

Wave 2 Implementation Readiness Dashboard and Packet January 20, 2023

The Implementation Readiness Packet & Dashboard present a high-level view of Project Readiness to CalWIN Counties with information related to CalWIN Migration, BenefitsCal, and Central Print. Status will include key metrics related to the overall "health" of the Implementation effort based on measurable metrics and milestones for Wave 2. Project Milestones are identified by project team leads and CalSAWS Project leadership.

The Dashboard and Packet serve to inform Project Leadership and Counties on the progression and completion of Key Project and County Milestones. The packet will be distributed to the CalWIN Counties monthly. The information contained in the document reflects data as of **January 20, 2023**



Readiness Packet



Application Readiness

Development / System Test

Deploy Release 23.01 – Testing In Progress							January	23, 2022 F	Project
			Deploy Re	lease 23.01 T	est Execu	tion Results	*		
Test Execution Results	Total Scripts	Not Executed	In Progress	Pass	Fail	Blocked	Complete d	Remaining	Progress
	1043	0%	1.15%(12)	90.41%(943)	7%(73)	1.44%(15)	1031	12	98.85%

* Test Script counts are subject to change as test scripts are added or removed throughout the execution phase

Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete



User Acceptance Test

CalSAWS UAT Plan Approved	Completed	Project
Select and Confirm CalSAWS UAT Participants for UAT	Completed	Both
UAT Users Loaded to ForgeRock/UAT Environments & Applications	Completed	Project
Complete UAT Test Script Development	Completed	Project
Complete UAT Environment setup	Completed	Project
Complete UAT Application Training	May 2 – June 21, 2022 – Group 1 June 13 – July 21, 2022– Group 2	County
Conduct UAT Execution Kick-Off	June 21 and 22, 2022 – Group 1 July 20 and 21, 2022– Group 2	Both
Complete UAT Test Execution	June 27- July 22, 2022 – Group 1 July 25 – August 19, 2022– Group 2	Both
Complete UAT Retest	August 22 – Sept 2,2022	Both
Evaluate and confirm Exit criteria	Metric/Completion to Plan September 8, 2022	Project

	Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete
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Application Readiness: Imaging

Functionality

Severity 1 & 2 Defects Resolved from UAT	UAT Complete	No Sev 1 or 2 defects reported	Project
Performance Testing			
Hyland Platform Performance Test	Complete	Metric/Completion to Plan	Project
Imaging Performance Test	On Schedule	Targeted completion by 1/31/23	Project
Images Migration			
County Export of Legacy Images	In Progress		County
Hyland Receive and Upload Images to Production Environment	In Progress		Project
Distribute CIT for Counties to install Webscan Kit and Virtual Printer	Completed	CIT #0110-22 distributed on April 19, 2022	Project

Imaging UAT

7/11/22-7/22/22 (retest 8/8/22-8/12/22, 9/8/2022)	Completed	61 of 61 scripts completed and
		passed.

	- 1	Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete	
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Application Readiness: Contact Center

Contact Center

Technical Connectivity	50%	
Update IVR Contact Flows for each County	3 of 3 Approved	Both
Approval of County Contact Center SCRs*	3 of 3 Approved	County
Regression Test of entire Contact Center solution	90%	Project
Model Office Testing – planned start 2/1/2023	0%	Both

*Contact Center SCRs:

- Tulare CA-240158
- Santa Clara CA-240159
- Contra Costa CA-240155

Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete
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Application Readiness: Central Print

Kickoff

Kickoff Meeting Completed	Complete	1 Completed of 1 Planned	Both		
Configuration/Validation					
Configuration Meetings Complete	Complete	3 Completed of 3 Planned	Both		
Validation Meetings Complete	In Progress	2 Completed of 3 Planned	Both		
Configuration Load	In Progress	2 Completed of 3 Planned	Project		
Setup and Training					
Portal Users Loaded	In Progress	0 Completed of 3 Planned	Project		
Inventory Confirmed	Complete	1 Completed of 1 Planned	Project		
Training Materials Completed	Complete	1 Completed of 1 Planned	Project		
Training Delivery	Scheduled	0 Completed of 2 Planned	Both		

Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete
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Application Readiness: BenefitsCal Conversion

Conversion Readiness

Provide sample CBO User information extract to ForgeRock Team for Wave 2 Mock Run	Complete	12/03/2022	Project
Provide extract of the CBO to the counties	Complete	11/03/2022	Project
Obtain CBO conversion file from CalWIN counties (Gainwell) - Mock Run 1	Complete	11/02/2022	
Obtain CBO conversion file from CalWIN counties (Gainwell) - PRD	Not Started	Target 1/24/2023	Project
Converted Data Test			
Validate CBO user load into ForgeRock – Mock Run 1	Complete	12/08/2022	Project
Training Delivery			
Deliver training for CSC and HelpDesk staff	On Schedule	Target - 01/17/2023, 01/19/2023 and 01/24/2023	Project
Deliver training for CBOs - Community Based Organizations	Not Started	Target - 01/26/2023	Project
Communications			
Confirm Communications Plan for BenefitsCal	Complete	Communication plan drafted by 11/18.	Project
Begin Execution of BenefitsCal Communications Plan	Not Started	Execution will begin late January.	Both

	Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete	
CalSAWS January 20, 2023 Wave-2 Implementation Readiness Packet & Dashboard						

BenefitsCal Implementation Readiness



System Operations

Confirm Command Center schedule and communication schedule	Not Started	02/13/2023 - 02/17/2023	Project
Contingency Planning	Not Started	02/13/2023 - 02/17/2023	Project
Prod Deployment Plans			
Develop Production Cutover Checklist (Target → MM/DD/YY)	Not Started	12/19/2022 - 01/27/2023	Project
Confirm Consortium reviewed/approved the BenefitsCal cutover and BenefitsCal rollback plans	Not Started	Target – 02/10/2023	Project
Decide to proceed with BenefitsCal Production Cutover (Go-No Go Decision) (Target → MM/DD/YY)	Not Started	02/13/2023 - 02/17/2023	Project
Confirm Wave Cutover to BenefitsCal (Target → MM/DD/YY)	Not Started	02/13/2023 - 02/17/2023	Project

Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete
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Conversion Readiness – Wave 2

Conversion defects not resolved prior to Wave 1 Go-Live	As of 1/18/22, there are 53 P2 and 54 P3 and P4 Open Converted Data Defects. 62 of the overall defects are planned to be resolved by Cutover 2B, 33 are planned Post Cutover 2B as a Data Change Request (DCR), and the remaining are planned Post Cutover 2 (in general).	Project
Deliver Wave 2 Golden Data Sets (GDS)	Completed GDS#9 (Wave 2)	Project
Auto Case Review Match Rate	Match Rate as a result of Wave 2 Mock Cutover is 69% (whereas W1 Go-Live was 70%)	Project
Complete Wave 2 Mock Cutovers (Risk 258)	 Mock Cutover – Complete. Business Impact Mitigation Strategies for the W2- 6 Cutover Window and Communications with Stakeholders remains In-Progress 	Project
Deliver Wave 2 Golden Data Set (GDS) #9 for County Data Validation (CDV)	Delivered GDS#9 (Wave 2)	Project
Support Wave 2 County Data Validation - Defect Resolution	Supported as planned. W2 CDV Completed on 10/14.	Project
Complete Wave 2A (County Preparation) Cutover	Planned for January 16, 2023	Project
Complete Wave 2B (Go-Live) Cutover	Planned for February 27, 2023	Project

Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete

PIntegration Readiness

Interface Partner Testing – Begins 10/17/22

Complete Interface Development – County Complete County County

Interface Names	Contra Costa	Ready for IPT?	Tulare	Ready for IPT?	Santa Clara	Ready for IPT?
1099 File Writer job	YES	YES	YES	YES	YES	YES
Paid Warrant Reader job	YES	YES	YES	YES	YES	YES
Outbound Collections	NO	N/A	NO	N/A	YES	YES
Inbound Collections	NO	N/A	NO	N/A	YES	YES
Warrant Print Writer	YES	YES	YES	YES	YES	YES
Warrant Print Reader	NO	N/A	NO	N/A	NO	N/A
Auditor Controller Writer	YES	YES	YES	YES	YES	YES
Positive Pay file	NO	N/A	YES	YES	YES	YES
Direct Deposit Writer	YES	YES	YES	YES	YES	YES
Direct Deposit Reader	NO	N/A	YES	YES	YES	YES
School Lunch	YES	YES	YES	YES	YES	YES

Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete

PIntegration Readiness

Interface Partner Testing – 10/17/2022 to 12/30/2022

Execute Interface Testing with CalWIN County Partners	Complete	100%	Project
Execute Interface Testing with State and Consortium Partners	Complete	100%	Project

CONSORTIUM PARTNERS INTERFACE TESTING				
CONSORTIUM PARTNER	STATUS	TARGET COMPLETION DATE		
Electronic Inter County Transfer (EICT) - CalWIN	3/3	November 7, 2022		

STATE PARTNER INTERFACE TESTING				
STATE PARTNER	STATUS	TARGET COMPLETION DATE		
Case Management Information and Payrolling System (CMIPS) - OSI	2/2	October 27, 2022		
Electronic Benefits Transfer (EBT) - FIS	2/2	December 15, 2022		
Medi-Cal Eligibility Data System (MEDS) - DHCS	2/2	December 9, 2022		
Welfare Data Tracking Implementation Project (WDTIP) - OSI	2/2	October 20, 2022		

CalWIN WAVE 2 COUNTIES INTERFACE TESTING				
CalWIN Wave 2 COUNTY PARTNER	STATUS	TARGET COMPLETION DATE		
Contra Costa County	6/6	November 22, 2022		
Santa Clara County	10/10	December 30, 2022		
Tulare County	8/8	December 27, 2022		

		Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete
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Networking

CalWIN WAVE 2 COUNTIES				
NETWORKING READINESS	STATUS	ACTUAL	PLANNED	Δ
Overall Network Interconnectivity	Completed	100.0%	100.0%	0.0%
Critical Path	Completed	100.0%	100.0%	0.0%

NETWORKING READINESS	STATUS	ACTUAL	PLANNED	Δ
04 Santa Clara	Completed			
		100.0%	98.2%	3.8%
05 Tulare	Completed			
		100.0%	96.4%	5.7%
01 Contra Costa	Completed			
		100.0%	95.5%	1.6%

Milestone	Status
Wave 2 County Networking Connectivity Readiness	 All Wave 2 Circuits delivered and Activated Completed IPT pre-readiness activities for all wave 2 counties Completed compliance validation and Handoff process to Network Operations

Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete

Technical Readiness: Operations

Contingency Restoration Planning

Migration Rollback Planning Completed	Completed	100%	Project
Disaster Recovery Exercise			
Disaster Recovery Test Completed	Completed	100%	Project
Batch Operations			
CalWIN Batch Schedules	Completed	100%	Project

Nor sidned Off schedule Comple	Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete
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Technical Readiness: Performance Testing

Performance Testing – Wave 2

CalSAWS Batch Per	formance (45 Coun	nty) In progr	ess 100% Project
C	alWIN Wave 2 Bat	ch Performance Schedul	e and Results
Performance Cycle	Start Date	End Date	Run Time
End of Month	October 17, 2022	<mark>October 28, 2022</mark>	(Run 1) 12 hours 58 minutes (Run 2) 8 hours 53 minutes
First day of the Month	November 14, 2022	November 25, 2022	(Run 1) 9 hours 40 minutes
10-day cutoff	November 28, 2022	December 9, 2022	(Run 1) 10 hours 19 minutes (Run 2) 10 hours 2 minutes*
High volume forms process	December 12, 2022	December 23, 2022	(Run 1) 9 hours 50 minutes** (Run 2) 9 hours 9 minutes
Interface Outbound files	December 12, 2022	December 23, 2022	(Run 1) 9 hours 50 minutes** <mark>(Run 2) 9 hours 9 minutes</mark>
<mark>Main Payroll</mark>	December 26, 2022	<mark>January 6, 2023</mark>	(Day 1 - Run 1) 9 hours 25 minutes (Day 2 – Run 1) 9 hours 9 minutes
Contingency for re-runs	December 26, 2022	January 6, 2023	TBD

* Ran 2 minutes over due to an already identified analytics batch performance change (CA-252885)

** Due to some analytics server problems, the overall run time included failed batch jobs

Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete

Technical Readiness: Performance Testing

CalSAWS 45 County Online Performance Test – Schedule

Workload Mix (WL)	Start Date	End Date	Status
#1 - CalSAWS Online	17 th Oct 2022	18 th Nov 2022	Complete
#2 - CalSAWS Online + APIs	28 th Nov 2022	10th Feb 2023	In Progress
#3 - CalSAWS/CalHEERS Integration test	12 th Dec 2022	17 th Jan 2023	Complete

CalSAWS 45 County Online Performance Test

Category	SLA	SLA Met % & Avg. Server Response Time
	Peak - 98% [<=2s]	99.57 % - 0.13 s
Screen to Screen	Prime - 99.9% [<= 10s]	99.98 % - 0.13 s
	Peak - 95% [<= 3s]	99.64 % - 0.52 s
EDBC	Prime - 99.9% [<= 20s]	100 % - 0.52 s
Search	Peak - 95% [<=6s]	99.34 % - 0.24 s

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)

Technical Readiness: Security

Application Security

CalSAWS Scans/Remediation Completed	Completed	100%
Penetration Testing		
Signed with 3 rd party to conduct Testing	Completed	100%
Penetration Testing Preparation	Completed	100%
Penetration Testing Execution & Agreed-upon remediations (Completed for the CMS Verification in April 2022)	Completed	100%

Not Started On Sc	hedule <14 Days Late	>=14 Days Late	Complete
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Training Plan

Wave 2 Draft County-Specific Training Plans completed and submitted for County reviews.	Complete	100%	Both
Training Environment/Build Training Data	Complete	100%	Project
Create Training Accounts in Training Environment	Complete	100%	Project

Training Materials

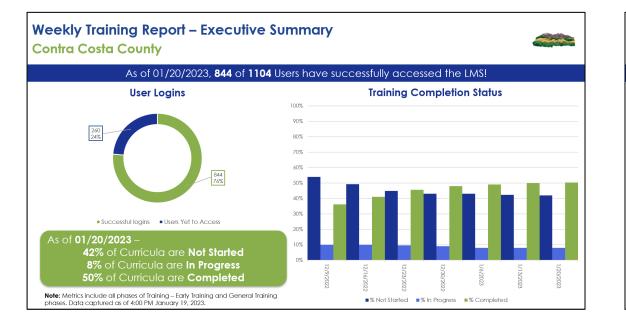
Wave 2 County-specific ILT training materials finalized and reviewed – walkthroughs begin 8/22/22	Complete	100%	Both
Web-based Trainings updated (Accenture/Consortium)	Complete Updates are ongoing	100%	Project

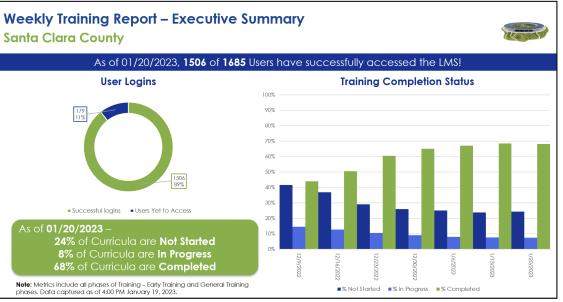
Training Delivery

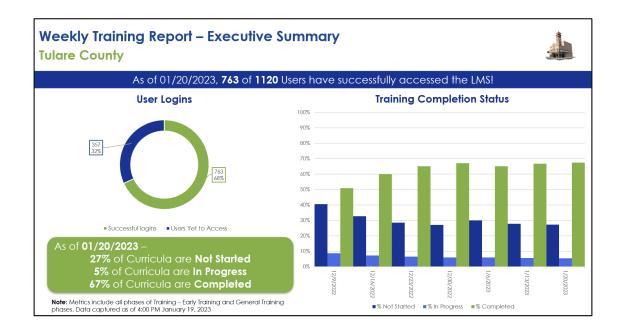
Wave 2 Early Training & assigned curriculum in th	TTT Trainees loaded and he CalSAWS LMS	Complete	100%	Project
Wave 2 staff course assi Training & TTT	gnments / registration for Ea	^{rly} Complete	100%	Project
,	TTT Instructor-led Training Rec onnectivity, Participants	ady Complete	100%	Project
Wave 2 Early Training &	TTT Started (WBT)	Complete	100%	Both
Wave 2 End User Trainin	g (WBT) – start 10/16/22	In Progress	50%	Both
Wave 2 Early Training &	TTT (ILT)	Complete	63 Completed of 63 Planned	Both
Wave 2 End User Trainin	g (ILT) - start 01/03/2023	In Progress	175 Completed of 470 P	lanned Both
Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete



WBT Progress by County

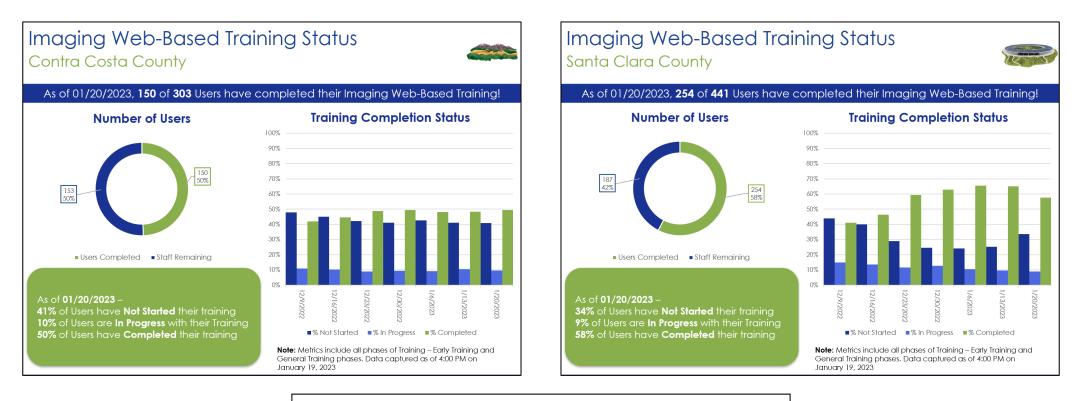




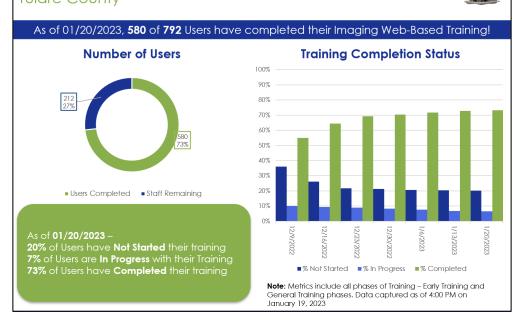




Imaging WBT Progress by County

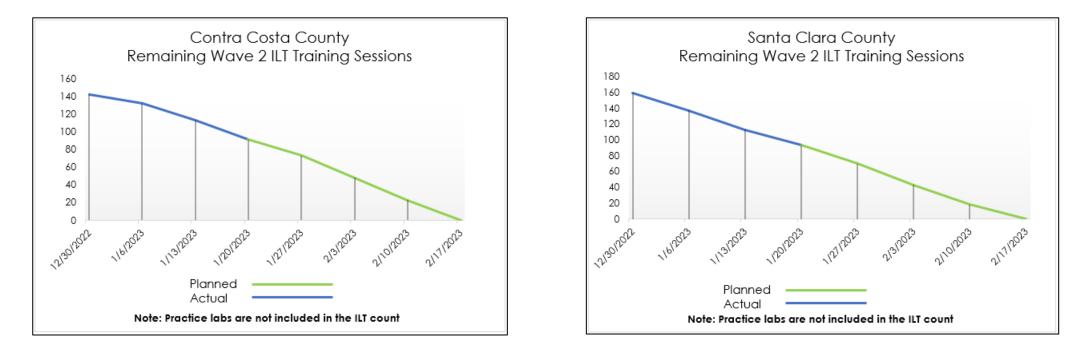


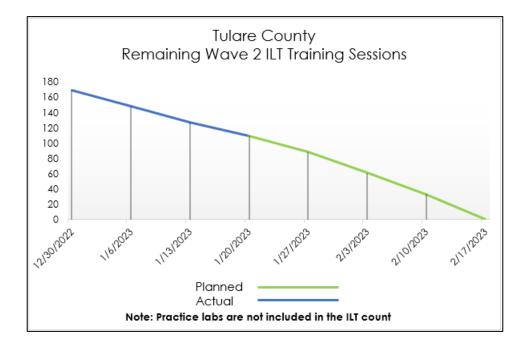
Imaging Web-Based Training Status Tulare County





ILT Progress by County





← Organizational Readiness: OCM

Communications & Change Discussion Guides

OCM Plan approved and finalized	Complete	1 Completed of 1 Planned	Project
Communications Plan approved and finalized	Complete	1 Completed of 1 Planned	Project
Tulare CDG county and Consortium comments to get to FDEL signoff by 8/26/22	Complete	1 Completed of 1 Planned	Both
Santa Clara county and Consortium comments addressed to get to county FWP signoff	Complete	1 Completed of 1 Planned	Both
Santa Clara FWP signoff by 9/9/22	Complete	1 Completed of 1 Planned	County
Contra Costa county and Consortium comments addressed to get to county FWP signoff	Complete	1 Completed of 1 Planned	Both
Working sessions the week of 8/29 with Contra Costa to review comment resolution	Complete	4 Completed of 4 Planned	Both
Contra Costa FWP signoff by 9/9/22	Complete	1 Completed of 1 Planned	County
Prep Sessions for Supervisors, Managers, and CNCs on CDG discussion	Complete	2 Completed of 2 Planned	Both

Readiness Surveys

Wave 2 Readiness Surveys T-6	Complete	3 Completed of 3 Planned	Both
Wave 2 Readiness Surveys T-3	Complete	3 Completed of 3 Planned	Both
Wave 2 Readiness Surveys T+6	Not Started	0 Completed of 3 Planned	Both

Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete		
CalSAWS January 20, 2023 Wave-2 Implementation Readiness Packet & Dashboard						

← Organizational Readiness: OCM (continued)

Infographics/Newsletters

Infographic for September (NOAS in CalSAWS and Caseloads)	Complete	2 Completed of 2 Planned for September 28, 2022	Project
Infographics for November (Skip Issuance and WTW Resource page)	Complete	2 Completed of 2 Planned for November 28, 2022	Project
Infographics for December (Rescind/Reapply and Rush Warrant)	Complete	2 Completed of 2 Planned for December 23, 2022	Project
CalSAWS Scoop #3	Complete	1 In Completed of 1 Planned for October 28, 2022	Project
Infographics for January	On Schedule	0 Completed of 2 Planned	Project
Newsletter - January	On Schedule	0 Completed of 1 Planned	Project
Infographics for February	Not Started	0 Completed of 2 Planned	Project

Change Network Champion Meetings

CNC Meeting for November	Complete	1 Completed of 1 Planned	Both
CNC Meeting for December	Complete	1 Completed of 1 Planned	Both
CNC Meeting for January	On Schedule	0 Completed of 1 Planned	Both
CNC Meeting for February	Not Started	0 Completed of 1 Planned	Both

	Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete		
CalSAWS	alSAWS January 20, 2023 Wave-2 Implementation Readiness Packet & Dashboard						

← Organizational Readiness: BPR

Business Process Reengineering

BPR Plans reviewed and signed-off	Complete	3 Completed of 3 Planned	Both
To Be BPR Flows reviewed and signed- off	Complete	3 Completed of 3 Planned	Both
Close-out of pending decisions as documented in the Process Change Inventory	Complete	3 Completed of 3 Planned	Project
Automated Actions enablement decisions finalized	Complete	Initial Decisions to be finalized in advance of Process Simulation, loaded for Process Sim in the UAT Environment, validated during Process Sim and updated in advance of County Prep, ready for PROD/Go-Live.	Both

	Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete
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Grganizational Readiness: Configuration

Configuration

Document Configuration Guides and Worksheets	Complete	Guide and Worksheets Documented	Project
Distribute Configuration Documentation to Wave-2 Counties	Complete	Complete for Santa Clara, Contra Costa and Tulare.	Project
Conduct Working Sessions w/Counties to document base CalSAWS Configuration	Complete	Complete for Santa Clara, Contra Costa and Tulare.	Both
Review, Refine and Confirm Configuration is ready for load into UAT for Process Simulation	Complete	Complete for Santa Clara, Contra Costa and Tulare.	Both
Review Findings out of Process Simulation and Update "Must Have" Configuration items for PROD/County Prep	Complete	Complete for Santa Clara, Contra Costa and Tulare.	Both
Update Configuration Worksheets with Findings from Process Simulation in advance of County Prep	Complete	Complete for Santa Clara, Contra Costa and Tulare.	Both

Not Started On Schedule <14 Days Late					
	Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete
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Organizational Readiness: Process Simulation

Process Simulation

Wave 2 Participants Confirmed	Complete	CRFI-22-058 due 8/1, gathering responses.	Both
Users Loaded to ForgeRock/UAT Environments & Applications	Complete	Complete for Santa Clara, Contra Costa and Tulare.	Project
Complete W2 Process Simulation Scenario Development	Complete	Complete for Santa Clara, Contra Costa and Tulare.	Project
Complete data staging and JIRA prep	Complete	Complete for Santa Clara, Contra Costa and Tulare.	Project
Complete configuration setup	Complete	Santa Clara, Contra Costa and Tulare Complete.	Both
Complete Process Simulation Orientation	Complete	Santa Clara, Contra Costa and Tulare Complete.	Project
Complete Process Simulation Execution	Complete	Santa Clara, Contra Costa and Tulare Complete.	Both
Evaluate and confirm Exit criteria	Complete	Santa Clara, Contra Costa and Tulare Complete.	Project
Process Simulation Complete	Complete	Santa Clara, Contra Costa and Tulare Complete.	Project

Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete

Implementation Readiness

Planning

Wave 2 Workplans, Readiness Checklists and ongoing TOSS Meetings	In Progress	Ongoing	Both
Path to Greenlight Communicated	Complete	Socialized/completed with PSC, JPA, and OPAC (May 2022)	Project
Go Live Packet Finalized/Updated	In Progress	Ongoing revision began December 2022	Project
Distribute Monthly Implementation Packets	In Progress	Ongoing	Project

County Prep

County Prep Materials Finalized	Complete	CIT 355-22 sent on 12/08/22	Project
County Prep Kick Off	Complete	Completed on schedule on 12/20/22	Both
County Prep Phase	In Progress	Tulare County has 3 activities in progress. 12% of users have logged in. Contra Costa has 3 activities in progress and 1 complete. 33% of users have logged in. Santa Clara has 5 activities in progress. 2% of users have logged in.	Both

Post-Implementation Support

	Structure Established			ng in progress based on lesso d from Wave 1.	ons Project
Not Started On Schedule <14 Days Late	Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete

Implementation Readiness: Help Desk

Help Desk

County Delegated Admin Training	Complete	Completed on 9/14/22	Both
County Tier 1 Fulfiller Training	Complete	Completed week of 10/3	Both
Tier 1 Fulfiller and Delegated Admin Refresher Training	Complete	Completed on 12/20/22	Both
Tier 1 Fulfiller and Delegated Admin Q&A Session (Optional)	Complete	Completed on 1/10/23	Both
Optional Tier 1 Fulfiller and Delegated Admin ServiceNow Support Line	On Schedule	Daily 1/17 - 1/27 9 am – 12 pm	Both

Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete

Implementation Readiness: System Operations

Systems Operations

CalWIN Counties Access to the Sandbox Environment	Completed	Generic user accounts provided	Both
Engage the Counties on Staff Profile/Security Administration updates	Completed	Pre-UAT exercise	Both

Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete

Implementation Readiness: County Ad Hoc Reporting

Ad-Hoc Reporting Functionality

CalWIN County Education Sessions (i.e., Planned Curriculum)	• Wave 2: CalSAWS has facilitated 100% planne Ad Hoc Support Curriculum to the Wave 2 Counties.	ed Both
CalWIN County Ad Hoc Reports Refactoring	 Wave 2: Reviewed 1,343 reports for refactoring. Approximately 86 need to be refactored for Wave 2 Counties Contra Costa has identified 102 reports to be refactored and is working with Gainwell to complete. 21 are needed for Go Live. 5 reports have been refactored Santa Clara has 64 reports to refactor and is working with Gainwell to complete. 22 reports have been refactored. Tulare has 0 reports to refactor. 	

Not Started	On Schedule	<14 Days Late	>=14 Days Late	Complete

Contact Information

WHEN SAN FRANCISCO COLLABORATES WITH NAPA. WHEN LOS ANGELES TEAMS UP WITH SAN BERNARDINO. WHEN WE ALL WORK TOGETHER,



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