CalSAWS Consortium
Project Steering Committee
Meeting Minutes
February 11, 2021

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

Committee Members Present via Conference Call/Webcast:
       Region 1 – Jessica Paran
       Region 1 – Clarisa Simon
       Region 2 – Ethan Dye
       Region 3 – Kelly Hampton
       Region 4 – Cindy Uetz
       Region 4 – Vienna Barnes
       Region 5 – Alberto Banuelos
       Region 5 – Gilbert Ramos
       Region 5 – Rocio Aguiniga
       Region 6 – Luther Evans
       Region 6 – Winna Crichlow

Committee Members Absent via Conference Call/Webcast:
       Region 6 – Vicki Moore

Committee Guests Present via Conference Call/Webcast:
       Region 6 - Ed Tayag on behalf of Vicki Moore

Facilitator:
       John Boule, CalSAWS Executive Director

1. **Co-Chair Alberto Banuelos convened the meeting at 8:30 a.m.**
2. **Agenda Review**
3. **Public opportunity to speak on items not on the Agenda.**
   - None

PSC Action Items

4. **Approval of the Minutes of the December 3, 2020 PSC Meeting and review of Action Items.**

   Summary: The Consortium is seeking PSC approval of the Minutes from the December 3, 2020 CalSAWS PSC Meeting and review of Action Items.

   Action Items from previous meetings:
       Action Item 1 – Automated Assistants/Bots: Ongoing – The Bots pilot for San Bernardino County has begun.

Action Item 2 – CalSAWS Recruitments: Ongoing – There is a new Position under CalSAWS Leadership for a Diversity and Vendor Engagement Officer, which is included in the current recruitment.
Action Item 3 – Analytics Reporting Design Development of Implementation: Ongoing – On Today's agenda.
Action Item 4 – DEI Activities: Open – On Today's agenda.
Action Item 5 – Portal/Mobile: Open – On Today's agenda.
Action Item 6 – Change Management/CBOs: Closed – The Consortium has socialized this Action item with the Implementation Points of Contact through the Readiness Discussions. Also, working with the individual counties to answer any questions or concerns they may have regarding their CBO outreach.
Action Item 7 – CalSAWS Analytics – Open – On Today's agenda.

Motion to approve was made by Member Gilbert Ramos.
Motion was seconded by member Kelly Hampton.
Member, Clarisa Simon, voted to approve.
Member, Jessica Paran, voted to approve.
Member, Ethan Dye, voted to approve.
Member, Vienna Barnes, voted to approve.
Member, Cindy Uetz, voted to approve.
Member, Alberto Banuelos, abstained.
Member, Rocio Aguiniga, voted to approve.
Member, Winna Crichlow, abstained.
Member, Luther Evans, voted to approve.
Member, Vicki Moore was absent from vote.
Vote was taken by roll call and the Motion passed.

5. **Approval of updated CalSAWS Data Retention Policy Document.**

   Summary: The Consortium is seeking PSC approval of the updated CalSAWS Data Retention Policy Document. Paul Trisler provided an overview on the updates to CalSAWS retention policy include Issuance History, Case Narratives, Journals, Notices of Action related to Time on Aid, Images scanned with a document type of Time Limits, and Person Address History.

   Public comment made by Kevin Aslanian.

   Motion to approve was made by Member Ethan Dye.
   Motion was seconded by member Rocio Aguiniga.
   Member, Clarisa Simon, voted to approve.
   Member, Jessica Paran, voted to approve.
   Member, Kelly Hampton, voted to approve.
   Member, Vienna Barnes, voted to approve.
   Member, Cindy Uetz, voted to approve.
   Member, Gilbert Ramos, voted to approve.
   Member, Alberto Banuelos, voted to approve.
   Member, Winna Crichlow, voted to approve.
   Member, Luther Evans, voted to approve.
   Members, Jessica Paran and Vicki Moore were absent from vote.
   Vote was taken by roll call and the Motion passed.

Informational Items

6. CalSAWS Gantt Chart Update
- Seth Richman provided an update on the CalSAWS Gantt Chart.
- Overall, the Consortium remains on time and within budget.
- The Application Development releases are in process. Release 21.03 is still being tested. The release date is March 2021. Release 21.05 is being built and will be released in May 2021. Release 21.07 is in the design process and will be released in July 2021.
- The Consortium is prepping for the User Acceptance Test for the C-IV Counties.
- The Application Development Team's focus is to continue development of the functional designs additional scope required by CalWIN and C-IV Counties that went beyond the 8 core releases, which includes GA/GR, Task Management, Non-State Forms, etc.
- The Conversion Team developed a test version of the production data from C-IV and Los Angeles combined into a converted data test environment. The team is about 30% through testing and it's going well. The Mock Conversion process is being prepared. The CalWIN conversion is on schedule and within budget.
- The C-IV Implementation cutover is moving forward quickly, and the training teams are developing the new "Differences Training Materials" for the core/imaging application.
- The Imaging Team is completing the builds and modifications to CalSAWS to talk with the new statewide imaging application. The releases and performance testing are going as planned.
- The BenefitsCal Team just completed the design activities for the first and second releases, which are scheduled for September and November of 2021. The team is starting design activities for releases three and four in the next couple of months. Testing has been scheduled to begin for the first and second releases in February 2021. Upcoming activites include continuing usability testing efforts for BenefitsCal, which is receiving feedback about the designs. The first activity for OCM will be the Visioning Lab. The Training Advisory Committee has begun.

  Public comment made by Jennifer Tracy.

7. CalWIN Implementation Support Services
- Diane Alexander, Mary Sabillo, and Juli Baker provided an overview of the CalWIN Implementation Support Services.
- The CalWIN Counties completed As-Is Discovery Sessions last week to develop high-level Baseline processes for the 18 CalWIN Counties – over 100 staff attended each session.
- The next step for the County-Specific As-Is Discovery Sessions will include County Virtual visits, workshops, and targeted interviews with identified employees.
- Updates on the Training Advisory Council (TAC) include a Kick-Off Meeting scheduled for Wednesday, February 17, 2021.
- The Visioning Lab is an interactive opportunity to connect and reflect on a unified vision on what Implementation success means. Senior leadership commitment enhances successful results and increases employee engagement and adoption.

Public comment made by Jennifer Tracy.

8. **BenefitsCal Update**
   - Rachel Frey, Gabby Otis, and Anna Chia provided an update on BenefitsCal.
   - The Search Engine Optimization (SEO) is the practice of optimizing a website for the search engine, without paying for advertisements, to enable the website to rank higher on a Search Engine Results Page. This is important because it's easier and faster to find the right content.
   - Research indicates there are SEO opportunities which included that Customers learn about portals through Caseworkers, instead of through web searches. The Data Research included a review of portal traffic, which revealed a drop in the ability to locate portals through online searches.
   - The next steps to make it easier to find the new BenefitsCal using SEO include leveraging ecosystem relationships to create backlinks to the site, 301 redirect from existing portals to the BenefitsCal website, expose new user relevant content to the search engine, and help Search Engines to redirect users to BenefitsCal.

   Public comment made by Jennifer Tracy.

9. **Metrics for C-IV Implementation Readiness**
   - Ted Anderson and June Hutchison provided an overview on the Metrics for C-IV Implementation Readiness.
   - Counties will play an active role in being informed and participating in Operational Readiness Activities on the pathway to Green Light.
   - Project Teams will begin reporting on the readiness of their respective projects through a monthly reporting process.
   - The Implementation Readiness key measurement areas include Application Readiness, Technical Readiness (System Performance/Security), Conversion Readiness, Implementation Readiness, Change Readiness, and Training Readiness. All these different readiness areas and details have specific exit criteria. The defined exit criteria are being closely monitored.
   - The CalSAWS and BenefitsCal Projects will publish the Implementation Readiness Packet that contains a summary of operational readiness metrics and status on a monthly basis.
   - The purpose of the Implementation Readiness Packet is to provide Counties with information related to the operational readiness of projects within CalSAWS Portfolio, including the C-IV Migration and BenefitsCal projects. Status will include key metrics related to the overall "health" of the implementation effort based on measurable metrics and milestones.
   - The team plans to socialize the packet prior to the CIT with both the Regional Managers and Implementation Points of Contact.

   Public comment made by Jennifer Tracy.

10. **Contingency Plans for Go-live**
    - Rachel Frey, Wendy Battermann, and Seth Richman provided an update on the Contingency Plans for Go-live.
    - The Contingency and Continuity planning spans pre-cutover through post-implementation. Questions that the Contingency Plans must answer include: Are

we Ready?; Can We move forward?; and Can we continue? All aspects are being considered to help decide if the Contingency Plans are ready for Go-live.
- The structure of the Contingency Plan includes feature readiness that is split into three groups, which are Platform Readiness, CalSAWS Interface Readiness, and ForgeRock Interface Readiness.
- The Consortium will provide all details and transparency to the JPA and PSC.

11. Plans for Integrated User Acceptance Testing
- John Boule, Peggy Macias, Surranjan Kumar, and Cheryl Hoffman provided an update on the Plans for Integrated User Acceptance Testing.
- John Boule introduced the User Acceptance Testing Leaders.
- The team is currently working on the preparation for UAT to have consistent messaging for participants and putting together a Single UAT Web Portal. In addition to the Web Portal the Consortium will have a single unified data UAT call where the team will talk through any findings discovered.
- February 8, 2021 a CIT was sent out to the counties describing the UAT efforts and the upcoming recruitment will be followed with a CRFI with detailed information on the different efforts.
- The UAT Test Scenario Kick-Off Training will begin in March 2021. The Test Scenarios will be delivered in April 2021. The UAT Execution will be in June 2021.
- The desired tester and SME characteristics include deep program policy knowledge, understanding of county processes, excellent analytical skills, etc.

Public comment made by David Kane.

12. GA/GR Data Sharing Update
- John Boule provided an update on the GA/GR Data Sharing.
- The Consortium is working on updating documentation to provide the data context of Person v. Case.
- The Project is working with the counties to figure out what their concerns are for GA/GR.

13. Application Development & Policy
- Karen Rapponotti Lisa Salas, and Seth Richman provided an overview on Application Development & Policy.
- The Medi-Cal Health Emergency PHE is expected to continue through December 2021. DHCS has recently begun meetings with counties and SAWS to begin looking at the PHE lift.
- CalFresh updates include SNAP Benefit Increase, which provides a 15% increase in SNAP benefits effective January 1, 2021 through June 30, 2021. The benefit increase is provided in addition to Emergency Allotments and reported as normal issuances, college student eligibility, etc.
- State Policy updates include the Pandemic Unemployment Compensation (PUC), CalWORKs $600 Golden State Stimulus/Rental Assistance, and other potential Policy. The teams are providing feedback to state/CWDA requests for quick timeline estimates related to bills.
- The FPL COLA will require C-IV system down-time, which is expected on March 13, 2021 and the SSI COLA in April may also require system down-time.

- The Consortium and Accenture are working with Los Angeles County on the appropriate mitigation activities and remedies relating to the recent batch date error that occurred.

Public comment made by Kevin Aslanian.

14. CalSAWS Executive Risk Review
- Seth Richman, Rachel Frey, and Wendy Battermann provided an Executive overview of each of the CalSAWS Risks.
- The way the Consortium categorizes risks is low, medium, and high and low is calculated looking at the impact 1-5.
- Risk 102, 104, 206, 232, and 233 are low risks. Risk 208, 234, and 238 are medium risk. Risk 201, 203, 204, 226, 231, 235, 236, and 237 are currently a high.

15. CalSAWS Inclusion, Diversity, & Equity Advancement (IDEA) Update
- Casey Morris, Chazney Nunes, and Lenecia Miles provided an update on CalSAWS Inclusion, Diversity, & Equity Advancement (IDEA).
- The IDEA initiatives include seven areas of focus, which are HR "We Are One", Survey "Pulse Survey", Mentorship "Buddy Program", Leadership "Lead with Intention", Training "Me, You, Us Training", Workshops "Co-Creating on Inclusion & Diversity", and Safe Space "CalSAWS Table Talks". The first Table Talks session was led by Ayana Alvarez and she shared her experiences raising young black men in America. There were 144 people in attendance.
- The next session will be held in February 2021 and the topic is "Cross Communication" which will acknowledge the difference in communication.
- The Pulse Survey Resulted in 460 survey responses from across CalSAWS. There is a high interest in the programs being offered. Over 60% of people at CalSAWS said they felt they have someone at CalSAWS that they would consider a "Mentor". 81 people who consider themselves managers and above would be interested in leadership coaching. 70%, or 302 people who responded would be interested in workshops.
- IDEA training updates include collaborating with Sacramento County's development of self-directed training materials, acquired software, and completing outline (Interactive reflection questions and Knowledge checks).
- The IDEA Staffing & Resources updates included a Recruitment of the Diversity & Vendor Engagement Officer, which was posted February 4, 2021, as a concurrent county and public posting through Friday, March 5, 2021, and Evaluating Regional Government Services (RGS) proposed support of IDEA initiatives.
- The IDEA Equitable Languages topic included OSI planning to coordinate with CDSS, DHCS, and SAWS. As well as a global approach to language translation. This effort is to try to get a consistent approach of languages.

Public comment made by Kevin Aslanian and Jennifer Tracy.

16. OCAT M&O/Production Update
- Jo Anne Osborn and Kevin Wilson provided an update on OCAT M&O/Production.

- An OCAT Help Desk was set up to support the System User community. The team has been tracking Help Desk statistics. Most calls are related to Login/Account Access and Training Questions.
- The total OCAT Initiated Interviews in November 2020 was 21%, in December 2020 the total was 10%, and in January 2021 it was 6%.
- Beginning in March 2020 to the present Welfare-to-Work participants are exempt from participating due to the COVID-19 pandemic, resulting in fewer OCAT interviews being conducted when compared to 2019. Currently participation is voluntary.
- The Legacy OCAT system is in inquiry only mode and CDSS is targeting full historical data to be available to California counties at the end of March 2021.

17. CalSAWS Analytics & Reports Update
- **UAT Scope & Staff Involved (Fiscal staff)**
  - Marc Petta and Keith Salas provided an update on the CalSAWS Analytics & Reports including UAT Scope & Staff Involved (Fiscal staff).
  - The milestones that have been achieved are Release E has been designed, developed, tested, and scheduled for hard launch Deployment. There is a Hard Launch Webcast planned for February 17, 2021. Release F Soft Launch County Testing is In-Progress and On-Schedule for March 2021. 40% Complete Overall and on-schedule with Downstream Analytics Releases. The 40-County System Test (CDT) is in progress and on-track.
  - The C-IV counties use Application Express (APEX) tool and Crystal Reports to generate their Ad-Hoc reports for their business data needs. The Consortium is helping C-IV counties to migrate all Ad-Hoc SQLs from on-prem to Cloud platform, which requires all SQLs to be re-factored, to ensure Ad-Hoc reports would work on this new version of APEX with CalSAWS database in the Cloud.

18. CalSAWS Contact Center Update
- Danielle Benoit provided an update on the CalSAWS Contact Center.
- The next steps being worked on are the design phase for the global items that all counties will have access to. September 2021 will be the big move for existing C-V contact center for CalSAWS.
- The 58-County Amazon Connect IVR Solution (Inbound and Outbound) will be supported in 14 languages.
- A 58-County Telephonic Signature Solution for Contact Center and Non-Contact Center Staff is included.
- Amazon Connect Call Center Solution for 33 counties (18 CalWIN, 14 C-IV Counties, and Los Angeles County).
- CalSAWS Amazon Connect Solution offers centrally managed infrastructure and tools.
- Local County Configurability includes, but is not limited to the following: Staffing and Workforce Management (WFM), Operations, business processes and case management, reporting, and Service Level Agreements (SLAs).

Public comment made by Jennifer Tracy and Kimberly.

19. Procurement Update
- Tom Hartman provided an update on Procurement.
- The Consortium has begun the planning of the CalSAWS M&O Procurement. A tentative high-level timeline was reviewed.

20. State Partners Updates
- **OSI**
- **CDSS**
- **DHCS**
    - OSI – Brandon Hansard & Steve Zaretsky
        - OSI has been facilitating meetings with State Sponsors and documenting the As-Is processes to see how it will be leveraged as they meet with CalSAWS and the community to ensure that languages will be translated. OSI has been engaging with Federal partners on contracts such as Central Print for review and approval. They are also working on facilitating State Sponsor Review of the As Needed IAPDU.

    - CDSS – Rocky Givon
        - CDSS will provide an update at the next meeting.

    - DHCS – Katie Mead
        - DHCS has met with counties, SAWS, and CWDA to begin looking at that unwinding process if the PHE were to end in 2021. All discussions are preliminary and are not to be taken as direction at this time.

    Public comment made by David Kane and Jennifer Tracy.

21. Regional Updates
- Region 1 – Clarisa Simon & Jessica Paran
    - Region 1 C-IV Counties are preparing for Go-live. The CalWIN Counties are preparing for Deloitte BPR session. Many counties are busy with the Disaster Worker Response.
    - Sonoma County Human Services Department hired a new Assistant Director.
    - Santa Clara County hired a new CalSAWS Project Manager.
    - Napa County went to their Board for approval of the Data Retention Policy.

- Region 2 – Ethan Dye
    - Region 2 counties are hiring new staff and continuing to work through COVID.
    - Calaveras County hired a new Interim Director, Samuel Leach.

- Region 3 – Kelly Hampton
    - Overall, Region 3 counties are hiring new staff and management, but it's been hard to find qualified people for the positions. Counties are still teleworking and working on migration efforts.

- o Colusa County has a new office for their Employment Services and housing unit.
- o Humboldt County presented at their PPOC meeting on the complete resource index guide that has been developed.

- Region 4 – Cindy Uetz
  - o Fresno County has partnered with Fresno County Public Health to assist with vaccinations to their IHSS community.
  - o Kern County hired a new Assistant Director in the Eligibility and Financial Services Bureau, Adriana Kesler.
  - o Region 4 counties continue to hire new Eligibility staff and hold Eligibility classes. The counties continue to work on migration.
  - o Mariposa County office remains open to the public during normal business hours and they are currently working on partnering with their Public Health Office. The county is recruiting for a new Division Director for Human Services.
  - o San Joaquin County has promoted Samuel Kaisch to Assistant Director for Human Services Agency. The county has put a training together to discuss keeping the COVID policy v. regular policy.
  - o San Luis Obispo County began piloting SR7 submission feature with Get CalFresh. This feature is available to CalFresh participants that were already enrolled.

- Region 5 – Rocio Aguiniga
  - o Santa Barbara County is kicking-off an Implementation plan and will start with a survey to staff to identify awareness and prepare a preferred method of communication. The counties are looking to create content that staff can self-service regarding CalSAWS.
  - o Riverside County is active with the community assisting with their call center hotline.
  - o Imperial County is preparing for an all-staff information session about CalSAWS Migration and will begin this in February 2021.
  - o Orange County has established a training workgroup to assess preparatory policy training and they have an Ad-Hoc workgroup to downsize the current list of approximately 700 reports. There is also a QA/QC workgroup to determine what they will use post go-live. In addition, the data clean-up group is in full swing and has started identifying training needs.
  - o San Diego County had a kick-off meeting for its newly formed CalWIN to CalSAWS Transition Committee. The purpose of this committee is to advise senior leadership when making operational decisions moving towards migration.

- Region 6 – Winna Crichlow, Luther Evans, and Ed Tayag on behalf of Vicki Moore
  - o Los Angeles County hired a new assistant Director Kristen Stranger. The county has continued to expand teleworking for their staff due to the increased number of COVID positive cases in Los Angeles County. Region 6 is in the process of expanding call centers. Los Angeles County has been working with local agencies around the Treasury Emergency Rental Assistance Program.

o DCFS is getting ready for migration to imaging and working on transitioning cases to electronic format. The Foster Care hotline employees will be able to work from home.

22. JPA Board February Meeting Overview
- John Boule provided a brief overview of the February 19, 2021 JPA Board Meeting Agenda.

23. Adjourn Meeting
- Co-Chair, Alberto Banuelos, adjourned the meeting at 11:57 a.m.

Action Items	Assigned to	Due Date	Status
1. Automated Assistants/Bots Pilot Status Update	**Seth Richman**	**Ongoing**	**Open**
2. Provide update on CalSAWS recruitments.	**Holly Murphy**	**Ongoing**	**Open**
3. Provide regular updates on the status of Analytics Reporting Design, Development, and Implementation.	**Luz Esparza**	**Ongoing**	**Open**
4. Discuss DEI activities/initiatives taking place at CalSAWS.	**John Boule**	**Ongoing**	**Open**
5. Portal/Mobile: • Present outreach, training, and public awareness plans including marketing and communication to customers and county staff. • Transition plans for current customer accounts.	**Gabby Otis Rachel Frey Anna Chia**	**03/18/2021**	**Open**
6. Follow-up on the vendor Change Management process/County CBO Update.	**Shivani Smith**	**02/11/2021**	**Closed**
7. Report on what the Analytics scope included in UAT will be included, including Fiscal Staff involvement.	**Keith Salas**	**02/11/2021**	**Closed**
8. Follow-up on CalWIN Implementation Services regarding a connection with local community-based organizations and their perspectives on BPR.	**Rachel Frey**	**03/18/2021**	**Open**
9. Provide a detailed update on the 12.1% other column on how customers learned about the CA Benefits Website.	**Gabby Otis**	**03/18/2021**	**Open**
10. Follow-up on the specifics that the Implementation Team should or shouldn't track relating to Ad-Hocs.	**Marc Petta Keith Salas**	**03/18/2021**	**Open**

<u>Next Meeting:</u>
Thursday, March 18, 2020 - Zoom
8:30 a.m. – 12:00 p.m.
CalSAWS Rancho Cordova
11290 Pyrites Way, Suite 150
Rancho Cordova, CA 95670