

**CalSAWS Consortium**  
**Project Steering Committee**  
**Meeting Minutes**  
**November 17, 2021**

**Location:** CalSAWS Rancho Cordova  
11290 Pyrites Way, Suite 150  
Rancho Cordova CA 95670

**Committee Members Present via Conference Call/Webcast:**

- Region 1 – Clarisa Simon
- Region 1 – Jessica Paran
- Region 2 – Ethan Dye
- Region 3 – Rachel Ebel-Elliot
- Region 4 – Cindy Uetz
- Region 5 – Alberto Banuelos
- Region 5 – Rocio Aguiniga
- Region 5 – James Locurto
- Region 6 – Luther Evans
- Region 6 – Winna Crichlow
- Region 6 – Vicki Moore

**Members Absent via Conference Call/Webcast:**

- Region 4 – Vienna Barnes

**Facilitator:**

John Boule, CalSAWS Executive Director

1. **Co-Chair Vicki Moore convened the meeting at 1:02 p.m.**
2. **Agenda Review**
3. **Public opportunity to speak on items not on the agenda.**
  - None

**PSC Action Items**

4. **Approval of the Minutes from the October 21, 2021, PSC Meeting, and review of Action Items.**

**Summary:** The Consortium is seeking PSC approval of the Minutes from the October 21, 2021, CalSAWS PSC Meeting, and review of Action Items.

Action Items from previous meetings:

- Action Item 1 – Automated Assistants/Bots** – Closed and being removed.
- Action Item 2 – CalSAWS Recruitments:** Ongoing – 27 applications were received for the recruitment that was closed at the end of October. The teams are at various stages of progress with some positions now filled and others are still in the final selection phase. A new recruitment was opened at the beginning of November which will be a backfill position for the BenefitsCal Manager.
- Action Item 3 – Analytics Reporting Design Development of Implementation:** Ongoing – Deferred to a future meeting.

**Action Item 4: DEI Activities:** Ongoing – Casey Morris will provide an update at the January JPA Member Representatives Meeting which will include both PSC and JPA members from the 58 counties.

**Action Item 5: – Timeline for disability access testing results** – Closed and being removed.

**Action Item 6 – County Reminder to check PRT for e-Apps:** Closed and being removed.

**Action Item 7 – Debrief on BenefitsCal ADA Report:** Closed and being removed.

**Action Item 8 – Production Metrics:** Open – On Today's agenda.

**Action Item 9 – Prioritization Process:** Open – On Today's agenda.

**Action Item 10 – Updated Training guides:** Open – On Today's agenda.

**Action Item 11 – QA retrospective:** Open – On Today's agenda.

**Action Item 12 – BenefitsCal JIRA:** Open – On Today's agenda.

**Action Item 13 – Targeted Topic Session:** Open – The imaging reports are being integrated into the regional discussions that the consortium has scheduled over the next couple of weeks.

Motion to approve was made by Member Rocio Aguiniga.

Motion was seconded by Member Cindy Uetz.

Member, Clarisa Simon, voted to approve.

Co-Chair, Jessica Paran, voted to approve.

Co-Chair, Ethan Dye, voted to approve.

Member, Rachel Ebel-Elliott, voted to approve.

Member, James Locurto, voted to approve.

Member, Albert Banuelos, voted to approve.

Member, Winna Crichlow, voted to approve.

Member, Luther Evans, voted to approve.

Co-Chair, Vickie Moore, voted to approve.

Member, Vienna Barnes, was absent from vote.

Vote was taken by roll call and the Motion passed.

## **Informational Items**

### **5. Accenture Leadership Change**

- Gaurav Diwan led the discussion of the Accenture Leadership Change. Effective November 2021 Greg Elston has assumed the role of Accenture Project Executive taking over for Seth Richman. Seth Richman is moving into a part-time role, and he will remain a part of this Project. Greg Elston has been on the Accenture CalSAWS team since June and has been leading Batch performance as well as post-C-IV cutover stabilization activities. The team is excited to welcome Greg Elston and are appreciative of Seth's dedication to the Project over the years.

### **6. CalSAWS Status, Plan of Action post-C-IV Migration**

- **Production Statistics and Metrics**
- **Enhanced Support for former C-IV Counties**
- **Help Desk Ticket triage approach**
- **Notices (defects, changes and change support)**
  - Greg Elston and Lisa Salas provided an overview of CalSAWS Status, Plan of Action post-C-IV Migration.

- A few of CalSAWS successes have been nightly batch completing daily, active users and transaction volumes are closely aligned with combined pre-go-live C-IV/LRS, and Core CalSAWS/Imaging response times are in line with Service Level Agreements and pre-go-live performance levels. The first full month of batch cycles have been completed. Key focus areas for the team include CalSAWS System Performance, Availability, Imaging Performance, Correspondence, and Reports. Transaction volumes are trending up. Defects are trending down and getting more specific e.g., a case or subset of cases. Daily Unique Users, transactions, applications and correspondence have remained stable.
- The project is expanding current support model by creating a Change Center of Excellence (C.O.E.) with 5 integrated CalSAWS team members and 10 skilled change practitioners until December 17, 2021. Deploying new change competencies and accelerators to drive and sustain user adoption. The approach is to implement a change enablement framework through the C.O.E. to pin-point support needs. Deploy Change Liaisons and Functional SMEs to engage prioritized Counties, identify support levels, and create action plans. Develop, streamline, and/or re-deploy communications and training materials. The expected outcomes are optimizing usage of the CalSAWS solution by providing additional change management support and addressing enhancements/defects aggressively. Also, advanced readiness and awareness of upcoming system enhancements and business impacts. The customized change support model by county will include three tiers of support which are standard self-service, enhanced support, and full-service support. Change solution is personalized based on each county's specific needs. Each County will receive a Change Liaison to meet their specified needs.
- Number of open Incidents in Backlog is up overall post-cutover. The goal is to reduce the Backlog to pre-cutover levels accounting for ongoing bi-monthly releases. The rate of new incidents being generated is reducing as key issues such as imaging are addressed and as workers are becoming more familiar with CalSAWS. There was a spike during the week of 11/1 due to EBT outages and there were about 200 incidents specific to EBT. All incidents were put into four categories which are Imaging, Fiscal, Correspondence, and Eligibility. Majority of Resolution reasons fall into four non-Defect categories: Resolved by educating workers, incidents addressed by a code defect, incidents closed with resolution, and incidents are closed after issue has been addressed. The backlog of incidents is being addressed by process changes, additional focus on communications, and leveraging additional resources: Prioritize and address most impactful problems in terms of incidents generated. Daily standups with teams for Top 3 assignment groups. Leverage automation in ServiceNow for electronic notifications freeing Service Desk staff for in person follow-ups. Leveraging the additional enhanced post cutover support activities to conduct "high touch" sessions.
- The following areas were scoped out of C-IV migration: State forms, Notices (Los Angeles County LEADER NOAs were brought into LRS to replace the C-IV NOAs), and EDBC rules, based on C-IV, with some modifications for Los Angeles County LRS. 80 of the highest volume State forms were compared during DDI and changes were implemented during Migration DD&I. The path

forward is leveraging a streamlined process for moving items through the System Development Lifecycle (SDLC).

Public comment made by David Kane.

## 7. CalSAWS Imaging

- **Update from Accenture, Hyland, and ClearBest Executives**
- **Solution Status, Performance, and Stabilization**
- **Scalability Testing**
- **LA County Go-Live Options**
  - Rob Niehaus, Arnold Malvick, and Dan Dean provided an overview on CalSAWS Imaging.
  - Actions taken to move toward resolving imaging issues at go-live involved environmental adjustments, configuration modification, and patch code to improve overall performance of the system.
  - In the updated model, OCR (Optical Character Recognition) capability is automatically processing 50% of the documents.
  - Arnold Malvick and Dan Dean provided a retrospective of Functional Testing Scenarios and Practices and the testing that was performed, along with recommendations for future Functional Test improvements.
  - The next steps include continuing to tune/improve OCR recognition/processing, enhance performance testing with Los Angeles and CalWIN Counties production images, continue the document migrations, capture lessons learned from other Hyland references, provide Los Angeles and CalWIN ISS with best practices for readiness activities, and add on-site imaging testing during Los Angeles County Validation and UAT for CalWIN. This will be communicated at future meetings.
  - Benchmarks, goals, objectives, and tracking each county by the numbers will be presented at a future PSC Meeting.

Public comment made by Jennifer Tracy.

## 8. Update on Post-Go-Live Action Items

- **Metrics Scrutinization for Duplicates**
- **Prioritization Process and Determining Gaps**
  - **Findings, resolutions, and path forward**
- **Routine Notification to Counties of Training Updates**
- **Update on County access to BenefitsCal JIRA items**
  - Ted Anderson, June Hutchison, and Rachel Frey provided an update on Post-Go-Live Action Items.
  - Updates for Metrics Scrutinization for Duplicates included discussion of concern with Correspondence Team who continues to monitor for any global issues reported with duplication. As well as reaching out to PSC Members who escalated to get more county specific details. Issue tracker from County Stakeholder calls continues to monitor escalations and resolution of existing items. There is a routine notification to Counties of Training updates and an informational alert was sent on October 28, 2021.
  - Update on County access to BenefitsCal JIRA items. Regional Managers have access to JIRA as of today. The team will be sending out a CRFI to

the counties to get a list of individuals that should have access in the counties. There are enough licenses to give to one person in every county.

## 9. Retrospective and Lessons Learned from the C-IV Migration

- Wendy Battermann provided an overview on Retrospective and Lessons Learned from the C-IV Migration.
- 40-County CalSAWS in Production has high system performance, services provided/benefits issued, defects being resolved, expedited changes to meet needs, and ready for CalSAWS R21.11 and BenefitsCal R2.0. Looking forward at the Los Angeles County Imaging and BenefitsCal CalWIN Migration it will incorporate lessons learned, adjust plans, and involving counties early.
- Overarching themes for CalWIN include earlier County interaction with the system, early discussions on decisions made, Business Process-Oriented testing, onsite/high-volume imaging testing, predictive analysis for CalWIN Load/usage patterns, earlier testing with converted data in highly integrated environments using expanded end-to-end scripts, earlier county prep, and policy compliance testing.
- Overarching themes for Los Angeles Imaging include enhanced performance testing, increased testing of image conversion, more End-to-End testing, reduce technology impacts, new documents imaged, make Brainware smarter faster, align Hyland Operational Scripts to CalSAWS Configurations, and all office scanner configuration checks and hands-on training. The team quickly responded to the post go-live hotspots.
- QA tracks, monitors, helps teams adjust, and reports on progress. Most defects found in post-production impacted low volumes (less than 10% of the caseload) and/or were isolates scenarios, which can be difficult to identify and test together.

## 10. BenefitsCal Update

- **Release 2.0 Update**
- **CX Measures Update**
  - Rachel Frey and Gabby Otis provided an update on BenefitsCal.
  - Access and usage statistics were reviewed.
  - There is a deployment scheduled for release 2.0 this Sunday, November 21<sup>st</sup> and there are additional enhancements included in addition to the four changes that were originally scheduled as part of the release. The team is closing out the remaining UAT defects in retest. Both Training and Communications is on hold pending Los Angeles County Cutover date decision.
  - Release 3 will be deploying on April 24, 2022, and will include additional languages, IRT reminders, and County Ad Hoc Reports (Qlik).
  - Statistics for different app streams will be provided at a future PSC Meeting.

Public comment made by Jennifer Tracy.

## 11. Policy and Application Development Update

- Karen Rapponotti and Lisa Salas provided an update on Policy and Application Development.

## 12. CalWIN ISS Update

- Juli Baker and Duncan Gilliam provided an update on CalWIN ISS.
- Wave 1 activities have been completed. Implementation and conversion are underway. Wave 3 To-Be sessions for Santa Barbara have been completed and the To Be sessions for Orange/Ventura are in progress. Waves 4-6 To-Be preparation is in-progress. Based on experience through Waves 1-3, the team is making a slight adjustment to the schedule for Waves 4-6: One week of transition time has been added between when one set of most Wave 4-6 Counties' To-Be Sessions end and when the next set of To-Be sessions begin.
- Organizing meetings for Implementation with key project contacts in 12 areas. The objective is to provide counties with a clear direction and coordination across all CalSAWS project workstreams. As well as clearly communicate expectations around Timelines, Key Milestones, Level-of-Effort, and Key decisions.
- The Implementation team delivered the second Case Review Guide (CRG).
- The December topics for OCM points of contacts includes Waves 1 & 2 submit selections for Change Network Champions (CNCs). Also, review change impacts with Wave 1 counties. The December topics for Training Advisory Council (TAC) includes Discussion: Planning for new worker training while implementing CalSAWS, Instructional Design Reviews, and Instructor Guide template review.

## 13. Completion of LDS Migration Effort

- Mike Tombakian provided an overview on the Completion of LDS Migration Effort.
- The LDS conversion is now complete. The LDS had ISAWS data from the original ISAWS Counties and hosted by the project since 2009. As of November 1, 2021, LDS converted data is now available in CalSAWS. The data was converted in 4 waves, the final wave was completed on October 30, 2021.

## 14. CalSAWS County Validation Strike Team Update

- This item has been deferred to the December PSC meeting.

## 15. State Partners Updates

- **OSI**
- **CDSS**
- **DHCS**
  - OSI – Brandon Hansard
    - OSI has continued monitoring the risks and issues for the CalSAWS system, Imaging status, Correspondence status, and all post-go-live activities. OSI has a meeting today with federal partners on the spring IAPDU and a list of funding considerations that will be explored.
  - CDSS – Rocky Givon
    - In addition to working on a number of implementation pieces with the project CDSS is dealing with application fraud and EBT theft statewide. To date the EBT theft piece touches at least 15 counties and the application fraud piece touches about 35 counties. CDSS is investigating fully on both issues with the assistance of SAWS, CWDA, OSI, and other State partners.

- DHCS – Katie Mead
  - The Older Californians Act is still on target for May 2022 implementation. The first notice, FAQs, and third notice have incorporated stakeholder feedback and currently is in division review. The Eligibility and Enrollment Plan are in division review and planning to go out for stakeholders feedback this week. The MEDIL 21-18 with the notices has been posted. This information has been given to SAWS. Changes in asset limits for Non-Magi medical program. DHCS expects to have federal approval by November 30, 2021. DHCS is working with SAWS to achieve system readiness for phase 1 by July 1, 2022. DHCS continues to develop outreach materials to be distributed at the time of implementation. There is a change in the previous plan to notice individuals denied in the three months prior to implementation instead they will be noticing any individual who were denied for being over property within the six months prior to implementation. COVID-19 Public Health Emergency update has been extended to January 16, 2022. DHCS has also published global outreach letter MEDIL I-21-21, which will be used by local agencies to outreach to the medical population. The global outreach program is being translated to 18 threshold languages.

## 16. Regional Updates

- Region 1 – Jessica Paran
  - Contra Costa County is working with California Information Agency and redesigning process to increase capacity and eliminate unnecessary client interactions, staff interactions, depending on the approved design. This will have an impact on CalSAWS.
  - San Francisco County has named Anna Pineda as their new permanent Deputy Director employment services and self-deficiency division. Dan Kaplan who was the interim ESSSS Deputy Director will continue to serve as their Administrative Finance Deputy Director. Beginning November 1<sup>st</sup> staff will be onsite at the San Francisco offices for at least two days a week.
  - San Mateo County would like to express their gratitude to Napa and Stanislaus County for hosting them during the C-IV CalSAWS go-live post deployment. San Mateo was able to learn a lot and gain many insights. The team is busy working on BPR preparation with self-education phase with their To-Be sessions.
- Region 2 – Ethan Dye
  - All C-IV Counties have been busy with conversions.
  - Placer County has done a couple of interview rounds to hire their director.
  - The rest of the counties in Region 2 are doing a little bit of hiring and working on shortages of staff as well as still coming out of COVID-19 to open lobbies.
- Region 3 – Rachel Ebel-Elliot
  - Region 3 has several counties that are currently reporting recruitments: Butte, Del Norte, Glenn, Modoc, Mendocino, Plumas, Shasta, Tehama, and Trinity. These counties are currently recruiting for Eligibility and

Employment Services staff. However, Region 3 has three counties (Butte, Colusa, and Humboldt) reporting that they currently have training classes for Eligibility staff.

- Lake County has reported that they are looking for a CalOAR Analyst to help review all of the outside system processes to see where they can make improvements.
- Shasta County has reported that their County Director retired November 5, 2021, and several counties want to give a big thank you to fellow counties, TOSS team, Regional Managers, and CalSAWS support that's been received as the team has gone into this migration.
- Region 4 – Cindy Uetz
  - Fresno County reported that they implemented an interview block scheduling appointment system, and this will reduce the number of missed interviews. An emergency rental assistance program in Fresno County has been implemented to provide emergency rental assistance to individuals who were not able to pay their rent due to COVID-19.
  - Kern County has started to rehire staff with lots of vacancies. Also, working with BPR representatives CIA and CDSS for new processes.
  - Mariposa County is working on vaccination clinics throughout the month of November. Also, holding CalSAWS post-go-live activities, stakeholder calls, and sharing with staff. The team also provided a HIPPA training to their staff in the month of October.
  - San Luis Obispo County wanted to thank the hosting counties who took the time and effort to support them. They are holding virtual CalSAWS roadshows to officially launch CalSAWS to eligibility staff. They have hired 27 new staff who have started training.
  - Tulare County has reported they are completing their official CalSAWS BPR To-Be sessions and ongoing internal planning.
- Region 5 – James Locurto
  - Orange County Operation Santa Claus is in full swing. This program provides gifts and toys to children who are placed in the foster care program and in addition Operation Santa Claus provides holiday gifts to children of disadvantage families who are receiving services from the County of Orange. Orange County has added two additional mobile response vehicles MRVs for their outreach fleet.
  - San Bernardino County Automated Assistants for the period of November 8<sup>th</sup> through the 14<sup>th</sup> - the Authentication Automated system was at 85% of the callers were successful in authenticating. The Welcome Automated Assistant is 79% successful in identifying the intent of the call. The Push Notifications Automated Assistant has 16% of the callers end the call after receiving the push notification.
  - San Diego County is in the final stages of hiring a new CalSAWS Implementation Support Unit. The unit is going to consist of four Program Specialists and this new team is going to work on conversion activities such as clean-up lists, communication with staff, CalSAWS CITs and CRFIs, and any implementation support services as they arise.
  - Santa Barbara County is in the review process for the To-Be sessions and plan to complete by mid-December.



- Ventura County has a kickoff there BPR To-Be processes and also recently experienced a significant unexpected issue that required them to close one of their largest sites that services the public. They were able to pivot and work with other organizations to make sure they were still able to serve customers.
- Riverside County has returned to in person Eligibility Training.
- PSC member Rocio Aguiniga is going to be retiring in December.
- Region 6 – Winna Crichlow & Vicki Moore
  - Congratulations to Rocio Aguiniga for her upcoming retirement. Los Angeles County is participating in Adopt a Family where they give out gifts to upwards of 500 families during the holiday season. Also continuing to work with staff on getting vaccinated in order to meet the county-wide mandate. They are conducting staff assessments as well working to fill some Eligibility Worker vacancies that they currently have and continue to provide support to program partners with expanding opportunities. In October, they reopened, and it has been going well. Staff continue to telework.

## 17. Adjourn Meeting

- Co-Chair, Vicki Moore, adjourned the meeting at 4:02 p.m.

Action Items	Assigned to	Due Date	Status
1. Provide update on CalSAWS recruitments.	Holly Murphy	Ongoing	Open
2. Provide regular updates on the status of Analytics Reporting Design, Development, and Implementation.	Luz Esparza	Ongoing	Open
3. Discuss DEI activities/initiatives taking place at CalSAWS.	John Boule	January	Open
4. Review production metrics and scrutinize to account for duplication (especially correspondence).	Ted Anderson Lisa Salas	11/17/2021	Closed
5. Work through prioritization process and sift through issues to determine gaps. Report back to PSC in November regarding findings, resolutions, and path forward with prioritization methods.	Ted Anderson	11/17/2021	Closed
6. Routinely provide a list of updated Training guides to the Counties.	Ted Anderson	11/17/2021	Closed
7. Provide QA retrospective regarding training gaps,	Ted Anderson	11/17/2021	Closed

development issues, testing issues, etc. at the November PSC meeting.			
8. Provide Counties access to the BenefitsCal JIRA items.	<b>Gabby Otis</b>	<b>12/16/2021</b>	<b>Open</b>
9. Provide Targeted Topic Session on how to generate Imaging Reports.	<b>Ted Anderson</b>	<b>11/17/2021</b>	<b>Closed</b>
10. Provide an update on whether or not counties will be reimbursed for the generation and sending of duplicate correspondence.	<b>Lisa Salas</b>	<b>12/16/2021</b>	<b>Open</b>
11. Imaging: <ul style="list-style-type: none"> <li>• Provide imaging benchmarks, goals, objectives and tracking for each county by the numbers.</li> <li>• Provide timeframe of OCR success rate.</li> <li>• Provide options for reprocessing the Exception Queue.</li> </ul>	<b>Arnold Malvick</b>	<b>12/16/2021</b>	<b>Open</b>
12. Provide statistics for each application stream through BenefitsCal.	<b>Rachel Frey</b>	<b>12/16/2021</b>	<b>Open</b>

**Next Meeting:**

Conference Call/Zoom  
Thursday, December 16, 2021  
8:30 a.m. – 12:00 p.m.  
CalSAWS Rancho Cordova  
11290 Pyrites Way, Suite 150  
Rancho Cordova, CA 95670