



CalSAWS | JPA Board of Directors Meeting

September 9, 2022



Agenda

1. Call Meeting to Order
2. Confirmation of Quorum and 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 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

Action Items

4. Authorization to conduct CalSAWS JPA Board, Project Steering Committee (PSC), and WCDS Subcommittee Meetings in accordance with subdivision (e) of Government Code Section 54953 through October 9, 2022, based on the following findings:
 - a) The Governor's State of Emergency related to COVID-19 remains in effect; and
 - b) The state of emergency continues to directly impact the ability of the members to meet safely in person.

Action Items

5. Approval of Deloitte Change Order No. 5, which includes the option to extend the contract term for two (2) years, an increase to the allowance for Additional Services, and the addition of a County Work Order allowance

Action Items

CalSAWS Deloitte Change Order 5

Deloitte's current contract term concludes at the end of the initial 12-month Maintenance & Operations (M&O) period in December 2022. The contract allows for two, one-year extensions. The Consortium has negotiated the full two-year extension through December 2024 as part of Change Order 5 with no change to base rates. Applicable costs align to the approved CalSAWS IAPDU. Services include:

- Extension of base Maintenance & Enhancement (M&E) hours through December 2024
- Expansion of M&E hours by an additional 1,250 hours/month during current term and extended term
- Cloud Support Services
- Hardware/Software
- Allowance for Additional Services and County Purchases

Attachment A - Price Schedules	Current Total	Revised Total	Difference
Portal/Mobile Phase 1: DD&I Deliverables Price	\$5,455,011	\$5,455,011	\$0
Mobile App Phase 1: DD&I Deliverables Price	\$677,416	\$677,416	\$0
Portal/Mobile Phase 1: Hardware and Software Price	\$423,536	\$423,536	\$0
Portal/Mobile Phase 1: Change Request Summary	\$150,424	\$150,424	\$0
Portal/Mobile Phase 2: Optional Enhancements Price	\$3,477,316	\$3,477,316	\$0
Portal/Mobile Maintenance & Operations Price:	\$5,791,878	\$22,476,022	\$16,684,144
Portal/Mobile Maintenance & Operations Price: HW/S	\$0	\$443,202	\$443,202
Total	\$15,975,581	\$33,102,927	\$17,127,346

Expanded Enhancement Hours	Extension	Total CO-5
		\$0
		\$0
		\$0
		\$0
		\$0
\$974,328.0	\$15,709,816	\$16,684,144
	\$443,202	\$443,202
\$974,328	\$16,153,018	\$17,127,346

Attachment A - Price Schedules	Current Total	Revised Total	Difference
Portal/Mobile Unallocated Funds	\$5,000,000	\$13,000,000	\$8,000,000
Portal/Mobile County Purchases For Implementation	\$0	\$1,000,000	\$1,000,000
Total	\$5,000,000	\$14,000,000	\$9,000,000

	Change Allowance	Total CO-5
	\$8,000,000	\$8,000,000
	\$1,000,000	\$1,000,000
\$0	\$9,000,000	\$9,000,000

Combined Total	\$20,975,581	\$47,102,927	\$26,127,346
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\$974,328	\$25,153,018	\$26,127,346
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Action Items

6. Approval of Consent Items

- a. Approval of the Minutes and review of the Action Items from the August 12, 2022, JPA Board of Directors Meeting.
- b. Approval of Accenture Change Notice No. 21, which includes requests to add hours for costs related to BenefitsCal Support and Premise item CalFresh Notice of Denial or Pending Status, as well as administrative adjustments for the CDSS and DHCS Report Support and the Virtual Assistant.
- c. Approval of Deloitte Change Order No. 6, which includes technical adjustments for updated requirements and fiscal year shifts.
- d. Approval of Deloitte Change Order No. 3, Work Order 7, which includes the effort related to American Rescue Plan Act (ARPA) Prepopulated SAR 7 and 7A.
- e. Approval of Deloitte Change Order No. 1 for the CalWIN Implementation Support Services Agreement, which exercises the option for Training facilities.
- f. Approval of Davis-Farr Amendment 1, which includes a two-month extension of the term of the contract to November 30, 2022, to align to the audit schedule.



Informational Items



Recognition of CalSAWS JPA Board
Chair Receiving the CIO 100 Hall of
Fame Award



Recognition of Board Chair, Michael Sylvester

CIO 100 Hall of Fame Award

- Foundry's CIO awarded Michael Sylvester the **2022 Hall of Fame Award**, recognizing executives nationwide for driving IT innovation.
- This recognition reflects Michael's outstanding leadership and his strides in DPSS to keep current with the accelerated rate of digital transformation and integrating the latest leading technology in government.
- Since joining the Department in 2006, Michael has provided technological direction for many projects that have helped to better serve the public, including most recently the CalSAWS migration, call center modernization and expansion, and upgrading DPSS public-facing website
- Of this year's list of 17 CIO Hall of Fame inductees, Michael is the only executive who represents a government agency.



Technical Operations Update

- Production Database Incident
 - Technical system scaling and batch performance
 - ForgeRock Redundancy
 - Contact Center Update
-

CalSAWS Production Database Incident

Issue Summary

- At 5:35 a.m. on Friday, 9/2, the CalSAWS application was taken down for emergency maintenance to fix issues with database server connectivity and replication to the high availability and disaster recovery databases
- CalSAWS and OCAT applications, Contact Center and Imaging were unavailable during the maintenance. BenefitsCal was available for participants, but transactions were queued and processed later
- The Read-only version of the CalSAWS application was made available from 8 – 8:30 a.m. during the maintenance to support business operations
- Emergency maintenance activities were completed and CalSAWS application and services were fully available by 8:30 a.m. The replication to secondary databases was also restored
- CalSAWS technical teams continue to work with the database operating software vendors to determine the root cause of the issue

Technical Scaling

Batch Performance

CalWIN Wave 1 Batch Performance Schedule and Results

Performance Cycle	Start Date	End Date	Run Time
End of Month	June 6, 2022	June 19, 2022	(Run 1) 11 hours, 26 minutes
			(Run 2) 10 hours, 39 minutes
			(Run 3) 9 hours, 24 minutes
First day of the Month	June 20, 2022	July 3, 2022	(Run 1) 10 hours, 3 minutes
			(Run 2) 9 hours, 28 minutes
Main Payroll	July 4, 2022	July 17, 2022	(Run 1) 9 hours, 24 minutes
			(Run 2) 9 hours, 24 minutes
			(Run 3) 9 hours, 32 minutes
High volume forms process	July 18, 2022	July 31, 2022	(Run 1) Early stop due to server issues
			(Run 2) 10 hours, 54 minutes
			(Run 3) 9 hours, 26 minutes
Interface Outbound files	July 18, 2022	July 31, 2022	(Run 1) Early stop due to server issues
			(Run 2) 10 hours, 54 minutes
			(Run 3) 9 hours, 26 minutes
10-day cutoff	August 1, 2022	August 14, 2022	(Run 1) 9 hours, 44 minutes

Objective:

- Complete batch processing which includes the generation of the reports/dashboards by 6AM

Outcomes:

- For Wave 1, as per the test results above, the batch processing time has met the objective

Next Steps:

- For each upcoming wave, batch performance test cycles are planned to be conducted

Technical Scaling

Online Performance

CalSAWS 42 County Online Performance Test – Schedule

Workload Mix (WL)	Start Date	End Date	Status
#1 - CalSAWS Online	20 th June 2022	29 th July 2022	Completed
#2 - CalSAWS/CalHEERS Integration test	09 th Aug 2022	30 th Aug 2022	Completed
#3 - CalSAWS Online + APIs	12 th Sept 2022	14 th Oct 2022	Not Started

CalSAWS 42 County Online Performance Test – Results

Category	SLA	SLA Met % & Avg. Server Response Time
Screen to Screen	Peak - 98% [<=2s]	99.61% [0.11 s]
	Prime - 99.9% [<= 10s]	100% [0.11s]
EDBC	Peak - 95% [<= 3s]	99.81% [0.47s]
	Prime - 99.9% [<= 20s]	100% [0.47s]
Search	Peak - 95% [<=6s]	99.15% [0.24s]

All Workloads/performance test cycles are integrated to ForgeRock for login and external partner authentication

Outcomes:

- For Wave 1, first two cycles have met the outlined SLAs

Next Steps:

- Complete remaining planned cycle for Wave 1. Online performance planned to be tested for each wave

Exit Criteria -

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

ForgeRock

Redundancy Update

- As of July 29, ForgeRock redundant services were tested and remain operational
- Monitoring of the redundant services have been incorporated into standard monitoring framework

Contact Center

Summary of Incident on August 29, 2022

	Enhanced CCP	Custom CCP
Impacted County	Shasta	C-IV, San Bernardino
Issue	Users unable to log into eCCP	Users unable to log into Custom CCP
Duration	RESOLVED 8/29 8am – 8/30 3:15pm	RESOLVED 8/29 8am – 9/2 8am
Root Cause	Code pipeline used to deploy Shasta county bug fixes had incorrect production variables	AWS pushed a release to Amazon Connect over the weekend that broke the Custom CCP that runs Electron The Electron application runs Chromium v69.0.3497.106, which no longer initializes Amazon Connect after the latest release
Future Mitigation Steps	<ol style="list-style-type: none">1. Code Pipeline production variables have been updated so deployments are successful2. Modularization of deployment artifacts3. Update Pipeline jobs to invalidate CloudFront following a deployment so testing can happen immediately4. Functional validation post deployments with QA involved5. Conduct Morning Checks each day, implement Health Check Monitoring	<ol style="list-style-type: none">1. Work with AWS to test the next build of Amazon Connect with the Custom CCP in development account before it goes live to production2. Long Term goal: Migrate everyone off the Electron Application



BenefitsCal Retrospective and Update

- Metrics with CBOs separated from GetCalFresh
- 
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Retrospective and Lessons Learned from C-IV and LA County Retrospective Methodology



Looking Back

C-IV and Los Angeles County Rollout

- ✓ What Went Well
- ✓ Opportunities and Improvements
- ✓ Action Plans/Next Steps



Looking Where We Are Now

40-County BenefitsCal in Production

- ✓ High System Availability and Performance
- ✓ Applications Processed
- ✓ Collaboration Model initiated
- ✓ Defects Being Resolved
- ✓ Expedited System Improvements to Meet Needs
- ✓ Ready for ARPA Release and Working towards BenefitsCal R5.0



Looking Forward

Future Releases and CalWIN Counties Rollout

- ✓ Incorporating Lessons Learned
- ✓ Adjusting Plans
- ✓ Involving Customers and Counties Early

Retrospective and Lessons Learned from C-IV and LA County

Retrospective Themes

User Centered Design

Better visibility for Consumers on CX



UAT Improvements

Extend Participation and more End-to-End Testing



Planning System Improvements

More Collaborative Approach



Stakeholder Communications

Tailored and Early Communication for Customers



Overarching Themes for Future Releases

- Earlier Stakeholder Interaction with the System Design through User Stories
- Early Discussions on Usability
- System Demos and Feedback sessions
- Business Process-Oriented Testing
- Policy and Customer Feedback
- Collaboration Model to Plan the Future
- Earlier End-to-End Validation in Integrated Environments
- Earlier County and CBO Prep
- Earlier Planning for Customer Announcements

Retrospective and Lessons Learned from C-IV and LA County

Retrospective Themes

Overarching Themes for CalWIN Rollout

Integrated Planning for County Prep

Consider Cross-Team dependencies



UAT and Process Simulation

Additional System demos and Q&A sessions for Counties



Planning System Improvements

Proactive Identification



Training and Communications

Earlier Coordination with Counties and CBOs



- Streamlined Activities across CalWIN Waves
- Earlier Coordination with Counties on Business Process Impacts
- System Demo and Q&A sessions for Counties
- Functional test on top of CBO load testing
- Earlier Identification of System Improvements for Counties
- Webinars and Training Material Updates to Reflect Latest Improvements
- Earlier coordination with Counties for Announcements and Communications

Retrospective and Lessons Learned from C-IV and LA County

Moving Along Together



Looking Forward



Continue working towards improvements with executing the action plans based on lessons learned and reporting the progress

System Improvements

Better planning through Collaboration Model for customer, county and policy needs on system functionality to plan change discussions early

User Centered Design

Earlier involvement and CX feedback from Stakeholders including Advocates, Customers, Counties, Policy and Consortium

System Defects

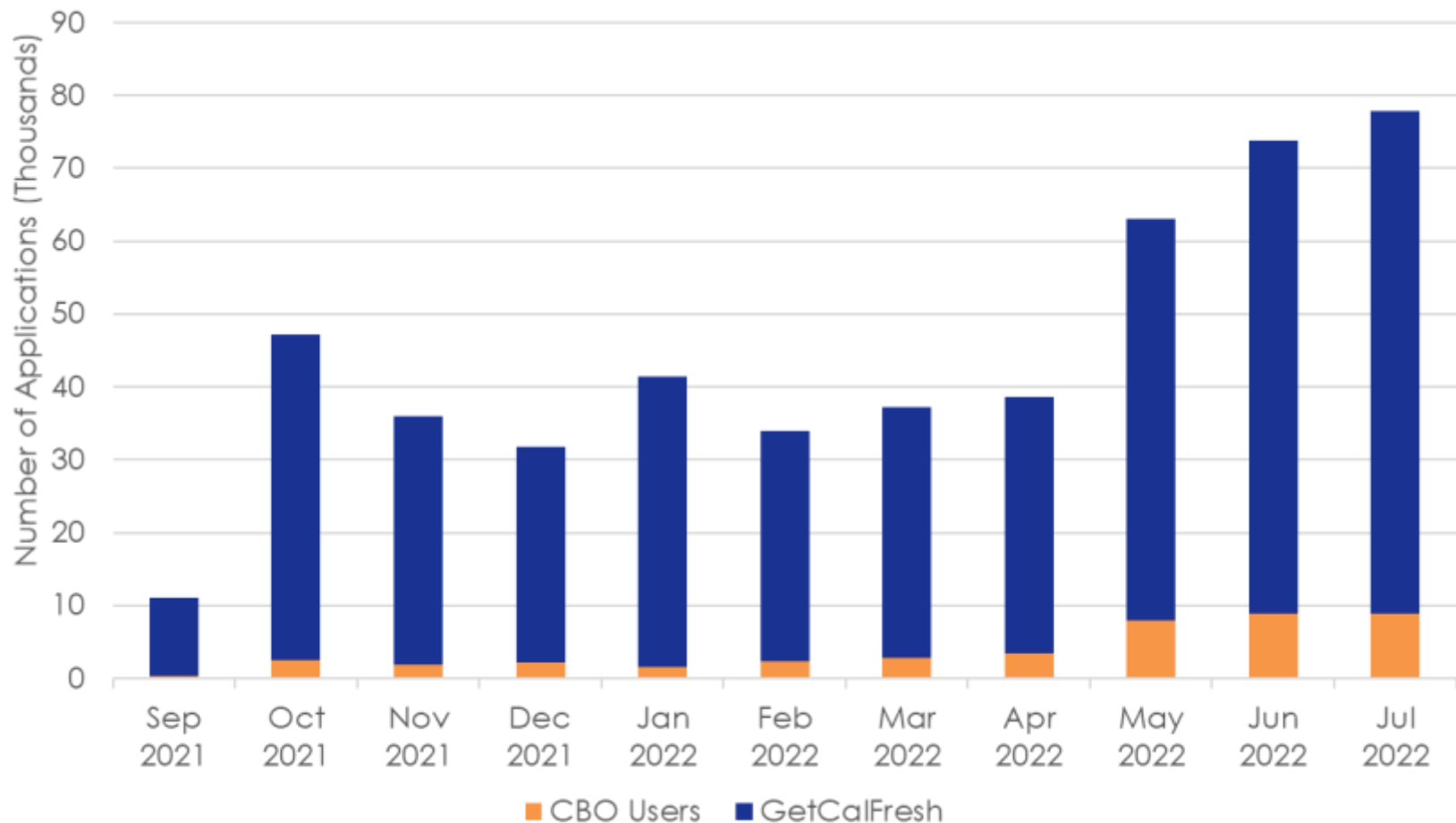
Improve test coverage, environment planning and introduce more E2E regression test to surface potential defects proactively

Stakeholder Communications

Early identification of differences in understanding, expectations to improve training and communications for better transparency

Submitted Applications CBO vs GCF

Data below shows a comparison of the 491,970 total applications submitted by a CBO user vs GetCalFresh (GCF) between 9/27/2021 and 7/31/2022.





CalSAWS Release and Policy Update

CalSAWS Release Update

COLAs and Special Processing

September

- 9/3/2022
 - CalFresh Emergency Allotments - **Completed**
- 9/10/2022
 - CalFresh COLA
 - CalWORKs MAP Increase
- 9/19/2022
 - CalHEERS Release
 - Wave 1 County Prep Cutover
- 9/26/2022
 - CalSAWS Release

CalSAWS Release Update

COLAs and Special Processing

Release 22.09

- Update CalFresh Expungement Timeframe
- Update CF EDBC Allotment Logic for Households who received Disaster Supplements or Emergency Allotments in the Same Benefit Month
- SB 1065 – Remove Valid Financial Hardship requirement for Permanent Homeless Assistance

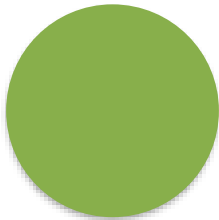
Release 22.11

- ACL 22-27 EBT Scam Benefit Type- Add a new EBT benefit type to reimburse electronic theft claims
- ACL 22-03- Add a cover letter (CF 285A) to the pre-populated CF 285
- 2023 Social Security Cost of living (SSA COLA) - Two actions – Add new SSA Income Records and Run EDBC to process SSA Increase



Wave 1 Readiness

- BenefitsCal Training Content

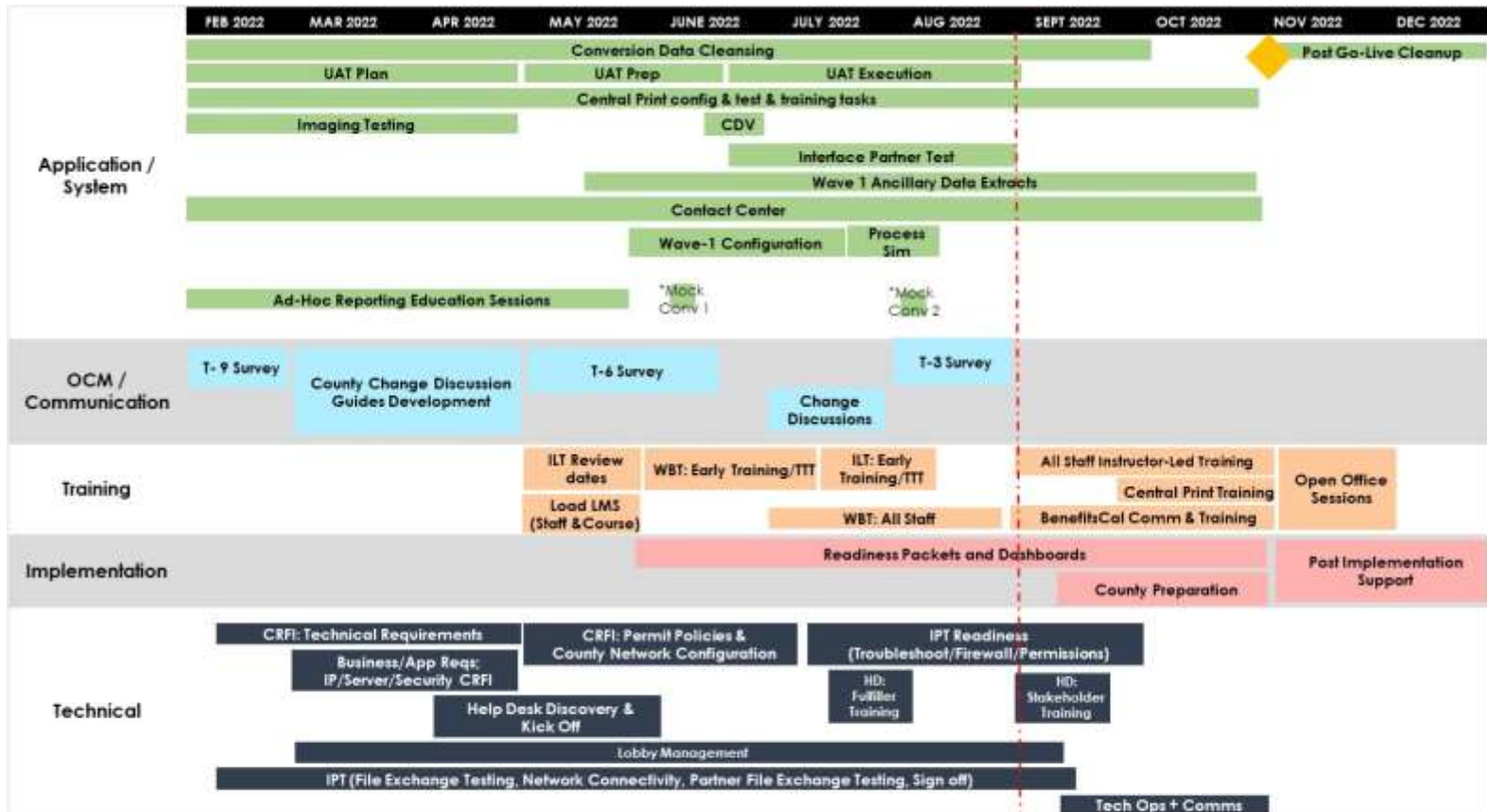


Training Themes For CalWIN Wave 1 Rollout

The training activities planned for CalWIN Rollouts includes; End-to-End demo and Q&A session for County staff, targeted sessions for Tier 1 CSCs and Helpdesk as well as Community Based Organizations

Sessions	Target Audience	Date	Agenda
CBO Delegated Admin (DA) Training	Wave 1 DAs	8/31/2022	DA training including CBO functionality
Tier 1 Support Session - Yolo	CSC, Helpdesk	09/13/2022	Demo: Create Account, Apply for Benefits, Renewals Review: CBO Referral, Student Apps
Tier 1 Support Session - Placer	CSC, Helpdesk	09/15/2022	Demo: Create Account, Apply for Benefits, Renewals Review: CBO Referral, Student Apps, 2-way messaging
Training for Community Based Organizations	Wave 1 CBOs	09/22/2022	CBO Account Access, Dashboard, Apply for Benefits, Help Center, Referral Code
County Targeted Session	County Staff	09/28/2022	E2E Demo with CalSAWS and Q&A

Wave-1 Critical Path – Summary Timeline View



We Are Here

Wave 1 Ancillary Date Extracts
 May 23, June 11, Aug 6
 October 27-31 (final cutover)

***Mock Conversion 1** 6/11 – 6/14
***Mock Conversion 2** 8/6- 8/9

County Data Validation (CDV) – 06/20/22 – 07/01/2022
Process Simulation 07/25/2022 – 08/19/2022
Interface Partner Testing (IPT) 06/27/2022 – 08/31/2022

WBT Training for End Users 06/27/2022
ILT Training for End Users 09/06/2022 – 10/28/2022

Wave-1 Readiness: Executive Summary (as of 09/02/2022)

Readiness Areas and Categories

Executive readiness focuses on the critical path to completion with the associated milestones and measures used to track readiness items.

Readiness Area*	Readiness Category	Comments
Application	G	Deploy CalSAWS Releases 22.09 In Progress: 98.74% complete
	G	Contact Center Readiness <ul style="list-style-type: none"> SCRs approved: Yolo: CA-240152; Placer: CA-235356 Model Office Testing will begin in October 2022
	G	Imaging Readiness Hyland Platform Performance test complete; no severity 1 or 2 defects reported
	G	BenefitsCal Readiness <ul style="list-style-type: none"> CBO Mock Run 2 is complete (validate CBO user load in ForgeRock) Training materials, videos, Fact Sheets are up to date and posted on the WebPortal CBO Training is on schedule and will be conducted for Yolo on 09/13/2022 and Placer County on 09/15/2022.
	G	Central Print Readiness <ul style="list-style-type: none"> Configuration and validation meetings are complete; training materials completed Central Print portal user load is not started
	C	UAT Prep
	G	UAT Execution <ul style="list-style-type: none"> Group 1 and Group 2 Retest – Complete Metric and completion of UAT Exit Criteria is on schedule for 09/08/2022 completion
Integration	R	County Interface Partner Test (IPT) Execution In Progress: 93% <ul style="list-style-type: none"> Placer County - Positive Pay interface is pending County to Wells Fargo bank processing confirmation. Wells Fargo established the new account to process the Positive Pay interface on August 31, 2022. Wells Fargo is encountering issues in processing the file and they have escalated the issue internally to expedite the troubleshooting and resolution.
	C	State Interface Partner Test (IPT) Execution As of 08/25/2022 State IPT is complete
Conversion	G	CDT Defects Resolution As of 09/02/2022 there are 114 unresolved Defects
	G	EDBC Match – Auto Review Rates 9% of Converted Active Programs will need Worker Review.
Technical	G	County Network Connectivity Connectivity: <ul style="list-style-type: none"> Technical enablement and connectivity completed for Placer and Yolo Counties Circuit bandwidth upgrades in progress for Placer and Yolo to support EDR Compliance validation CRFI distributed to W1 Counties on 08/30/2022
	G	Performance Testing Batch Performance: In Progress (100%) Online Performance: In Progress (80%)

Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete
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*The status should be reflective of the readiness category trending at the time of reporting period.

Wave-1 Readiness: Executive Summary (as of 09/02/2022)

Readiness Areas and Categories

Executive readiness focuses on the critical path to completion with the associated milestones and measures used to track readiness items.

Readiness Area*		Readiness Category	Comments
Training	C	FDEL 8 Master Training Plan	Monthly update submitted on time for Consortium review
	C	ILT Training Curriculum Complete	Complete for Wave 1 Counties
	C	Wave 1 County Classroom Set-Up	Placer & Yolo connectivity to the Training Production environment tested and complete. Training courses started on time and without incident
	C	WBT Training Delivery	WBT trainings are updated
	G	ILT Training Delivery	<ul style="list-style-type: none"> Early Training and Train the Trainer completed on 08/19/22 End User Training begins on 09/06/2022
Organization	C	Change Discussion Guides (CDGs)	Yolo & Placer conducted change discussions with staff as of 08/26/2022
	G	Communications	Wave 1 Infographics for September are on schedule for distribution on 09/28/2022
	C	Business Process Reengineering	<ul style="list-style-type: none"> All To-Be Sessions Complete All Closeout Sessions Complete All Work Products Signed-Off and Deliverables Approved
	C	Process Simulation	<ul style="list-style-type: none"> Week 4 execution for Placer and Yolo are 100% complete
	G	Configuration	<ul style="list-style-type: none"> Working Sessions Complete; core and Additional Configuration Documented Counties are validating configuration worksheets
Implementation	Y	Implementation Planning	<ul style="list-style-type: none"> DEL-10 resubmitted on 08/05/2022 and Command Strike teams continue Meeting with Yolo County on Post Implementation Support completed on 08/24/2022 and Placer is conducted on 08/29/2022 Go-Live Packet development and project review is on schedule
	G	County Prep	<ul style="list-style-type: none"> County Prep Kick off completed 08/18/2022 Application Security & Managed Personnel Kickoff Meeting scheduled for 09/06/2022 County Prep Activities begin 09/19/2022
	Y	Pre and Post Implementation Support	Resource planning and Command Center Strike teams continue. CalSAWS County CRFI Call for Volunteers submitted on 09/02/2022
	G	Help Desk	County Delegated Admin Training: Completed for Wave 1 County ServiceNow Fulfiller Training: Completed for Wave 1. Refresher training for Fulfillers and Delegated Admins completed on 08/31/2022
	G	County Ad Hoc Reports/APIs	Ad Hoc Report → For Wave 1 Counties (Placer and Yolo): <ul style="list-style-type: none"> CalSAWS has facilitated 100% of the planned Ad Hoc Support Curriculum to the Wave 1 Counties. Yolo has identified 31 that require refactoring and has elected to receive additional refactoring support from the project. 6 reports are currently in queue for Yolo to review. The reports are non-critical that Yolo County indicated that are not pertinent for go-live. Placer has 0 reports to refactor

Wave 1 – County Readiness Summary (as of 09/02/2022)

Readiness Area	Status*	Placer	Status*	Yolo
Application	G	Contact Center SCR approved: CA-235356	G	Contact Center SCR Approved: CA-240152
Integration	R	Placer is completing the Positive Pay with Wells Fargo.	G	Yolo County IPT complete.
Conversion	G	Counties continue to work data cleansing needs	G	Counties continue to work data cleansing needs
Technical	G		G	
Training	G	Early training and train the trainer is complete (08/19/2022). General training starts 9/6.	G	Early training and train the trainer is complete. General training starts 9/6.
Implementation	G		G	Yolo County has 31 ad-hoc reports to refactor and 6 are currently pending Yolo review. Reports are not pertinent to go-live
Organizational	G	Change discussions are complete as of 08/26/2022	G	Change discussions are complete as of 08/26/2022

*Information included is as of September 2, 2022

NS	Not Started	G	On Schedule	Y	<14 Days Late	R	>=14 Days Late
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Wave 1 County Readiness Checklist Activities by Status (as of 09/02/2022)

Status	00 All Counties	02 Placer	03 Yolo	Wave 1 Counties	T:
COMPLETED	17	264	243	3	527
NOT STARTED	0	61	74	3	138
IN PROGRESS	0	36	33	0	69
Total Unique Issues:	17	361	350	6	734

Note: All County Tasks includes tasks that all 18 CalWIN Counties are responsible for completing (e.g., UAT related tasks). Wave 1 Counties tasks include tasks that apply to both Placer and Yolo Counties (e.g., selective conversion tasks)

Wave 1 All Tasks Due Next 30 Days by Readiness Category



Implementation Readiness Category

Total Issues: 88

Conversion Readiness	30
Application Readiness	20
Implementation Readiness	16
Technical Readiness	12
Change Readiness	6
Training Readiness	2

Wave 1 Readiness: County Preparation Phase

County Preparation Phase: 09/19/2022 – 10/27/2022



County Prep Kickoff Mtg

Conducted County Prep Kickoff Meeting with the Wave 1 Counties
August 18, 2022



Application Security Kickoff Meeting

Conducted the Application Security Kickoff Meeting with Wave 1 Counties
September 6, 2022



County Prep Phase


Counties complete the activities during the County Prep Phase. The project reports on progress. Daily Project Support for Wave 1 Counties (office hours and daily debrief)
September 19, 2022 – October 27, 2022



- County Preparation Phase Kickoff Completed on August 18, 2022 and the Application Security Kickoff Completed on September 6, 2022
- Materials & Training: For their support and preparation, Counties have been provided with a County Prep Phase Packet, a general County Prep Kickoff, an Application Security Kickoff, and Configuration and Process Simulation efforts.
 - 42 Total activities to be completed by the County during the County Prep Phase: 27 Required, 2 Optional, 13 Required if Applicable
 - Ongoing Weekly Reporting & Metrics are provided to track County progress towards completion
- Project Green Light meetings for County Prep entry: Pre-Green Light Meeting on September 8, 2022 and Green Light for County Prep on September 14, 2022


Wave 1 Readiness: Project Readiness for CalWIN Cutover to CalSAWS Risk

268: Implementation Readiness for CalWIN Cutover to CalSAWS

Risk #268	Risk Description & Mitigation Plan	Risk Status
<p>W-1</p> 	<p>If implementation readiness (project and county) is not on track to meet their respective exit criteria by 04/29/2022, then the CalWIN Wave 1 cutover to CalSAWS could either be delayed or require significantly greater support to help Counties through outstanding issues. Individual risks have been opened related to the ability to be fully ready in time for a successful CalWIN Wave 1 cutover to CalSAWS on October 27, 2022 and subsequent waves. This risk serves as an overarching risk for the overall readiness of the project and CalWIN Counties to cutover to CalSAWS</p> <p>To mitigate this risk, the following actions will be taken:</p> <ul style="list-style-type: none"> Execute the mitigation steps outlined in each of the individual risks which includes utilizing only Wave 1 county data to support UAT and moving up the start of implementation readiness activities Consolidate county validation efforts and number of county staff required to participate Establish measurable, formal checkpoints to determine if exit criteria are on track to be met or if adjustments and/or other options need to be taken <p>Detailed Contingency Planning is underway to determine the best options and strategies to minimize impact to Counties and remain within schedule and budget</p>	<p>Efforts to mitigate related risks for Batch Performance (Risk #237), Image Scalability and Performance (Risk #256), County Readiness (Risk #262), and County Image Migration Readiness (Risk #264) have been effective, and these items are on track toward Green Light. Additionally, the Change Discussion Guides for Wave 1 (Risk #270) have been approved. GA/GR Readiness for UAT and CDV (Risk #267) has been closed. The areas that continue to need mitigation are:</p> <ul style="list-style-type: none"> Converted Data Test (CDT) Defect Resolution (Risk #263) – Continuing to monitor with good progress. Monitoring open items for GA/GR and Reports. UAT is on-plan to complete re-testing as scheduled. There are no open Severity 1-High defects. Severity 2 defects have been prioritized for go-live readiness. The team is evaluating Severity 3 and 4 defects to determine the appropriate county communications and actions needed. Report Refactoring and Ancillary System Timelines (Risk #269) – Risk level is currently at medium. Yolo has 41 reports to refactor. Awaiting final confirmation that they are not a barrier or go-live. The Consortium plans to assist with SQL queries, as needed. <p>Mitigations Actions: To date, Contra Costa shifted from Wave 1 to Wave 2, and the project shifted their CDG to Wave 2 schedule. Additional mitigations underway include 1) leveraging the UAT environment, trainings, and testers to participate in Wave 1 Process Simulation; 2) providing additional, in-person support to walk Counties through work plans and checklists and verify that sufficient staffing is in place at the Counties to complete activities; 3) providing additional change discussion sessions with the Counties to help understand and implement CDGs; and 4) preparing to “swarm” the Wave 1 Counties with additional post-implementation support from the Consortium, Accenture, and other project teams to bridge readiness gaps.</p> <p>Contingency Plans are not required at this time due to the impact on Counties. The teams will continue to implement tactical mitigations.</p>


Wave 1 Readiness: Project Readiness for CalWIN Cutover to CalSAWS Risks

263: Unresolved High Priority Conversion defects not resolved prior to Wave 1 Go-Live could impact County Case Worker business Post Go-Live

Risk #263	Risk Description & Mitigation Plan	Risk Status																																																																						
	<p>Remaining CDT as well as New UAT defects will need to be resolved prior to the Wave 1 Go-Live. Defects not resolved could result in a schedule slippage of and/or impact the Counties experience after Wave 1 Go-Live</p> <p>Mitigation Steps:</p> <ul style="list-style-type: none"> • Prioritize New P1 for the next GDS (i.e., GDS#8); • Prioritize Existing (and Go-Live Dependent) P2 Defects into GDS#8 and/or GDS#9 • Prioritize (Go-Live Dependent) P2, not assigned to GDS#8 or GDS#9) to be resolved and included in the Conversion logic for Go-Live. Testing to occur in Conversion environment • Perform an Impact Analysis on Defects not assigned to Conversion logic prior to Go-Live and Communicate to the Implementation Support Services (ISS) team 	<p>Current State of Open Defects as of August 26, 2022:</p> <ul style="list-style-type: none"> • At Wave 1 Go-Live, 98 P3/P4 Defects will remain Open. 80% currently have an Alternate Procedure documented in Jira • P2 Defects In-Triage are in analysis to determine if they impact Placer and/or Yolo Wave 1 Counties • Accenture, Consortium, and QA Conversion teams are currently Assessing the Impact and ensuring Alternate Procedures are complete for each of the Open P3/4 defects. Impact Analysis is targeted to be complete by 9/2 and Alternate Procedures by 9/16. These defects will be delivered to Deloitte ISS team on a flow basis (identified as the "Ready for ISS" label in Jira) for inclusion in the Go-Live Packet <p style="text-align: center;"><i>CDT, CDV, and UAT Actuals as of 8/26/2022 EOD</i></p> <table border="1" data-bbox="1091 629 1736 739"> <thead> <tr> <th>Open Defects by Phase</th> <th>P1</th> <th>P2</th> <th>P3/P4</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>CDT</td> <td>0</td> <td>70</td> <td>103</td> <td>173</td> </tr> <tr> <td>CDV</td> <td>0</td> <td>4</td> <td>22</td> <td>26</td> </tr> <tr> <td>UAT</td> <td>0</td> <td>7</td> <td>1</td> <td>8</td> </tr> <tr> <td>Total Open Defects</td> <td>0</td> <td>81</td> <td>126</td> <td>207</td> </tr> </tbody> </table> <table border="1" data-bbox="1091 761 1736 958"> <thead> <tr> <th>Defect Delivery by GDS</th> <th>P1</th> <th>P2</th> <th>P3/P4</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>GDS#9</td> <td>0</td> <td>55</td> <td>29</td> <td>84</td> </tr> <tr> <td>Wave 1 Go-Live</td> <td>0</td> <td>21</td> <td>4</td> <td>25</td> </tr> <tr> <td>GDS#10</td> <td>0</td> <td>0</td> <td>70</td> <td>70</td> </tr> <tr> <td>GDS#11</td> <td>0</td> <td>0</td> <td>21</td> <td>21</td> </tr> <tr> <td>In Triage</td> <td>0</td> <td>5</td> <td>2</td> <td>7</td> </tr> <tr> <td>Total Open Defects</td> <td>0</td> <td>81</td> <td>126</td> <td>207</td> </tr> <tr> <td>Resolved</td> <td>0</td> <td>-58</td> <td>-34</td> <td>-92</td> </tr> <tr> <td>Conversion Open Total</td> <td>0</td> <td>23</td> <td>92</td> <td>115</td> </tr> </tbody> </table> <p style="text-align: right; margin-right: 20px;">} 98</p> <p>Green Light Criteria:</p> <ul style="list-style-type: none"> • UAT is on-plan to complete as scheduled • No Open Severity 1-High 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 	Open Defects by Phase	P1	P2	P3/P4	Total	CDT	0	70	103	173	CDV	0	4	22	26	UAT	0	7	1	8	Total Open Defects	0	81	126	207	Defect Delivery by GDS	P1	P2	P3/P4	Total	GDS#9	0	55	29	84	Wave 1 Go-Live	0	21	4	25	GDS#10	0	0	70	70	GDS#11	0	0	21	21	In Triage	0	5	2	7	Total Open Defects	0	81	126	207	Resolved	0	-58	-34	-92	Conversion Open Total	0	23	92	115
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Wave 1 Readiness: Project Readiness for CalWIN Cutover to CalSAWS Risks

278: CalWIN OCM Implementation Support Plan

Risk #278	Risk Description & Mitigation Plan	Risk Status
<p>W-1</p> 	<p>Without adequate information, neither the project nor county teams can prepare for post-implementation support, and county post-implementation support might be insufficient, disorganized, and/or ineffective</p> <p>Deloitte Deliverable 10, CalWIN OCM Implementation Support Plan, is late, require rework, and does not provide the structure or details necessary to inform the project or county teams of how support will be provided after the CalWIN Counties cut over to CalSAWS. The DDEL was originally due on May 16, 2022, but not released until June 6, 2022. On June 15, 2022, it was decided that the review should be paused due to the coordination needed with project teams on Pre- and Post-Deployment Support roles, responsibilities, tasks, activities, and resources. DDEL 10 will be revised in working sessions with the project teams, and the draft deliverable is targeted to be resubmitted on July 15, 2022. Based on the deliverable process, the earliest the DEL 10 is likely to be finalized is August 18, 2022. The most immediate impact is to the Wave 1 Counties</p> <p>To mitigate this risk, the following key actions will be taken:</p> <ul style="list-style-type: none"> • Deliverable 10 – In the DDEL re-write: <ul style="list-style-type: none"> • Address all requirements. Only three (3) of the eleven (11) requirements were fully met in the original DDEL submission • Incorporate all deliverable reviewer comments submitted to date. Since the review of the initial DDEL was paused, not all reviewers submitted comments at the point of pause • Refine existing plan content with agreement from all teams • Finalize the base support plan on how overall pre- and post-implementation support should be delivered • Clearly define the roles and responsibilities and gain agreement across all teams • Clearly define how the support model works for a hybrid (on-site and remote) county workforce • Provide a staffing model at the county and project levels, including one that plans for sufficient on-site staff, county command centers, project command centers, and project support staff • Clarify differences needed to accommodate county size (small, medium, and large) and how to meet the needs of high/low-touch Counties • Focus on usefulness of support model in addition to the revised delivery date • Conduct review sessions by document section, incorporating comments and reviewing with participants. Completing reviews by section will help get the deliverable done by revised target dates 	<p>Deliverable 10 - FDEL is being finalized and moving towards approval</p> <p>Wave 1 Preparation – In preparation for Wave 1 cutover:</p> <ul style="list-style-type: none"> • Create the tactical details for Wave 1 to outline the who, when, and where – Target Completion end of August • Work with each project team identified in the Implementation Support Plan to coordinate and get commitment of resources to execute the support model – COMPLETE • Communicate to the Counties the finalized plans, schedule, and coordinate on-site resources and equipment/room needs. Target completion end of August • Define the hybrid (on-site and remote) workforce support plan – COMPLETE Model will continue to evolve based on County need associated with the PHE • Confirm contents of Go Live Packet and level of information to provide to county staff as they migrate to CalSAWS and monitor completion of Go Live Packet contents in mid-September. Review sample content with some users as part of human centered change process to solicit end user feedback. Distribution of Go Live Packet planned for October. The interim version of the packet in review as of week of August 15, 2022; while the final version due September 15, 2022 is planned to be delivered timely. Publication of the Go Live Packet to the Counties planned for October 5, 2022. Received preliminary feedback needing to adjust the presentation of information to be consumable by a County worker. Identification of volunteers from C-IV counties to provide feedback on previous Go Live Packet to inform updates to CalWIN Wave 1 Go Live Packet in progress • Define communication plan for orienting counties to the Go Live Packet <p>As an additional risk mitigation but not required for Go Live:</p> <ul style="list-style-type: none"> • Recruit and place CalSAWS/CalWIN County support for the CalWIN County migration. CRFI to be published to CalSAWS Counties week of 8/29/2022

Wave 1 Readiness: CalWIN Counties Cutover Readiness Needs Risks

269: CalWIN Counties may not have enough development and testing timeline to Refactor their Ad-hoc Reports and Ancillary System before Go-Live

Risk #269	Risk Description & Mitigation Plan	Risk Status
<p>W-1</p>	<p>The CalWIN Counties need time in the schedule, leading up to their respective Go-Live, to Refactor Ad-hoc Reports and/or Ancillary Systems. To do so, the Counties need connectivity and access to CalSAWS environments, data model (and definitions), as well as data. The current CalSAWS delivery schedule (of these) is compressing the CalWIN Counties Design, Development, and Testing timelines (i.e., schedule) and putting their County Readiness for Go-Live at-risk</p> <p>Defined Waves 1 - 6 Curriculum: Activities, Training, and Milestones which includes T- timelines for the following:</p> <ul style="list-style-type: none"> Initial Discovery Session Qlik Overview Operational, Fiscal, and State Reports Used by County APEX/EDR Demonstration and Training CalSAWS Database Structure and Data Dictionary Training CalWIN to CalSAWS Data Mapping Report Training 	<p>CalWIN County Education Sessions (i.e., Planned Curriculum) for Wave 1:</p> <ul style="list-style-type: none"> CalSAWS has facilitated 100% (or 11 of the 11) planned Ad Hoc Support Curriculum to the Wave 1 Counties <p>CalWIN County Ad Hoc Reports Refactoring for Wave 1:</p> <ul style="list-style-type: none"> Wave 1 Counties have Refactored 0% of their Ad Hoc Reports and are approx. 0% to plan <ul style="list-style-type: none"> Placer has 0 Reports to Refactor Yolo has identified 31 Reports to Refactor; 6 of the reports are complete and teams are identified to assist with the completion of the remaining 25 reports CalSAWS continues to provide Yolo county with "Over the Shoulder" support. Both Placer and Yolo counties have not identified any of the reports (yet to be refactored) that would be a "show-stopper" from the counties going live with Wave 1 (at the end of October 2022) <p>Based on the above, this risk is trending to green</p>



Wave 2 Readiness

Wave-2 Readiness: Executive Summary (as of 09/02/2022)

Readiness Areas and Categories

Executive readiness focuses on the critical path to completion with the associated milestones and measures used to track readiness items.

Readiness Area*	Readiness Category		Comments
Application	G	Deploy CalSAWS Releases 22.09	In Progress: 98.74% complete
	G	Contact Center Readiness	In Process SCRs: <ul style="list-style-type: none"> Tulare CA-240158 Santa Clara CA-240159 Contra Costa CA-240155
	G	Imaging Readiness	
	G	BenefitsCal Readiness	CBO Mock Run 1 complete
	G	Central Print Readiness	Configuration meetings complete (3 of 3); validation meetings 1 of 3 complete
	C	UAT Prep	Complete
	G	UAT Execution	<ul style="list-style-type: none"> Group 1 and Group 2 Retest – Complete Metric and completion of UAT Exit Criteria is on schedule for 09/08/2022 completion
Integration	NS	County Interface Partner Test (IPT) Execution	County Interface Partner Testing (with Project) begins October 2022
	NS	State Interface Partner Test (IPT) Execution	State Interface Partner Testing (with Project) begins October 2022
Conversion	G	CDT Defects Resolution	As of 8/25/22 there are 114 unresolved Defects. GDS#9 (Wave 2) On-Schedule for Delivery in September 2022
	G	EDBC Match – Auto Review Rates	
Technical	Y	County Network Connectivity	Risks for Santa Clara County continue to be monitored <ul style="list-style-type: none"> AT&T circuit deployed on August 17, 2022; Circuit acceptance targeted by August 26, 2022. Comcast statement of work pending from carrier for construction dependencies Level 3 circuit order in progress (Contingency circuit in case of further delays or blockers with AT&T or Comcast) Completed IPT pre-readiness for Tulare County <ul style="list-style-type: none"> Secondary Circuit delivered for Tulare County Completed IPT pre-readiness for Contra Costa County
	NS	Performance Testing	Performance Testing begins October 2022



*The status should be reflective of the readiness category trending at the time of reporting period.

Wave-2 Readiness: Executive Summary (as of 09/02/2022)

Readiness Areas and Categories

Executive readiness focuses on the critical path to completion with the associated milestones and measures used to track readiness items.

Readiness Area*		Readiness Category	Comments
Training	G	FDEL 8 Master Training Plan	Monthly update complete and submitted
	G	ILT Training Curriculum Complete	Core curriculum complete. County-specific ILT curriculum walkthroughs occur mid-August to mid-September. County-specific ILTs scheduled to be complete by 09/30/22
	G	Wave 2 County Classroom Set-Up	Classroom identified and confirmed for Wave 2 counties.
	NS	WBT Training Delivery	WBTs start 09/26/22 for Wave 2 Early Training & TTT participants WBTs start on 10/17/22 for all staff
	NS	ILT Training Delivery	Early Training and Train the Trainer starts 11/28/22. All staff training starts 01/03/23.
Organization	R	Change Discussion Guides (CDGs)	<ul style="list-style-type: none"> In process of addressing county comments from Santa Clara and Contra Costa to be completed by 9/9/22 Conducting review and updates with Consortium for Tulare CDG to finalize by 9/9/22
	G	Communications	Currently drafting Wave 2 Infographics for distribution on 9/28/22 via CIT
	C	Business Process Reengineering	<ul style="list-style-type: none"> All To-Be Sessions Complete All Closeout Sessions Complete All Work Products Signed-Off and Deliverables Approved
	G	Process Simulation	<ul style="list-style-type: none"> Gathering participants for Process Simulation via CRFI-22-058 Process Simulation Kick Off <ul style="list-style-type: none"> Santa Clara scheduled for 9/6/22 Tulare and Contra Costa scheduling in progress
	NS	Configuration	<ul style="list-style-type: none"> Configuration Kick Off <ul style="list-style-type: none"> Santa Clara occurred 8/23/22 Tulare and Contra Costa scheduling in progress
Implementation	G	Implementation Planning	<ul style="list-style-type: none"> Implementation Planning will begin at T-4 for Wave 2 Go Live Packet is in draft; updates to be made in November 2022 for Wave 2
	NS	County Prep	County Prep Phase for Wave 2 will begin in January 2023
	NS	Pre and Post Implementation Support	Planning efforts will begin in October 2022
	G	Help Desk	
	G	County Ad Hoc Reports	Reviewed 1,087 reports for refactoring. Approximately 293 need to be refactored for Wave 2 Counties

Not Started

On Schedule

<14 Days Late

>=14 Days Late

Complete

Wave 2 – County Readiness Summary (as of 09/02/2022)

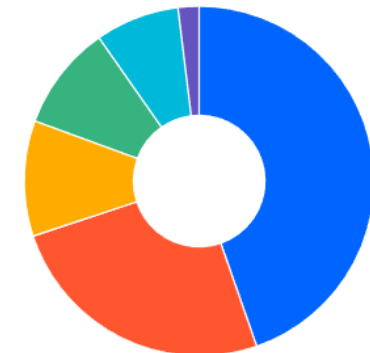
Readiness Area	Status*	Contra Costa	Status*	Santa Clara	Status*	Tulare
Application	G	Contact Center SCR: CA-240155	G	Contact Center SCR: CA-240159	G	Contact Center SCR: CA-240158
Integration	NS		NS		NS	
Conversion	G		G		G	
Technical	G		Y	Project is monitoring risks <ul style="list-style-type: none"> AT&T circuit deployed on 08/17/2022; Circuit acceptance target by 08/26/2022 Comcast statement of work pending from carrier for construction dependencies 	G	
Training	G	Early Training & TTT WBTs begins 9/26/2; ET & TTT ILTs begins 11/28/22	G	Early Training & TTT WBTs begins 9/26/2; ET & TTT ILTs begins 11/28/22	G	Early Training & TTT WBTs begins 9/26/2; ET & TTT ILTs begins 11/28/22
Implementation	G	Contra Costa has 65 reports identified to refactor	G	Santa Clara has 228 reports to refactor; 0 have been refactored to date	G	Tulare does not have any reports identified to refactor
Organizational	G	Change Discussion Guide feedback	G	Change Discussion Guide feedback	G	Change Discussion Guide feedback

NS	Not Started	G	On Schedule	Y	<14 Days Late	R	>=14 Days Late
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Wave 2 All Tasks Due Next 30 Days by Readiness Category

Wave 2 County Readiness Checklist Activities by Status (as of 09/02/2022)

Status	00 All Counties	01 Contra Costa	04 Santa Clara	05 Tulare	Wave 2 Counties	T:
COMPLETED	39	206	155	187	1	588
NOT STARTED	12	259	162	134	4	571
IN PROGRESS	0	79	61	33	0	173
Total Unique Issues:	51	544	378	354	5	1332



Implementation Readiness Category

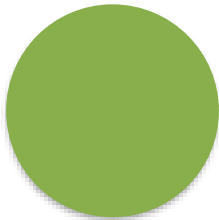
Category	Total Issues: 103
Application Readiness	46
Implementation Readiness	26
Technical Readiness	11
Training Readiness	10
Change Readiness	8
Conversion Readiness	2

Note: All County Tasks includes tasks that all 18 CalWIN Counties are responsible for completing (e.g., UAT related tasks). Wave 1 Counties tasks include tasks that apply to both Placer and Yolo Counties (e.g., selective conversion tasks)



Conversion Update

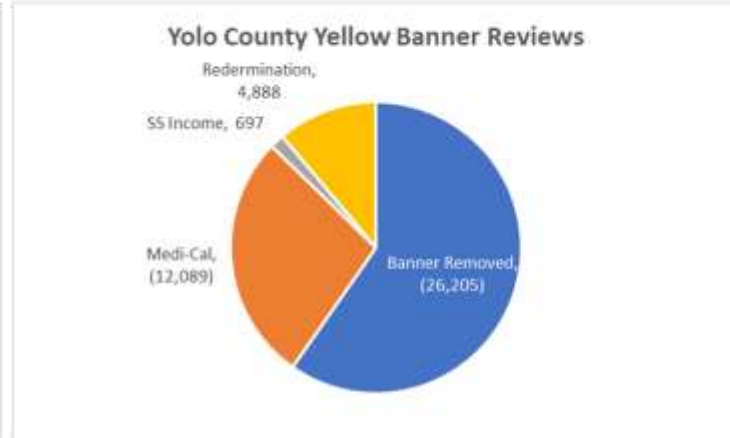
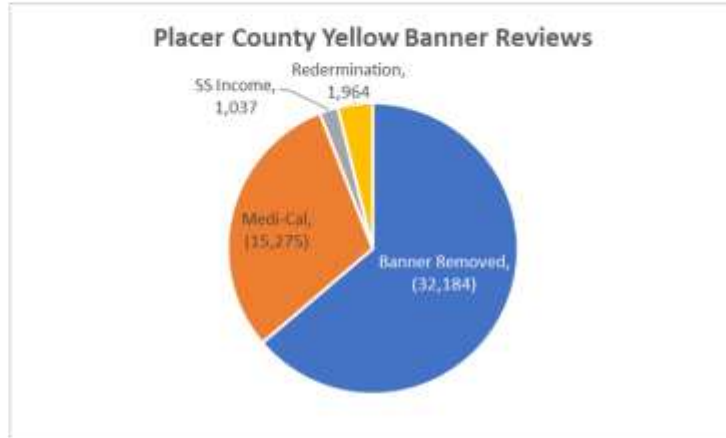
- Characteristics and trends of Yellow Banner Cases



CalWIN Cutover Case Review

Yellow Banner Cases

9% of Converted Active Programs Need Worker Review



Auto Case Review Batch Accounting

	Placer	Yolo	Total	
Converted Active Programs	52,761	46,093	98,854	100%
Yellow Banner Removed from Program	(32,184)	(26,205)	(58,389)	-59%
Yellow Banner Case Worker Review	20,577	19,888	40,465	
MC Protected by the PHE	(15,275)	(12,089)	(27,364)	-28%
SS Income COLA	1,037	697	1,734	2%
Review by RE Date	1,964	4,888	6,852	7%

Counties to Prioritized for Social Security COLA in December

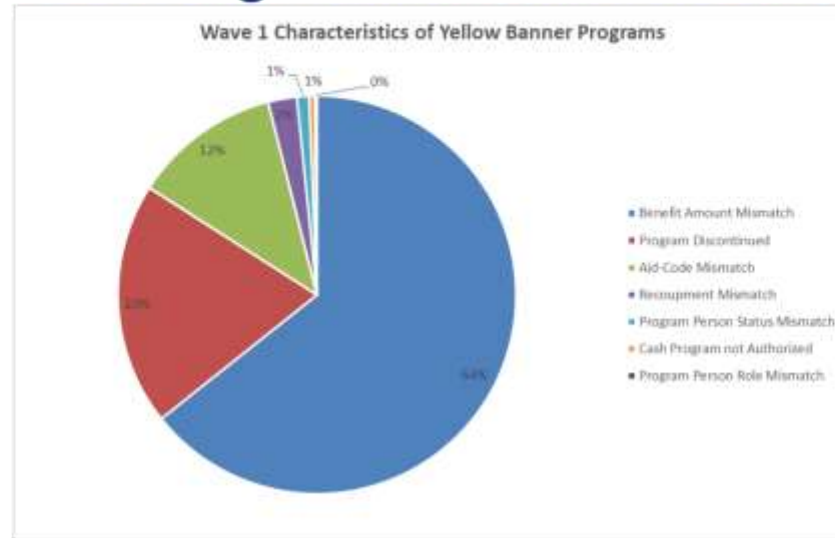
Counties to Review Programs on the Redetermination Date

Note: Approx. 4% of Active Programs are excluded from the Auto Case Review Batch processing as these Programs were "in-flight" by Case Workers and skipped for valid reasons.

CalWIN Cutover Case Review

Yellow Banner Cases

Characteristics of Programs that Need Worker Review



Mismatch Reason	Placer	Yolo	Program Count
Benefit Amount Mismatch	2,454	3,067	5,521
Program Discontinued	740	955	1,695
Aid-Code Mismatch	414	616	1,030
Recoupment Mismatch	75	126	201
Program Person Status Mismatch	34	51	85
Cash Program not Authorized	9	31	40
Program Person Role Mismatch	4	10	14



UAT Status Update

CalSAWS UAT Execution Status

Executive Summary

CalSAWS CalWIN UAT Highlights

280+

Participants

113

Support Staff

13

Functional Groups

1018

UAT Scenarios

30+

Demonstrations

766

Findings

62+/-

System Defects

18

CalWIN Counties

CalSAWS CalWIN UAT Group 1

Group 1 Timeline

- UAT Preparation: March 7, 2022 to May 27, 2022
- Web Based Training: May 2, 2022 to June 10, 2022
- UAT Group 1 Execution: June 27, 2022 to July 22, 2022
- UAT Group 1 Retest: July 25, 2022 to Aug 12, 2022

Group 1 Program/Functional Areas

- Lobby Management, Manage Personnel
- CW, CF, Non-FC Resource Data Bank (RDB)
- Child Care
- CAPI
- WTW, FSET, Cal-Learn

CalSAWS CalWIN UAT Group 2

Group 2 Timeline

- UAT Preparation: March 7, 2022 to June 24, 2022
- Web Based Training: June 13, 2022 – July 8, 2022
- UAT Group 2 Execution: July 25, 2022 to August 19, 2022
- UAT Group 2 Retest: August 22, 2022 to Sept 2, 2022

Group 2 Program/Functional Areas

- Special Units – Hearings & investigations
- MC CMSP
- Fiscal Issuance, Reports
- State Reports
- Fiscal OP/OI, Reports
- Special Units – QA, Error Prone, IEVS
- FC, AAP, KG, ARC, FC RDB
- GAGR

CalSAWS UAT Execution Status

Executive Summary

CalSAWS CalWIN UAT Execution

CalSAWS UAT	Total Scenarios	Not Executed	In Progress	Passed	Failed	Blocked	Findings	Defects	SCRs
CalSAWS UAT Group 1 Execution	425	0% (0)	0% (0)	99% (423)	1% (2)	0% (0)	225	63	12
CalSAWS UAT Group 2 Execution	593	0% (0)	0% (0)	95% (563)	5% (30)	0% (0)	541	295	22
Total Execution	1018	0% (0)	0% (0)	97% (986)	3% (32)	0% (0)	768	358	34

CalSAWS CalWIN UAT Defects

Severity	In Development	In Test	Pending Rejection	Rejected	Test Complete	Grand Total
2-Normal/Medium	13	4	11	70	27	125
3-Normal/Low	10	18	31	167	3	229
4-Cosmetic	2	1	0	0	1	4
Grand Total	25	23	42	237	31	358

CalSAWS UAT Execution

Next Steps

- ✓ 91 Findings already transitioned to the ISS/Training Team
- ✓ Unresolved UAT Defect fixes will be tested with CalSAWS Release Process
- ✓ Counties can monitor defects status through their County PPOC
- ✓ UAT Pins will be delivered to County UAT Coordinator

**Thank you for Counties for your hard work and contributions
in the successful completion of CalSAWS CalWIN UAT!**







Update on Waves 2 – 6 Key Risks


Project Readiness for CalWIN Cutover to CalSAWS Risks

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

Risk #258	Risk Description & Mitigation Plan	Risk Status
<p>W-2 to W-6</p>  	<p>The CalWIN Conversion Cutover Window is at-risk of completing past the 84-hour cutover window</p>	<p>Business Impact Mitigation Options:</p> <ul style="list-style-type: none"> • Reduce CalWIN EDBC (system generated) data that is more than 3 years from the Go-Live date • Convert Open and Closed Cases within 2 years in Cutover B • Delay the Conversion of: <ul style="list-style-type: none"> • Closed Purged/Shell Cases • Closed Cases greater than 2 years from Cutover C two weeks after each (wave) Go-Live (with the Cutover A of the next Wave) • Meetings scheduled last week included: <ul style="list-style-type: none"> • Assessed Business Impacts to identified Mitigation Options • Gathered Metrics and Projections on potential Impacts • Reviewed Proposal/Approach and recommended Mitigation Options with Strike Team and present to Leadership (for alignment and next steps) • Action Items Planned this week include: <ul style="list-style-type: none"> • Monitor and assess the results of the Wave 2 Conversion timings for the current GDS9 (Cutover Projection will be updated by 9/7) • Gainwell and Accenture Conversion to assess refactoring needed for the Business Impact Mitigation Options (noted above). Teams to also plan the SDLC timeline and the re-planning of W2 Mock Cutover (to incl. C) • Communications Planned to Discuss Mitigation Options mid-September with: <ul style="list-style-type: none"> • CalWIN OPAC members on 9/12 • CalSAWS Governance chair members on 9/19



Project Readiness for CalWIN Cutover to CalSAWS Risks

268: Implementation Readiness for CalWIN Cutover to CalSAWS

Risk #268	Risk Description & Mitigation Plan	Risk Status
<p>W-2 to W-3</p> 	<p>If implementation readiness (project and county) is not on track to meet their respective exit criteria by 04/29/2022, then the CalWIN Wave 1 cutover to CalSAWS could either be delayed or require significantly greater support to help Counties through outstanding issues. Individual risks have been opened related to the ability to be fully ready in time for a successful CalWIN Wave 1 cutover to CalSAWS on October 27, 2022 and subsequent waves. This risk serves as an overarching risk for the overall readiness of the project and CalWIN Counties to cutover to CalSAWS</p> <p>To mitigate this risk, the following actions will be taken:</p> <ul style="list-style-type: none"> Execute the mitigation steps outlined in each of the individual risks which includes utilizing only Wave 1 county data to support UAT and moving up the start of implementation readiness activities Consolidate county validation efforts and number of county staff required to participate Establish measurable, formal checkpoints to determine if exit criteria are on track to be met or if adjustments and/or other options need to be taken <p>Detailed Contingency Planning is underway to determine the best options and strategies to minimize impact to Counties and remain within schedule and budget</p>	<p>Batch Performance (Risk #237) – Testing for Waves 2 and 3 has not started</p> <p>Image Scalability and Performance (Risk #256) – CalSAWS Imaging solution has maintained stability and performance for 58 Counties</p> <p>County Readiness (Risk #262) – Mitigation actions are on track for ISS to deliver County Readiness materials to prepare Waves 2 and 3 counties for go-live</p> <p>Converted Data Test (CDT) Defect Resolution (Risk #263) – CDT has not started for Waves 2 and 3</p> <p>County Image Migration Readiness (Risk #264) – No update for Waves 2 or 3</p> <p>Report Refactoring and Ancillary System Timelines (Risk #269) – Risk level is currently at medium. Ad Hoc Curriculum sessions have been conducted. The risk will be re-assessed when ad hoc refactoring is planned to begin for Waves 2 and 3 Counties</p> <p>Change Discussion Guides (CDGs) Readiness (Risk #270) – Work continues toward improving overall CDG process. Wave 2 CDGs are trending late, and the delivery timeframes have been revised. A Master CDG is being created to ensure that updates from Waves 1 and 2 are being fully incorporated into the Wave 3 CDGs. It is estimated to be completed by end of August</p> <p>Contingency Plans are not required at this time</p>



CalWIN Counties Cutover Readiness Needs Risks

270: The CalWIN Counties may not be fully prepared for Go-Live if there is insufficient information in the Organizational Change Management (OCM) Change Discussion Guides (CDGs)

Risk #270	Risk Description & Mitigation Plan	Risk Status
<p>W-2</p> 	<p>If OCM does not have sufficient documentation and resources to create CDGs, and Counties do not have adequate time to review and provide feedback, the CDG delivery timeframe and level of detail will be impacted. The OCM team uses the County To-Be Process documentation to create the CDGs. Two Wave 2 Counties have indicated the need to modify the CDGs to provide more tailoring to their County processes and understand how the CDGs should be used in concert with other ISS activities to effectively support change discussions between supervisors/managers and County staff. Project reviewers have also submitted comments that Deloitte is addressing for all Wave 2 CDGs</p> <p>Noted Key Dates: W2 WBT Early Learning Dates: 9/26/22 W2 Early Learning ILT Dates: 11/28/22 - 12/16/22</p>	<p>Wave 2 CDGs are trending late, and the delivery timeframes are revised</p> <ul style="list-style-type: none"> • Tulare FDEL approved. Deloitte resubmitted FWP for Santa Clara and Contra Costa FWP. Contra Costa sessions planned to close out FWP comments. Deloitte plans to submit DDEL for Contra Costa and Santa Clara Change Discussions Guides to the Consortium on September 12 (original date: June 24) • Deloitte plans to submit FDEL for Contra Costa and Santa Clara Change Discussions Guides to the Consortium on October 3 (original date: July 18) • Conduct Change Discussion Kick Off sessions with Tulare and Contra Costa managers and supervisors for Change Discussions with Staff - week of September 12, 2022 – September 16, 2022 • Conduct Change Discussion Kick Off sessions with Tulare and Contra Costa managers and supervisors for Change Discussions with Staff - September 27, 2022 - October 7, 2022 • Measure and track progress of change discussions - October 10, 2022 – November 4, 2022
<p>W-3</p> 	<p>Same as above</p>	<p>A master CDG is being developed as the starting point for creating W3 County CDGs and the estimated completion is end of August</p> <p>CDG development plan being revised in concert with the Counties while aligning with early learning dates</p> <p>DWP for Orange, Santa Barbara and Ventura is delayed to use an interactive approach with the Wave 3 Counties in the development of the CDGs</p> <ul style="list-style-type: none"> • Conduct Kick Off session with W3 Counties – week of September 6 – 9, 2022 • Conduct CDG working sessions with W3 Counties – week of September 19, 2022 – October 7, 2022 • Conduct CDG Prep session kick off with W3 Counties – week of October 24 – 28, 2022 • Conduct Change Discussion Prep sessions with W3 managers and supervisors for Change Discussions with Staff - November 14, 2022 – November 25, 2022 • Measure and track progress of change discussions - November 28, 2022 – December 23, 2022


CalWIN Counties Cutover Readiness Needs Risks

269: CalWIN Counties may not have enough development and testing timeline to Refactor their Ad-hoc Reports and Ancillary System before Go-Live

Risk #269	Risk Description & Mitigation Plan	Risk Status
<p>W-2</p> 	<p>The CalWIN Counties need time in the schedule, leading up to their respective Go-Live, to Refactor Ad-hoc Reports and/or Ancillary Systems. To do so, the Counties need connectivity and access to CalSAWS environments, data model (and definitions), as well as data. The current CalSAWS delivery schedule (of these) is compressing the CalWIN Counties Design, Development, and Testing timelines (i.e., schedule) and putting their County Readiness for Go-Live at-risk</p> <p>Defined Waves 1 - 6 Curriculum: Activities, Training, and Milestones which includes T- timelines for the following:</p> <ul style="list-style-type: none"> • Initial Discovery Session • Qlik Overview • Operational, Fiscal, and State Reports Used by County • APEX/EDR Demonstration and Training • CalSAWS Database Structure and Data Dictionary Training • CalWIN to CalSAWS Data Mapping Report Training 	<p>CalWIN County Education Sessions (i.e., Planned Curriculum) for Wave 2:</p> <ul style="list-style-type: none"> • CalSAWS has facilitated 100% (or 11 of the 11) planned Ad Hoc Support Curriculum to the Wave 2 Counties <ul style="list-style-type: none"> • Counties have identified 293 Reports to Refactor <p>CalWIN County Ad Hoc Reports Refactoring for Wave 2:</p> <ul style="list-style-type: none"> • Wave 2 Ad Hoc Refactoring planned to begin in Sep 2022 at T-6 (to Go-Live) <p>Risk level to be re-assessed when Ad-Hoc Refactoring is planned to begin</p>
<p>W-3</p> 	<p>Same as above</p>	<p>CalWIN County Education Sessions (i.e., Planned Curriculum) for Wave 3:</p> <ul style="list-style-type: none"> • CalSAWS has facilitated 91% (or 10 of the 11) planned Ad Hoc Support Curriculum to the Wave 3 Counties <ul style="list-style-type: none"> • Counties have identified 311 Reports to Refactor <p>CalWIN County Ad Hoc Reports Refactoring for Wave 3:</p> <ul style="list-style-type: none"> • Wave 3 Ad Hoc Refactoring planned to begin in Nov 2022 at T-6 (to Go-Live) <p>Risk level to be re-assessed when Ad-Hoc Refactoring is planned to begin</p>


CalWIN Counties Cutover Readiness Needs Risks

269: CalWIN Counties may not have enough development and testing timeline to Refactor their Ad-hoc Reports and Ancillary System before Go-Live

Risk #269	Risk Description & Mitigation Plan	Risk Status
<p>W-4 to W-6</p> 	<p>The CalWIN Counties need time in the schedule, leading up to their respective Go-Live, to Refactor Ad-hoc Reports and/or Ancillary Systems. To do so, the Counties need connectivity and access to CalSAWS environments, data model (and definitions), as well as data. The current CalSAWS delivery schedule (of these) is compressing the CalWIN Counties Design, Development, and Testing timelines (i.e., schedule) and putting their County Readiness for Go-Live at-risk</p> <p>Defined Waves 1 - 6 Curriculum: Activities, Training, and Milestones which includes T- timelines for the following:</p> <ul style="list-style-type: none"> Initial Discovery Session Qlik Overview Operational, Fiscal, and State Reports Used by County APEX/EDR Demonstration and Training CalSAWS Database Structure and Data Dictionary Training CalWIN to CalSAWS Data Mapping Report Training 	<p>CalWIN County Education Sessions (i.e., Planned Curriculum) for Waves 4-6:</p> <ul style="list-style-type: none"> Wave 4: CalSAWS has facilitated 82% (or 9 of the 11) planned Ad Hoc Support Curriculum to the Wave 4 Counties Wave 5: Curriculum planned to begin in Oct 2022 at T-12 (to Go-Live) Wave 6: Curriculum planned to begin in Nov 2022 at T-12 (to Go-Live) <p>CalWIN County Ad Hoc Reports Refactoring for Waves 4-6:</p> <ul style="list-style-type: none"> Wave 4: Ad Hoc Refactoring planned to begin in Feb 2023 at T-6 (to Go-Live) <ul style="list-style-type: none"> Counties have identified 295 Reports to Refactor Wave 5: Ad Hoc Refactoring planned to begin in Apr 2023 at T-6 (to Go-Live) <ul style="list-style-type: none"> Counties have identified 155 Reports to Refactor Wave 6: Ad Hoc Refactoring planned to begin in May 2023 at T-6 (to Go-Live) <ul style="list-style-type: none"> Counties have not yet assessed and/or identified Reports to Refactor <p>Risk level to be re-assessed when Wave-4 Ad-Hoc Refactoring is planned to begin</p>


CalWIN Counties Cutover Readiness Needs Risks

272: Changes to CalWIN Counties PoP site locations occurring less than 12 months prior to go-live may be at risk of not having connectivity with CalSAWS or meeting cutover milestones

Risk #272	Risk Description & Mitigation Plan	Risk Status
<p>W-2 – Santa Clara</p> 	<p>Any CalWIN County that make changes to their designated Point of Presence (PoP) site locations after procurement and planning tasks have been complete, or occurring within 12 months prior to go-live, are at risk for not meeting targeted connectivity dates needed for go-live</p> <p>CalWIN Counties:</p> <ul style="list-style-type: none"> Review responses received from original CRFI 22-015 and re-send those responses back the Counties to confirm/validate the PoP site locations. The new CRFI/CIT (target by June 10 distribution) will call out that due to the long lead times and potential impact to readiness, CalSAWS is looking for their confirmation and if there are any plans in the next 18 months to change and communicate that CalSAWS would like to be part of the initial planning to assess impact 6 Counties (Placer, Yolo, Santa Clara, Santa Barbara, San Mateo, San Francisco) had opted in for a change to the POP location 	<p>August 19, 2022: Santa Clara County has changed the designated Point of Presence (PoP) site location resulting in previously completed procurement and planning tasks having to be re-done. This will result in a 3-month impact to all downstream tasks and milestones for Santa Clara County unless mitigated</p> <p>Mitigation:</p> <ul style="list-style-type: none"> Temporary installation (deployed on June 29, 2022) of 4G connection (at additional cost) which will allow the County to complete pre-readiness and technical enablement tasks. This will isolate the County from being on-hold for 2 months. However, procured circuits will need to be delivered before beginning Interface Partner Testing (IPT) and User Acceptance Testing (UAT) testing 4G connectivity for Santa Clara unusable due to poor 4G signal resulting in instability and unusable as a workaround Comcast 600x35Mbps - Construction delays (ISP) could result in an additional 2 months to deliver (Target: November 2022) Level 3 100Mbps Circuit order placed as contingency while dependencies with Comcast and AT&T are resolved <p>August 22, 2022:</p> <ul style="list-style-type: none"> AT&T 100Mbps – Delivered and Activated With the delivery of the AT&T circuit on 8/22, the technical enablement of Santa Clara can proceed. The Risk rating is being lowered due to a reduction in the probability of impact Santa Clara network changes to be completed by September 19, 2022



Project Readiness for CalWIN Cutover to CalSAWS Risks

276: Delivery of Wave 6 GDS #13 in Sept. 2023 (T-1) Impacts the Execution of Interface Partner Testing (IPT), Process Simulation, and County Data Validation (CDV) phases for Wave 6 Counties

Risk #276	Risk Description & Mitigation Plan	Risk Status
	<p>Based on the Conversion Environment Plan (to run the Conversion Logic in Development, Assembly, and Mock Cutovers), the existing plan is scheduled to deliver converted Wave 6 data (i.e., GDS#13) in September 2023 (T-1). This GDS delivery date is putting the Interface Partner Testing (IPT), Process Simulation, and County Data Validation (CDV) phases At-Risk of Starting/Finishing prior to Wave 6 Go-Live at the end of October 2023</p> <ol style="list-style-type: none"> 1. Review Conversion Environment Plan and determine if the delivery of Wave 6 GDS (converted data) can be pulled back from T-1 to T-3; or, 2. Update the Conversion Environment Plan and Resource (capacity) Plan to support the delivery of Wave 6 GDS (converted data) at T-3 	<p>June 20, 2022: By August 2022, Keith Salas to schedule a meeting with Conversion, Consortium, and QA to review the Risk Mitigation Plan (notated above)</p> <p>August 2, 2022: NO CHANGES</p>

Project Readiness for CalWIN Cutover to CalSAWS Risks

278: CalWIN OCM Implementation Support Plan

Risk #278	Risk Description & Mitigation Plan	Risk Status
<p>W-2</p> 	<p>Without adequate information, neither the project nor county teams can prepare for post-implementation support, and county post-implementation support might be insufficient, disorganized, and/or ineffective</p>	<p>W1 pre- and post-implementation support models are expected to inform W2 resource needs and associated materials (e.g., update to Go Live Packet Content). Also, the PHE is anticipated to impact the onsite/virtual mix of support.</p> <p>Will monitor November and December 2022 to identify potential changes / needs.</p> <p>Solicit feedback on Go live Packet utility and content by November 30, 2022</p> <p>Recruitment of other County support is anticipated to start no later than 2 months prior to W2 go live</p> <ul style="list-style-type: none"> • Create the tactical details for pre/post-implementation support, county prep, to outline the who, when, and where • Work with each project team identified in the Implementation Support Plan to coordinate and get commitment of resources to execute the support model • Communicate to the Counties the finalized plans, schedule, and coordinate on-site resources and equipment/room needs • Conduct County Prep Kickoff
<p>W-3 to W-6</p> 	<p>Same as above</p>	<p>W3-6 preparation associated with pre, and post implementation support is on track</p> <p>Solicit feedback on Go live Packet utility and content by November 30, 2022</p> <ul style="list-style-type: none"> • Create the tactical details for pre/post-implementation support, county prep, to outline the who, when, and where • Work with each project team identified in the Implementation Support Plan to coordinate and get commitment of resources to execute the support model • Communicate to the Counties the finalized plans, schedule, and coordinate on-site resources and equipment/room needs • Conduct County Prep Kickoff

County Sharing Update



County Sharing Update

Program Overview

Why

As the CalWIN Counties continue towards their CalSAWS implementations, there is a greater need for County sharing to aid in decision making around County business processes. The CalSAWS Project Team and Migrated CalSAWS Counties are seeing unprecedented demands for time and resources coupled with staffing shortages.

Who

The CalSAWS Regional Managers (RMs) are sponsoring the County Sharing program to reduce multiple interactions with the Migrated CalSAWS Counties and provide a County perspective to CalWIN Counties on CalSAWS functions.

How

The County Sharing program focuses on events and information sharing. Events focus on how Migrated Counties use CalSAWS to accomplish their goals as County Welfare Departments. For items that do not require events, RMs collect information for counties using a standard County Information Sharing (CIS) process.

When/Where

Events started in August and will be ongoing through the CalWIN Migrations. Events are held using Zoom/Microsoft Teams for virtual events. In-person events can also be scheduled if the topic would be better discussed/demonstrated in-person

County Sharing Update

Event Planning

Topic Selection

- RMs work with individual counties to solicit items
- RMs determine topics for events
- RMs select an Event Manager based on topic expertise
- Topics are focused on County business processes

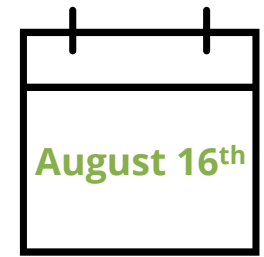
Brainstormed Topics

- Intake Program Assignment
- Intake & Continuing Training
- Workload Management
- Lobby Management
- SIU/Fraud
- WTW
- Help Desk Management
- IEVS/PVS Reports



County Sharing Update

Intake Program Assignment Session



Agenda

- File Clearance Best Practices : 8:30 – 9:30 : Humboldt County
- Pending Best Practices : 9:30 – 12:00 : Humboldt & Imperial County
- Manual Assignment : 1:00 – 2:30 : Riverside County

Attendance

Over
200
Attendees

Representing
40
Counties

Including
18
CalWIN Counties

And
22
CalSAWS Counties

County Sharing Update

Intake Program Assignment Session

96%

Positive
Feedback

Feedback

"Information provided was great in assisting us to prepare for the conversion."

"It would have been more beneficial if it had not devolved into an interactive demonstration with many questions answered by available WBTs."

"Great platform set-up! This allows for support across the state."

"Love the music and the presenters were awesome! They were put on the spot with some of our questions and went with it."

"Just hearing how other counties do business helps us see how we can develop ours."

"I appreciated that the counties were respectful of each other and willing to share. Thank you!"

"Liked the real-world examples and collaboration."

County Sharing Update

Coming up

Workload Management – September 29, 2022

Task Based Workloads 8:30 am – 12:00 pm

CalSAWS Task Based Counties will best practices involving: Receipt of Verifications; Document Routing Rules; Task Banks; SAR7 Distribution; Renewal Scheduling; General Task Distribution

Individualized Case Workloads 1:00 – 4:30 pm

CalSAWS Counties with Individualized Caseloads will best practices involving: Receipt of Verifications; Document Routing Rules; Task Set-up; Verifications after Disc/Denial; Walk-ins/calls/etc.; Redistribution of Caseloads





Update on Key State IV&V Activities

Update on Key IV&V Activities – September

Key Activities being monitored by IV&V



Imaging Migration

- Production defect resolution
- Production enhancements
- Migration of documents from CalWIN to CalSAWS



Batch Performance

- Batch performance improvements and time savings
- Testing with 43 County caseload



CalWIN Data Conversion

- CDT Defect resolution and risk mitigation activities
- Golden Data Set (GDS) 9 development and testing
- Coordination with Implementation Readiness team



CalWIN Wave 1 Implementation Readiness

- User Acceptance Testing (UAT)
- Go-Live packet Preparation and Review
- Implementation Planning and Preparation
- Implementation Readiness Packet
- Wave 1 Implementation Support



CalSAWS and BenefitsCal Releases

- CalSAWS 22.09 Testing
- BenefitsCal Development and Testing
- BenefitsCal User-Centered Design

Adjourn Meeting

