

CalSAWS Consortium
Project Steering Committee
Meeting Minutes
October 21, 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 4 – Vienna Barnes
- Region 5 – Alberto Banuelos
- Region 5 – Rocio Aguiniga
- Region 5 – James Locurto
- Region 6 – Luther Evans
- Region 6 – Winna Crichlow
- Region 6 – Vicki Moore

Facilitator:

John Boule, CalSAWS Executive Director

1. **Co-Chair Ethan Dye 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 from the September 16, 2021, PSC Meeting, and review of Action Items.**

Summary: The Consortium is seeking PSC approval of the Minutes from the September 16, 2021, CalSAWS PSC Meeting, and review of Action Items.

Action Items from previous meetings:

Action Item 1 – Automated Assistants/Bots: Closed – Future updates will be given within the Regional Updates and as specific agenda items.

Action Item 2 – CalSAWS Recruitments: Ongoing – Current recruitment was extended until the end of October 2021.

Action Item 3 – Analytics Reporting Design Development of Implementation: Ongoing – On Today's agenda.

Action Item 4 – DEI Activities: Ongoing – On Today's agenda.

Action Item 5 – Feedback on the BenefitsCal availability to the CBO Community: Closed and being removed.

Action Item 6 – Provide information on disability access testing results: Closed and being removed.

Action Item 7 – Provide an update on CalFresh mass replacements: Closed – The automatic mass replacement waiver was requested for power outages that were in the month of August. A response was received from FNS stating they were unable to approve California's request for automatic mass replacements waiver. FNS has allowed impacted households to seek individual replacements for food loss. The information has been communicated to SAWS and the counties. The team is looking at another AMR and communicating with CDSS. There has been desire from FNS for benefits to be reissued more quickly than in the past.

Action Item 8 – Provide a debrief on BenefitsCal ADA Report: Closed – On Today's agenda.

Motion to approve was made by Member Vienna Barnes.
Motion was seconded by Co-Chair Jessica Paran.
Member, Clarisa Simon, voted to approve.
Co-Chair, Ethan Dye, voted to approve.
Member, Rachel Ebel-Elliott, voted to approve.
Member, Cindy Uetz, voted to approve.
Member, James Locurto, voted to approve.
Member, Albert Banuelos, voted to approve.
Member, Rocio Aguiniga, abstained.
Member, Winna Crichlow, voted to approve.
Member, Luther Evans, voted to approve.
Co-Chair, Vickie Moore, voted to approve.
Vote was taken by roll call and the Motion passed.

Informational Items

5. Post Go-Live Review

- **CalSAWS**
 - **Review of Issues & Resolution Status**
 - **Metrics & Throughput**
- **BenefitsCal**
 - **Review of Issues & Resolution Status**
 - **Metrics & Throughput**
 - **Upcoming Changes/Enhancements**
 - **Review of Releases 1.1, 1.2, and 2.0**
- Greg Elston and Rachel Frey provided a review of Post Go-Live activities.
- CalSAWS key successes from Week 1 include the completion of nightly batch, initial reports generation completed sooner than expected, and active users/transaction volumes are nearing combined pre-go-live C-IV/LRS totals. Another success was Core CalSAWS (excluding Imaging) response times are in line with Service Level Agreements (SLA) and pre-go-live performance levels. Tuesday night the team had its first 10-day cut off cycle, which is an important batch cycle for the month, and everything processed well.
- Focus areas for CalSAWS included CalSAWS System performance, which identified the root cause of the performance issue as a slow running query behind the Eligibility Workload Inventory page. The query was fixed in the September 28, 2021 priority release. There was an availability issue Tuesday, October 5th, the primary CalSAWS Core database became unresponsive and

mitigation activities took place. The root cause is under investigation. Improvements have been deployed for Imaging performance. Some enhancements that Hyland has introduced have improved and help stabilize the system. Another focus area was correspondence, which included reviewing expectations, translations, and Policy interpretations. Fiscal items being looked at include isolated incidents affecting Local Warrant Printing, Direct Deposit, Homeless Assistance, and FIS-EBT timeouts. The team is also investigating isolated occurrences of inability to initiate an ICT.

- Transaction volumes are trending up and almost processing at normal volumes. There are 8 to 10 million transactions a day and we are receiving 12 to 14 thousand cases/applications. Defects are trending down and getting more specific e.g., a case or subset of cases. Key business metrics include applications processed (approvals and denials), supplemental issuances, and correspondence mailed.
- The Daily Project Stakeholder call was where team leads provided updates on CalSAWS and BenefitsCal to determine if critical issues occurred that needed to be communicated during the County Stakeholder Call. Daily CBO/Advocate Stakeholder call was when the Project provided updates on known Consumer Impact issues and CBOs/Advocates had the opportunity to escalate any questions which ended October 8, 2021. Information on the escalations has been posted on CalSAWS.org website. Daily High-Priority Issue Summary Update Email to County IPOCs, PPOCs, TPOCs, and County Help Desks on the outcomes of the stakeholder call. The Centralized Command Center supports county how-to questions via designated office-level support individuals within the Counties.
- Additions to communications made following go-live include extending project support into Regional Stakeholder calls; Fiscal Team hosted 2 sessions on Local Warrant Print functionality; Eligibility Team hosted 2 sessions on Homeless Assistance functionality; Reports Team hosted an overview of CalSAWS Reports Session; App Team hosted a session on eICT/eApp Linking; and the team continues to set up targeted topic sessions on functionality as needed based on county escalations. An additional session on RE and SAR7 was hosted this week. Post-Deployment Fact Sheets are being distributed based on a communication need identified from County questions. An enhanced SCR creation process was also discussed. Scrutiny will be applied to correspondence counts to remove any duplicates. The team is working on the prioritization process and sifting through the issues and gaps to appropriately determine priorities. The team will provide regular notifications to the Counties listing the Training materials that have been updated since the last notification. The QA team will provide a retrospective regarding training gaps, development items, and testing items at the next PSC Meeting.
- Week 1 areas of focus for BenefitsCal included Customer Login, because C4Yourself legacy users that had accounts converted had challenges with establishing accounts. Usability and data changes were introduced with additional usability changes planned. Two necessary changes were identified in the application transfer process. GetCalFresh (GCF) Support worked with GCF to support triage of items encountered and changes identified will be included in a future release. Office routing has been an area that has been a discussion item with the counties and the team has been working through the changes needed to resolve the issue. Individuals applying for services and entering an out of C-IV

County address, but they note that they are in a C-IV County is causing a challenge and it is being investigated.

- 68,000 applications have been submitted since BenefitsCal go-live on September 27, 2021. There have been over 300,000 documents uploaded in BenefitsCal. Customers have started to adopt the BenefitsCal portal with a total of over 70,000 accounts created and a daily average of 15,000 unique logins. Community-based organizations (CBOs) have started to adopt the BenefitsCal portal with approximately 300 accounts created and a daily average of 100 unique logins. 37% of applicants submit an app in less than 30 minutes and 74% submit an app in less than one hour. A large usage is resulting from access from a mobile device, which is both on tablets and phones.
- The team monitors the customer experience, and proactively responds to findings (in some cases within 36 hours) to implement a change to improve the CX. An improvement to note is login errors have reduced by more than 82% after implementing the change whereby customers were prompted to create new accounts.
- Release 1.1. was deployed October 10, 2021, with CalFresh Recertification (CF37) and Medi-Cal Renewal (MC210/216/217) along with 27 requested changes from advocates as well as State Partners as part of their State Partner Validation effort. All of these are in production at this point and the team anticipates proceeding the first recertification and renewals for the CF37, MC210, 216, and 217 this coming weekend. Release 1.2 is scheduled for October 24, 2021. A fact sheet will be sent out to counties about future releases. County access to the BenefitsCal JIRA items will be discussed at the next PSC Meeting.

Public comment was made by Jennifer Tracy.

6. L.A. County November Implementation of CalSAWS Imaging and BenefitsCal

- **Imaging**
 - **Document Migration**
 - **Testing**
- **BenefitsCal**
 - **Training**
 - **L.A. Staff & CBOs (Customer Outreach)**
- Arnold Malvick, Danielle Benoit, John Dray, Anna Chia, and Gabby Otis provided an overview on L.A. County November Implementation of CalSAWS Imaging and BenefitsCal.
- Since Go-live on September 27, the CalSAWS Imaging System has been delivering inconsistent performance and has failed to meet SLAs. A rogue process deleted images and Hyland is in the process of recovering the images. Imaging has two issues which are overall slowness and scanning. The resolution for the slowness is a Hyland deployed patch to address slow search queries and Hyland upgraded the servers and I/O throughput on the EC2 instances, updated CalSAWS Images button logic for increased efficiencies, and continuing to reduce the size of large TIFF images. The resolution for scanning is the distribution of additional instructions for installing drivers and configurations for device set up, as well as walking through the scanning utilities installed with PoP Counties. Additional performance testing criteria includes long running search queries that were identified during the troubleshooting of the slowness issues. Next steps for Hyland performance testing include loading full volume of C-IV and Los Angeles

images into the Performance Test Environment, gather metrics from the CalSAWS Imaging for C-IV counties to update the performance testing going forward, and adding into the performance test the specific long running queries which impacted performance. The team will schedule a session to help the Counties get their Imaging Reports.

- Because of current instability issues and the lack of remaining time to complete Los Angeles document ingestion by November 22nd, the Project team recommends delaying the Los Angeles Imaging Go-Live event until the following milestones are achieved: Achieve system stability for an extended period of time and validate functionality with consistent performance and metrics; create a Production-equivalent performance test environment and load all C-IV and Los Angeles images into the system; after all documents have been loaded and all performance improvements are implemented, conduct a revised UAT and performance test to ensure the system is ready for go live. A detailed plan will be provided by Hyland by October 20, 2021.
- Release 2.0 is scheduled for November 24, 2021, for BenefitsCal and it is on schedule and moving forward.

Public comment was made by Jennifer Tracy.

7. Policy and Release Review

- **Overview of items resulting from FY 21/22 Budget Session**
- **Review of 21.11 Enhancements and Schedule**
 - Karen Rapponotti and Lisa Salas provided an overview on Policy and Release. Upcoming releases were reviewed, and it was noted that additional items will be added as State Budgets are approved. The team is working with CDSS on of the pending items to gather details. There are also a few Foster Care items pending.
 - The 21.11 Release is in the testing process, and it is about 90% executed on the test groups. Policy and enhancements going in include ACL 20-115, CF 18 report updates, Safe Drinking Water Pilot (Kern County only), EICT – Add additional data elements, and Task Management. Los Angeles County only functionality includes Salesforce API integration. CalWIN only functionality includes GA/GR rules and correspondence, rush warrant functionality, and positive pay interface.

8. CalWIN ISS Update

- Duncan Gilliam provided an update on CalWIN ISS.
- Business Process Reengineering is on-track and moving forward. Wave-1 To-Be Final Work Product (FWP) Sign-Off (3 of 3 Counties) has been completed. Wave-2 To-Be Sessions are completed. Wave Check-In meetings completed to plan for To-Be BPR sessions with Waves 3-6. Waves 4-6 To-Be preparation is ongoing.
- The October monthly meeting with County Points of Contact (POCs) is to define the approach to address change impacts identified from BPR, continuing discussion of CNCs, discuss the County Readiness Survey approach, and discuss future OCM POC meetings/inclusion of CNCs.
- Key items discussed in the September and October monthly Training Advisory Council (TAC) County meetings was reviewing the discussion items from the Wave 1 Draft Training Schedule meetings in Contra Costa, Yolo, and Placer Counties. Also reviewing course designs for multi-program workers

(CalFresh/Medi-Cal). Two ongoing efforts include Instructional Design review and the Master Training Plan. The November meeting will discuss more instructional design reviews.

- The Conversion Team identified data that can be cleaned up prior to mock conversions to maximize data quality at conversion. Data items have been prioritized to be worked in the CalWIN Counties – started in September, continuing in October. Each data item will be addressed in a CRG in a periodic release to the counties. Incorporating into the Data Cleansing Support Tool which is coming in November.

9. Preparation for CalWIN Converted Data Test in November

- Keith Salas provided an overview on the preparation for CalWIN Converted Data Test in November.
- Converted Data Test (CDT) is on-schedule and moving forward. CalWIN Conversion System Testing of Conversion Logic is planned for the end of October. Converted Data Test is in preparation and on-schedule for Test Execution to begin in November. CalWIN Golden Data Set (GDS) Conversion run is in-progress and on scheduled for delivery to converted data test environment by the end of October. CalWIN GDS Release Notes is planned to be delivered to CDT team with the delivery of the GDS. CalWIN Conversion team planned and ready to support CDT test execution effort. The next GDS is scheduled for December.

10. Final Acceptance/Performance Verification for OCAT

- John Boule, Kevin Wilson, Dan Dean, and Jo Anne Osborn provided an overview on the final acceptance/performance verification for OCAT.
- Current statistics and the status of deliverables were reviewed.
- SLAs have been consistently met since implementation, except for two outages not specific to OCAT.
- 13 of 13 OCAT Deliverable Quality Assurance Assessments have been completed. The review of three additional work products: Security Plan updates, Business Rule (BRE) Design, and BRE User Manual have been completed. Confirmed delivery of contracted requirements and obsoleted requirements. It has been confirmed that design artifacts have been completed. QA recommendation for final acceptance has been completed. QA will participate in future M&O activities planned for continuous improvement of the OCAT application.

11. CalSAWS IDEA Update

- Kruthi Renduchintala provided an update on CalSAWS IDEA.
- The Pulse Survey analysis of the second round had a total of 500 respondents and 40.15% have attended CalSAWS Table Talks, participated in the Buddy Program, and/or attended a DEI workshop. There were many strengths responses within the survey. The team will focus on respecting and valuing staff at CalSAWS. The Buddy Program has received wonderful feedback and numbers have increased with staff members feeling like they have a mentor. The purpose of the first initiative is to provide opportunity to be more involved with and give back to the communities we serve and will help us directly address the problem that concern the needs of those communities. Initiative 2's purpose is to provide the opportunity to empathize with and understand our counties' needs

regarding DEI and ultimately foster DEI-focused relationships between our counties/project. Initiative 3's purpose is to provide the opportunity to empower our team leads to further advance a culture of belonging within their teams, as well as access varied and accessible training opportunities beyond our DEI workshops.

Public comment was made by Jennifer Tracy.

12. Overview of Milestones and Dates

- John Boule provided an overview of upcoming milestones and dates.

13. BenefitsCal ADA Report

- **Actions taken to mitigate findings**
- **Release plans**
 - Gabby Otis provided an update on BenefitsCal ADA Report.
 - All non-cosmetic findings from the third-party ADA vendor will be resolved by the end of the year 2021. Ten items were resolved in Release 1.0. Twenty-two items were resolved in Priority Release for October 6, 2021. Six items were resolved in Priority Release for October 20, 2021. Remaining items planned for Release 1.2, 2.0, and priority releases before the end of the year.

14. State Partners Updates

- **OSI**
- **CDSS**
- **DHCS**
 - OSI – Brandon Hansard
 - OSI has a new brand for the California Health & Human Services Agency and is now CalHHS. Many of the updates that were heard today align with the new CalHHS guiding principles and that's to be person centered, equity focused, and data driven. OSI is working with IV&V partner to validate the post release metrics and the relevant activities. This information is being shared with State Sponsors and the agency. A big item being worked on is coordination with Federal partners and one of the items is the Operational Readiness review. OSI is working collaboratively with DHCS, CalSAWS, OSI, and CDSS to work with CMS on the feedback and recommendations. Focusing to ensure the timing will not impact the remaining CalWIN migrations.
 - CDSS – Erin Leight
 - CDSS is working with SAWS and the EBT vendor on a path forward to get redemption data as it's now required by FNS as part of the automated mass replacement request. The AMR request for 18 zip codes impacted by the power outages has just been submitted. Disaster CalFresh is now active in six counties: Lassen, Nevada, Placer, Plumas, Tehama, and Trinity. Emergency Allotments for October Benefit month are to be issued November 13th in CalSAWS and November 10th for CalWIN. In November existing EBT 2.0 cards will be reloaded for the benefits months of February through May.

- DHCS – Katie Mead
 - The Public Health Emergency ACWDL 21-16 was published September 14, 2021. This ACWDL allows for counties to change circumstances and request for verifications as long as the change does not lead to an adverse action. DHCS has issued MEDIL 21-21 which is the COVID-19 Global Outreach. It's critical that beneficiaries report the changes and circumstances including contact information to the counties as the risk of losing benefits is minimized once the PHE is lifted. DHCS encouraged the counties and various stakeholders to inform the public about these upcoming activities. DHCS has developed global outreach language that the department and stakeholders will use to consistently and effectively educate beneficiaries about the importance of updating case information. This language includes sample mailer flyers, call scripts, social media, and website languages. DHCS is currently working on an ACWDL that will direct counties on how to address back case logs once the PHE is lifted. The initial draft will be shared with SAWS and counties soon. On October 15, 2021, the federal public health emergency was extended.

15. Regional Updates

- Region 1 – Clarisa Simon
 - All C-IV Counties that migrated over to CalSAWS have been busy and all hands are on deck.
 - The majority of CalWIN Counties during the go-live observed the C-IV counties which was found to be helpful.
 - Contra Costa County signed off on their To-Be process documentation.
 - Santa Clara County is currently reviewing their To-Be process flows.
- Region 2 – Ethan Dye
 - The C-IV Counties are currently moving through migration and beginning to understand changes that pertain to business processes.
 - For the CalWIN Counties the To-Be for Placer and Yolo have been completed. Now they are preparing for training planning OCM.
 - Ethan Dye was formerly appointed as the Director in Sacramento County.
- Region 3 – Rachel Ebel-Elliot
 - There are several counties who are participating in Disaster CalFresh (specifically Lassen, Plumas, Tehama, and Trinity).
 - All Region 3 Counties migrated to CalSAWS.
 - Modoc County on-site support received during migration was very helpful.
 - Butte County started a new hire Eligibility class of nine new staff started September 20, 2021, but still have an open recruitment.
 - Humboldt and Mendocino Counties are both anticipating the start of new Eligibility classes next month.
 - Tehama County is looking to hire a new Program Manager for Eligibility.
 - Trinity County has been aiding their EOC and LAC wildfire responses and have a few staff that have been called away. There is a recruitment for

- Eligibility Specialist, Worker, and Staff Services Analyst. One office remains closed since it was evacuated during the wildfires.
- Lassen County has experienced a busy disaster management season due to wildfires.
- Region 4 – Vienna Barnes
 - Fresno County staff was scheduled to travel to Merced County the second week of post go-live to provide post development support and service CalWIN observers. Internal CalSAWS communication portal was set to go-live October 1st and staff will have access to CalWIN Implementation Support Services, conversion updates, web-based training, sandbox environment, CalSAWS committee meetings, and CalSAWS BUZZ newsletters.
 - Kern County participants are attending support meetings held by the Project which includes the Region 4 call as well as daily 4 o'clock update. They are also attending webinars currently being held and discussing functionality and issues from CalSAWS migration. Kern is meeting with their staff each morning to discuss help desk issues and tickets from the prior day. Kern suspended worker training classes but are scheduled to start again as of October 25, 2021. Kern is participating business process project with CDSS.
 - San Luis Obispo County is in the process of transitioning to the new statewide claiming system. The county expense claim reporting information system which will provide signal integrated system that supports end-to-end processing for the CEC and CE800. In September there was a department wide strategic plan listening session held via Microsoft Teams.
 - On September 13, 2021, Stanislaus County welcomed their new Director Amanda Sharp. On September 27, 2021, they welcomed 27 new hires. The team is focusing on migration.
 - Tulare County is in the midst of CalWIN BPR sessions which are progressing well. Tulare interviewed and hired three additional positions to help support the CalWIN/CalSAWS team.
 - Region 5 – Rocio
 - Riverside County is hiring Eligibility Workers and will try doing this on a continuous basis in larger numbers. The team is also looking at a different training model - more of a hybrid approach starting early next year that would consist of face-to-face training as well as virtual course work.
 - San Bernardino County had a successful migration to CalSAWS and continue to have success with automated bots. For the period of October 7-11, they had the following outcomes Authentication Automated Assistant 87% of callers were successful with authenticating. Welcome Automated Assistant had an 82% success rate in identifying the intent of the call. Push Notification Automated Assistant had 13% of callers end the call after receiving the push notification.
 - San Diego County sent out their 4th video clip to their staff leading up to their December Self Sufficiency All Staff Meeting where they will officially launch their CalSAWS kick-off.

- Santa Barbara County is focusing on their To-Be sessions and working with their county IT Executive Committee with a high-level timeline of technical related activities. The department IT staff will need to be involved for the CalSAWS implementation.
- Ventura County has appointed a new Deputy Director of Community Services Department Elaine Martinez.
- Region 6 – Winna Crichlow
 - Los Angeles County DPSS opens lobbies again on October 1, 2021. The team is working with staff who continue to get vaccinated ensuring compliance with their county mandates. During this period the team was able to identify staff to provide support for the offices that transition.

16. Adjourn Meeting

- Co-Chair, Ethan Dye, adjourned the meeting at 11:52 a.m.

Action Items	Assigned to	Due Date	Status
1. Automated Assistants/Bots Pilot Status Update	Seth Richman	Ongoing	Closed
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. Provide information on the timeline for disability access testing results.	Gabby Otis	10/21/2021	Closed
6. Remind Counties to check PRT for C4Yourself e-Apps as part of the Go-live Checklist.	Implementation Team	10/21/2021	Closed
7. Provide a debrief on the BenefitsCal ADA Report and actions taken to mitigate findings and release plans.	Gabby Otis	10/21/2021	Closed
8. Review production metrics and scrutinize to account for duplication (especially correspondence).	Ted Anderson	11/17/2021	Open
9. 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	Open
10. Routinely provide a list of updated Training guides to the Counties.	Ted Anderson	11/17/2021	Open
11. Provide QA retrospective regarding training gaps,	Ted Anderson	11/17/2021	Open

development issues, testing issues, etc. at the November PSC meeting.			
12. Provide Counties access to the BenefitsCal JIRA items.	Gabby Otis	11/17/2021	Open
13. Provide Targeted Topic Session on how to generate Imaging Reports.	Ted Anderson	11/17/2021	Open

Next Meeting:

Conference Call/Zoom
 Wednesday, November 17, 2021
 1:00 p.m. – 4:00 p.m.
 CalSAWS Rancho Cordova
 11290 Pyrites Way, Suite 150
 Rancho Cordova, CA 95670