



CalSAWS | Project Risks and Issues



April 15, 2021

---

# 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, 226, 240, 231		
	50% Possible			208	235, 238, 204	
	30% Unlikely		239			241
	10% Highly Unlikely			206	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 (Retired):** Delay in receiving the non-state forms translations may result in forms not being available prior to C-IV cutover
- 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 (Trend to Medium):** 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:** 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 (New):** The scaling of batch operations processes and procedures may impact business operations and benefits to the participants
- Risk 241 (New):** 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

## P Overall Project

High = 7                      DD&I = 14  
 Med = 6                      M&O = 3  
 Low = 4

Risk Total: 17

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	Policy, Design and Governance (PDG) has several staff attending CWDA legislative committee to help address potential SAWS impacts and timelines. This year, there are some urgent policy items that have a potential short implementation timeline, which may impact other SCRs as legislation is passed.	
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). The initial communications strategy draft is targeted for 03/26/21.	
226	COVID-19 relief efforts may impact CalSAWS DD&I schedule	On 2/23/2021, Governor Newsom signed off on the Golden State Grant, a \$600 grant benefit for CalWORKs (and some other outside SAWS) customers. This is expected to be implemented by all SAWS on 3/27/2021. In order to meet this priority timeline, a few SCRs may need to shift to later dates.	
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 3 tickets that remain open with Adobe to look at the dynamic rendering issue. These issues have been escalated within Adobe; a meeting was held on 3/26/21 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.	
236 (Trend to Med.)	The scaling of Analytics dashboards for 58 counties may have an impact on system performance	<b>Action Item #1:</b> Final updates are still pending as delivery-specific efforts have taken priority. CT/QA/Analytics combined team met to review latest round of revisions Tuesday, 3/30/21. <b>In-progress:</b> Refinements to the documentation continue based on reviews and feedback <b>Action Item #3:</b> Initial batch performance testing (Analytics only) will be conducted in April 2021. Action item completion revised to end of July 2021. <b>In-progress</b> <b>Action Item #4:</b> 58 county performance and load testing. <b>Not started;</b> dependent on converted CalWIN data	
237	The scaling of Batch for 58 counties may have an impact on system performance	<ul style="list-style-type: none"> <li>Project schedule has been updated by Accenture for C-IV Specialized Test Phase:                             <ul style="list-style-type: none"> <li>Batch Regression Test January 4, 2021 to May 3, 2021</li> <li>Batch Performance Test start date moved earlier by 1 month, which doubles the timeframe to 2 months. Now scheduled for June 1 to July 30</li> <li>Pending outcomes of Batch Regression Test, the start date could move even earlier, into May 2021 (contingency period May 3 to June 1)</li> </ul> </li> </ul>	
240 (New)	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.	
241 (New)	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	As production services expand to support multiple counties and additional production services are introduced, production operations needs to be ready to support a multi-county and multi-vendor production environment. Conducted an assessment of current processes/procedures/organization to determine next steps to evolve production operations to support multi-county, multi-vendor set of services and implement outcomes prior to the C-IV cutover.	

## Risk Trend Legend

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