

## CalSAWS Consortium JPA Board of Directors

### Meeting Minutes

November 19, 2021

12:30 p.m.

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

#### **Members Present Via teleconference:**

Region 1 – Member, Tracey Belton, San Benito County Dept. of Health & Human Services  
Region 1 – Member, Kathy Gallagher, Contra Costa Employment & Human Services  
Department  
Region 2 – Alternate Member, Kathy Peterson, Mono County Department of Social  
Services  
Region 3 – Member, Bekkie Emery, Mendocino County Health & Human Services Agency  
Region 4 – Member, Dena Murphy, Kern County Department of Human Services  
Region 4 – Alternate Member, Deborah Martinez, Madera County Department of Social  
Services  
Region 5 – Member, Debra Baetz, Orange County Social Services Agency  
Region 5 – Member, Gilbert Ramos, San Bernardino County Human Services Agency  
Region 6 – Chair, Michael Sylvester, Los Angeles County Department of Public Social  
Services  
Region 6 – Member, Roxana Molina, Los Angeles County Department of Public Social  
Services  
Region 6 – Alternate Member, Rogelio Tapia, Los Angeles County Department of  
Children & Family Services  
State – Ex-Officio Member, Dan Kalamaras, Office of Systems Integration

#### **Members Absent:**

Region 2 – Member, Rachel Roos, Nevada County Department of Social Services  
Region 4 – Vice-Chair, Delfino Neira, Fresno County Department of Social Services  
Region 5 – Member, Melissa Livingston, Ventura County Social Services Agency  
Region 6 – Member, Cynthia McCoy-Miller, Los Angeles County Department of Children & Family  
Services

#### **Facilitator:**

John Boule, CalSAWS Executive Director

1. **JPA Board Chair, Michael Sylvester, convened the meeting at 12:35 p.m.**
2. **Confirmation of Quorum and Agenda Review**
3. **Public opportunity to speak on any Item NOT on the agenda.**
  - None

#### **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 December 17, 2021, based on the following findings:**
  - a. **The Governor's State of Emergency related to COVID-19 remains in effect; and**
  - b. **Sacramento County continues to recommend measures to promote social distancing.**

**Summary:** The Consortium is seeking Board 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 December 17, 2021.

Motion to Approve, was made by Chair, Michael Sylvester.

Motion was seconded by Member, Bekkie Emery.

Member, Kathy Gallagher, voted to approve.

Member, Tracey Belton, voted to approve.

Member, Kathy Peterson, voted to approve.

Member, Dena Murphy, voted to approve.

Member, Deborah Martinez, voted to approve.

Member, Gilbert Ramos, voted to approve.

Member, Debra Baetz, voted to approve.

Member, Roxana Molina, voted to approve.

Member, Rogelio Tapia, voted to approve.

Member, Melissa Livingston, was absent from vote.

Vote was taken via roll call and the Motion passed.

## **5. Approval of Consent Items**

- a. Approval of the Minutes and review of the Action Items from the October 8, 2021, JPA Board of Directors Meeting.**
- b. Approval of Accenture Change Notice 12, which includes requests for an extension of CalSAWS post-implementation support for the former C-IV counties, additional LRS CalHEERS M&E hours, and adjustment of the LRS and CalSAWS M&E hours.**
- c. Approval for ClearBest Work Order 8, which includes request for QA Services for CalFresh Public Assistance Definition Alignment.**

**Summary:** The Consortium is seeking Board approval of Consent Items.

Motion to Approve, was made by Member, Kathy Gallagher.

Motion was seconded by Member, Dena Murphy.

Member, Kathy Peterson, voted to approve.

Member, Bekkie Emery, voted to approve.

Member, Deborah Martinez, voted to approve.

Member, Gilbert Ramos, voted to approve.

Member, Debra Baetz, voted to approve.

Chair, Michael Sylvester, voted to approve.

Member, Roxana Molina, voted to approve.

Member, Rogelio Tapia, voted to approve.

Members, Tracey Belton and Melissa Livingston, were absent from vote.

Vote was taken via roll call and the Motion passed.

## **Informational Items**

### **6. Accenture Leadership Change**

**Summary:** Gaurav Diwan lead the discussion on Accenture's Leadership Change. Effective November 2021 Greg Elston has assumed the role of Accenture Project Executive taking over for Seth Richman. Seth Richman has been the Project Executive since the very

beginning. 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 for stabilization activities. Seth Richman looks forward to celebrating the ultimate successful delivery of CalSAWS over the next two years.

## 7. 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)**
- **Summary:** Greg Elston and Lisa Salas provided an overview of the 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. The project is expanding the current support model by creating a Change Center of Excellence (C.O.E.) with five 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 will include implementing a change enablement framework through the C.O.E. 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. The 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. 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).

## 8. CalSAWS Imaging

- **Update from Accenture, Hyland, and ClearBest Executives**
  - **Solution Status, Performance, and Stabilization**
  - **LA County Go-Live options**
- **Summary:** Bill Priemer, John Phelan, Rob Niehaus, Arnold Malvick, and Dan Dean provided an update on CalSAWS Imaging. Hyland CEO Bill Priemer reiterated Hyland's commitment to making the imaging system as successful as possible. John Phelan announced his commitment to CalSAWS. Issues impacting users in the first few weeks of go-live were reviewed. The actions taken involved environmental adjustments, configuration modifications, and patch code to improve overall performance of the system. In the updated model of OCR (Optical Character Recognition) capability is automatically processing 50% of the documents. The next step for improving OCR is reducing the rate of ICT (10%), Portal (39%), and County Capture Modes (51%). Retrospective key themes are performance tests, functional test scenarios/practices, and operational efficiencies. Improvements to future performance testing will include the use of varied file types, high volume searches, review provided session log files, increase testing of image conversion process, update testing volume, and adding additional test cases based on feedback from Los Angeles/CalWIN Counties. The recommendations for Imaging Performance and Stability include leveraging workstation logs to add specific test scenarios to performance tests, as well as enhancing performance test plan with representative CalSAWS loads. The functional testing scenarios conduct more End-to-End testing, increase site testing, use of new vs. converted documents, and use larger production samples for Brainware (OCR) to improve document classification. The recommendation for End-to-End Tests and Processing is to test all document ingestion modes, increase use of new vs converted documents, county participants set up document routing rule (DRR), and expand testing time. The recommendation for High Volumes in Exception Queues for indexing is continuing to make updates to Brainware (OCR), use larger production samples to improve document classification, implement QA of documents, and provide list of best practices. Operational efficiencies include document deletion and county specific scanner exceptions. The recommendation for document deletion is Hyland updated the folder deletion script, review all future utilities (with Accenture, Consortium, QA), and conduct positive/negative testing. The recommendation for county specific scanner exceptions is confirm full inventory of scanner types, test scanner types, provide CalWIN ISS team with list of tested scanners, CalWIN ISS team to include scanner configuration testing in County Readiness Checklist, and incorporate a validation step to confirm functionality. 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.

## 9. Update on Post Go-Live Action Items from PSC

- **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**

**Summary:** Ted Anderson, June Hutchison, and Rachel Frey provided an update on Post Go-Live Action Items from PSC. 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 items to get county specific details. The 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. 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.

## 10. Retrospective and Lessons Learned from C-IV Migration

**Summary:** Wendy Battermann provided an overview of the Retrospective and Lessons Learned from 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.

## 11. BenefitsCal Update

- **Release 2.0 Update**
- **CX Measures Update**

**Summary:** Rachel Frey and Gabby Otis provided an update on BenefitsCal. Usage statistics were reviewed. There is a deployment scheduled for release 2.0 Sunday, November 21<sup>st</sup> and there are four changes going in that were scheduled a part of the release and additional enhancements as well. 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).

## 12. Policy and Application Development Update

**Summary:** Karen Rapponotti and Lisa Salas provided an update on Policy and Application Development. Policy and test continue to make substantial progress as the team moves along to new policy items.

## 13. CalWIN ISS Update

**Summary:** 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 and 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.

## 14. Completion of LDS Migration Effort

**Summary:** 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 October 30, 2021.

## 15. Adjourn Meeting

- JPA Board Chair Michael Sylvester adjourned the meeting at 3:05 p.m.

Action Items	Assigned to	Due Date	Status
1. Provide a quarterly update on recruitment with the Fiscal Report.	Holly Murphy	12/17/2021	Open
2. Report back to the Board with comprehensive recommendations for Diversity, Equity, and Inclusion (DEI).	John Boule	Ongoing	Open

Action Items	Assigned to	Due Date	Status
3. Provide information on EDR data and CalWIN going forward.	Arnold Malvick	TBD	Open
4. Provide update on how duplication of mailings/costs will be resolved, inclusive of renewal packet duplication.	Lisa Salas	12/17/2021	Open

**Next Meeting**

Conference Call/Zoom  
 Friday, December 17, 2021  
 9:00 a.m. – 12:00 p.m.