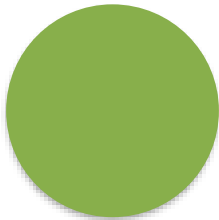
2021

- Begin CalSAWS M&O Procurement
  - Develop procurement strategy and schedule: January - February
  - Prepare and release Request for Information (RFI): March – April
  - Analyze RFI responses: May
  - Develop requirements: June - July
  - Prepare Draft RFP: August - November



## State Partners Updates

- OSI
- CDSS
- DHCS





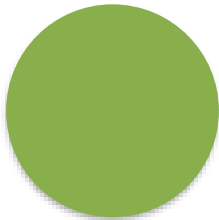


# Regional Updates

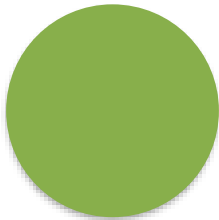




JPA Board February Meeting  
Overview



Adjourn Meeting





## Appendix – CalSAWS Dates/C-IV Migration Metric Examples

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# Portfolio Readiness Timeline

## Detailed Dates from Portfolio Readiness Timeline slide

Area	Activity	Project	Start Date	End Date
Development	Development	BenefitsCal	01/04/21	06/11/21
Development	Mock Conversion	C-IV Migration	Multiple	Multiple
Development	Mock Conversion	BenefitsCal	04/28/21 06/14/21	05/28/21 07/16/21
Testing	System Test: Release 21.01	CalSAWS	11/25/20	01/25/21
Testing	System Test: Release 21.03	CalSAWS	01/29/21	03/22/21
Testing	System Test: Release 21.05	CalSAWS	03/26/21	05/24/21
Testing	System Test: Release 21.07	CalSAWS	05/28/21	07/26/21
Testing	Test Case Design	C-IV Migration	03/21	05/21
Testing	Test Case Design	BenefitsCal	12/21/20	04/02/21
Testing	System Test	BenefitsCal	03/01/21	07/16/21
Testing	System Test: Interface Vendor Partners	C-IV Migration	06/01/21	07/31/21
Testing	System Test: Interface Vendor Partners 1	BenefitsCal	04/26/21	06/04/21
Testing	System Test: Interface Vendor Partners 2	BenefitsCal	06/07/21	07/16/21
Testing	User Acceptance Test	C-IV Migration	06/14/21	08/20/21
Testing	User Acceptance Test 1-2	BenefitsCal	05/31/21	09/03/21
Testing	Usability Test	BenefitsCal	07/05/21	09/03/21
Training	Plan Training	BenefitsCal	05/03/21	05/28/21
Training	Develop Training Materials	BenefitsCal	06/07/21	07/30/21
Training	Deliver Training	BenefitsCal	08/23/21	09/24/21
Training	Early Training	C-IV Migration	07/05/21	08/27/21
Training	General Training	C-IV Migration	08/30/21	09/24/21
Communications	Plan Communications (Strategy)	BenefitsCal	02/08/21	03/05/21
Communications	Develop and Deliver Communications	BenefitsCal	03/08/21	Ongoing
Communications	Site Enablement	C-IV Migration	11/04/20	09/30/21
<b>Go-Live</b>	<b>Go-Live</b>	<b>All</b>	<b>09/27/21</b>	<b>09/27/21</b>

# Application Readiness - Examples

Readiness Activities	Activity Description	Completion Metrics	County Line of Sight	Reporting Start Date	Reporting End Date
<b>Upcoming Release System Test Status</b>	Validation of bi-monthly CalSAWS builds by Consortium, QA, and Accenture	<ul style="list-style-type: none"> <li>• 100% of all test cases executed</li> <li>• No Open Severity 1-High/Critical Severity defects</li> </ul>	Awareness	Ongoing	7/9/2021
<b>User Acceptance Test</b>	County system validation of CalSAWS requirements through various testing scenarios	<ul style="list-style-type: none"> <li>• Resolving defects necessary to achieve UAT exit criteria</li> </ul>	Active participation	4/30/2021	8/31/2021

\*Details subject to change

# Application Readiness – Metrics Example

## System Test Metrics

### System Test Activities:

- XXX test scripts specifically developed to validate the SCRs in the release
- Weekly auto regression execution runs of the full sweep of end-to-end automated regression test scripts; XXX scripts covering the most highly executed transactions in production

**System Test Status:** Has passed XX% of its scenarios.

Test Cycle	Total Scenarios	In Progress	Pass	Fail	Blocked
CalSAWS Release	XXX	XX% (XX)	XX% (XX)	X% (X)	X% (X)

### Exit Criteria –

- 100% of all test cases have been executed
- No Open Severity 1-High/Critical Severity defects
- Severity 2-Normal defects have been analyzed and categorized as either “go-live dependent” or “production deferral”
- Resolved defects have been documented
- Test results and summary reports have been completed

# Application Readiness – Metrics Example

## UAT Metrics

### UAT Test Activities:

- XXX test scenarios/cases specifically developed to validate CalSAWS system requirements (DDIDs)
- UAT execution
- UAT security/role validation

**UAT Test Status:** Has passed XX% of its scenarios.

### Exit Criteria –

- 100% of all test scenarios have been executed
- No Open Severity 1-High/Critical Severity defects
- Severity 2-Normal defects have been analyzed and categorized as either “go-live dependent” or “production deferral”
- Resolved defects have been documented
- Test results and summary reports have been completed

Elements – Weekly Status Meeting: 06/19/2021



### Legend:

- SCR Test Not Started
- SCR Test In Progress
- SCR Test Passed
- SCR Test Impeded
- SCR Re-Test (Failed)
- SCR Test Planned

### Script Execution

- On Track:** 95% - 100% pass rate
- Slightly Behind:** 85% - 95% pass rate
- Behind:** Less than 85% pass rate

\*The above data is fictitious



# Application Readiness – Metrics Example

## CalSAWS UAT Open Defects

Severity	Count of Open Defects
1-High/Non-Cosmetic	0
2-Normal/Medium	0
3-Normal/Low	0
4- Cosmetic	0

No	SCR #	Defect #	Defect Summary	Defect Severity	Defect Status	Impact	Alternative Procedure
<b>Open Defects</b>							

### Exit Criteria –

- SCRs associated UAT scope have passed and there are no open Critical/High defects
- All open Defects regardless of severity will be discussed in detail at the greenlight meeting

# Imaging Readiness - Examples

Readiness Activities	Activity Description	Completion Metrics	County Line of Sight	Reporting Start Date	Reporting End Date
<b>Imaging Document Migration</b>	Process of moving C-IV images in preparation of the Imaging document migration by PICs	<ul style="list-style-type: none"><li>100% of images are migrated successfully to the new database</li></ul>	Active participation	8/27/2020	9/21/2021

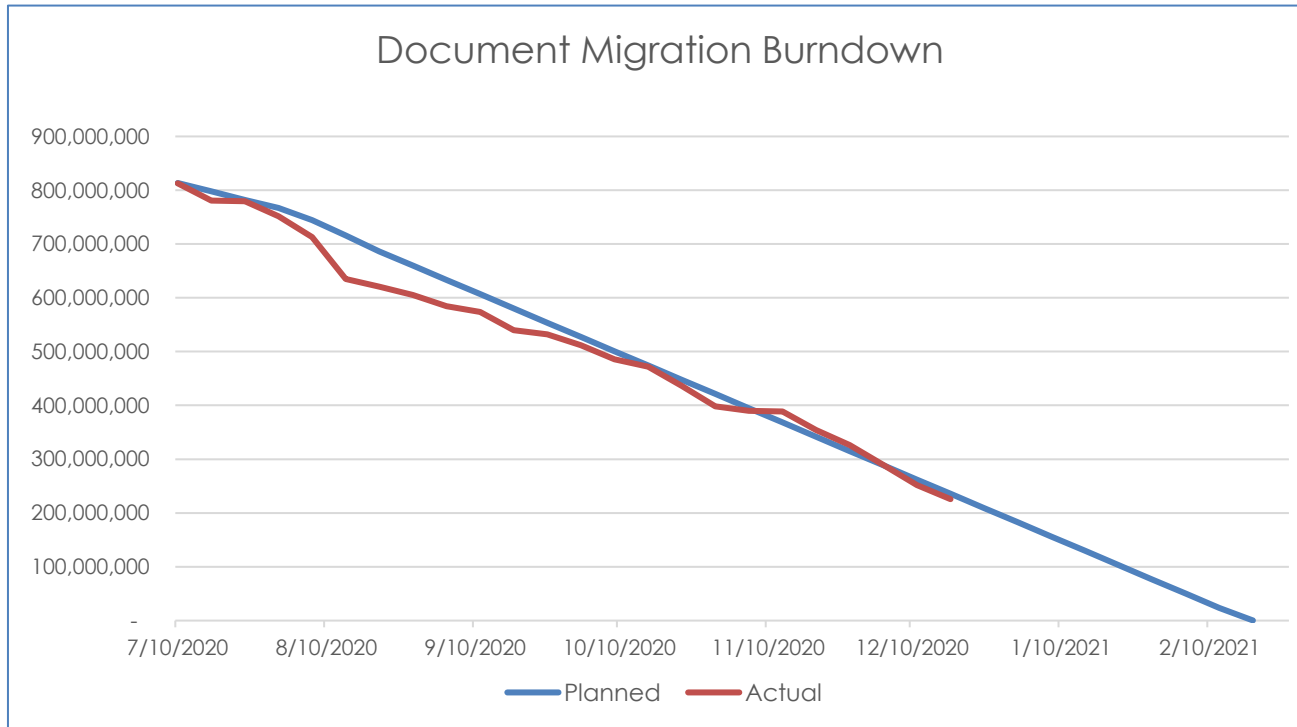
\*Details subject to change

# Imaging Readiness Status – Metrics Example

## Imaging Document Migration

### Imaging Migration Plan:

Process of moving C-IV images off Centera in preparation of the document migration.



### Exit Criteria –

- 100% of images are migrated successfully to the new database

# Technical Readiness - Examples

Readiness Activities	Activity Description	Completion Metrics	County Line of Sight	Reporting Start Date	Reporting End Date
<b>Performance Test</b>	Confirms the application will perform in accordance with agreed upon requirements under the expected workload.	Met all Service-level Agreements (SLAs)	Awareness	Ongoing	9/21/2021
<b>Site Enablement</b>	Confirms C-IV County Technical Infrastructure and Network Connectivity is ready for go-live.	Examples: All Kiosks are set up in applicable Counties; All Networks are enabled for CalSAWS; CalSAWS Icons have been pushed to all C-IV County workstations, All old legacy switches are replaced	Active participation	Ongoing	9/21/2021

\*Details subject to change

# Technical Readiness – Metrics Example

## Performance Test Metrics

### Performance Test Plan:

- Executed in Production-like environment
- Run frequently used transactions that generate the highest volumes in Production
- Simulate X,000 Users' login in a period of XX minutes. As the load test is running, XXX users log on and off to simulate user session activity in Production.
- Execute Load test to ensure consistency and compare against a baseline of the previous release
- An Endurance test to ensure stability
- Issue Mitigation: Identify root-cause, create defect, fix defect, communicate fix/close defect

**Performance Test Status:** Online Performance **successfully** met SLAs.

Category	SLA	SLA Met %
Screen to Screen	Peak - 98% [ <=2s ]	XX% [0.XXs]*
	Prime - 99.9% [ <= 10s ]	XX% [0.XXs]
EDBC	Peak - 95% [ <= 3s ]	XX% [0.XXs]
	Prime - 99.9% [ <= 20s ]	XX% [0.XXs]
Search	Peak - 95% [ <=6s ]	XX% [0.XXs]

### Exit Criteria –

- Simulated transaction load of CalSAWS volume at peak hours meets SLA requirements
- Performance results are successful and meet contractual SLAs – Online (Load and Endurance tests)

\*Average response time in seconds

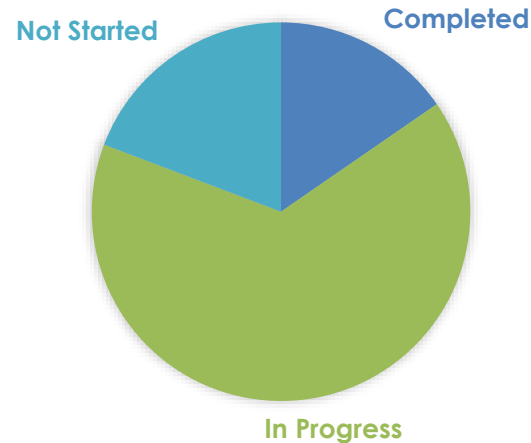
# Technical Readiness – Metrics Example

## Site Enablement Metrics

**Switch Refresh** – Replacement of legacy network switch devices with new switches

County	Status
Alpine	Completed
Amador	Completed
Butte	In Progress
Colusa	In Progress
Humboldt	In Progress
Imperial	In Progress
Kern	In Progress
Kings	Not Started
Marin	Not Started
Mariposa	In Progress
Merced	In Progress
Modoc	In Progress
Mono	In Progress
Monterey	Not Started
Plumas	In Progress
Riverside	In Progress
San Benito	In Progress
San Bernardino	In Progress
San Joaquin	In Progress
Shasta	Not Started
Sierra	Completed
Siskiyou	Completed
Stanislaus	Not Started
Sutter	In Progress
Trinity	In Progress
Yuba	In Progress

### CALSAWS SWITCH REFRESH STATUS



**Exit Criteria** – 100% of Switch Refreshes are Complete

# Conversion Readiness - Examples

Readiness Activities	Activity Description	Completion Metrics	County Line of Sight	Reporting Start Date	Reporting End Date
<b>Converted Data Test</b>	Confirming that CalSAWS functions as designed with data from C-IV	<ul style="list-style-type: none"> <li>• 100% of all test cases executed</li> <li>• No Open Severity 1-High/Critical Severity defects</li> </ul>	Awareness	2/1/2021	8/31/2021
<b>Conversion Release 1A (Staff Administration Release)</b>	Release 1A will migrate over C-IV Staff, Security Profiles, Positions, Office, Units, Address, and Resources to allow C-IV county workers to setup their staff and resources.	<ul style="list-style-type: none"> <li>• 100% of Security Profiles are converted into CalSAWS</li> <li>• 100% of C-IV Users have logged into CalSAWS</li> </ul>	Active participation	8/27/2021	9/22/2021

\*Details subject to change

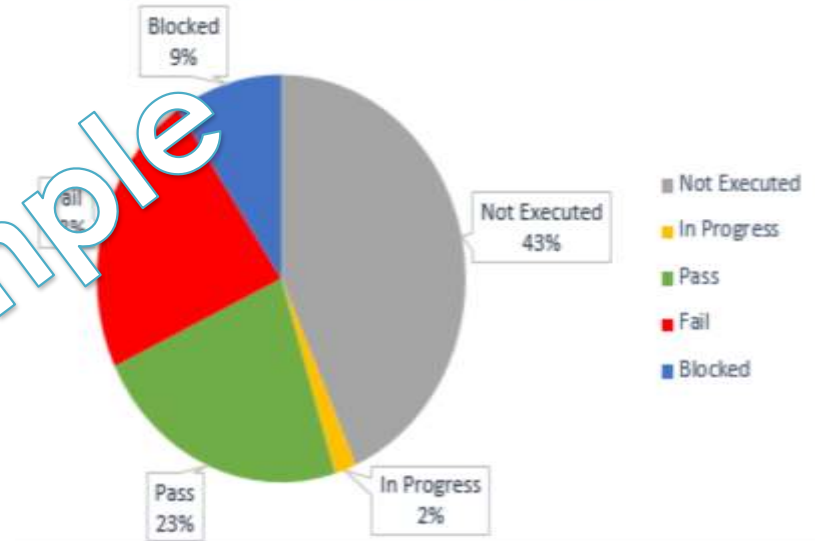
# Conversion Readiness – Metrics Examples

## Conversion Data Test Metrics

C-IV CDT Execution Status by Functional Area						
Functional Area	Status					Total
	Fail	In Progress	Not Executed	Pass	Blocked	
CalHEERS	1	0	3	4	0	8
Correspondence	4	0	4	0	0	8
Eligibility	1	0	5	1	1	8
Fiscal	3	0	4	1	0	8
Online	0	0	3	5	0	8
Reports	3	1	4	0	0	8

Note: Test Scripts counts are subject to change as test scripts are added or removed throughout the execution phase.

C-IV CDT Test Execution Status



Note: Test Scripts counts are subject to change as test scripts are added or removed throughout the execution phase.

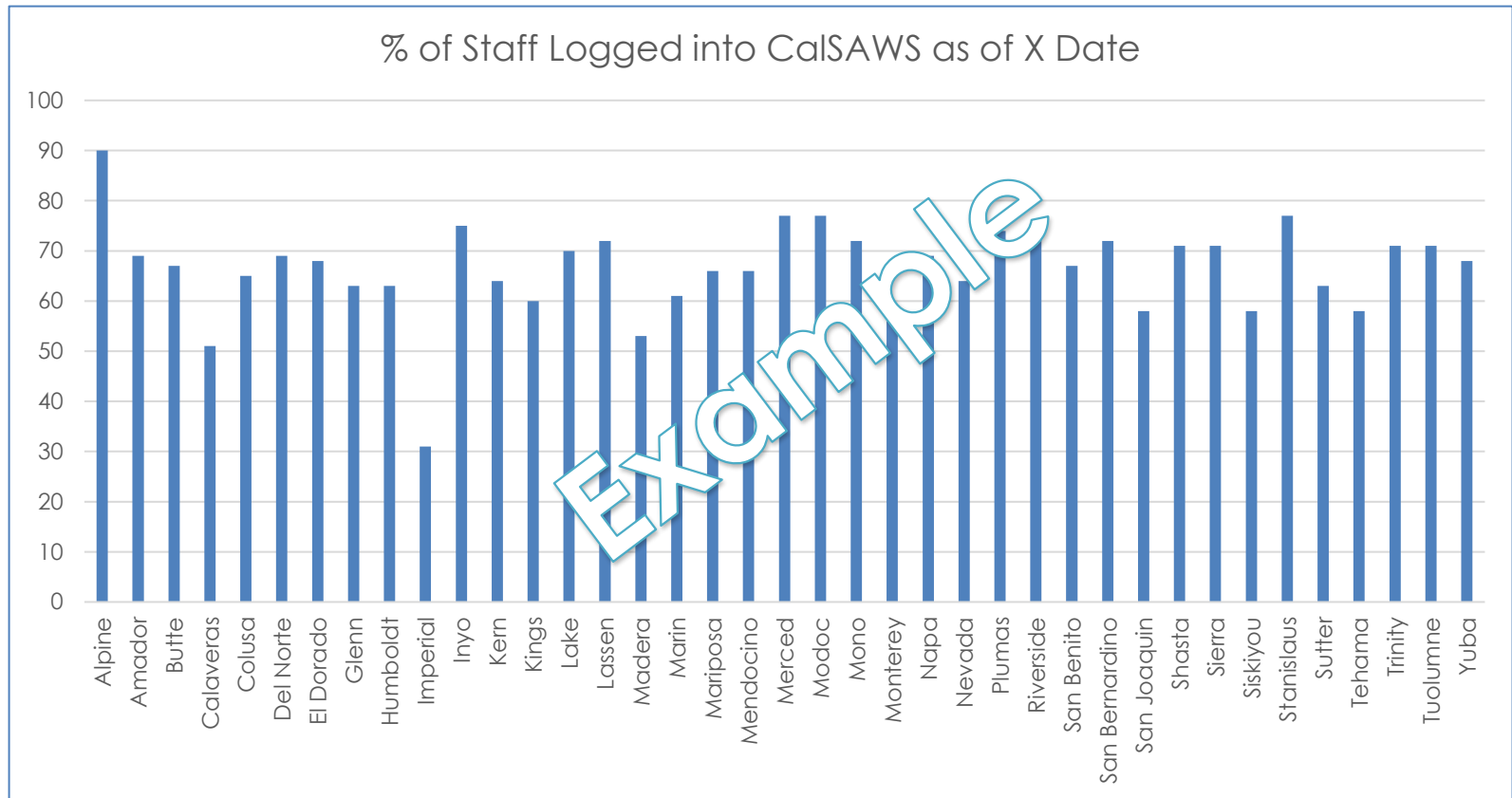
### Exit Criteria –

- 100% of all test cases have been executed
- No Open Severity 1-High/Critical Severity defects
- Severity 2-Normal defects have been analyzed and categorized as either “go-live dependent” or “production deferral”
- Resolved defects have been documented
- Test results and summary reports have been completed



# Conversion Readiness – Metrics Example

## Conversion Release 1A Metrics



### Exit Criteria –

- 100% of Security Profiles are converted into CalSAWS
- 100% of C-IV Users have logged into CalSAWS

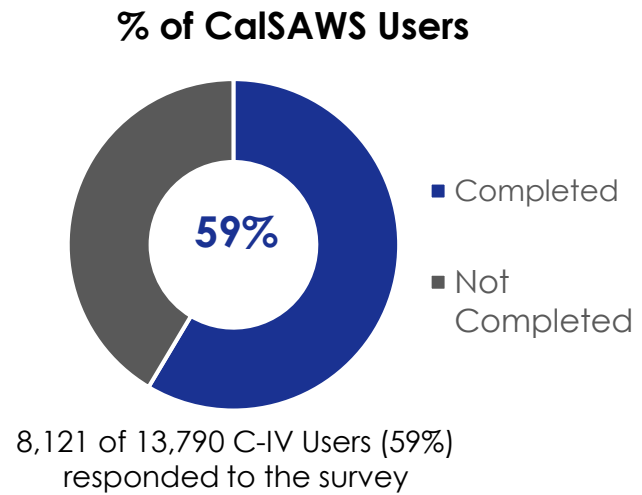
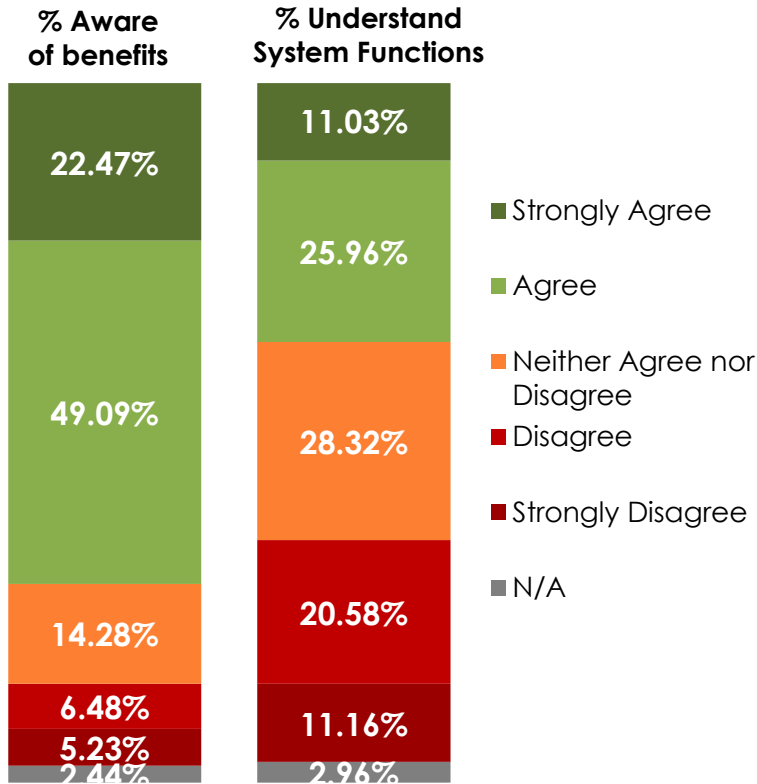
# Change Readiness - Examples

Readiness Activities	Activity Description	Completion Metrics	County Line of Sight	Reporting Start Date	Reporting End Date
<b>User Assessment Surveys (T-12, T-6, T-3 Months, T-3 Weeks)</b>	Formal assessments distributed to C-IV Counties prior to Go-Live in order to collect data on User Readiness.	<ul style="list-style-type: none"> <li>At least 20% survey response rate</li> <li>At least 70% express understanding of the changes / impacts to their area / job.</li> </ul>	Active Participation	09/29/2020	9/3/2021
<b>Communication/ Outreach delivery</b>	Change Communications developed for the purpose of preparing C-IV users for CalSAWS Implementation.	<ul style="list-style-type: none"> <li>Over 10 cumulative project interactions or communications per person (on average)</li> </ul>	Primary Recipients	06/16/2020	9/22/2021

\*Details subject to change

# Change Readiness – Metrics Examples

## Change Readiness Assessment Metrics



### Exit Criteria –

- At least 20% survey response rate
- At least 70% express understanding of the changes / impacts to their area / job.

Targeted Dates of Exit Criteria Assessment:  
8/24/21 - 9/3/21

# Change Readiness – Communications Tracking

## Communication / Outreach Delivery Metrics

Type of Communication	Number Hosted/Distributed	Number of Future Planned
Targeted Topic	8	3
Infographic	5	5
Change Network Meeting	3	9
CalSAWS Implementation News Blast	2	2
Functional Video Demonstration	2	N/A

### Exit Criteria –

- Over 10 cumulative project interactions or communications per person (on average)