



CalSAWS | Project Risks and Issues



November 12, 2021

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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, 256, 258
	70% Highly Likely				237	
	50% Possible		246	208	226, 203, 240, 255, 204	
	30% Unlikely		238			
	10% Highly Unlikely		251	243, 206	231, 104	102

## P Overall Project

High = 5  
Med = 7  
Low = 7

DD&I = 17  
M&O = 2

Risk Total: 19

Total New Risks: 3

Total Retired Risks: 8

Project Average Risk Exposure: 1.7

\*\* No Project Issues

- Risk 102:** Lack of annual project funding may cause schedule delay or reduction in scope for CalSAWS M&O & other projects
- Risk 104:** Functionality gaps between the 3 systems may result in a loss of functionality during migration to CalSAWS
- Risk 201:** Pace of policy changes may exceed capacity of the project teams, resulting in less automation
- Risk 203 (Lowered from High to Med.):** 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 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 (Retired):** 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 (Retired):** The BenefitsCal project release 1.0 may be delayed due to integration with the CalSAWS interface
- Risk 236 (Raised from Med. To High):** The scaling of Analytics Dashboards and Reports for 58 Counties may have an impact on System Batch Performance
- Risk 237 (Raised from Med. To High):** The scaling of Batch for 58 counties may have an impact on system performance
- Risk 239:** Lack of consistent State language translation approach may cause schedule delays and rework
- Risk 240:** The scaling of CalSAWS Production Operations, including Batch Operations, to provide 40 and 58 County support, without effectively taking into account the multi-county and multi-vendor CalSAWS ecosystem may impact business operations
- Risk 243 (Lowered from Med. to Low):** Spike in COVID-19 in India affecting BenefitsCal offshore team may impact Go-Live
- Risk 246:** Perceived gap in functionality with GetCalFresh may impact adoption and migration schedule of BenefitsCal
- Risk 247 (Retired):** BenefitsCal changes identified after 06/14/21 may not be addressed
- Risk 248 (Retired):** The C-IV Imaging go live may not have images older than 2/28/21 due to delays in the C-IV image migration
- Risk 249 (Retired):** C-IV Cutover Activities are At-Risk of not completing within the Planned 84-hour window
- Risk 250 (Retired):** The delay in CF Allotments may impact the C-IV Cutover timeline and post-implementation
- Risk 251:** BenefitsCal Language Translation Testing and Updates may not be completed timely
- Risk 252 (Retired):** Legacy Data Solution (LDS) resource and schedule challenges could impact delivery
- Risk 253 (Retired):** The wildfires in several counties could impact County Readiness for C-IV Go-Live
- Risk 255 (New):** Global paper shortage may impact CalSAWS ability to print/mail correspondence
- Risk 256 (New):** Imaging scalability and performance degradation may impact the go-live dates for upcoming counties
- Risk 258 (New):** The CalWIN Conversion Cutover Window is at-risk of completing past the 84-hour cutover window

## CalSAWS Project High/New Risk Update

Risk #	Risk Name	Risk Level
<b>201</b>	Pace of policy changes may exceed capacity of the project teams, resulting in less automation	High
<b>236</b>	The scaling of Analytics Dashboards and Reports for 58 Counties may have an impact on System Batch Performance	High
<b>237</b>	The scaling of Batch for 58 counties may have an impact on system performance	High
<b>256 (New)</b>	Imaging scalability and performance degradation may impact the go-live dates for upcoming counties	High
<b>258 (New)</b>	The CalWIN Conversion Cutover Window is at-risk of completing past the 84-hour cutover window	High
<b>255 (New)</b>	Global paper shortage may impact CalSAWS ability to print/mail correspondence	Medium

Retired Risk

# CalSAWS Project High Risks

## RISK NAME

**201: Pace of policy changes may exceed capacity of the project teams, resulting in less automation**

## DESCRIPTION

There is a risk that the pace of policy changes could exceed the capacity of the project teams during the CalSAWS DD&I Phase. This may result in a reduction of required automation and increased work arounds.

## MITIGATION PLAN/STATUS

Mitigation:

- The project reached out to CDSS regarding the CF COLA and CW MAP that are currently anticipated for 10/2021 effective dates.
- Policy, Design and Governance (PDG) attends CWDA legislative committee to help address potential SAWS impacts.
- CalSAWS/CalWIN continues to work with the State regarding potential legislation and timelines. The Project has ramped down C-IV changes to focus only on those changes deemed necessary prior to migration.
- CalSAWS is working with State partners to receive CW/CF and FC COLA as soon as possible to complete the batch COLAs in early August. This will mitigate potential conversion/migration issues as these changes will take effect on 10/1/2021. State partners must wait for State or Federal approval before confirming the changes, and a delay in receiving all the necessary information could impact the implementation timeline.
- As of 7/28, the governor's budget has been approved. The Project continues to respond to questions regarding SAWS automation. CalSAWS/CalWIN have several new policy changes that have very short deadlines for receiving policy direction/confirmation from the state.

CalSAWS/C-IV completed the October 2021 COLA changes successfully.

Risk 226 specifically covers project schedule risk related to COVID-19 system changes.

## RISK LEVEL

Probability (90%) \* Impact (5) = **4.5**

## OWNER(S)

Karen Rapponotti, Lisa Salas, Rocky Givon, DHCS



## Risk Trend Legend

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

# CalSAWS Project High Risks

RISK NAME

**236: The scaling of Analytics Dashboards and Reports for 58 Counties may have an impact on System Batch Performance**

DESCRIPTION

As the Analytics Dashboards and Reports are re-platformed and/or new or modified Dashboards and Reports are deployed into CalSAWS production, the increase in jobs (reports) and data (+18 counties to a total of 58 counties) could have a scalability impact on daily batch performance, thus putting at-risk these Dashboards and Reports being available for Counties by 6am each morning.

MITIGATION PLAN/ STATUS

58 County Dashboards and Reports Performance and Load Testing

- Prior to each Analytics Dashboards and Reports Release is Soft Launched (into Production) for Consortium Validation and LA County testing, all Dashboards and Reports will be Performance and Load Tested – *Release I Performance and Load Testing is IN-PROGRESS, Release J – Performance and Load Testing NOT STARTED (Planned End of January 2022);*
- When a 58 County data\* set is available to the CalSAWS project, all Dashboards and Reports will be Performance and Load Tested. – *Not Started, dependent on CW GDS #5.*

**Note:** CalWIN Golden Data Set (CW GDS #5) is currently planned to deliver a 58 County data set on March 7, 2022.

RISK LEVEL

Probability (90%) \* Impact (3) = **2.7**

OWNER(S)

Keith Salas, Luz Esparza, Laura Chavez, Marc Petta, Don Coffey, Amanda Batt

Risk Trend Legend

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



# CalSAWS Project High Risks

## RISK NAME

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

## DESCRIPTION

The CalSAWS production batch schedule does not always complete by 6am. As additional counties are added, there will be growth in both the count of batch jobs and volume of data. This growth may add a challenge to batch completing on time. Related Risk 236 addresses Analytics specifically. Risk 237 addresses mitigation activities to impact the entire batch cycle.

## MITIGATION PLAN/STATUS

### Risk Mitigation Plan:

- Continue to monitor the trend analysis of batch performance to establish baseline and identify tuning priorities in CalSAWS
- Accelerate Batch Performance Test (BPT) start from July to June 1, which will also double test time from 1 to 2 months.
- Apply operational updates to identified bottlenecks: query tuning, additional job threading, schedule updates to reduce contention
- Identify core jobs for the new batch schedule and prioritize for completion by 6am
- Update existing alerting, monitoring, escalation, and communication procedures (Batch Ops / Reports / Analytics)
- Improve/automate notification of delays that may have a potential business impact

### **Risk Status (10/29):**

- Batch Cycles since the C-IV cut over have revealed performance challenges that are being addressed by the team:
  - Claiming – initial runs after cut over resulted in the team applying SQL hints to select optimal execution plans to improve performance; Claiming is consistently running as expected now
  - MEDS processing - inconsistent processing times have the team evaluating processing of consumer threads and additional operational procedures to refresh table statistics
  - ABAWD – inconsistent processing times have been noted and defects have been logged to track fixes
- Ongoing Performance Testing is required to verify batch processing will meet execution targets with the 58 County volume; Batch Operations team is working with the Conversion team to coordinate data loads for additional performance testing
- Batch Performance roadmap is being developed to focus the team on key areas for performance enhancements, including EDBC Sweeps, Central Print Sweeps and encryptions, and Super Trigger processing (i.e. event streaming)
- Creation of a new additional Batch Performance environment scheduled for late November 2021 to test production performance and upcoming migration efforts in parallel

Additional work has been identified to further scale the batch processing to meet the full 58 county volume.

## RISK LEVEL

Probability (70%) \* Impact (4) = **2.8**

## OWNER(S)

Greg Elston, Lisa Salas, Jason Horton, Laura Chavez, Don Coffey, Dan Dean

## Risk Trend Legend

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



# CalSAWS Project High Risks

## RISK NAME

**256 (New): Imaging Scalability and Performance degradation may impact the go-live dates for upcoming counties**

## DESCRIPTION

Due to the performance degradation experienced with the Hyland imaging solution post C-IV go live, a pause on further onboarding of counties ( LA County ) is in place until additional test cycles to confirm the solutions' ability to scale and be performant at a 40 County load and state-wide county load are completed. Impacting the go-live dates for upcoming counties such as LA County.

## MITIGATION PLAN/STATUS

The following points/actions need to be completed prior to going live with LA and CalWIN Counties:

1. Maintain consistent performance
2. Close out all the High defects
3. Ensure the system is thoroughly tested and prepared to accommodate LA and the CalWIN counties
  1. Process review of LA Scanning process – batch loads, document types to identify potential gaps to be addressed
  2. Review of CalWIN county imaging processing to identify gaps with current C-IV/LA imaging solution
  3. Focus on OCR effectiveness for C-IV/LA, modeling of usage patterns in upcoming UAT and Performance Test
  4. Execution of new performance test with representative loads, additional use cases (scanning, classification)
  5. Confirmation that LA image migration volumes are correct (everything transferred that was supposed to be transferred)
  6. Review of schedule/milestones for CalWIN counties Imaging migration/testing

## RISK LEVEL

Probability (90%) \* Impact (5) = **4.5**

## OWNER(S)

John Dray, Gerald Mills, Danielle Benoit, Don Coffey, Dan Dean, Hyland (Rob)



## Risk Trend Legend

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

# CalSAWS Project High Risks

**RISK NAME**

**258 (New): The CalWIN Conversion Cutover Window is at-risk of completing past the 84-hour cutover window**

**DESCRIPTION**

The CalWIN Conversion Cutover Window is at-risk of Completing past the 84-hour cutover window

**MITIGATION PLAN/ STATUS**

1. Define the Cutover Schedule (i.e., all activities executed during the Cutover)
2. Review the Cutover Schedule internally, then w/Consortium and ClearBest QA (to "Stack Hands")
3. Present the Cutover Schedule to the Consortium Section Directors and Leadership (PSC and JPA)
4. Execute Mock Cutovers, track and report times

**RISK LEVEL**

Probability (90%) \* Impact (5) = **4.5**

**OWNER(S)**

Keith Salas

**Risk Trend Legend**

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





# CalSAWS Project Medium Risks

**RISK NAME**

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

**DESCRIPTION**

Unless the CalSAWS Project scales up and enhances Project communications, stakeholder needs for timely, tailored, and accurate information, as well as the needs of many diverse audience groups, may not be met.

**MITIGATION PLAN/ STATUS**

C-IV Migration and LA counties will continue to receive enhanced support through the month of November. There will be 8 additional calls ending on 12/1 to provide updates on the County issue tracker. Additionally, Reports and Imaging functional support continues with support calls as topics arise. The Project team is also planning additional Change Management support for specific counties that have targeted support needs. Additional details will be provided to the Counties following Consortium approval of the approach.

**RISK LEVEL**

Probability (50%) \* Impact (4) = **2.0**

**OWNER(S)**

Ted Anderson, Gabrielle Otis, Juli Baker, Holly Murphy, Lulu Fou



**Risk Trend Legend**

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

# CalSAWS Project Medium Risks

## RISK NAME

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

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

## DESCRIPTION

The volume of changes introduced to the baseline code from LRS M&E, DDCRs, and CalSAWS Migration may cause degradation in quality and increase in defects.

There have been persistent delays in CalHEERS achieving release readiness during the system test cycle, introducing risk to the dependent CalSAWS production release date. Any CalSAWS delay will impact the timely delivery of business functionality, receipt of which is critical to the counties. Additionally, date slips cause negative downstream planning and scheduling churn.

## MITIGATION PLAN/STATUS

As of July 28, 2021, the Project has deployed 8 original DD&I releases plus 3 additional major releases, multiple priority releases and a fully adopted Release When Ready methodology for selected functionality. Risk was adjusted to Medium at the February 2021 RMG meeting. C-IV CalSAWS UAT is in week 11 of 11 and quality has been maintained through the measures captured below:

- Increased Automated Regression Testing (ART). Scripts now cover 95% of production transaction volumes.
- A four-phase effort to increase script coverage to account for continuing case scenarios completed in December 2020 (101 new scripts).
- Execution & Maintenance (E&M) of the existing automated regression test scripts to account for both M&E and DD&I changes continue with each release.
- Implement automated code quality assessment with each build. SonarQube was configured in October 2020 to automate code coverage tracking. SonarQube is also being leveraged by the BenefitsCal project as of 2021.
- Improving design documentation, reducing late content revisions
- Team continues to expand on test automation with each release by evaluating SCRs during design.
- It is anticipated that the volume of changes will remain medium through 22.03 – post C-IV migration with the continued delivery of DD&I changes in preparation for CalWIN migration

Will continue to collaborate with the CalHEERS team as they transition to a new M&O vendor focusing on potential release impacts. Continue to monitor and communicate with DHCS partners.

Due to COVID-19, the meetings and coordination with DHCS, Katie Mead and her team, have not yet occurred.

Items in the state budget may require additional coordination between CalHEERS and CalSAWS, increasing complexity. Additionally, CalHEERS is migrating the application to the cloud which also increases complexity.

CalHEERS production releases have been delivered without delay for the preceding 12 months. However, due to the planned CalHEERS Cloud migration and the CalHEERS discussion of a potential 09/2021 release, this item will continue to require monitoring.

Continuing to monitor post C-IV cutover.

## RISK LEVEL

Probability (50%) \* Impact (4) = **2.0**

Probability (50%) \* Impact (3) = **1.5**

## OWNER(S)

Jo Anne Osborn, Lisa Salas, Dan Dean

Jo Anne Osborn, Anna Chia, Katie Mead, Lynn Bridwell



## Risk Trend Legend

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

# CalSAWS Project Medium Risks

**RISK NAME**

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

**DESCRIPTION**

The state and federal partners have requested changes to the SAWS Systems in response to COVID-19 relief efforts. The scope and priority of these efforts are not fully known. The Consortium and vendors may need to allocate staff to support the relief efforts in order to get them implemented quickly. If resources from DD&I are shifted to focus on relief efforts, it could impact the CalSAWS DD&I delivery schedule.

**MITIGATION PLAN/ STATUS**

The priority for the CalSAWS Project is responding to emergency and policy updates related to COVID-19.

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 these initiatives due to limitations in the available weekend timeframes to complete the scheduled batch jobs.

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.

New proposals have been included in the budget. Existing Covid-19 mandates such as 15% CF COLA, CF EA benefits, PHE mandates and other county flexibilities continue.

The PHE has been federally confirmed to extend through December 2021.

DHCS has begun discussions on planning for the unwinding of the PHE should it not be extending beyond 12/2021. With C-IV migration on 9/27, this Risk will not affect DD&I, but the project team will continue to monitor this risk from an M&E perspective

**RISK LEVEL**

Probability (50%) \* Impact (4) = **2.0**

**OWNER(S)**

Karen Rapponotti, Lisa Salas, DHCS, Rocky Givon, Kristin Pepper



**Risk Trend Legend**

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

# CalSAWS Project Medium Risks

**RISK NAME**

**240: The scaling of CalSAWS Production Operations, including Batch Operations, to provide 40 and 58 County support, without effectively taking into account the multi-county and multi-vendor CalSAWS ecosystem may impact business operations**

**DESCRIPTION**

As we expand to 58 counties and with continual activities to support policy, the consequences of a misstep in executing the CalSAWS M&O batch schedule magnifies the potential impact to business operations and benefits to the participants.

**MITIGATION PLAN/ STATUS**

**Risk Status (10/29/21):**

**Communications:**

- Team is restarting efforts to develop long-term batch dashboard
- Temporary Interface Scorecard used to track interface processing post C-IV Cutover
- Longer term Interface Scorecard to be developed

**Continuous Improvement:**

- First few weeks post C-IV cutover have unveiled Continuous Improvement opportunities including:
  - Tighter coordination with Interface Partners to address file transfer issues or delays
  - Dependencies between batch jobs to be reviewed and modified to streamline critical path processing
  - Ongoing review of classification of core and core non-prime jobs
  - Tighter coordination with Central Print to better manage priorities of print bundles







**RISK LEVEL**

Probability (50%) \* Impact (4) = **2.0**

**OWNER(S)**

Greg Elston, Laura Chavez, Grady Howe, Don Coffey, Dan Dean

**Risk Trend Legend**

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



# CalSAWS Project Medium Risks

## RISK NAME

**246: Gap in requirements between GetCalFresh and BenefitsCal could lead to a lower adoption of BenefitsCal by users**

## DESCRIPTION

A perceived gap in functionality between GetCalFresh and BenefitsCal was identified. After three joint sessions between project teams, several features were identified within BenefitsCal that are not present within GetCalFresh. Additionally, the following features were identified within GetCalFresh that are not present within BenefitsCal, and change requests were logged to address.

### Impacts

1. BenefitsCal adoption by Community Partners may be lower as they rely on features (like the referral code) to complete their work.
2. The future migration from GCF to BenefitsCal in 2022 is at risk until features are added to BenefitsCal.

## MITIGATION PLAN/STATUS

### Risk Mitigation Steps:

1. Complete requirements gap inventory: SSA assisters for SSI-CalFresh, two-way communication between GetCalFresh and customers, interview nudge, student screening, referral link, prime/subcontractor organizational structure
2. For the September releases, add showstopper GetCalFresh features to BenefitsCal that were not part of BenefitsCal requirements/scope to continue GetCalFresh services
3. Align future GetCalFresh feature development to BenefitsCal development, so that new features in GCF are introduced in BenefitsCal in parallel. Integrate into the BenefitsCal governance process.

Additional GCF features are now added to the BenefitsCal enhancement list for prioritization within a future release. BenefitsCal team will request the backlog of changes, and future release schedule to GCF changes, from CDSS so that all needed enhancements are covered within BenefitsCal.

## RISK LEVEL

Probability (50%) \* Impact (2) = **1.0**

## OWNER(S)

Anna Chia, Gabby Otis



## Risk Trend Legend

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

# CalSAWS Project Medium Risks

## RISK NAME

**255 (New): Global paper shortage may impact CalSAWS ability to print/mail correspondence**

## DESCRIPTION

Due to the current global paper shortage, paper for envelopes and printing is in limited supply. This could result in delays in receiving shipments of envelopes and paper for printing affecting CalSAWS ability to produce timely correspondence.

## MITIGATION PLAN/STATUS

The paper shortage has occurred but is not currently affecting CalSAWS ability to produce timely correspondence.

The following mitigation steps are being taken to avoid a delay in correspondence:

1. Excess inventory from the previous LRS print vendor has been retrieved and assessed for use by CalSAWS Central Print. This includes unused envelopes and old versions of pre-printed packets.
2. Excess inventory from the Los Angeles County envelope provider has been obtained and artwork is being sprayed on the envelopes for use with CalSAWS Central Print.
3. Gainwell's current suppliers of envelopes and paper have been informed of the urgency of CalSAWS correspondence. Additional orders have been placed for an overrun of envelopes and paper. The suppliers have committed to filling envelopes and paper orders on a flow basis as inventory is available.
4. Competing providers of envelopes and print paper have been contacted and supplied with specifications in the event that primary suppliers are unable to obtain paper.
5. In the event the current provider(s) of the Los Angeles County pre-printed packets are unable to source enough paper to produce the packets, Gainwell has requested the digital version of all packets. Having the digital versions would allow the packet to be inserted into the print stream.

## RISK LEVEL

Probability (50%) \* Impact (4) = **2.0**

## OWNER(S)

Grady Howe, Geoff Cosner, Dawn Wilder



## Risk Trend Legend

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

# CalSAWS Project Low Risks

## RISK NAME

**102: Lack of annual project funding may cause schedule delay or reduction in scope for CalSAWS & other projects**

## DESCRIPTION

The project is subject to state funding approval each year. State general fund payments may be deferred, or budget cuts may cause schedule delays, scope reductions, or staff reductions.

## MITIGATION PLAN/STATUS

All DD&I and M&O funding was included in the May Revise and no issues were identified for known premise items.

PMO continues to monitor allocations. Additional needs identified post C-IV counties go live on CalSAWS have been identified and will require line-item shifts. PMO will prepare updated allocations for State approval.

PMO will explore additional funding associated with the USDA grant for future CalFresh changes once specifics are identified.

## RISK LEVEL

Probability (10%) \* Impact (5) = **0.5**

## OWNER(S)

Holly Murphy, Lulu Fou



**104: Functionality gaps between the 3 systems may result in a loss of functionality during migration to CalSAWS**

The risk of functionality gaps between the 3 systems and the ancillary systems of the counties may result in a loss of functionality for some counties during migration to CalSAWS.

Ensure functionality differences are communicated to OCM staff for planning and preparation of change management activities. Continue to communicate with committees, OCM and counties on gaps and prepare them to traverse those gaps.

Policy, Design and Governance and CalWIN Training, Change Management, and Implementation Support Teams have established a process for analyzing perceived gaps as the latter team begins meeting with counties and reviewing as-is and to-be processes.

With the C-IV Migration on 9/27, C-IV will be removed from this risk. As for CalWIN/CalSAWS, the two systems have been working together consistently when providing estimates and potential functionality resulting from policy changes. Additionally, CalWIN ISS will now become a partner in this risk as they work through Implementation activities with CalWIN counties.

Probability (10%) \* Impact (4) = **0.4**

Karen Rapponotti, Laura Chavez, Juli Baker, Mary Sabillo



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

The project team, both Consortium and Accenture, have been working to staff in accordance with the work plan. If either team experiences delays in achieving the target staff levels, there is a risk that the schedule may be impacted.

A recruitment is underway for additional openings. The recruitment was extended through October 29, 2021.

Probability (10%) \* Impact (3) = **0.3**

Holly Murphy, Chris Paige



## Risk Trend Legend

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

# CalSAWS Project Low Risks

## RISK NAME

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

## DESCRIPTION

LRS (base CalSAWS) is built to work primarily with Microsoft Internet Explorer (IE). It is not browser agnostic nor fully compatible with Google Chrome or other browsers. The IE-centric architecture creates compatibility issues such as document preview, handle data population logic in certain data fields, trigger forms, or proper rendering of Notice Of Actions (NOAs). IE is also being obsoleted by the industry. DDID 1776 requires that CalSAWS support Microsoft Internet Explorer and the Chrome Web Browser. DDID 1768 only requires Microsoft IE for the AMP performance monitor. This is inconsistent with DDID 1776 and does not enable workstation names to be captured using Chrome.

## MITIGATION PLAN/STATUS

An approach with Adobe Experience Manager (AEM) was selected from several options and prototyped as it meets the basic requirement of rendering the forms in HTML5 and providing compatibility with Chrome and Edge browsers.

The critical architectural issues with AEM have been resolved and the two SCRs mentioned in the mitigation plan are scheduled for the 21.07 release. Some threshold language font related issues are still pending as tickets with Adobe. However, as discussed in the meeting on 7/1 with Consortium and QA, the HTML5 version of the forms will be rendered in English for editing in English, while the printed copy will continue to be in the respective threshold language. This approach now removes the need for getting the above-mentioned font related issues fixed and is no longer a dependency for development and implementation. The Accenture Correspondence build team has presented a plan and the schedule for implementation can now be tracked through the normal SDLC process.

The SCR is currently being tested to implement the Forms changes to make them compatible with HTML5 and on track to deliver this change with the 22.01 release.

Probability (10%) \* Impact (4) = **0.4**

Vivek Narayanaswamy, Lisa Salas, Cheryl Hofmann, Don Coffey, Laura Chavez



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

If translations are not provided by the State in a consistent manner, increased costs will be incurred for reopening code each time a translation is received. This will lead to schedule delays in getting the correct translations out to customers.

- OSI will work with DHCS and CDSS to continuously enhance language translation services in a more consistent manner
- State will take responsibility for providing translations prompted by State policy requests and/or updates
- State will work to provide SAWS translations in groups to efficiently minimize re-opening code
- SAWS will work to make any necessary programming updates in the applicable threshold languages during the next available release
- This risk is being tracked for the CalSAWS M&O phase. The risk level will be re-visited at the start of the M&O phase.

Probability (30%) \* Impact (2) = **0.6**

Neha Dhawan(OSI), Karen Rapponotti



## Risk Trend Legend

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



# CalSAWS Project Low Risks

RISK NAME

243: Spike in COVID-19 cases in India affecting BenefitsCal offshore team may impact Sept. 2021 Go-Live

DESCRIPTION

**Background:**

The majority of the BenefitsCal Development Team is staffed offshore in India per the Portal/Mobile staffing plan.

**Risk Description:**

As of April 2021, the COVID pandemic has increased rapidly within India, thereby impacting India's team members' ability to deliver due to unplanned and sudden unavailability due to illness or the need for family support.

MITIGATION PLAN/ STATUS

**BenefitsCal Mitigation Plan as of 6/11/21:**

Project team is over-staffing the development and testing team (where possible) to mitigate ongoing staff impacts. The Project team is also shifting staff to the US where possible given the impacts in India.

1. **Staffing US-based resources.** The BenefitsCal project team is working to staff US-based resources to help offset impacts within India. There is a resource impact to this staffing change.
2. **Staffing contingency resources.** The BenefitsCal project team will work to over-staff the project, to include additional resources beyond current estimates, so that there is contingency in workload.
3. **Access Requests.** Request the CalSAWS Consortium team to expedite access requests, to receive much faster than the two-week standard delivery period. This will help the project teams to replace individuals impacted by COVID in an expedited fashion, to reduce the impacts to workload and schedule.

RISK LEVEL

Probability (10%) \* Impact (3) = **0.3**

OWNER(S)

Gabby Otis, Anna Chia

Risk Trend Legend

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



# CalSAWS Project Low Risks

RISK NAME

251: BenefitsCal Language Translation Testing and Updates may not be completed timely

DESCRIPTION

The CalSAWS Consortium is responsible for the testing and validation of the translated text to display within the BenefitsCal application. If testing does not complete by 08/23/21, there is a risk that the project may not be able to update the translated languages for Release 1.0.

MITIGATION PLAN/ STATUS

The UAT team could provide some language test results earlier, to provide a rolling-wave set of feedback for Humble.

Language translations have been tested and updated for Release 1.0. **The team recommends the Consortium to define a governance structure for language translation testing for future releases to avoid any delays.**

RISK LEVEL

Probability (10%) \* Impact (2) = 0.2

OWNER(S)

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Risk Trend Legend

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

