CalSAWS

CalSAWS Risk Management Group (RMG Report – Off Cycle)

November 5, 2025

LIST OF OPEN RISKS

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

Risk 203 - The CalSAWS web portal has limited features and accessibility which may impact the project's ability to disseminate information clearly and the counties' ability to locate information easily and timely.

Risk 317 - Updated May Revise Budget Medi-Cal Revisions effective January 1, 2026, may be at risk for Delivery

Risk 320 - Failure to provide M&E team timely access for M&E may impact M&E release delivery - CalSAWS Environment for Releases

Risk 322 - Shared environments between Accenture and Deloitte may impact M&E 25.11 release delivery

LIST OF OPEN ISSUES

Issue 318 - CARES KIN-GAP and Adoption Assistance Program (AAP) conversion approach requires significant manual data conversion and/or data entry effort by the counties

Issue 321 - Uncertainty on approach for transmitting Vendor information to CalSAWS may impact large county automation

Issue 323 - Integrated Performance Testing with CARES has unclear execution timeline and approach

CalSAWS RMG Risks and Issues Report – November 5, 2025

GENERAL ANALYSIS

The overall average Project risk exposure level, due to five open risks and three open issues, is now at 2.29.

The following charts summarize various aspects of these risks and issues. Figure 1 Risk/Issue Exposure Levels plots the risk numbers and their corresponding risk exposures and shows the progression from lowest probability/ risk exposure to highest. Most of the risks have a probability of occurring equal to or less than 50%. The open issues are actualized risks and therefore are at 100% probability. Figure 2 shows the trend of risk/issues counts and overall average project risk exposure over the past year. There are five risks at Medium risk level, and one at High. Figure 5 Count of Open Risks with Trigger Dates Within Risk Horizon Categories shows that there are three risks having trigger dates occurring within the next 90 days (Near Horizon).
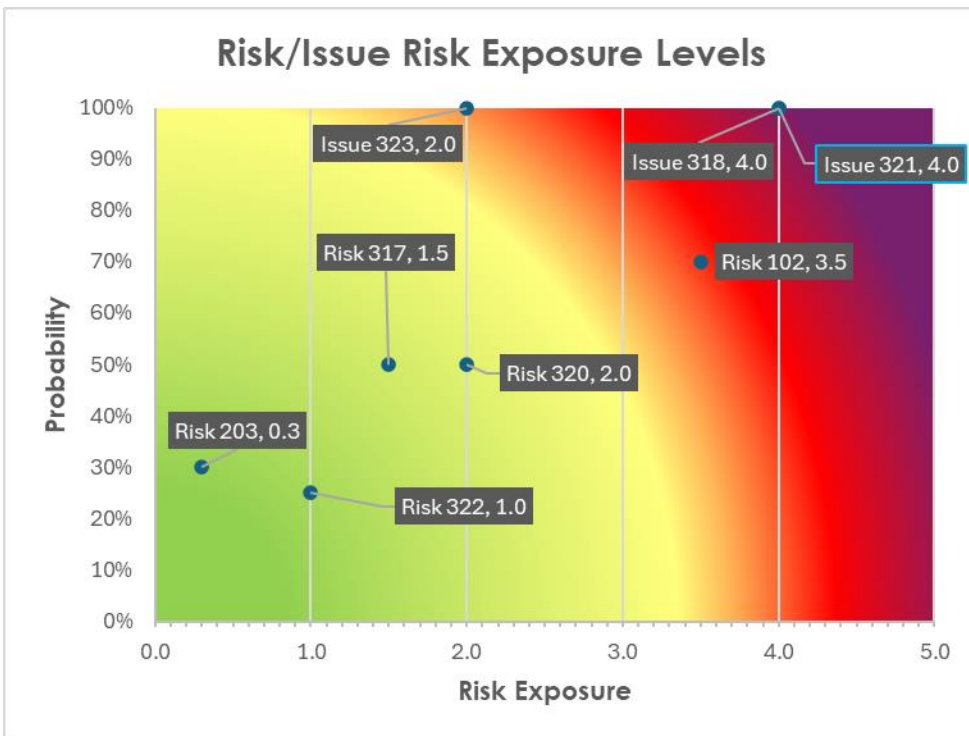
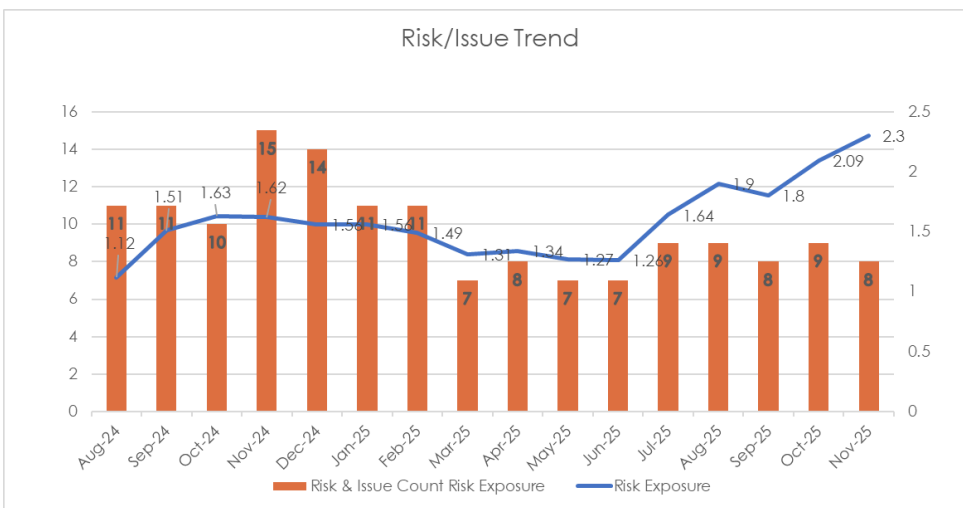Figure 1 Risk and Corresponding Risk Exposure

Figure 2 Overall Risk Level and Numerical Analysis

IMPACT					
	1 Minimal	**2**	**3**	**4**	**5 Unacceptable**
90% Near Certainty	(0.9)	(1.8)	(2.7)	(3.6)	(4.5)
70% Highly Likely	(0.7)	(1.4)	(2.1)	(2.8)	(3.5)
50% Possible	(0.5)	(1.0)	(1.5)	(2.0)	(2.5)
30% Unlikely	(0.3)	(0.6)	(0.9)	(1.2)	(1.5)
10% Highly Unlikely	(0.1)	(0.2)	(0.3)	(0.4)	(0.5)

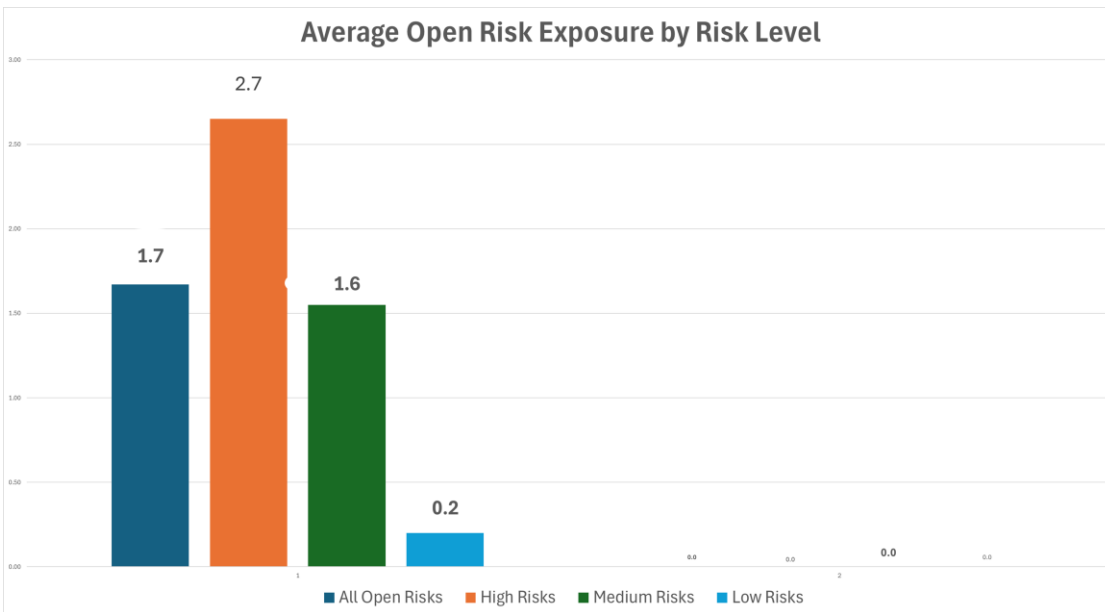| Legend:	Low	Medium	High

Figure 3 Probability / Impact

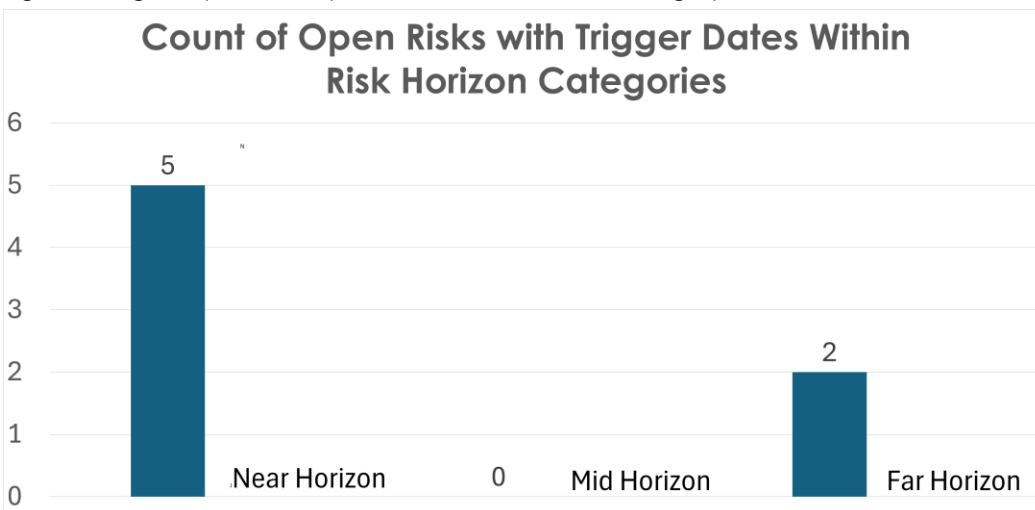Figure 4 Avg of Open Risk Exposures within Risk Level Category

Figure 5 Count of Open Risks with Trigger Dates Within Risk Horizon Categories

CalSAWS Maintenance and Operations

RISK 102 - LACK OF ANNUAL PROJECT FUNDING MAY CAUSE SCHEDULE DELAY OR REDUCTION IN SCOPE FOR CALSAWS & OTHER PROJECTS

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

LEVEL	TRENDING	EARLY IMPACT DATE	TRIGGER DATE
HIGH	Upward ⬆	10/10/2025	1/10/2026

LATEST STATUS NOTES

- Sept 8, 2025: No updates, status remains unchanged.
- Aug 8, 2025: HR1 was passed with impact to funding participation rates, increasing the State's share of cost. Direction from the State on updates to the CAP is pending but increases the probability of this risk due to impacts on State general fund. CPMO continues to monitor and address questions/comments associated with OAPDU review and approval.
- July 1, 2025: January 2025 IAPDU was approved and the OAPDU was submitted for State review and approval. CPMO continues to monitor potential State and federal budget impacts.

CURRENT MITIGATION PLAN

Consortium PMO will monitor actual and projected costs against plan to assess utilization and monitor new funding needs for future funding requests as part of standard processes and apply updates per State schedule:

- Verify monthly updates to the State's Master Automation Effort Tracker to identify gaps– Ongoing Monthly
- Prepare and submit Automated Budget Questionnaire (ABQ) – August/February
- Coordinate with State partners to address comments and questions – Fall and Spring budget cycles
- Verify proposed budget – January/May
- Address funding gaps – February/June

CalSAWS Transition Risk

RISK 203 - THE CALSAWS WEB PORTAL HAS LIMITED FEATURES AND ACCESSIBILITY WHICH MAY IMPACT THE PROJECT'S ABILITY TO DISSEMINATE INFORMATION CLEARLY AND THE COUNTIES' ABILITY TO LOCATE INFORMATION EASILY AND TIMELY.

Description	Owners
March 6, 2025 The CalSAWS web portal has limited features and accessibility which may impact the project's ability to disseminate information clearly and the counties' ability to locate information easily and timely.;December 1, 2024: The Project must continuously evolve, and the effectiveness of communications must be evaluated on an ongoing basis otherwise the County stakeholder needs for timely, tailored, and accurate information may not be met and could impact the quality of the stakeholder experience or require additional resources.	Holly Murphy, Peggy Macias

Level	Trending	Early Impact Date	Trigger Date
Low	Remains same ⬌	12/31/2025	2/28/2026

Latest Status Notes

- Sept 8, 2025: Identified SharePoint as the best tool to meet our needs. Currently identifying workgroup participants to support detailed design of pages and functionality.
- Aug 8, 2025: Alternatives analysis has continued to compare products. CPMO reviewed protype developed by Gainwell to provide feedback for expanded demonstration with the Consortium. Timeline has been updated to ensure adequate time to coordinate across the all teams including including Tech Ops and Security/Privacy for governance aspects of the future solution, as well as change management/training for project and county staff.
- July 1, 2025: Vendor conducted product demo on June 17 with positive feedback, CPMO is assessing cost impacts. Additional product assessments planned for July.

Current Mitigation Plan

March 6, 2025/Aug 8, 2025, Mitigation Plan

Update the web portal to improve access to information, improve user experience, and streamline organization of information:

- Develop requirements for a new web portal (CPMO/Customer Engagement, target May 1, 2025 - Completed)
- Complete alternatives analysis of software options and assess costs (Gainwell Tools Team/CPMO/Customer Engagement, target August 31, 2025)

CURRENT MITIGATION PLAN
■ Design and develop new web portal (Gainwell Tools Team/CPMO/Customer Engagement, target November 1, 2025)
■ Develop standards and maintenance processes to support integrity of the web portal – (CPMO/Customer Engagement, target November 1 2025)
■ Facilitate organizational change management and training – (CPMO/Customer Engagement, target December 2025)
■ Implement new web portal, (Gainwell Tools Team/CPMO/Customer Engagement target January 2026) (schedule is subject to final selection of tool)

CalSAWS Transition Risk

RISK 317 - UPDATED MAY REVISE BUDGET MEDI-CAL REVISIONS EFFECTIVE JANUARY 1, 2026 MAY BE AT RISK FOR DELIVERY

Description	Owners
As part of the State Fiscal Year 2025/2026 Revised Budget, two policy updates are expected to be implemented by January 1, 2026. These policy updates are the (1) Full-Scope Medi-Cal Enrollment Freeze for Non-Satisfactory Immigration Status and (2) Reinstatement of the Non-MAGI Medi-Cal Asset Limit Test. The Enrollment Freeze update will require coordination between the CalSAWS and CalHEERS Project. The implementation of these changes should not conflict with the SSA COLA Batch Run planned for December 2025. Without finalized staffing, policy, timeline, and environment plan, the delivery and implementation of these policy updates might be at risk.	Rajesh Tahaliyani, Jerry Nielson, Lulu Fou, Lisa Salas, Michele Peterson, Sharon Teramura, Emmeil Davis

Level	Trending	Early Impact Date	Trigger Date
MEDIUM	Downward ⬇	**11/14/2025**	**12/1/2025**

Latest Status Notes

- 10/21/2025: CalSAWS development completed added BenefitsCal development and system test to Mitigation Plan. Updated Early Impact and Risk Trigger Dates
- 9/22/2025: Design completed and development is in progress.
- 9/2/2025: Designs shared with the Committee on 8/29 and the final Committee feedback due on 9/8.

Current Mitigation Plan

- Work with DHCS to finalize policy by June 30, 2025 (Completed)
- Acquire development/testing environment by June 30, 2025 (Completed)
- Coordinate with CalHEERS to finalize design/testing/deployment timeline by June 30, 2025 (Completed)
- Onboard and ramp-up Deloitte SME staff (Completed)
- Finalize CalSAWS system change design by August 31, 2025 (Completed)
- Complete CalSAWS system change development by October 17, 2025 (Completed)
- Complete BenefitsCal system change development by November 7, 2025 (In Progress) Complete CalSAWS system test by November 19, 2025 (In Progress) Complete BenefitsCal system test by December 1, 2025

CALSAWS TRANSITION RISK

RISK 320 - FAILURE TO PROVIDE M&E TEAM TIMELY ACCESS FOR M&E MAY IMPACT M&E RELEASE DELIVERY - CALSAWS ENVIRONMENT FOR RELEASES

DESCRIPTION	OWNERS
Deloitte staff may be unable to perform certain SDLC activities timely for the M&E releases beginning with 25.11 without access to releases specific CalSAWS environments and tools. (Split from Risk 313.)	Kiran Kotra, Jerald Nielson. Rajesh Tahaliyani, Dawn Wilder, Sumeet Patil, Jason Horton, Pandu Gupta

LEVEL	TRENDING	EARLY IMPACT DATE	TRIGGER DATE
MEDIUM	Downward ⬇	7/21/2025	11/3/2025

LATEST STATUS NOTES

- 10/20 - Team got access to all the required environments for release 25.11. Access for next set of environments are planned for 11/10
- 10/04 - Deloitte got the access for all the 25.11 Environments. we will continue tracking access for other open environments before November cutover.
- 9/3- This topic was addressed with ACN, GW, and DLT during the weekly environment transition meeting on August 27 and September 3. Deloitte will submit access requests for all environments transitioning to DLT on September 21, with a target submission date of September 8. GW will ensure that access is provisioned by September 21.

CURRENT MITIGATION PLAN

Plan is to resolve access and environment challenges for both on-shore and offshore team members prior to SDLC activities starting. Access includes Environment, Software licenses/tools and AWS specific access. Environment Transition Dates are tracked.

M&O Production Risk

RISK 322 - SHARED ENVIRONMENTS BETWEEN ACCENTURE AND DELOITTE MAY IMPACT M&E 25.11 RELEASE DELIVERY

DESCRIPTION	OWNERS
As we transition to CalSAWS release environments and tools, certain environments and tools may need to be jointly accessed and used by both Accenture and Deloitte teams. This shared access/usage may potentially lead to code conflicts, unauthorized data changes, application issues, security and performance issues due to increased user load, system outages in production or lower environments impacting productivity/delivery timeframes. This can impact the M&E release 25.11.	Kiran Kotra, Derek D'Andrea, Rajesh Tahaliyani, Roger Perez, Sumeet Patil, Jason Horton

LEVEL	TRENDING	EARLY IMPACT DATE	TRIGGER DATE
MEDIUM	Downward	8/15/2025	11/3/2025

LATEST STATUS NOTES

- 10/20 - Continue to share the Performance environment between ACN and DLT teams, especially to accommodate the production perf fix. Team is connecting more frequently for sharing the environment.
- 10/04 - We are having a weekly connects with ACN team to discuss about the environment requirements from both the teams. PERF will be continuously monitored closely to ensure no other overlaps.
- 9/3-This topic was discussed with ACN, GW, and DLT during the weekly environment transition meeting on September 3. The DLT team will submit access requests for BiCSuite, Batch Server, Loadrunner, Dynatrace, RAT Jenkins Server, and core App Jenkins Server by September 12. GW will provision these accesses during the week ending September 26.

CURRENT MITIGATION PLAN

Deloitte will collaborate with Accenture to develop a comprehensive plan for the shared environment model. This plan will clearly define each vendor's responsibilities, outline coordination mechanisms, and establish right governance for the entire process 8/22 - Mitigation Plan is updated on the SharePoint.

CalSAWS Transition Risk

RISK 322 - SHARED ENVIRONMENTS BETWEEN ACCENTURE AND DELOITTE MAY IMPACT M&E 25.11 RELEASE DELIVERY

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As we transition to CalSAWS release environments and tools, certain environments and tools may need to be jointly accessed and used by both Accenture and Deloitte teams. This shared access/usage may potentially lead to code conflicts, unauthorized data changes, application issues, security and performance issues due to increased user load, system outages in production or lower environments impacting productivity/delivery timeframes. This can impact the M&E release 25.11.	Kiran Kotra, Derek D'Andrea, Rajesh Tahaliyani, Roger Perez, Sumeet Patil, Jason Horton,

LEVEL	TRENDING	EARLY IMPACT DATE	TRIGGER DATE
MEDIUM	Downward ⬇	8/15/2025	10/27/2025

LATEST STATUS NOTES

- 10/20 - Continue to share the Performance environment between ACN and DLT teams, especially to accommodate the production perf fix. Team is connecting more frequently for sharing the environment.
- 10/04 - We are having a weekly connects with ACN team to discuss about the environment requirements from both the teams. PERF will be continuously monitored closely to ensure no other overlaps.
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CURRENT MITIGATION PLAN

Deloitte will collaborate with Accenture to develop a comprehensive plan for the shared environment model. This plan will clearly define each vendor's responsibilities, outline coordination mechanisms, and establish right governance for the entire process 8/22 - Mitigation Plan is updated on the SharePoint.

M&O

ISSUE 318- CARES KIN-GAP AND ADOPTION ASSISTANCE PROGRAM (AAP) CONVERSION APPROACH REQUIRES SIGNIFICANT MANUAL DATA CONVERSION AND/OR DATA ENTRY EFFORT BY THE COUNTIES

DESCRIPTION	OWNERS
The conversion approach that the CARES project has put forward assumes that enough case data for Kin-GAP and Adoption Assistance Program (AAP) programs exist in CWS/CMS or can be derived from existing data to create a shell case. Discussions to synchronize CalSAWS AAP and Kin-GAP case data that may be missing from CWS/CMS have yet to be resolved with CARES in a positive outcome, increasing the level of manual work staff will undertake to make the case whole and synchronize the data in both CARES and CalSAWS systems The CARES-FCED Foster Care program conversion approach was previously approved. The initial Foster Care data extract from the CARES project was received on July 1, 2025. The match rate for CalSAWS cases and individuals was extremely low. CalSAWS' analysis and reconciliation of the extract indicate that the approved conversion approach for Foster Care should be revisited, as it may be more complex than initially anticipated—both for the project and potentially for county staff. Given that Foster Care is the primary eligibility program tracked through FCED, with more detailed data available in CWS/CMS, the low match rate highlights a misalignment in expectations regarding CARES data extraction, deduplication, and formatting.	Michele Peterson, Rachel Hernandez, Jason Horton, Jerald Nielson, Ramya Raghunathan

PRIORITY	DATE IDENTIFIED	RESOLUTION DUE DATE	ESCALATION DATE
HIGH	**7/25/2025**	**1/31/2026**	**7/25/2025**

LATEST STATUS NOTES

- 10/17/2025 - During the prior weeks, CARES and CalSAWS have met to deep dive on CalSAWS Foster Care cases that have yet to be linked using the CARES data extract. As a group, we identified some issues with the data as well as matching algorithms on both sides. The CARES project is working on a new extract (planned for 10/17) that will incorporate the new filtering criteria we discussed. Once the extract file is received, CalSAWS will update the identified issue with matching SSNs with leading zeroes.   CARES has also indicated acceptance in exploring ingesting a data extract of Kin-GAP case

LATEST STATUS NOTES

details from CalSAWS. The CARES team is working on a data extract format so that CalSAWS can assess what case details we are lacking (if any). AAP Case linking has yet to make any notable progress.

- 10/3/2025 - In recent discussions with the CARES project, there has been agreement to explore the option of data extract from CalSAWS for ingestion into CARES for KinGAP cases. CalSAWS initiated conversation around cleanup activities that counties can engage in now as the expectation is counties will need to maintain these cases in CARES vs auxiliary systems or approaches. Note: Both projects are still exploring match criteria for Foster Care cases using extracts from the CARES system. CalSAWS provided a sample of 200 cases to the CARES project to help with research in identifying the reason for a lower case count being sent to CalSAWS in the CARES extract.
- 9/23/2025 - The CARES project is continuing to explore data requirements for a "bare-minimum" case created using data extracted from CalSAWS. Additionally, the CalSAWS team is extracting ~200 cases with active FC programs to send to the CARES project so they can research why the converted data from CWS/CMS fails to contain these cases. The CARES project also discussed the possibility of manual data entry by either Counties or project staff (CARES and CalSAWS).

CURRENT ISSUE RESOLUTION PLAN

Weekly conversion discussions with CARES to identify a path forward for Conversion which will require the least amount of manual entry by county staff have identified three possible outcomes. Kin-GAP and AAP Conversion Options:

- The CARES project has suggested that utilization of the APIs to do most of the conversion is the best option. The CalSAWS project disagrees with this approach because there are too many concerns with using the APIs to perform high volume data synchronization when they were designed to send daily update volume only
- The CalSAWS project has suggested that CARES do a full ingestion of the eligibility data pulled from CalSAWS to give the most data possible to the CARES system to avoid a need for any downstream data conversions or manual entry. CARES has objected to this approach due to resource constraints/time/etc. Additionally, they have indicated that there is concern for data desynchronization due to some counties' timelines for adopting CARES as the system for Social Services Workers to track Kin-GAP and AAP cases.
- The CalSAWS project has requested the absolute minimum number of data points that the CARES project would need to establish a link to CalSAWS and still have enough data to continue day-to-day business so that the CARES project can ingest that information from a CalSAWS extract. This approach is still in discussion. With this solution CARES has also indicated that there is concern for data desynchronization due to some countries' timelines for adopting CARES as the system for Social Services Workers to track Kin-GAP and AAP cases.

Timeline:
- September 8, 2025 - Define acceptable and agreed upon conversion match rate threshold to be decided by the CARES/CalSAWS executive group

CURRENT ISSUE RESOLUTION PLAN
▪ Sept - Oct 2025 - Coordinate conversion match logic, coordinated with the CARES project utilizing data extracts from the CWS/CMS system ▪ Nov 2025 - finalize approach Jan - Feb 2026 - develop supporting approach and reports for workers to execute clean-up Pre and Post go-live

M&O

ISSUE 321- CARES IS UNABLE TO SUPPORT TRANSMITTING VENDOR INFORMATION TO CALSAWS IN A SEPARATE API UNTIL POST-PRODUCTION GO-LIVE

DESCRIPTION	OWNERS
During development of the FCED/CARES APIs, the CalSAWS project identified a concern with the proposed approach for sharing vendor information from the CARES system. The CalSAWS approach is that vendors, which are stored in the Resource Data Bank (RDB), are designed to be entered once and then associated to cases that are using that vendor. CARES Vendor = CalSAWS Foster Care Resource, which becomes the Placement and payee on the Foster Care program. The Vendor/Resource information will be sent with placement data which will duplicate updates across all placements which that vendor/resource supports. Additionally, the existing large county automation design is dependent upon receipt of the vendor/resource information separate from the placement updates.	Michele Peterson, Rachel Hernandez, Jason Horton, Jerald Nielson, Ayana Alvarez, Ramya Raghunathan

PRIORITY	DATE IDENTIFIED	RESOLUTION DUE DATE	ESCALATION DATE
HIGH	8/12/2025	1/31/2026	8/13/2025

LATEST STATUS NOTES

- 10/17/2025 - In the last few weeks, CARES, CalSAWS, and LA County have been assessing 3 options for interim approaches to transmitting resource information to support large county automation. The only option that both projects identified as viable was a periodic flat file transfer that would contain new and updated(?) resource information. The teams are determining if the file can be transmitted directly to CalSAWS or if LA County will be receiving the file prior to CalSAWS processing. We recommend keeping this issue open regardless of the implementation of an interim approach as the lack of a Vendor API causes workload impacts to counties. Closing or de-escalating this issue can be assessed when CARES commits to a Vendor API implementation date.
- 10/3/2025 - A follow up meeting with the CARES project was held to discuss alternative approaches to receive resource information that could allow large county automation as well as base functionality to proceed forward with minimal business process changes. The outcome of the meeting was three options that each project needed to evaluate for feasibility. A subsequent meeting will take place to discuss further once each project has completed their analysis of the options.
- 9/23/2025 - During a meeting with the CARES project to discuss Vendor API, it was re-confirmed that the API will be unavailable for V1 of CARES. Additionally, the CARES project was unable to commit to a specific implementation timeframe earlier than 18 months from go-live of CARES. An additional meeting on 9/24 has been scheduled to

LATEST STATUS NOTES
discuss alternate approaches to sending Resource information in a way that would help CalSAWS implement large county automation.

CURRENT ISSUE RESOLUTION PLAN

Internal CalSAWS strategy/approach sessions (initial meeting scheduled for 8/13/2025) are being held to identify options to proceed with FCED design and development. The resolution plan will be updated with outputs from the strategy session.

Timeline:

- Aug 2025 - confirmed CARES decision that Vendor API would be developed as a post V1 deployment.
- Sept - Oct 2025 - CalSAWS to complete analysis and identify different designs and possibly different county business practices to support vendor management and automation

ISSUE 323- INTEGRATED PERFORMANCE TESTING WITH CARES HAS UNCLEAR EXECUTION TIMELINE AND APPROACH

DESCRIPTION	OWNERS
Integrated performance testing with CARES has a plan to utilize the existing PERF environment to execute performance and stress testing. The PERF environment is heavily used throughout each week for performance testing of new changes going into production. The scheduling of tests is very tightly controlled and requires at least 2 months of notice to effectively slot in new tests. The integrated test with CARES was targeted to begin on December 1, 2025. The specific environment, test plan, set up, and agreed upon data being used are still unconfirmed, which prevents proper planning of the test in CalSAWS. Additionally, the CARES performance environment has been loaded with unmasked production data from CWS/CMS, which does not align with the current I-MOU between CalSAWS and CARES.	Michele Petersen, Rachel Hernandez, Jason Horton, Jerald Nielson, Ramya Raghunathan

PRIORITY	DATE IDENTIFIED	RESOLUTION DUE DATE	ESCALATION DATE
HIGH	10/22/2025	12/31/2025	10/22/2025

LATEST STATUS NOTES
■ 10/22/2025 - New issue escalated from Risk 323

CURRENT ISSUE RESOLUTION PLAN
Work with the CARES project to determine the next course of action to get a database with a masked production copy or fabricated production volume that can be linked to the CalSAWS PERF environment. Once linked, both projects will need to participate in data setup activities to prepare for performance testing the API and pages related to the FCED interface. CalSAWS has requested at least 8 weeks of lead time for the targeted date, plan, and data use agreements to be in place to allow for enough preparation time.