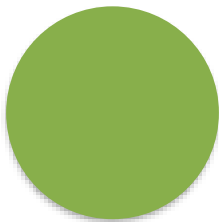# Cal**SAWS** | Project Steering Committee Meeting

December 16, 2021

Agenda

1. Call Meeting to Order and confirmation of quorum
2. Agenda Review
3. Public Opportunity to speak on items NOT on the Agenda. Public comments are limited to no more than three minutes per speaker, except that a speaker using a translator shall be allowed up to six minutes.

   NOTE: The public may also speak on any item ON the Agenda by waiting until that item is read then requesting recognition from the Co-Chair to speak.

   - All lines will be muted when meeting begins.
   - To unmute:
     - ✦ When connected via computer – click the microphone icon.
     - ✦ When connected via telephone – press *6.
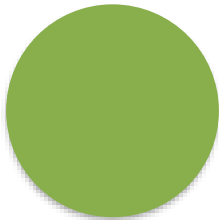
Action Items

Action Items

4. Approval of the Minutes from the November 17, 2021, PSC Meeting and review of Action Items.

Informational Items

CalSAWS Gantt Chart Review

CalSAWS Gantt Chart

High Level Overview – App Dev & Test, Conversion, and Imaging
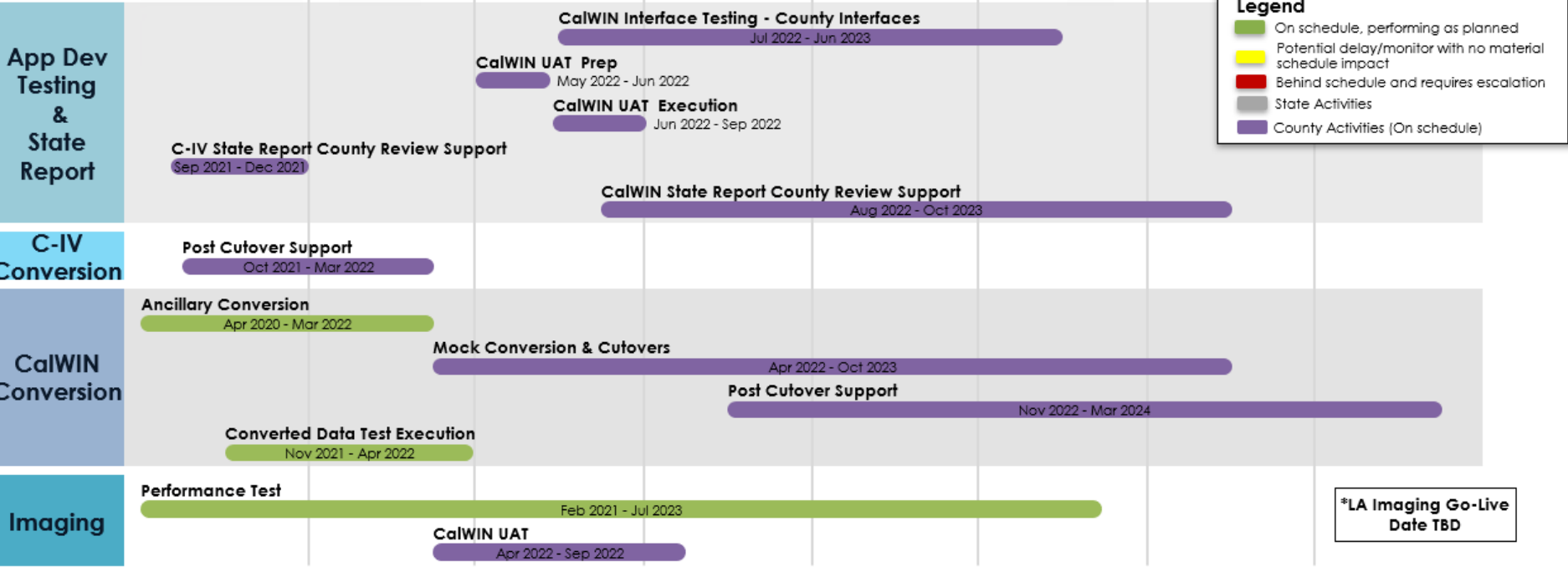
CalSAWS Gantt Chart
High Level Overview – BenefitsCal
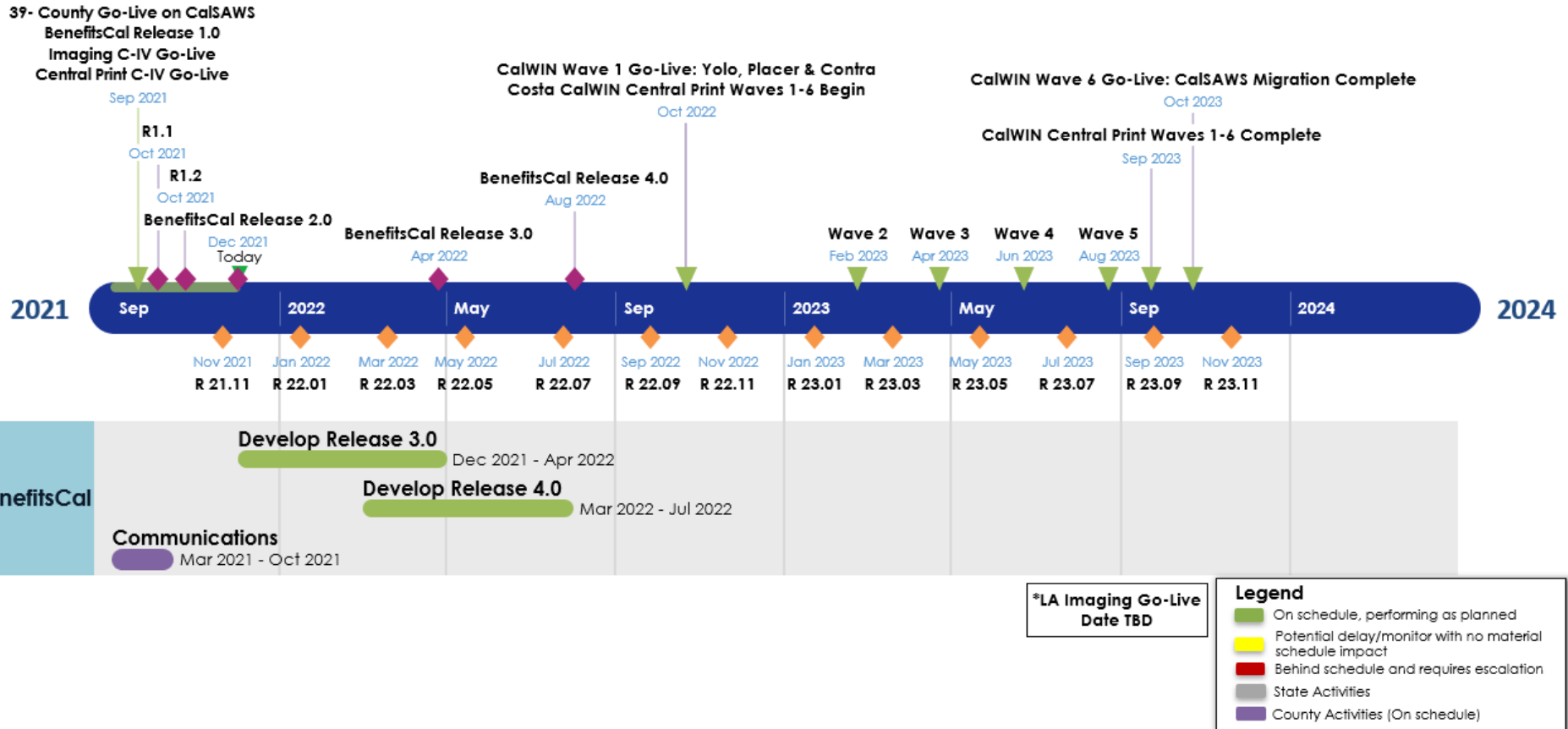
CalSAWS Gantt Chart
High Level Overview – CalWIN OCM
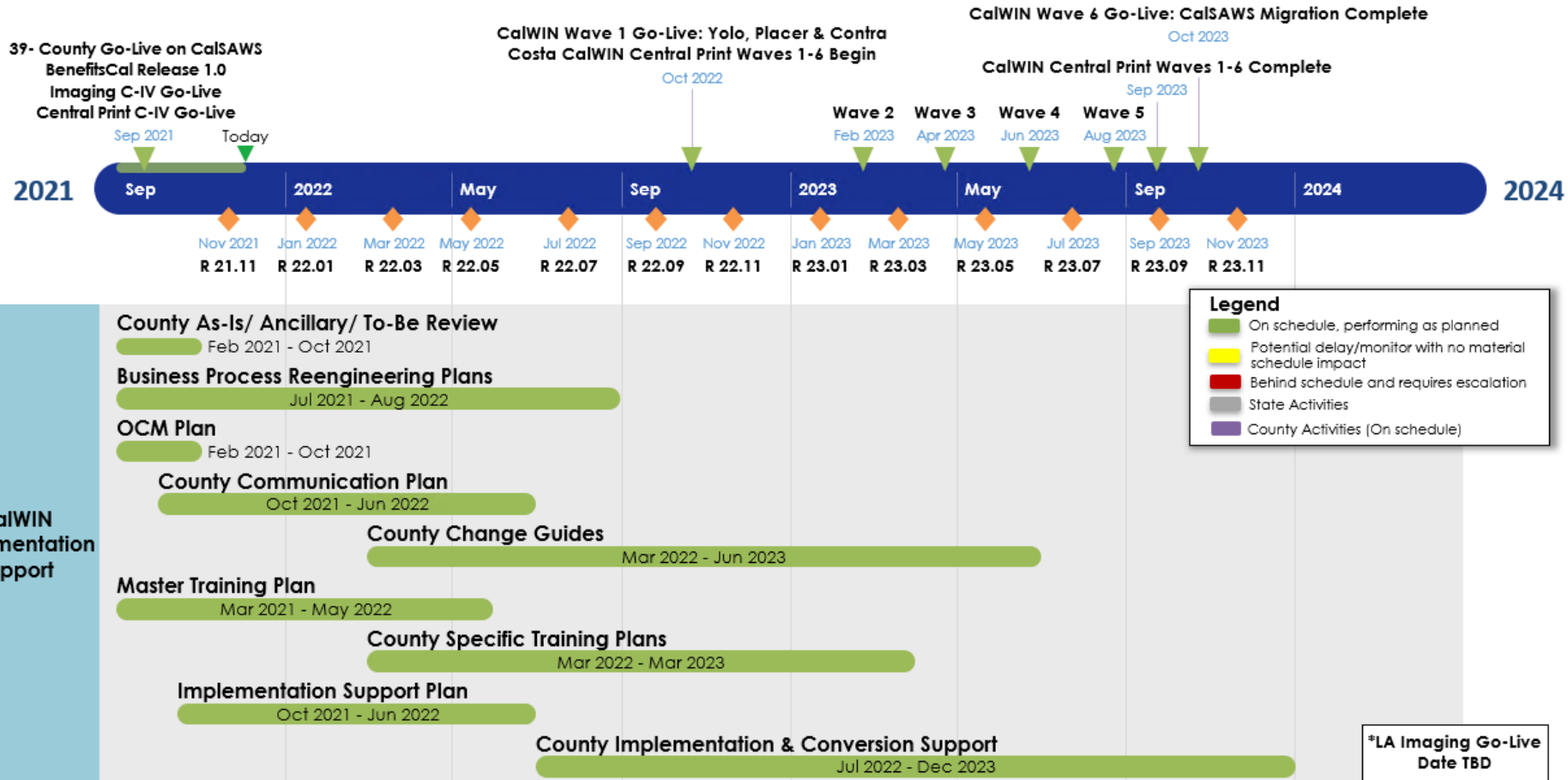
CalSAWS Gantt Chart
High Level Overview – Central Print
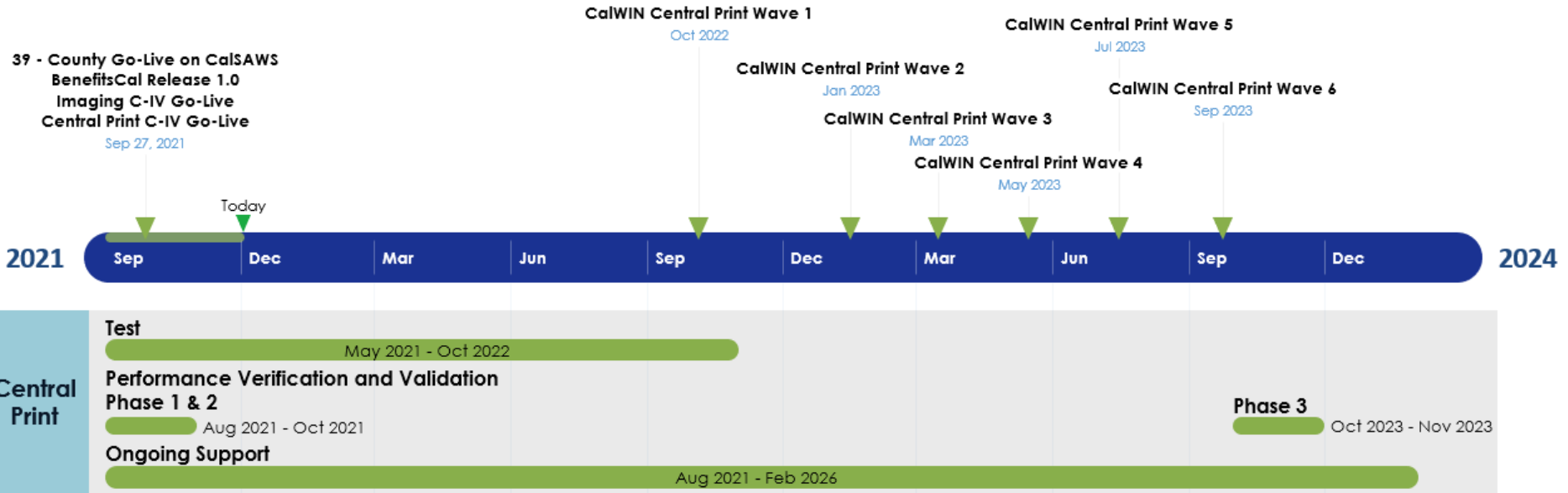
CalSAWS Correspondence
- Postage Analysis Update
- Correspondence Update
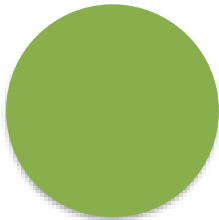
Correspondence

Postage Analysis - Background

- Counties have reported an increase in postage usage since converting to CalSAWS

- Project staff have reviewed postage usage for October 2021 in CalSAWS and historical months in C-IV

  - The average increase across the 39 counties is 43%

  - The increase is tied to four factors across the two mail groupings, "standard mail" and "flat mail"

Correspondence

Postage Analysis - Overview

1. USPS Postage Rate Increase on August 29, 2021
   - Standard Mail - 6.8% postage increase
   - Flat Mail – 6.8% to 13.8% postage increase depending on the weight. This impacted approximately 1/3 of the 6 x 10 envelopes
2. Flat Mail Changes
   - Approximate 2/3 of the 6x10 envelopes are at a 64% higher postage rate due to the increase in weight/thickness (e.g., 4 oz to 9 oz)
   - MC RE Packets increased by 3 to 11 pages per packet
   - MC REs sent in October were for December 2021 REs. The highest volume of MC REs in any given calendar year occur in December
3. Duplicate Packets
   - Approximate 7,400 (October) and 2,600 (November) duplicate Non-Magi screening packets were sent across the 40 counties
   - Postage credit will be issued per County
4. Address Placement in the Window – IMB postage discount
   - Flat Mail - 6.9% to 9.2% postage increase depending on the weight

Correspondence

Postage Analysis – Next Steps

1. USPS Postage Rate Increase
   - No action items
2. Flat Mail Changes
   - Confirm county postage allocations for the current year premise funding for MC RE packets
   - Distribute guidance to counties on claiming for MC RE packets
3. Duplicate Packets
   - Issue the postage credit to the counties. Targeted for January 1, 2022
4. Address Placement in the Window – IMB postage discount
   - Implement changes by January 31, 2022
5. Future SCRs for new or redesigned State Forms and NOAs
   - Elevate the postage impacts with Counties and State Partners
   - Calculate postage impacts for future policy items
   - Discuss approach for counties to request funding for postage increases stemming from policy changes

Correspondence

Correspondence Update

- ## Analysis:
  - Completing reviewing language translations for 155 of 432 State forms
    - ✦ Four CRPCs sent for State Partner input
    - ✦ Target date for completing analysis of remaining forms is January 31, 2022
  - Commencing reviewing language translations for Notices of Action (NOA)
    - ✦ Two CRPCs sent for State Partner input
    - ✦ Target date for completing analysis of NOAs is January 31, 2022

- ## Design:
  - Editability of Forms: Design in Process
  - Translations: Design in Process for Spanish translations for State forms
  - Automated NOAs: Design in Process for top two priorities

- ## Mobilization:
  - Completed user group recruitment. Kick off meeting to be held in December
  - Completed assessment for work to be completed this State fiscal year
  - Commenced rolling on additional staff for correspondence work

Enhanced Support for former C-IV Counties

- Engagement Strategy
- County Actions Plans

Engagement Strategy

Approach for engagement, supporting, and measuring progress

Recurring County Meetings

- Establish meeting frequency with each county based on county needs
- Gather on-going feedback to determine overall adoption needs of each county

County Feedback Analysis

- Change solution is personalized based on each county's perception and adoption across features
- Regroup counties to reflect needs

Further Engagement

- Provide resources cross-regionally for counties with similar areas of need
- Collaborate with functional SMEs to provide Functional Enablement Workshops as needed

Identified Interventions

Areas of Focus:

1	**2**	**3**	**4**
'Hot Spot' Learning Aids	**Functionality Workshops & Office Hours**	**Super User Community (Forumbee)**	**Learning Experience Enhancement**
Guides for support areas identified by county deep dives	Tailored sessions facilitated by Subject Matter Experts (SMEs) to address areas requiring support	Easy to use platform to empower county-to-county discussions, share best practices and find answers to questions	Revamped learning strategy with bite-sized videos, learning pathways
Est. Completion: 12/13	**Delivery: 12/8 – 12 /17**	**Kick-offs Completed**	**FY 2022**

Immediate Priorities   **Longer-term Priorities**

County Action Plans

Actioning County Feedback

IDENTIFIED INTERVENTIONS

- **NOAs**: to cover Trigger Conditions & Auto-population logic for select NOAs
- **Forms**: to cover common forms questions, as well as forms generated through batch
- **Correspondence Changes**: to cover upcoming SCRs and interim process
- **Imaging Aid**: to provide a comprehensive list of materials and detailed descriptions of the content for each
- **Imaging Infographic:** to showcase problem area themes, impactful deployed system fixes/enhancements, along with upcoming fixes/enhancements
- **Reports Best Practices**: to cover how to find on-request reports, export reports quickly, and other common reports questions
- **ServiceNow Best Practices Knowledge Article**: to highlight the level of detail for a help desk ticket

Expanded Support Metrics

74 COUNTY TOUCHPOINTS EXECUTED

Kickoff
Scheduled 38
Held 38

Second Meeting
Scheduled 36
Held 36

153 SUPPORT AREAS IDENTIFIED

145 support actions addressed
Covering
95% of C-IV County needs

5 HOTSPOT AREAS IDENTIFIED
Imaging Correspond. Fiscal Reports Training

18 INTERVENTIONS
- Hotspot Learning Aids (7)
- County Workshops (2)
- Office Hours (3)
- Super User Community (1)
- Recommendations/infographic (5)

200 + SUPER USERS Identified for Super User Community

Enabled by a dynamic platform (Forumbee)
18 Q&A pages designed

Kickoffs & learning materials delivered
2 kickoffs executed

Platform deployed and interactions achieved
1000+ views since 12/1

The community's foundation has been designed to scale, increase county sustainability and support a holistic knowledgebase

Super User Community
Enabled by Forumbee

Super User Community

Harnessing and leveraging the power of highly engaged and knowledgeable County members

Thought Leaders — Early Adopters — Program Experts — Functional Expert — Knowledge Sharers

Core Benefits

Unlocking the core benefits and value of a super user community

- ✓ Sustainable scaling
- ✓ Rapid support and resolution
- ✓ Crowdsourced expertise and depth of knowledge for functional/program support
- ✓ Informed community and ongoing feedback
- ✓ Simulated content creation and digital engagement

Forumbee Enabled

Leveraging Forumbee to host our super user community

Streamlined Communications

Accessible, Real-Time, Interactive Knowledge Base

Empowered County-to-County Communication

Engagement Calendar

Audience Group

- 🟣 Accenture Change Team
- 🔴 Accenture Functional Team
- 🟡 IPOCs/County Representatives
- 🔵 RMs

December

11/29	11/30	12/1	12/2	12/3
🟣🔴 Schedule Workshops & Office Hours			Forumbee #1 Kickoff 🟣🟡	
Create County Interventions				🟣🔴
County Deep-Dives with IPOCs & PPOCs				🟣🟡🔵

12/6	12/7	12/8	12/9	12/10
	Forumbee #2 Kickoff 🟣🟡	🔴🟡 Qlik Overview Workshop 🟣	🔴🟡 Security Assignments Office Hours 🟣	
Iterate on County Interventions				🟣🔴
County Deep-Dives with IPOC & PPOCs				🟣🟡🔵

12/13	12/14	12/15	12/16	12/17
			🔴🟡 Fiscal Overview Workshop 🟣	
	🔴🟡 Batch Office Hours 🟣	Final Change Report	🔴🟡 Imaging #1 Office Hours 🟣	🔴🟡 Imaging #2 Office Hours
Launch County Interventions				🟣🔴
County Deep-Dives with IPOCs & PPOCs				🟣🟡🔵

CalSAWS Imaging
- Post Go Live Performance
- Issue Resolution
- OCR Update
- Performance Testing Update
- Los Angeles Progress Checkpoint
- CalWIN Image Migration Summary

Post Go-Live User Experience
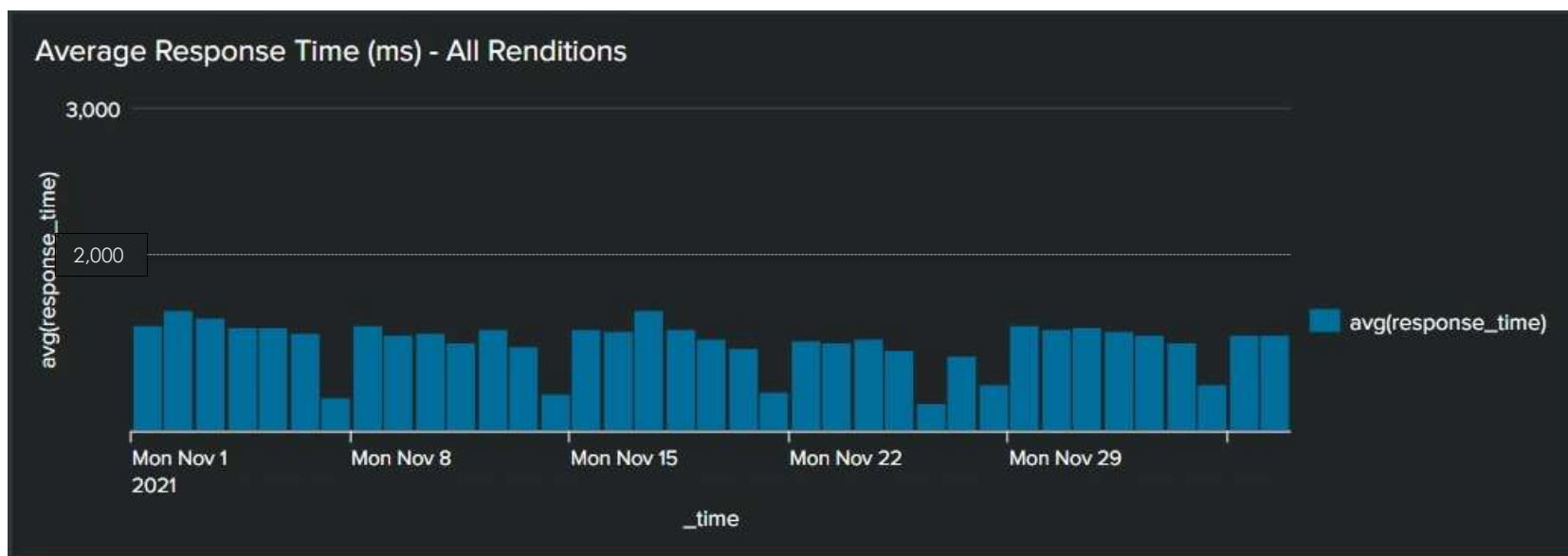
System stability and improved user experience after actions taken

Average Response Time (ms) - All Renditions

11/1 – 12/7; All Sizes 3,000 milliseconds = 3 seconds

Since 10/15, we have maintained consistent performance with the average response times under 2 seconds on all sized documents

- Improved System Performance through tuning of the infrastructure
- Document scanning/ingestion has been separated from the Brainware OCR process flows in the back-end architecture which will insulate end users from slow down of system response times
- Ongoing focus on Brainware OCR accuracy will result in further reductions in images that are routed to the Exception queues.

Delivered Business Improvements

These key business improvements have been delivered via defects and enhancements since go-live:

Process Changes:
- Reduced items in queues by removing work items with no documents
- Page duplication has been addressed to reduce county processing time of documents
- Improved BenefitsCal document routing process to prevent items from routing to exception queues

Productivity enhancements due to system modifications:
- Increased image display speed by reducing image sizes to max of 8MB
- Improved the reliability of images displaying when selected
- Improved the reliability of BenefitsCal document submissions
- Person scope routing updated to ensure correct office level distribution of documents
- Added case number to workflow items to improve searchability of workflow queues
- Improved ICT documents routing process to prevent items from routing to exception queues
- Improved how quickly documents make it to destination queues

Upcoming Changes

Upcoming changes that are being worked on today:

Process Changes:

- Changes to queue/document views to ensure the most relevant data is prioritized in display
- Adding option to bypass OCR when indexing is completed at point of scan

Productivity enhancements due to system modifications:

- Updated document information in search grid to indicate workflow location/status at-a-glance
- Adding workload inventory page icon to indicate to case/eligibility staff that a document has been received
- Retroactive updates to automatically finalize documents in exception queues, and reduce county workload
- Further improvements to workflow/system processing speeds
- Further improvements to image display reliability
- Further improvements to OCR classifications

Improvements in Exception Queue Processing

C-IV Legacy Flow

~2M total captured documents

Document Intake → 100% of documents 2M docs manually indexed → Manual Indexing → Archived
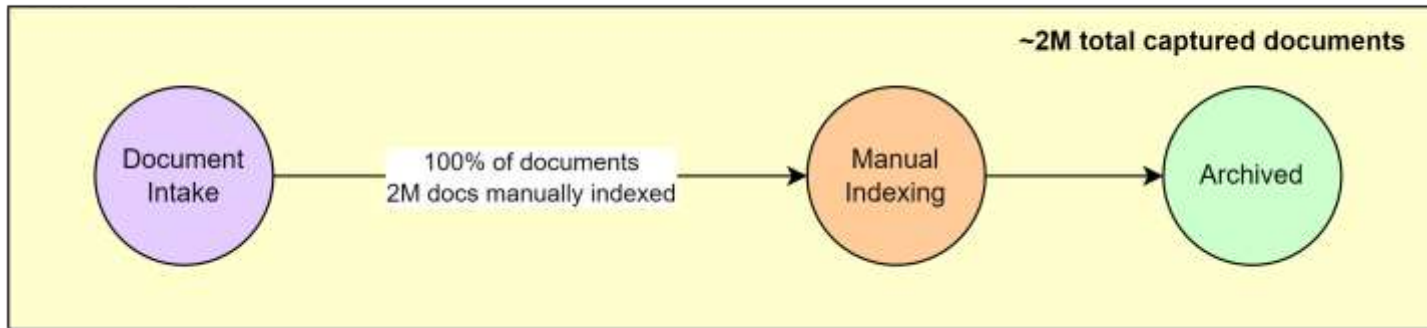
CalSAWS October Processing

~3.2M total captured documents

Document Intake
- 34% of all docs 1.1M docs automatically indexed → Archived
- 66% of all docs 2.1M docs → OCR

OCR
- 42% of OCR docs 900K docs → Exception Queues (Manual) → Archived
- 58% of OCR docs 1.2M docs automatically indexed → Archived
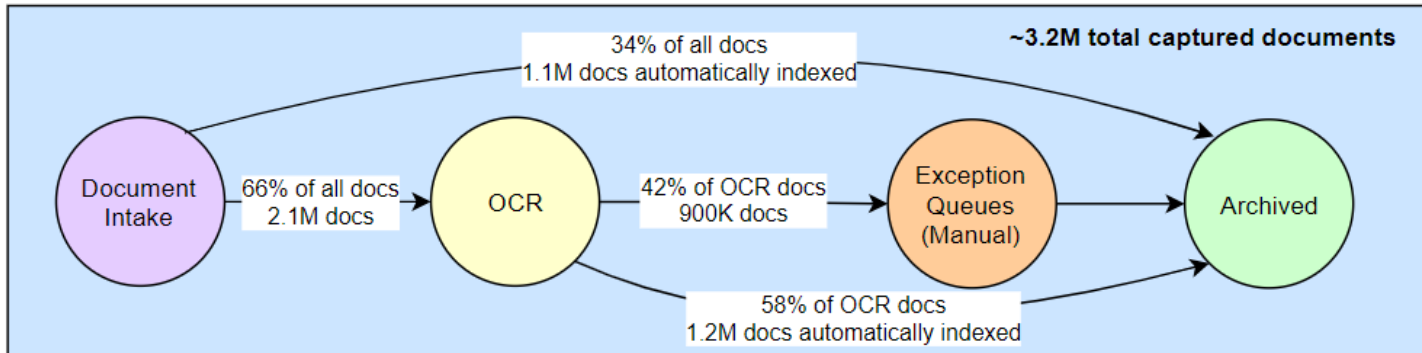
Projected CalSAWS December Processing

~3.1M total captured documents

Document Intake
- 62% of all docs 1.9M docs automatically indexed → Archived
- 38% of all docs 1.2M docs → OCR

OCR
- 42% of OCR docs 500K docs → Exception Queues (Manual) → Archived
- 58% of OCR docs 700K docs automatically indexed → Archived

*Projected using November actuals
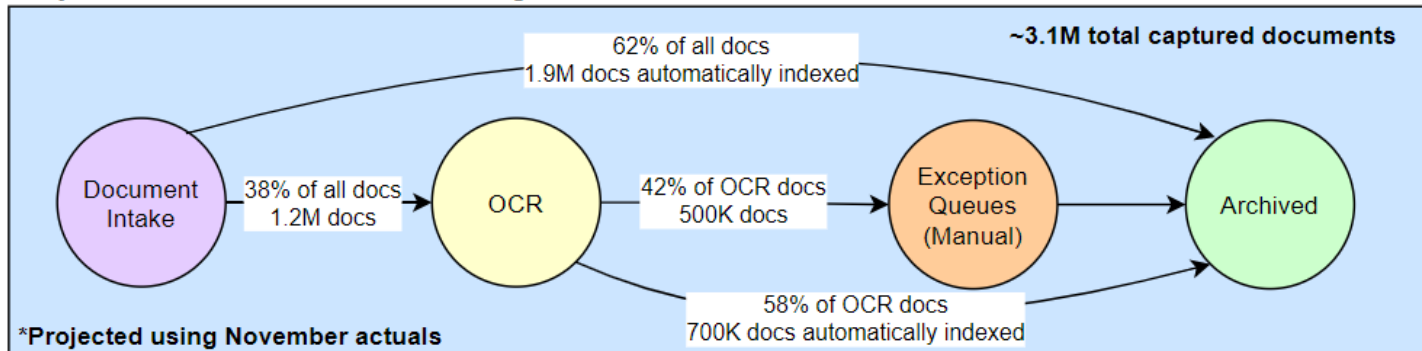
Business Process Improvements

- The project team visited a subset of county sites
  - Shadowed workers performing daily tasks
  - Identified desired enhancements
  - Identified areas to improve on training materials
- Provided extended enhanced deployment support
  - Hosted Regional Imaging Demonstrations and Stakeholder Meetings
  - Provided Targeted Q&A Imaging Sessions
- CITs and Fact Sheets distributed
  - Scanning Best Practices
  - Imaging Business Process Fact-Sheets
- Established Center of Excellence Team

Enhanced Performance Testing Update

Preparations Phase

- The project team collaborated with LA County to gather LA County usage metrics

- Hyland is planning and performing another iteration of performance tests

- Accenture is coordinating across imaging entities for a full-scale end to end test
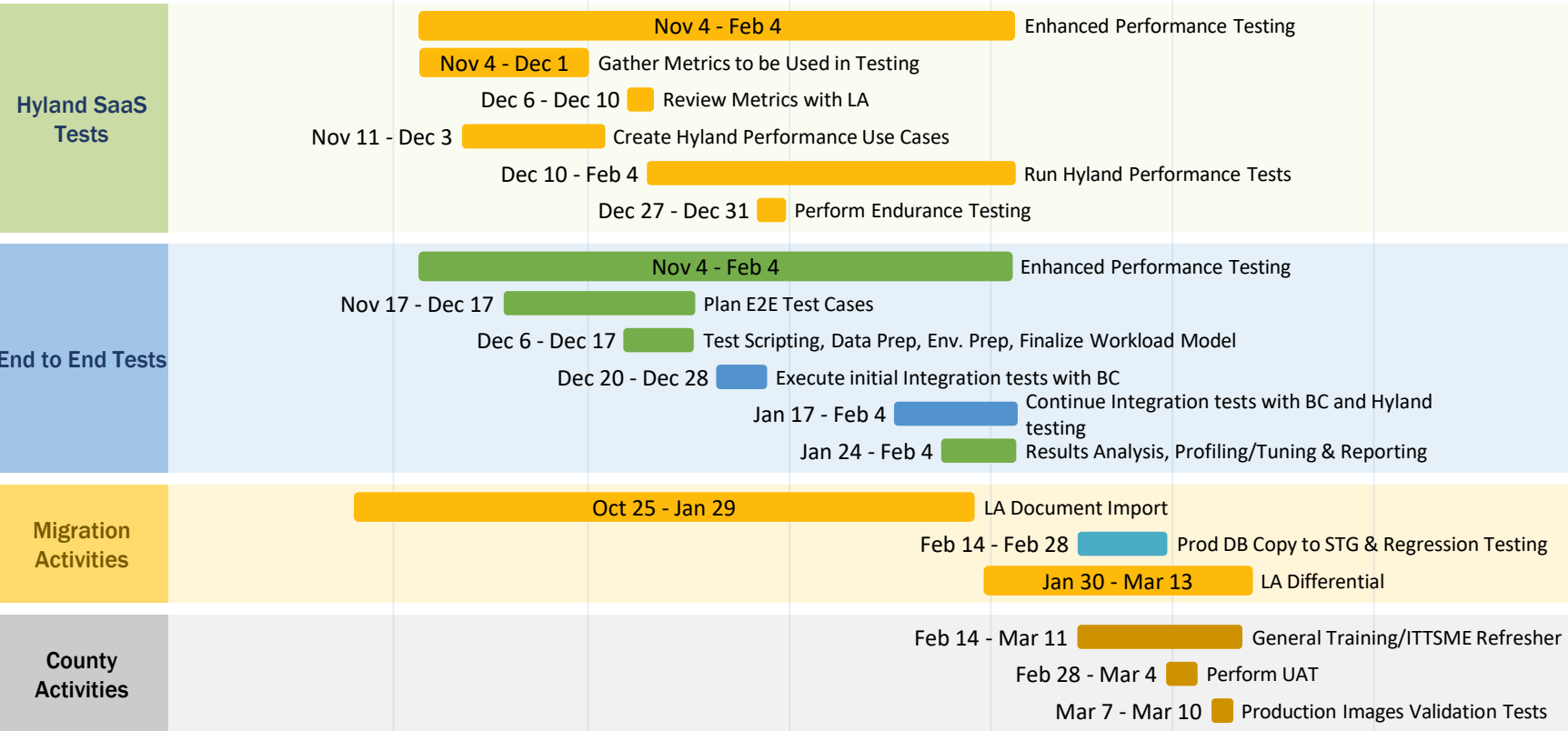
- ClearBest is reviewing all testing materials and will be integrated into the testing process

LA Document Import Burn-Up-Revised Schedule
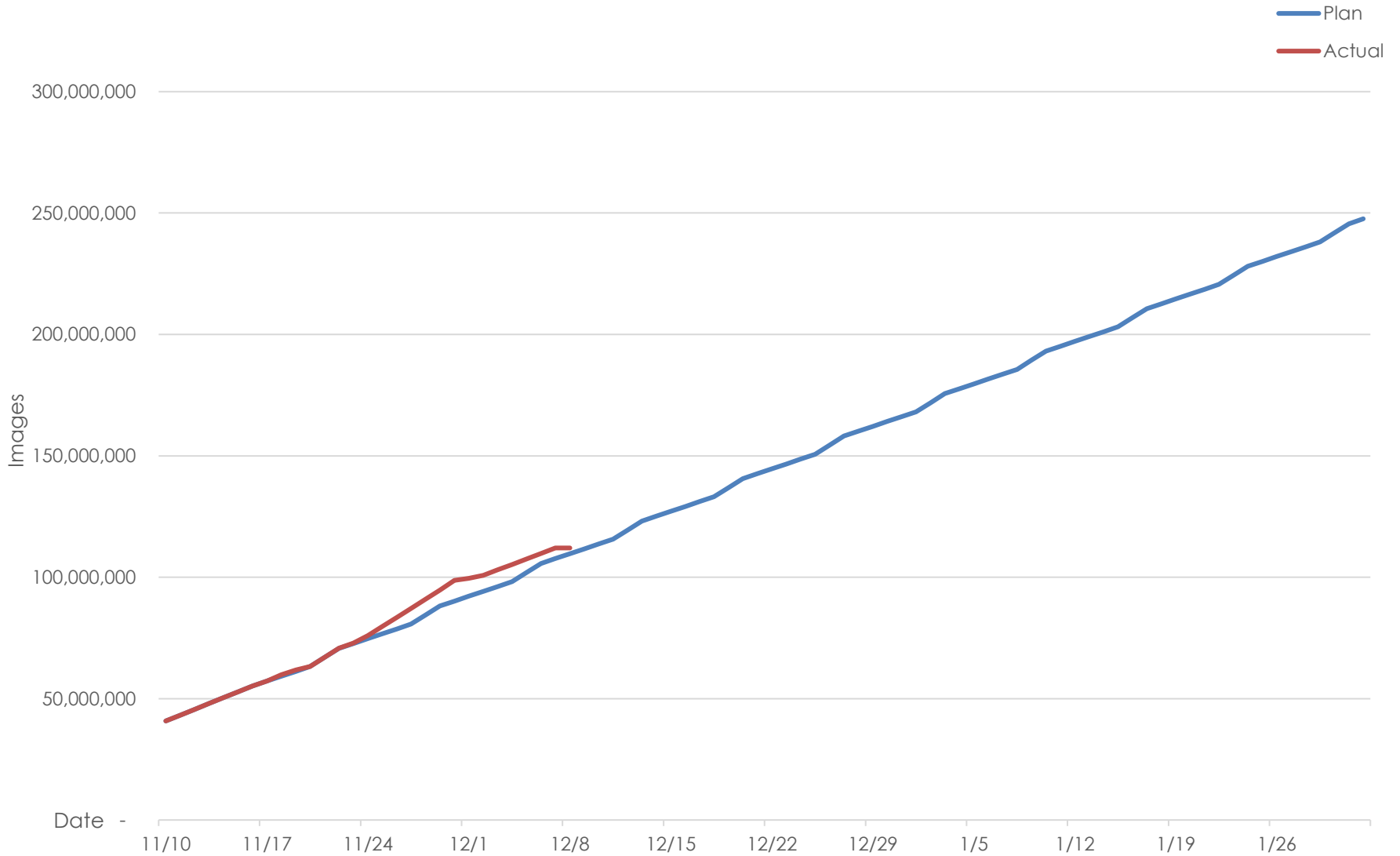
Proposed/Tentative Los Angeles Go Live Plan Draft

Cutover/Go-live
Mar 14

Obtain Approval on LA Usage Statistics/Assumptions
Dec 15

Solidify Go Live Date
Feb 7

Migration Update
Feb 25

Green Light Checkpoint
Mar 9

2021			2022			
Oct	Nov	Dec	Jan	Feb	Mar	Apr

Hyland SaaS Tests

- Nov 4 - Feb 4 — Enhanced Performance Testing
- Nov 4 - Dec 1 — Gather Metrics to be Used in Testing
- Dec 6 - Dec 10 — Review Metrics with LA
- Nov 11 - Dec 3 — Create Hyland Performance Use Cases
- Dec 10 - Feb 4 — Run Hyland Performance Tests
- Dec 27 - Dec 31 — Perform Endurance Testing

End to End Tests

- Nov 4 - Feb 4 — Enhanced Performance Testing
- Nov 17 - Dec 17 — Plan E2E Test Cases
- Dec 6 - Dec 17 — Test Scripting, Data Prep, Env. Prep, Finalize Workload Model
- Dec 20 - Dec 28 — Execute initial Integration tests with BC
- Jan 17 - Feb 4 — Continue Integration tests with BC and Hyland testing
- Jan 24 - Feb 4 — Results Analysis, Profiling/Tuning & Reporting

Migration Activities

- Oct 25 - Jan 29 — LA Document Import
- Feb 14 - Feb 28 — Prod DB Copy to STG & Regression Testing
- Jan 30 - Mar 13 — LA Differential

County Activities

- Feb 14 - Mar 11 — General Training/ITTSME Refresher
- Feb 28 - Mar 4 — Perform UAT
- Mar 7 - Mar 10 — Production Images Validation Tests

CalWIN Image Migration Status: Wave 1-3

County/ Waves	Target Dates	Kick Off	Identify Migration Method/ Vendor	Test Network	Document Mapping	Test Batch	Initial Export	Initial Import	Delta Export/ Import	Final Batch	Go-Live/% Overall Progress
W1. Contra Costa	Start	7/16/20	10/01/20	08/06/20	08/17/20	01/03/22	02/01/22	06/01/22	06/01/22	10/03/22	10/24/22 12% Progress
	Finish	7/16/20 -100%	9/27/21 - 100%	10/06/20 - 100%	12/15/21	01/28/22	05/31/22	06/30/22	10/02/22	10/20/22	
W1. Placer	Start	7/29/20	10/01/20	08/06/20	08/31/20	04/01/21	01/03/22	03/14/22	03/14/22	10/03/22	10/24/22 30% Progress
	Finish	7/29/20 - 100%	10/01/20 - 100%	10/06/20 - 100%	03/26/21 - 100%	12/30/21 -80%	03/11/22	05/13/22	10/02/22	10/20/22	
W1. Yolo	Start	7/21/20	10/01/20	08/06/20	08/25/20	01/03/22	02/01/22	06/01/22	06/01/22	10/3/22	10/24/22 12% Progress
	Finish	7/21/20 - 100%	10/18/21 - 100%	10/06/20 - 100%	1/29/21 - 100%	01/28/22	05/31/22	06/30/22	10/02/22	10/20/22	
W2. Santa Clara	Start	10/15/20	12/01/20	11/30/20	11/10/20	02/01/22	03/16/22	09/08/22	09/01/22	02/01/23	02/20/23 10% Progress
	Finish	10/15/20 - 100%	12/30/21 1/20/22 - 85%	01/31/21 - 100%	08/27/21 - 100%	03/15/22	08/31/22	10/20/22	01/31/23	02/16/23	
W2. Tulare	Start	10/05/20	12/01/20	11/30/20	12/02/20	08/02/21	01/03/22	01/03/22	4/16/22	02/01/23	02/20/23 20% Progress
	Finish	10/05/20 - 100%	12/01/20 - 100%	01/31/21 - 100%	7/29/21 - 100%	12/30/21 - 70%	04/15/22	04/15/22	01/31/23	02/16/23	
W3. Orange	Start	01/07/21	03/01/21	03/01/21	02/02/21	04/30/21	01/03/22	08/01/22	08/01/22	04/01/23	04/24/23 30% Progress
	Finish	01/07/21 - 100%	03/01/21 - 100%	04/30/21 - 100%	04/22/21- 100%	12/30/21- 80%	08/01/22	01/31/23	03/31/23	04/20/23	
W3. Santa Barbara	Start	1/14/21	3/1/21	08/1/21	02/11/21	01/03/22	03/01/22	08/01/22	08/01/22	04/01/23	04/24/23 10% Progress
	Finish	1/14/21 - 100%	3/1/21 - 100%	11/15/21 - 100%	12/30/21 - 100%	02/28/22	08/01/22	01/31/23	03/31/23	04/20/23	
W3. Ventura	Start	1/19/21	03/01/21	03/01/21	02/18/21	06/30/21	01/03/22	01/03/22	08/01/22	04/01/23	04/24/23 40% Progress
	Finish	01/19/21 - 100%	03/01/21 - 100%	04/30/21 - 100%	05/31/21- 100%	12/30/21 - 90%	08/01/22	07/05/22	03/31/23	04/20/23	

Legend: ⬤ Completed ⬤ On Schedule ⬤ Possible Risk ⬤ Behind schedule and requires escalation

⭐ **Key Milestones/Datapoint the CalWIN Counties should keep in mind throughout this journey:**

- Document mapping is a detailed process and batch testing is dependent on its completion. It is critical that counties complete document mappings by the scheduled deadlines. As an example, Counties should map their current imaging document type Person Verifications to Imaging form IMG 000. Counties should not confuse this with mapping county form ABC 123 to Imaging form IMG 000.
- The project recommends transferring images over the network and to consider the AWS Snowball as a back up option
- If network bandwidth is a concern, the project recommends that the county conduct a smoke test before opting out of the AWS CLI, online transfer.
- Prepare a data reconciliation plan before sending your initial export to ensure the data transferred matches the original
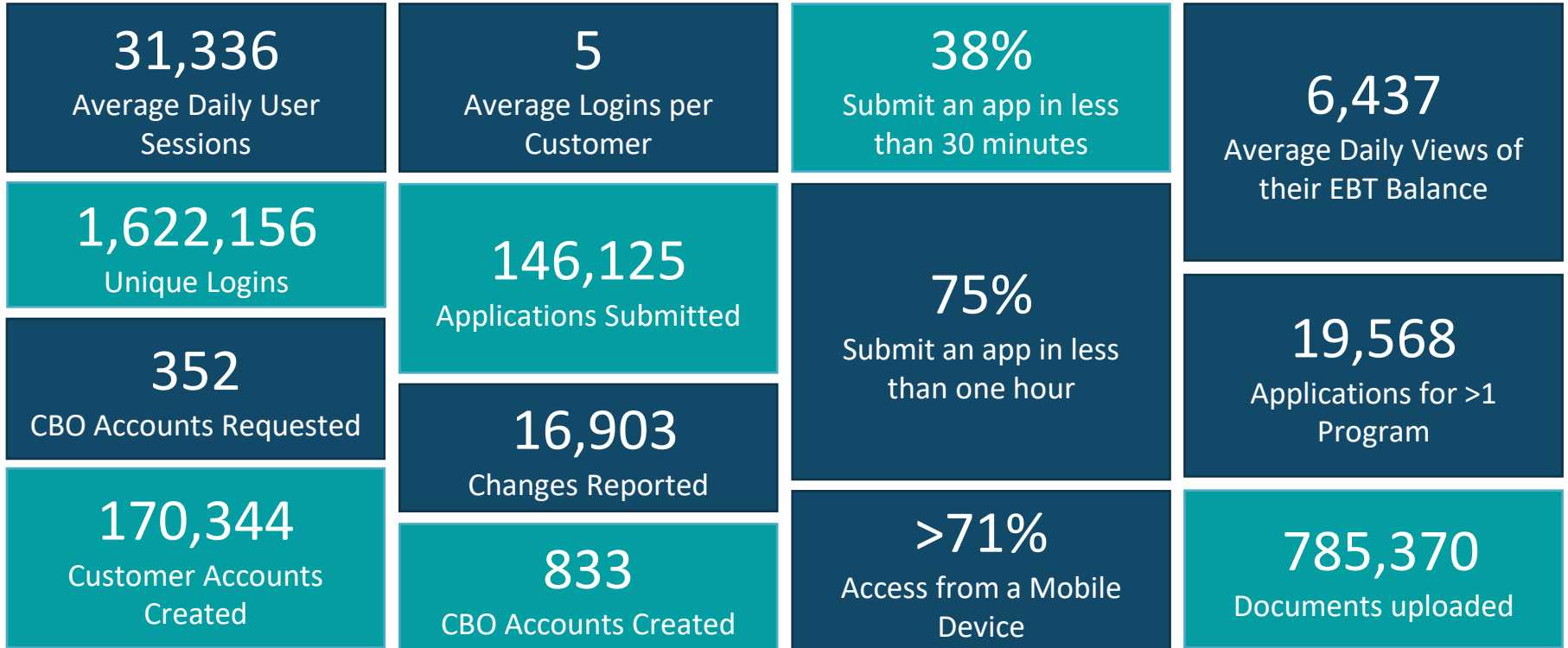
BenefitsCal Update

- Metrics for each Application Stream
- CX Measures Update
- BenefitsCal Collaboration Model

BenefitsCal Post Go-Live

Preliminary Usage Statistics between September 27th to November 30th

31,336 Average Daily User Sessions	**5** Average Logins per Customer
1,622,156 Unique Logins	**146,125** Applications Submitted
352 CBO Accounts Requested	**16,903** Changes Reported
170,344 Customer Accounts Created	**833** CBO Accounts Created

38% Submit an app in less than 30 minutes	**6,437** Average Daily Views of their EBT Balance
75% Submit an app in less than one hour	**19,568** Applications for >1 Program
>71% Access from a Mobile Device	**785,370** Documents uploaded

BenefitsCal Collaboration Model - Draft

1   UCD Journey: Success and learning in Release 1.0

2   An opportunity, to formalize the model

3   Process overview

4   Next steps
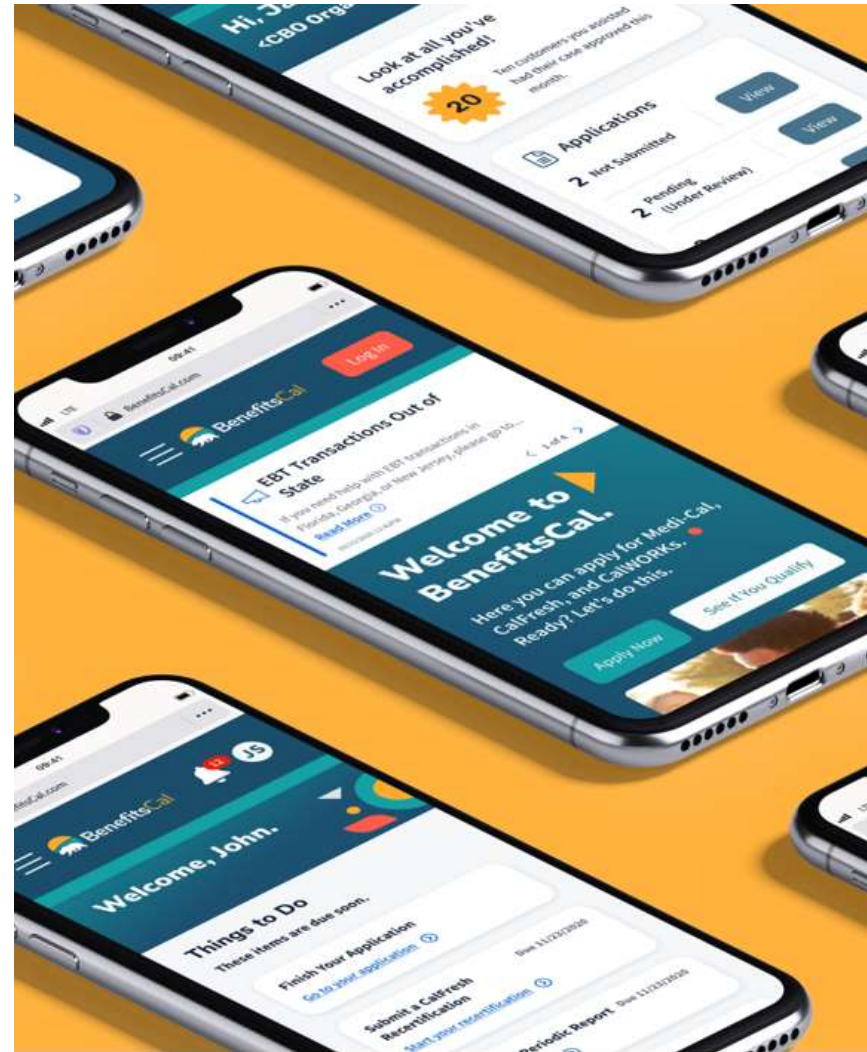
Through Release 1.0, the BenefitsCal team followed User Centered Design Processes and engaged a diverse group of stakeholders

Methods

- Surveys
- Interviews
- Focus Groups
- Facilitated Usability Tests
- Unmoderated Usability Tests
- Production Monitoring

Technologies

- Amplitude
- Medallia
- Loop11
- LogRocket
- Figma
- AWS Lex
- D Survey tool

Through pioneering, we **engaged the community in new ways**, through many channels and tools

The UCD team engaged a diverse number of customers…

…after careful analysis of the demographics in California, to hear all voices and perspectives.

Self Employed 🟢
Users working for non-employer establishments

Student 🟢
Users currently enrolled in community college or 4-year university

Unemployed 🟢
Users who are currently unemployed

Domestic Violence Survivors** 🟢
Users who are survivors of domestic violence

Non-High School Graduates** 🟢
Users who have not completed high school

IHSS Workers and Beneficiaries** 🔴
Users who are IHSS workers and beneficiaries

Legend
🟢 Customers with attribute have participated in UCD research
🔴 Customers with this attribute have not yet participated in UCD research
*Identified as primary attribute/user group by the Advocate community
** Identified as secondary attribute/user group by the Advocate community

Asian or Pacific Islander Origin** 🟢
Users of Asian or Pacific Islander Origin

Formerly Incarcerated* 🟢
Users who have served time imprisoned

Hispanic/Latin Origin** 🟢
Users of Hispanic or Latinx Origin

Households w limited access to technology** 🟢
Users who do not have a computer at home or limited access to technology

Immigrant Persons* 🟢
Users who are not born in the US

In poverty** 🟢
Users with income less than the Census family threshold

Multi-member Household 🟢
Users who have above average number of household members, includes those with children and multiple/extended families

Older Adults Age 65+* 🟢
Users aged 65 or above

Physically Disabled* 🟢
Users who are physically disabled

Refugee/Asylee Arrivals* 🟢
Users who are refugee or asylee arrivals

Black/African American Households* 🟢
Users who of Black/African American Origin

Persons who use an Authorized Rep* 🔴
Users who use an AR to fulfil the benefits process

Eligible but Unenrolled** 🔴
Users who may be eligible but haven't applied for benefits

Persons who need Emergency Services 🔴
Users who require disaster services and/or emergency assistance

Houseless Persons** 🟢
Users who do not have shelter

Indigenous/First Peoples Households* 🟢
Users of Indigenous/First Peoples Origin

LGBTQIA+* 🟢
Users who self-identify as LGBTQIA+

Low Literacy** 🟢
Users who have trouble reading or communicating

Mental & Behavioral Health/illness and Substance Users** 🟢
Users with mental and/or behavioural health issues and substance users

Non-English Speakers* 🟢
Users that do not speak English as their primary language

Cognitively Disabled* 🟢
Users who are cognitively disabled

Former Foster Youth* 🟢
Users under 18 who were previously in foster care

The stakeholders of BenefitsCal are diverse and distributed...

And everyone was engaged in the success of Release 1.0.

Everyone comes from a different perspective.

The role of the stakeholder engagement is to **shine a light on those differences**, to seek to understand, and to facilitate safe spaces to **find alignment** and continue the mission.
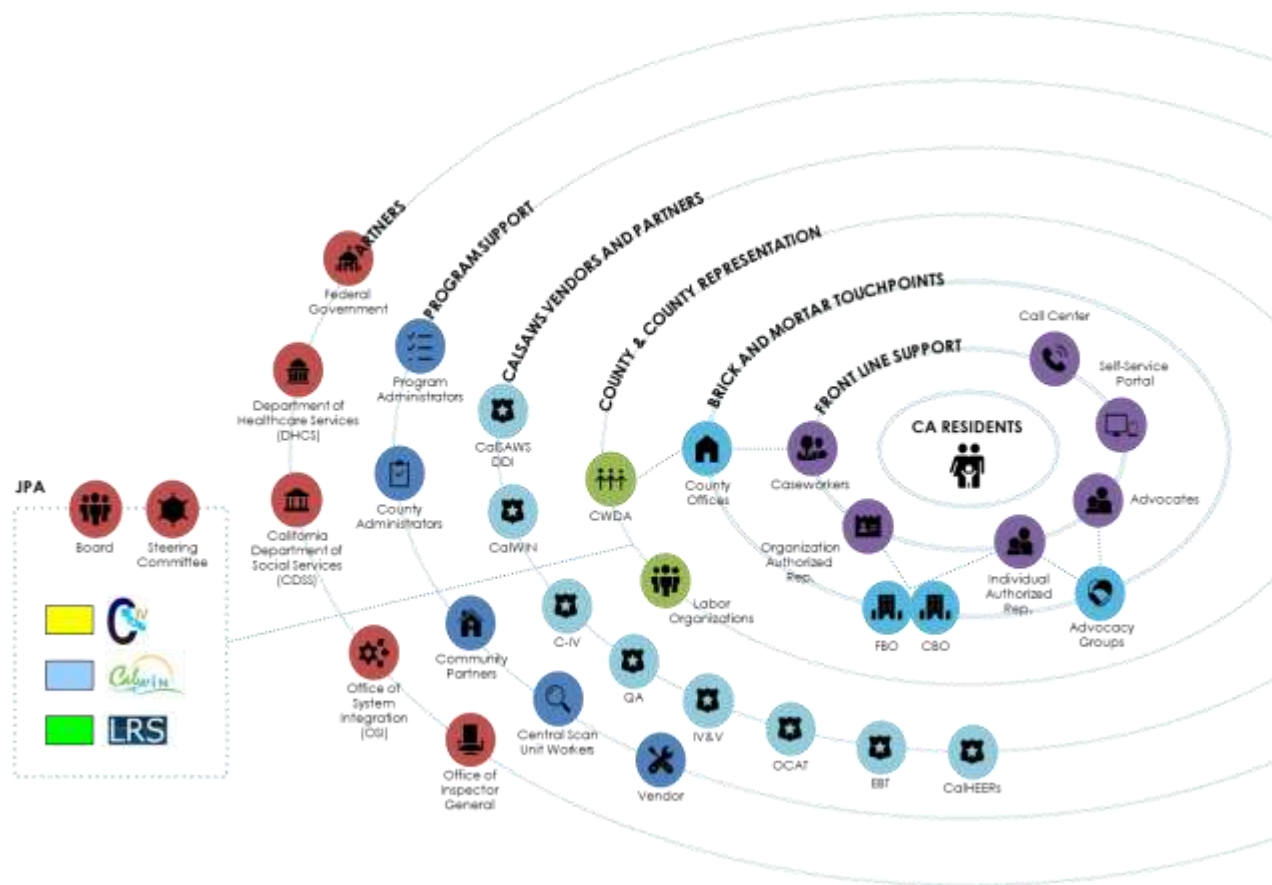
As we look to the future, a new model will **formalize the ways in which stakeholders will continue** to be engaged

California Legislation excerpts for CalSAWS stakeholder engagement, from Sec.16-17:

- *Goals of: (1) Minimizing the burden of the overall eligibility process… (2) Facilitating applicant and client submission of feedback.*

- *"A formal process for health and human services advocates and clients to provide input into new or changing public facing elements…"*

- *"Champion the user experience…"*

- *"Engage stakeholders, advocates and clients in the design, development and test tasks through the UCD and test processes…"*

- *"May include focus groups, user-centered design sessions, and user acceptance testing…"*

- *"Discuss current and planned functionality changes, system demonstrations…advocates' identification of areas of concern…"*

"I love that so much. You make me feel valued. Thank you! It's important. Thank you for trying to make things easier for everyone."
- Customer, Riverside County

"I'm happy to [do the usability test] because it's really important. I received benefits and I *really* needed them… There are people out there that really need help and we should do anything we can to help."
- Customer, Santa Barbara County

"The time spent workshopping the BenefitsCal website and application flow in the lead up to the BenefitsCal go-live was an encouraging model of collaboration."
- Advocate co-leads

An evolving model for BenefitsCal

By applying UCD and collaborating with CalSAWS systems, we're transforming the digital journey for Customers.

Why do we need to evolve?

BenefitsCal is now live. What's next?

The approach we used to define RFP requirements is different than we need to enhance and maintain the system.

It's time to formalize the UCD and inclusive practices implemented through Release 1.0.

Stakeholder Inclusion

Defines the many inputs to the process, where ideas are elicited from meetings, testing, experimentation, large legislative priorities, changing policies, and more.

Roles and Responsibilities

We all have a role to play. Defining these roles and responsibilities provides predictability and transparency: we know what to expect from each other.

Decision-making Framework

Everyone joins the process with a different lens and perspective. Establishing a decision-making framework is essential to forward progress.
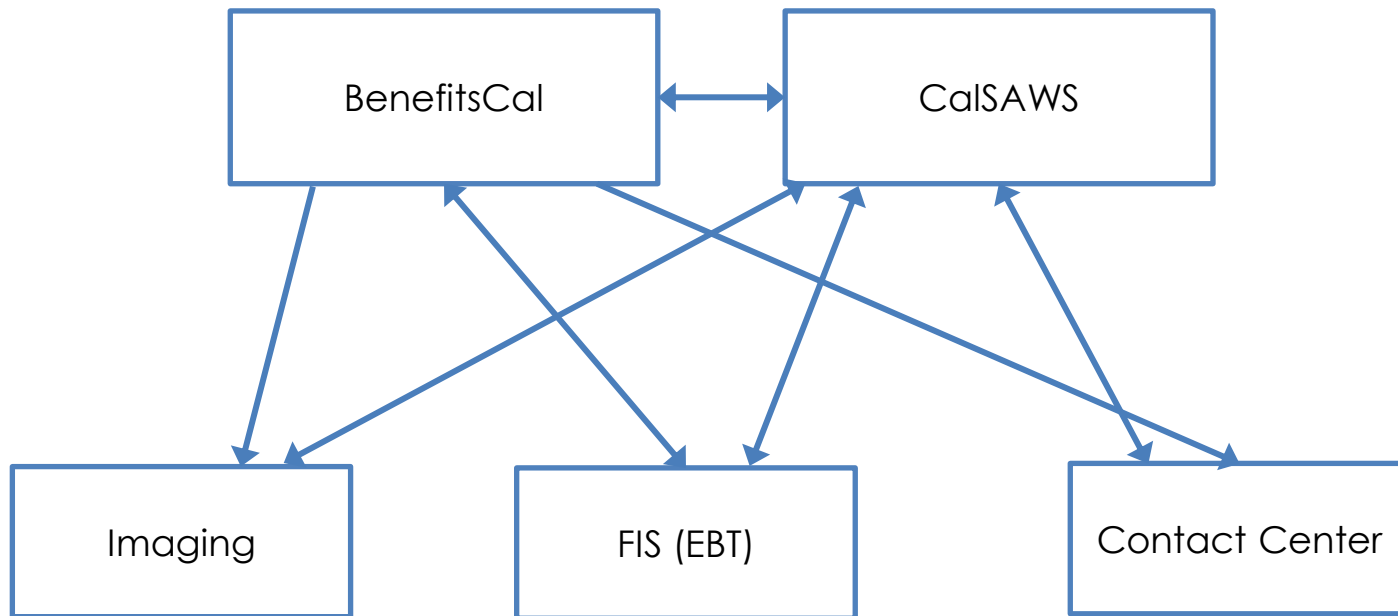
Processes

Tools, techniques, repeatable processes, repeatable calendars, and more are needed to operate the model.

Risk and Change Management Tools

Changes are reviewed and coordinated with many stakeholder groups to ultimately deliver a positive and stable outcome for users (policy, security, operations, technology, usability, and more).
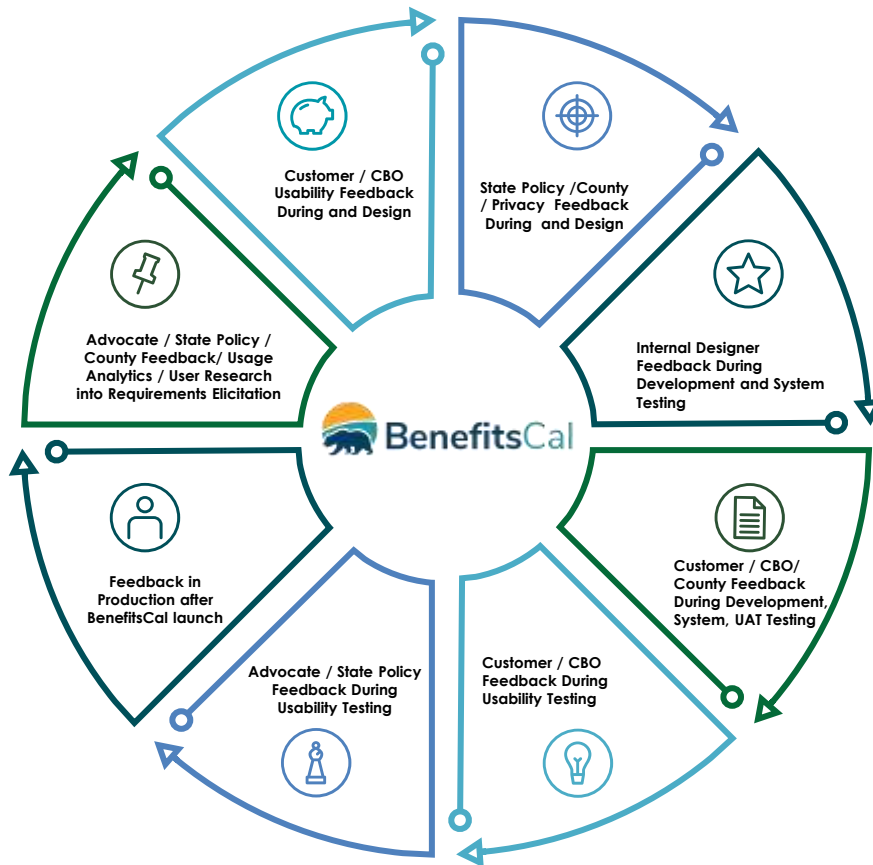
BenefitsCal is an integrated part of the CalSAWS ecosystem…

…and the changes to and measurement of BenefitsCal **will collaboratively align with interfacing systems**. Each partner system has their own release schedule.

```
┌─────────────┐          ┌─────────────┐
│ BenefitsCal │ ◄──────► │   CalSAWS   │
└─────────────┘          └─────────────┘

┌─────────────┐   ┌─────────────┐   ┌────────────────┐
│   Imaging   │   │  FIS (EBT)  │   │ Contact Center │
└─────────────┘   └─────────────┘   └────────────────┘
```

BenefitsCal Feedback Framework

Our current feedback framework has engaged our diverse stakeholder group throughout the project lifecycle starting from a defined set of requirements

BenefitsCal

- Customer / CBO Usability Feedback During and Design
- State Policy /County / Privacy Feedback During and Design
- Internal Designer Feedback During Development and System Testing
- Customer / CBO/ County Feedback During Development, System, UAT Testing
- Customer / CBO Feedback During Usability Testing
- Advocate / State Policy Feedback During Usability Testing
- Feedback in Production after BenefitsCal launch
- Advocate / State Policy / County Feedback/ Usage Analytics / User Research into Requirements Elicitation

Release 1.0, 1,1, 1.2 and 2.0 feedback largely focused on **program compliance and usability**

What does the model need to be successful?

Guiding Principles

As the team gathered customer feedback, and navigated Release 1.0, the project team identified a number goals to guide the future model

Mission-Driven
Regular strategic planning sessions will help us to validate most critical priorities, to serve Californians, together.

Human-centric
End to end views will help to understand the holistic views.

Data-Driven
From prioritization and impact, to capacity and release plans, outcomes assessments, and more: data and facts will guide the process.

Responsive
Measuring responses in days (not months) for critical findings. Faster, nimble-driven releases based are needed.

Innovative
Innovation and experimentation are encouraged.

Inclusive
Every voice and request is included in the process.

Secure
Emphasis placed on protecting information that the public entrusts us to receive.

Future efforts need to be rooted in regular **strategic planning meetings** to **align all stakeholders on the highest priorities** to be addressed via BenefitsCal

How will we approach prioritization?	Better Together: the benefits of mission-driven prioritization
▪ Hosted quarterly (separate from the CDSS Quarterly Stakeholder meeting)	▪ Easier release coordination
▪ Facilitated by the BenefitsCal workgroup	▪ Based on outcomes and is specific and measurable
▪ Participants share perspective on priorities	▪ Opportunity to reflect on results
▪ Align on the most critical problems to collectively solve together for the upcoming releases (e.g., college student enrollment in CalFresh)	
▪ Objectives guide the scope of the next releases	

Decision Making Needs to Account for Overall Priorities within a Fixed Capacity

The sample list below would allow the project team to focus on those requests that are most important. What also needs consideration?

- Align to strategic planning objectives?

- Improve the quality of information collected within the application?

- Improve the speed/accuracy with which customers receive benefits (service design for the benefits journey)?

- Reduce the workload burden for County staff and Assisters?

- Improve the customer and CBO experiences?

- Creates capacity by reducing maintenance and enhancements efforts?

- Workaround feasible?

- Potential risk and impact to customer if not implemented timely?

- Balancing categories?

- Automation level?

Representation Needs to Encompass our Stakeholders
Proposal to form a New Workgroup focused on BenefitsCal

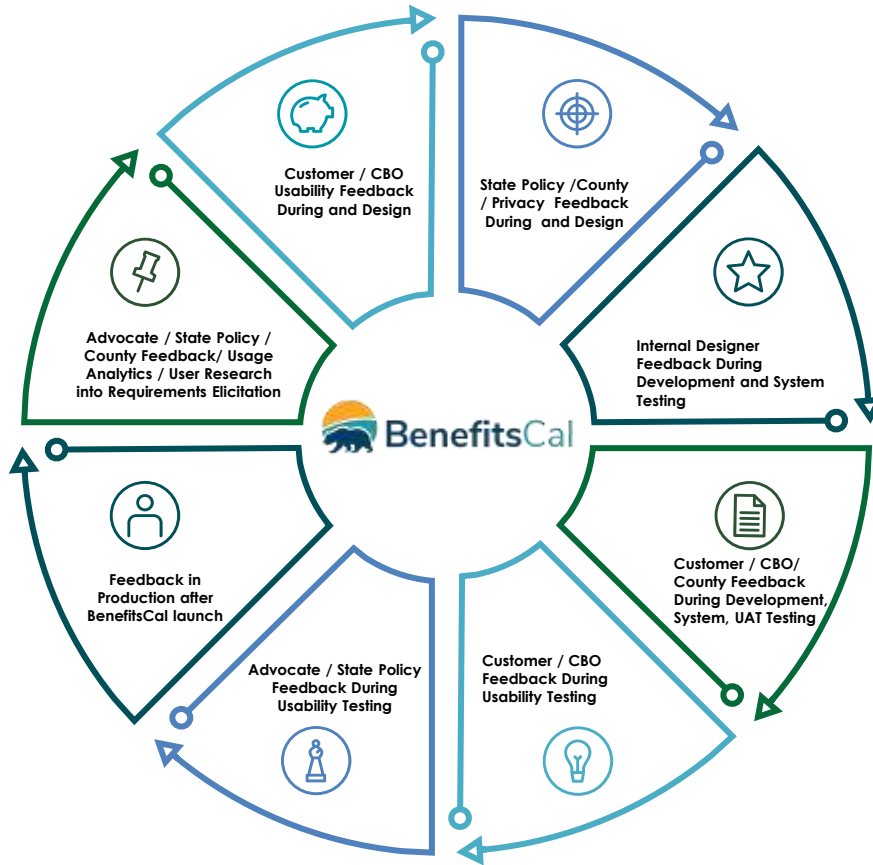| External Stakeholders	#	Internal Stakeholders	#
Customers • Represents each region	6	**Consortium** • Project Manager • Customer Engagement Section Director • Policy & Design Section Director • Technical & Operations Director and Information Security Officer (optional based on need)	3
Community Based Organizations (CBOs)	2	**DHCS** - Medi-Cal	3
Advocates • Co-leads	3	**CDSS** - CalFresh, CalWORKS, CAPI, Welfare to Work	4
County Welfare Directors Association (CWDA)	3	**OSI**	2
Service Employee International Union (SEIU)	1	**Counties** • Represents each region	6
		BenefitsCal Vendor Project Team	
		QA Vendor Team	
		CalSAWS Vendor Project Team (as needed for CalSAWS changes)	

BenefitsCal Input and Prioritization Needs Enhanced Processes

Process flow supports all BenefitsCal changes (system, communications and measurement)
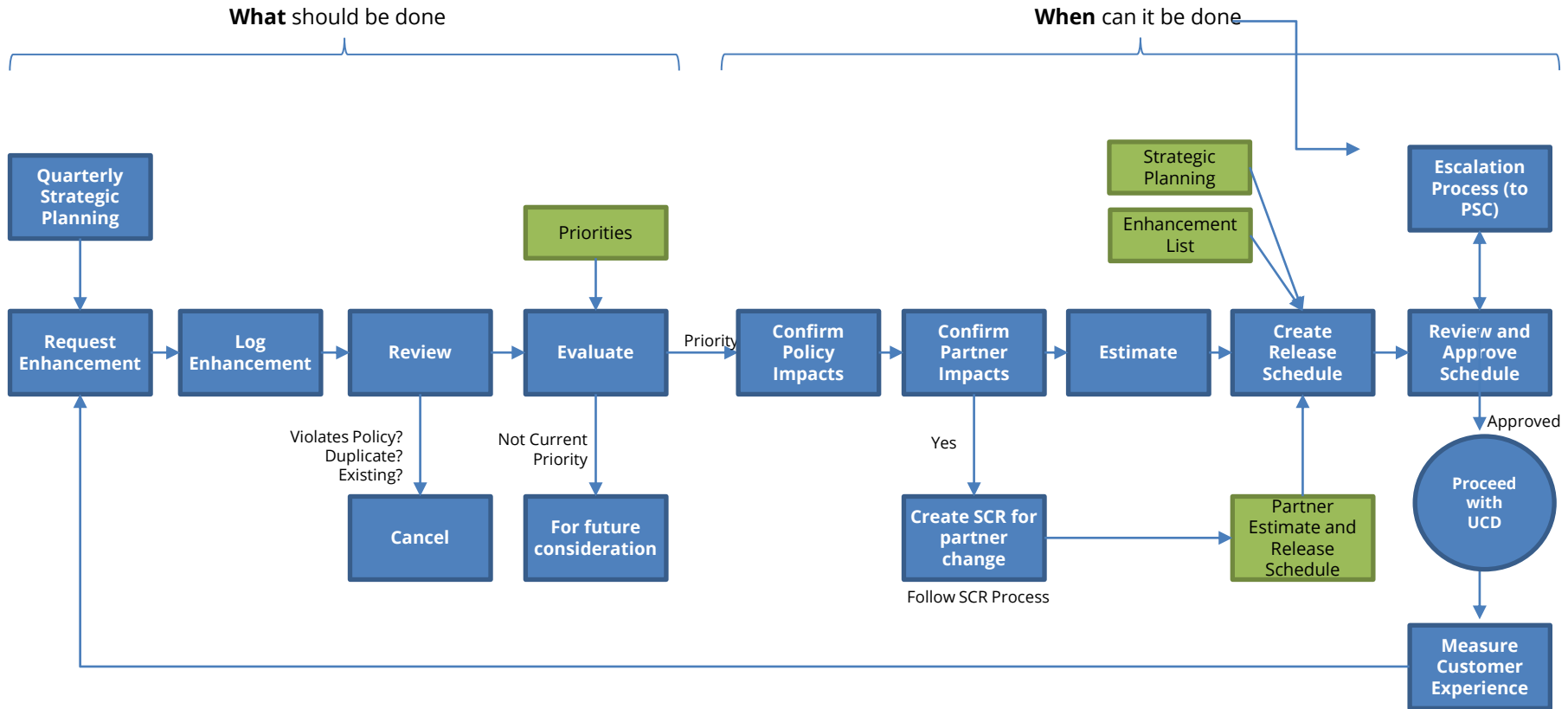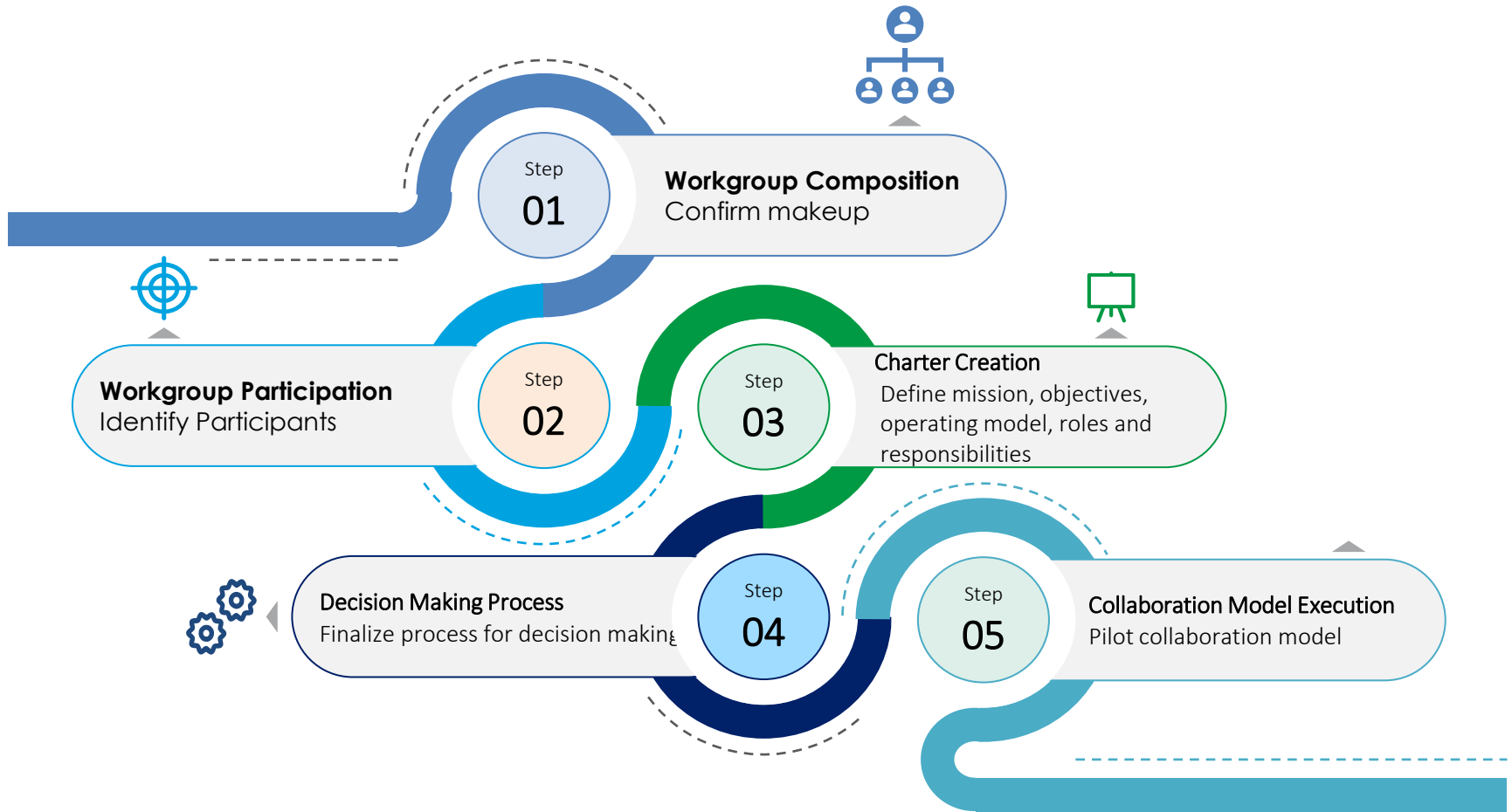
BenefitsCal Feedback Framework Needs to be Extended

The current framework that has served us well for program compliance and usability items needs to be extended to other areas impacting BenefitsCal

Customer / CBO Usability Feedback During and Design

State Policy /County / Privacy Feedback During and Design

Advocate / State Policy / County Feedback/ Usage Analytics / User Research into Requirements Elicitation

Internal Designer Feedback During Development and System Testing

Feedback in Production after BenefitsCal launch

Customer / CBO/ County Feedback During Development, System, UAT Testing

Advocate / State Policy Feedback During Usability Testing

Customer / CBO Feedback During Usability Testing

Program Compliance

Usability   **Accessibility**

Customer Experience Measurement

Workload Reduction

Technical Modernization

Security / Privacy

Accuracy   **Equity**

Program Retention

Next Steps

Step 01 — **Workgroup Composition** Confirm makeup

Step 02 — **Workgroup Participation** Identify Participants

Step 03 — Charter Creation Define mission, objectives, operating model, roles and responsibilities

Step 04 — Decision Making Process Finalize process for decision making

Step 05 — Collaboration Model Execution Pilot collaboration model

Policy and Application Development Update

Policy and Application Development
Release 22.01(and 22.01x) Highlights

SCR	Topic
CA-225639	MEDIL I 21-03 Update Delivery of Asset Verification Reports
CA-222221 CA-226308	Additional Updates and Run Batch EDBC for CalFresh SSA COLA effective 03/2022
CA-228332	ACL 21-52 Opt-in All Counties to Sending Pre-Populated CF 285
CA-220040 CA-230192	ACL 20-145, 20-146 Eliminate ESAP SAR 7 Requirement, Update ESAP NOAs and Run Batch
CA-221837	ACL 20-145 Generate One Time Mailer CF 34 to CalFresh ESAP Households
CA-235136	Pro-rate CF Minimum Allotment for CE/MCE Households
CA-232327	DDID 1631 - Update State Cycle Number on Daily/Monthly Collection Reports

Policy and Application Development

Upcoming Policy Timeline

- 22.02
  - Expand access to Medi-Cal to all income eligible Californians, regardless of immigration status
  - Post Partum Expansion - expand to 12 months
- 22.03
  - CW Eliminate 24/48 MTC
  - CW Pregnancy Special Needs increase to $100
- 22.05
  - CF/CW Overpayment changes (2 year look back)
  - CW Pregnancy changes
    - Eligibility at app date for pregnant persons <18 with no other aided children when pregnancy is verified (can be sworn statement or verbal attestation) and the Cal Learn program is operative.
    - Eligibility at app date for pregnant persons >18 with no other aided children when pregnancy is verified (can be sworn statement or verbal attestation).
    - Requires a pregnancy loss/end to be reported within one month
  - Foster Care - Housing Supplement for Transitional Housing Payment (THP)+ Non-Minor Dependent (NMD) Program

Policy and Application Development

Upcoming Policy Timeline

- 22.05 Continued
  - Asset verification request for applicants
  - Increase the Non-MAGI MC asset limit to 130k for 1 individual and 65k for each additional person up to 10
  - Applicant Earned Income Disregard- increase the Applicant EID to from $90 to $450
- 22.06
  - SB 1065 Homeless Assistance Changes
- 22.07 Priority
  - CF COLA
  - FC CNI
- 22.09
  - All Global Telephonic Signature Solution

Risks & Issues Update

P Overall Project

High = 5   DD&I = 16
Med = 7   M&O= 2
Low = 6
_____
Risk Total: 18

Total New Risks: 2

Total Retired Risks: 9

Project Average Risk Exposure: 1.8

** No Project Issues

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

Risk 104: Functionality gaps between the 3 systems may result in a loss of functionality during migration to CalSAWS

Risk 201: Pace of policy changes may exceed capacity of the project teams, resulting in less automation

Risk 203 (Lowered from High to Med.): Project communications must be enhanced, otherwise stakeholder / audience needs will not be met

Risk 204: Volume of changes to baseline code may cause degradation in quality & increase in defects

Risk 206: Delays in staffing the Consortium and/or Accenture teams may delay the project schedule

Risk 208: CalHEERS release readiness delays may impact CalSAWS delivery timelines, slowing critical updates to counties

Risk 226: COVID-19 relief efforts may impact CalSAWS DD&I schedule

Risk 231: Delay of web browser compliance may impact users who do not use MS Internet Explorer

Risk 234 (Retired): The November 2021 implementation of Imaging and BenefitsCal for LA county may be impacted due to a delay of the complete migration of LA county's images

Risk 235 (Retired): The BenefitsCal project release 1.0 may be delayed due to integration with the CalSAWS interface

Risk 236 (Raised from Med. To High): The scaling of Analytics Dashboards and Reports for 58 Counties may have an impact on System Batch Performance

Risk 237 (Raised from Med. To High): The scaling of Batch for 58 counties may have an impact on system performance

Risk 239: Lack of consistent State language translation approach may cause schedule delays and rework

Risk 240: The scaling of CalSAWS Production Operations, including Batch Operations, to provide 58 County support, without effectively taking into account the multi-county and multi-vendor CalSAWS ecosystem may impact business operations

Risk 243 (Retired): Spike in COVID-19 in India affecting BenefitsCal offshore team may impact Go-Live

Risk 246: Perceived gap in functionality with GetCalFresh may impact adoption and migration schedule of BenefitsCal

Risk 247 (Retired): BenefitsCal changes identified after 06/14/21 may not be addressed

Risk 248 (Retired): The C-IV Imaging go live may not have images older than 2/28/21 due to delays in the C-IV image migration

Risk 249 (Retired): C-IV Cutover Activities are At-Risk of not completing within the Planned 84-hour window

Risk 250 (Retired): The delay in CF Allotments may impact the C-IV Cutover timeline and post-implementation

Risk 251: BenefitsCal Language Translation Testing and Updates may not be completed timely

Risk 252 (Retired): Legacy Data Solution (LDS) resource and schedule challenges could impact delivery

Risk 253 (Retired): The wildfires in several counties could impact County Readiness for C-IV Go-Live

Risk 255 (New): Global paper shortage may impact CalSAWS ability to print/mail correspondence

Risk 256: Imaging scalability and performance degradation may impact the go-live dates for upcoming counties

Risk 258 (New): The CalWIN Conversion Cutover Window is at-risk of completing past the 84-hour cutover window

CalSAWS Retired Risks – 9/27/2021 C-IV Cutover & BenefitsCal Release 1.0 Complete

| Risk #	Risk Name	Risk Level
234	The November 2021 implementation of Imaging and BenefitsCal for LA county may be impacted due to a delay of the complete migration of LA county's images	Medium
235	The BenefitsCal project release 1.0 may be delayed due to integration with the CalSAWS interface	Medium
243	Spike in COVID-19 cases in India affecting BenefitsCal offshore team may impact Sept. 2021 Go-Live	Low
247	BenefitsCal changes identified after 06/14/21 may not be addressed	High
248	The C-IV Imaging go live may not have images older than 2/28/21 due to delays in the C-IV image migration	Medium
249	C-IV Cutover Activities are At-Risk of not completing within the Planned 84-hour window	Medium
250	The delay in CF Allotments may impact the C-IV Cutover timeline and post-implementation	Low
252	Legacy Data Solution (LDS) resource and schedule challenges could impact delivery	Low
253	The wildfires in several counties could impact County Readiness for C-IV Go-Live	High

CalSAWS Project High/New Risk Update

Risk #	Risk Name	Risk Level
201	Pace of policy changes may exceed capacity of the project teams, resulting in less automation	High
236	The scaling of Analytics Dashboards and Reports for 58 Counties may have an impact on System Batch Performance	High
237	The scaling of Batch for 58 counties may have an impact on system performance	High
256	Imaging scalability and performance degradation may impact the go-live dates for upcoming counties	High
258 (New)	The CalWIN Conversion Cutover Window is at-risk of completing past the 84-hour cutover window	High
255 (New)	Global paper shortage may impact CalSAWS ability to print/mail correspondence	Medium

CalWIN ISS Update
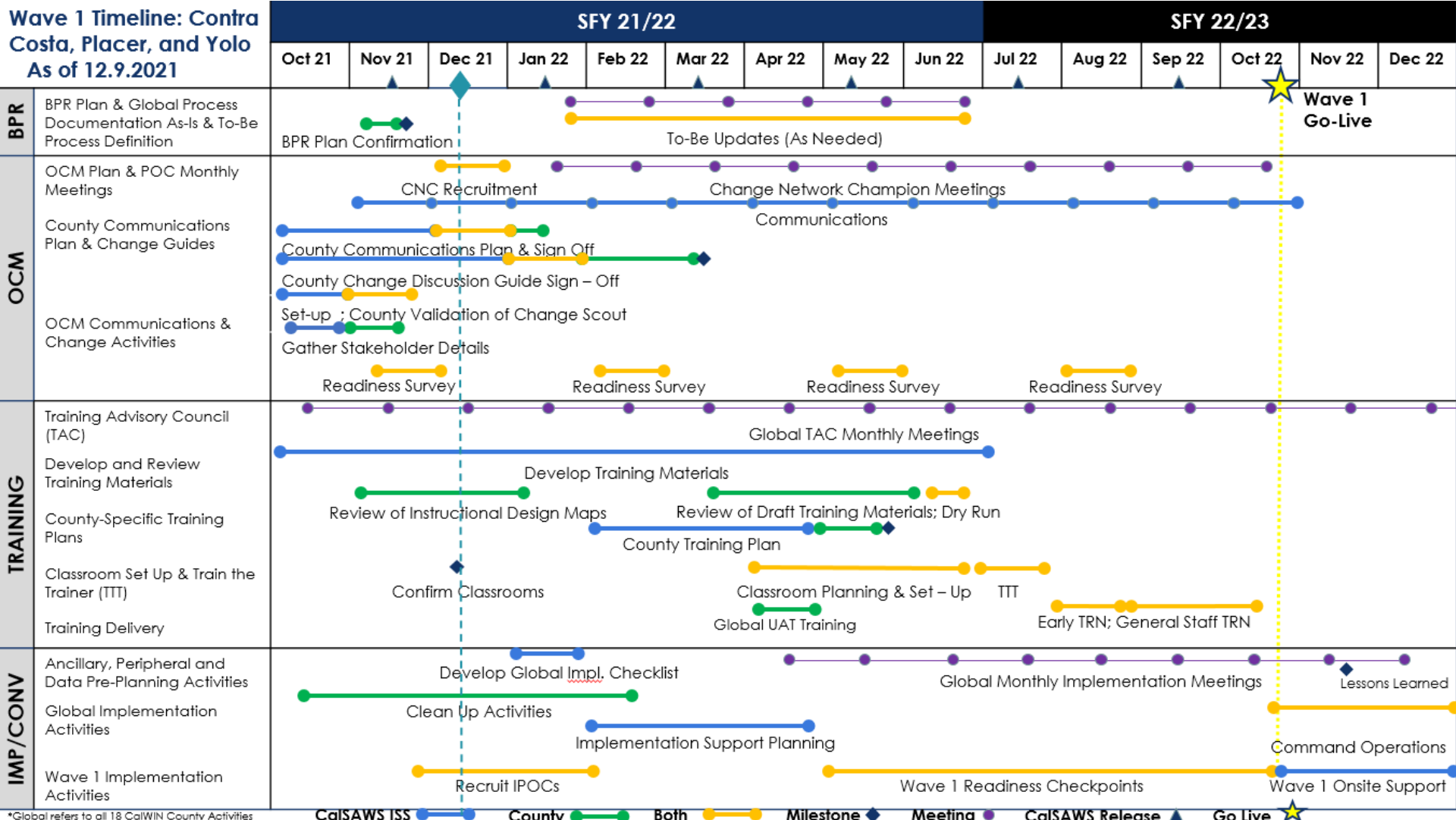
Wave 1 Timelines

Business Process Reengineering(BPR)

To-Be Status

- Waves 1-2
  - Wave-1 To-Be Sessions – **COMPLETE**
  - Wave-1 To-Be Final Work Product (FWP) Sign-Off – **COMPLETE**
  - Wave-2 To-Be Sessions – **COMPLETE**
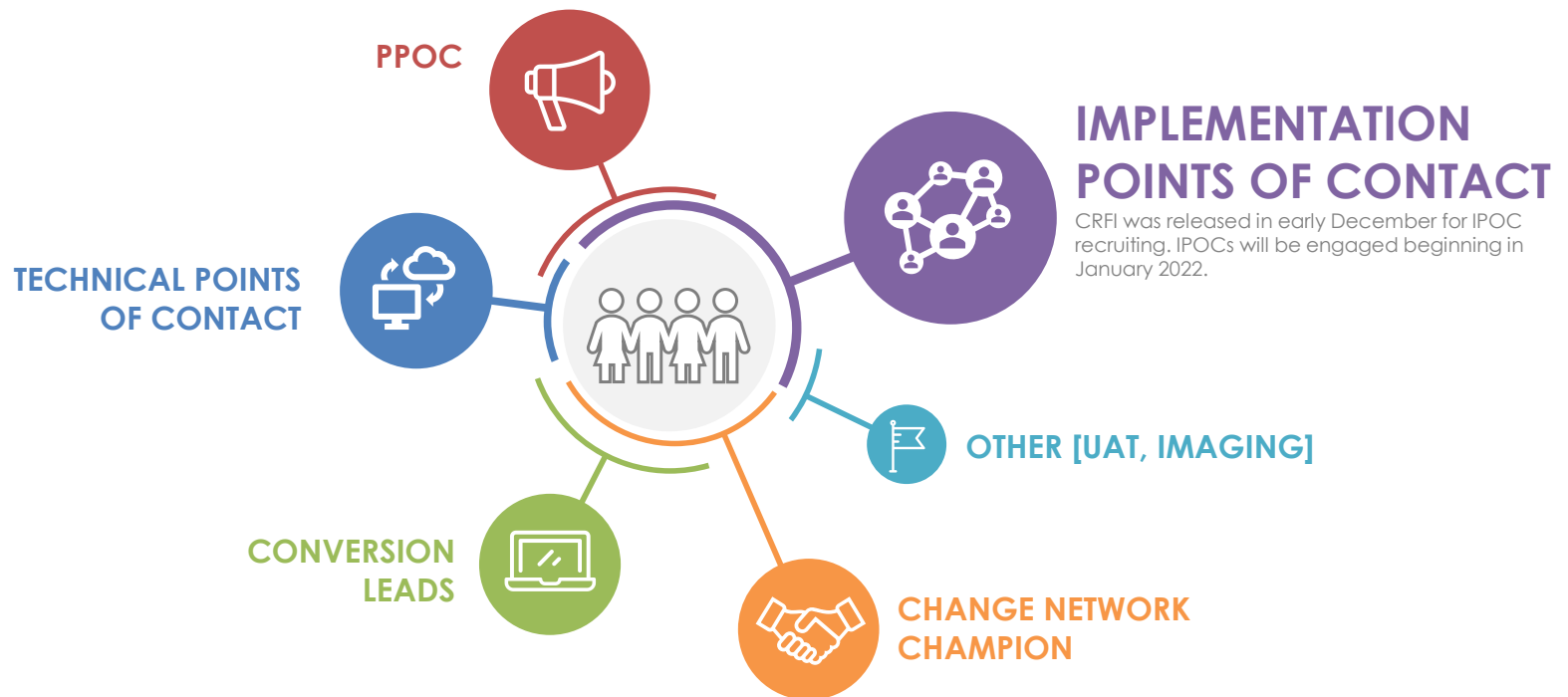 - Wave-2 To-Be Final Work Product (FWP) Sign-Off – **COMPLETE**

- Wave 3
  - Wave-3 To-Be Sessions (Santa Barbara) – **COMPLETE**
  - Wave-3 To-Be Draft Work Product (DWP) Review (Santa Barbara) – **COMPLETE**
  - Wave-3 To-Be Sessions (Orange & Ventura) – **IN-PROGRESS**

- Waves 4-6
  - Waves 4-6 To-Be preparation – **IN-PROGRESS**

Implementation

County Resources Supporting Implementation

The Technical Point of Contact (TPOC) and the Implementation Points of Contact (IPOC) will help assess the County readiness throughout the migration phases

PPOC

TECHNICAL POINTS OF CONTACT

IMPLEMENTATION POINTS OF CONTACT

CRFI was released in early December for IPOC recruiting. IPOCs will be engaged beginning in January 2022.

OTHER [UAT, IMAGING]

CONVERSION LEADS

CHANGE NETWORK CHAMPION

Implementation Points of Contact

IPOC Responsibilities

Stay informed on Implementation activities and status; monitor and report County readiness

Attend Checkpoint Meetings and disseminate Implementation information to County Users (confirm end-user comprehension)

Track County/Site Readiness and escalate challenges and/or issues

Coordinate and collaborate with the TPOC for technical readiness needs (infra, network, performance) and cross project teams

Work with Implementation Team and TPOC to compile/ complete items on the County Readiness Checklist

Assist with post go-live support (coordinate and support the TOSS teams, command center operations and issue identification and escalation)

Implementation Approach

11.30.21

Wave 1 County Specific Work Plan

The ISS Team presented Wave 1 counties with a county-specific work plan focusing on **activities or tasks for the County to act** on during the T-12 timeframe

12.30.21

County Readiness Checklists

County staff (such as IPOCs and TPOCs) and Project Staff (such as CalSAWS TOSS, Implementation Teams) will work together to maintain the county readiness checklists. The checklists **track and monitor readiness progress** for each County leading into the migration.

01.04.22

Implementation Lead Toolkit, Communications Toolkit + Training Toolkit

CalSAWS TOSS utilize these toolkits when they begin working with County staff. The Toolkits are comprised of tools, standard project communications such as infographics and templates. They are a consistent starting point that CalSAWS TOSS will use and customize as needed with each County.

T-6

Implementation Readiness Dashboard + Packet

The Implementation Readiness Packet is a high-level overview of key milestones that contribute to the overall readiness of the CalWIN Migration to CalSAWS. The packet serves to inform the Counties on the progression and completion of Key Project and County Milestones. The Implementation Readiness Dashboard is a rolled-up, concise view of the Packet information.

Beginning at T-5

Green Light Governance Meetings

CalSAWS Project Leadership meetings reporting on go-live preparations, activities and status.

Organizational Change Management
Change Network Champions to start in 2022

Definition

A Change Network is comprised of individuals selected from offices and/or internal stakeholder groups that will be highly-impacted by the change.

Objective of the Change Network

To help guide counties through changes for CalSAWS implementation and adoption through facilitating communication, engagement, and other change activities.

Change Network Champions (CNCs)
Change Network Champion Timelines

CNC Wave Groups	Counties	CRFI Distribution	CNC Kick Off	Go-Live Date
Waves 1 & 2	Wave 1: Contra Costa, Placer, Yolo	December 6, 2021	January 2022	October 2022
	Wave 2: Santa Clara, Tulare	December 6, 2021	January 2022	February 2023
Waves 3 & 4	Wave 3: Orange, Santa Barbara, Ventura	June 2022	July 2022	April 2023
	Wave 4: San Diego, San Mateo, Solano, Santa Cruz	June 2022	July 2022	June 2023
Waves 5 & 6	Wave 5: Alameda, Fresno, Sonoma	October 2022	November 2022	August 2023
	Wave 6: Sacramento, San Francisco, San Luis Obispo	October 2022	November 2022	October 2023

Training
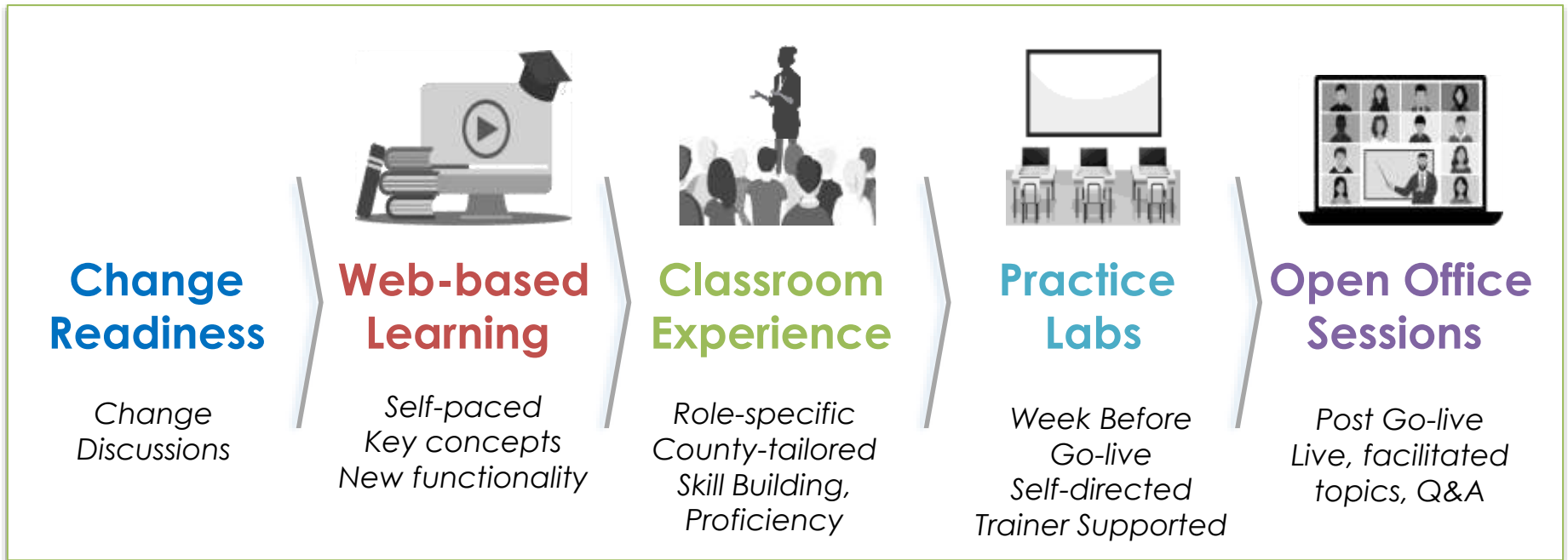
Training Advisory Council (TAC) topics

November 18

- Reviewed the Training Development Timeline
- Demonstration of Learning Journey Map
- Continued our Discussion of Instructional Design Reviews

December 15

- Instructional Design Reviews
- Instructor Guide template review

Training Update
CalWIN Training Approach

Change Readiness	Web-based Learning	Classroom Experience	Practice Labs	Open Office Sessions
Change Discussions	*Self-paced Key concepts New functionality*	*Role-specific County-tailored Skill Building, Proficiency*	*Week Before Go-live Self-directed Trainer Supported*	*Post Go-live Live, facilitated topics, Q&A*

- Built on a solid foundation of functional WBTs
- Tailored for each County based on BPR/OCM business changes
- Layered with innovative learning tools and modern concepts
- Wave 1 Training (Train the Trainer, WBTs, Classroom Training, and Practice Labs) takes places July – October 2022

CalWIN/CalSAWS UAT Preparation Update

UAT CalWIN
County UAT Purpose

PURPOSE

User Acceptance Testing is to confirm the CalSAWS application meets the documented requirements within their business flows:

- Provides the opportunity to validate the functionality with converted data from an end-user perspective

- Allows end-users to validate County's end-to-end business processes:
    - Tested in accordance with the approved production functionality
    - Completed in dedicated environment with converted data and predefined county system configurability (e.g., Issuance Threshold amounts)

UAT Approach for CalWIN
Validating CalWIN Processes in CalSAWS

UAT for all 18 CalWIN Counties will focus on:

End-to-End Scenarios
Validating End-to-End common workflow test scenarios with broad application and BPR coverage

Lessons Learned
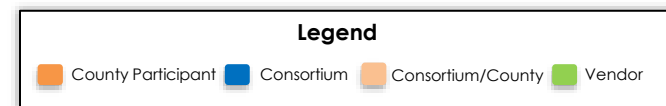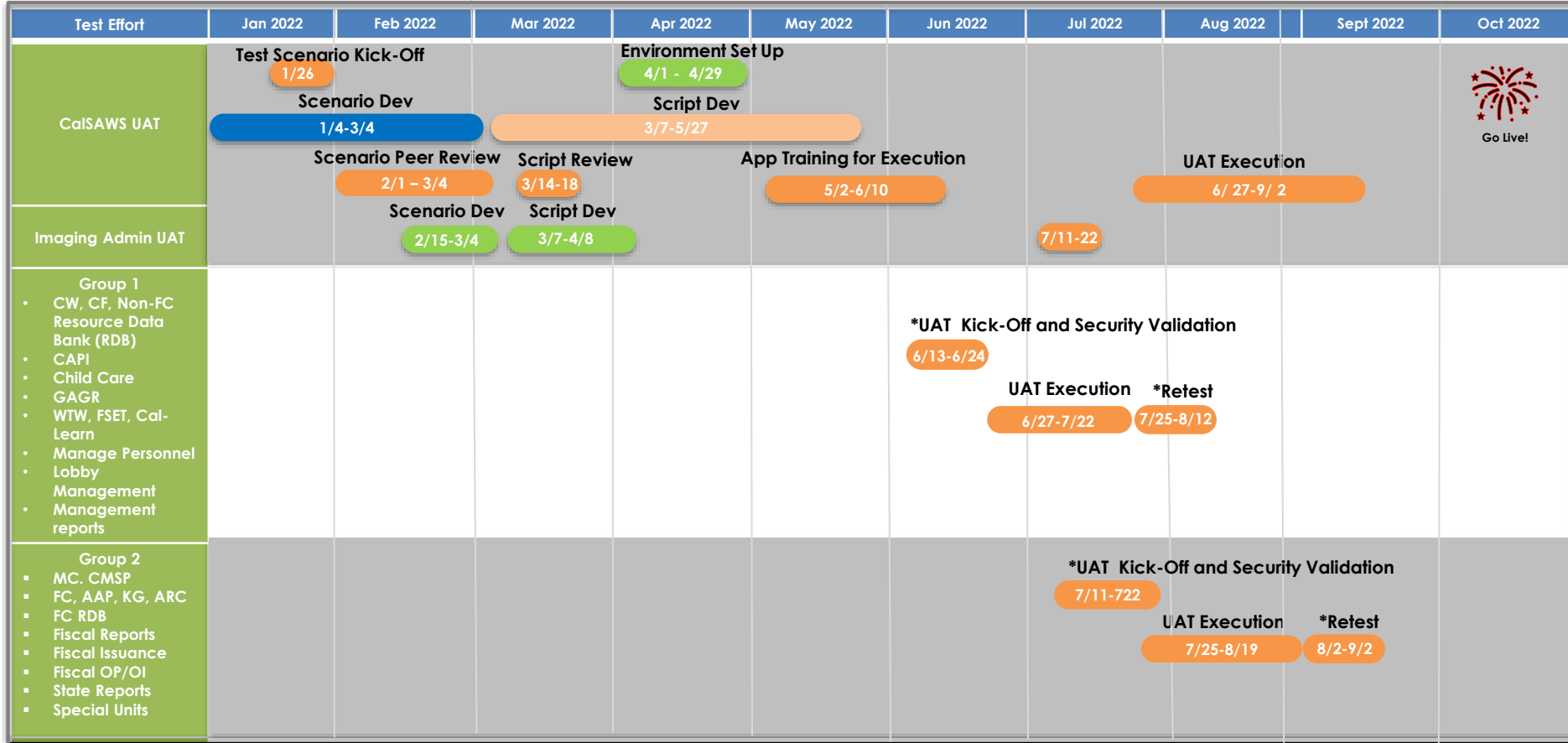Integrating lessons learned from C-IV Migration into testing and validation

Integrated Environment with Unmasked Data
Using an integrated environment leveraging "unmasked" county converted data and pre-defined county system configurability for data validation

UAT Timeline
High-Level UAT Timeline and Activities

Test Effort	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sept 2022	Oct 2022
CalSAWS UAT	**Test Scenario Kick-Off** `1/26`			**Environment Set Up** `4/1 - 4/29`						
	Scenario Dev `1/4-3/4`		**Script Dev** `3/7-5/27`							**Go Live!**
		Scenario Peer Review `2/1 – 3/4`	**Script Review** `3/14-18`		**App Training for Execution** `5/2-6/10`			**UAT Execution** `6/ 27-9/ 2`		
Imaging Admin UAT		**Scenario Dev** `2/15-3/4`	**Script Dev** `3/7-4/8`				`7/11-22`			
Group 1 • CW, CF, Non-FC Resource Data Bank (RDB) • CAPI • Child Care • GAGR • WTW, FSET, Cal-Learn • Manage Personnel • Lobby Management • Management reports						***UAT Kick-Off and Security Validation** `6/13-6/24`	**UAT Execution** `6/27-7/22` ***Retest** `7/25-8/12`			
Group 2 ▪ MC. CMSP ▪ FC, AAP, KG, ARC ▪ FC RDB ▪ Fiscal Reports ▪ Fiscal Issuance ▪ Fiscal OP/OI ▪ State Reports ▪ Special Units							***UAT Kick-Off and Security Validation** `7/11-722` **UAT Execution** `7/25-8/19` ***Retest** `8/2-9/2`			

Legend

🟧 County Participant 🟦 Consortium 🟧 Consortium/County 🟩 Vendor

UAT Planning
## Regional and County Touchpoints

Recurring and Upcoming Meetings

- Recurring meetings with OPAC

- **January 27, 2022**
  JPA General Membership Meeting

- **January 14, 2022**
  CalWIN WCDS Subcommittee Meeting

Meeting with Regional Managers
November 15, 2021

Regional Manager Meeting

- Regions 1-6 attended

- UAT Overview provided with all regional managers

- Q&A

Meeting with CalWIN County PPOC and OPAC Members
November 29, 2021

CalWIN PPOC and OPAC

- 18 county representation

- UAT Overview provided with all regional managers

- Q&A

County Participation
January 26, 2022
Test Scenario and Script Kick-Off

UAT Preparation
Preparation → Getting Participants Ready!
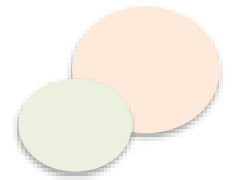
UAT Preparation
Jan 26 – May 27, 2022

Participants will join in:

- Kick-off Meeting

- Test scenario reviews and script development process training

- Weekly touch points

Test Scenario Development

- *CalWIN County participants* will be provided a baseline of Test Scenarios to peer review, provide feedback and add additional scenarios as needed

Test Script Development

- Application Training for CalWIN Participants will be provided via self-paced LMS and access to a hands-on CalSAWS environment

- *Consortium and CalSAWS (40-Non CalWIN)* County participants will participate in Test Script development

- *CalWIN County participants* will have the option to peer review and provide feedback for a subset of 2-3 Test Scripts

CalSAWS County Validation Strike Team Update

CCCV Strike Team

Migration to the **single CalSAWS system** necessitated the establishment of a **Strike Team** to assist in developing a **voluntary** statewide County Validation framework.

CCCV - Update
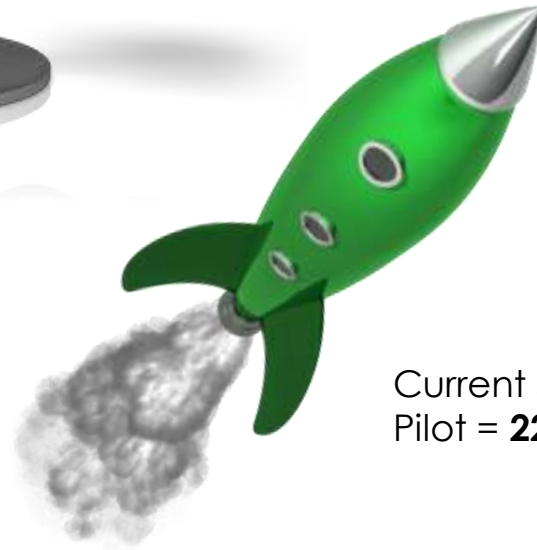
CCCV - Revised Timeline

C-IV Migration

Resources

Timing
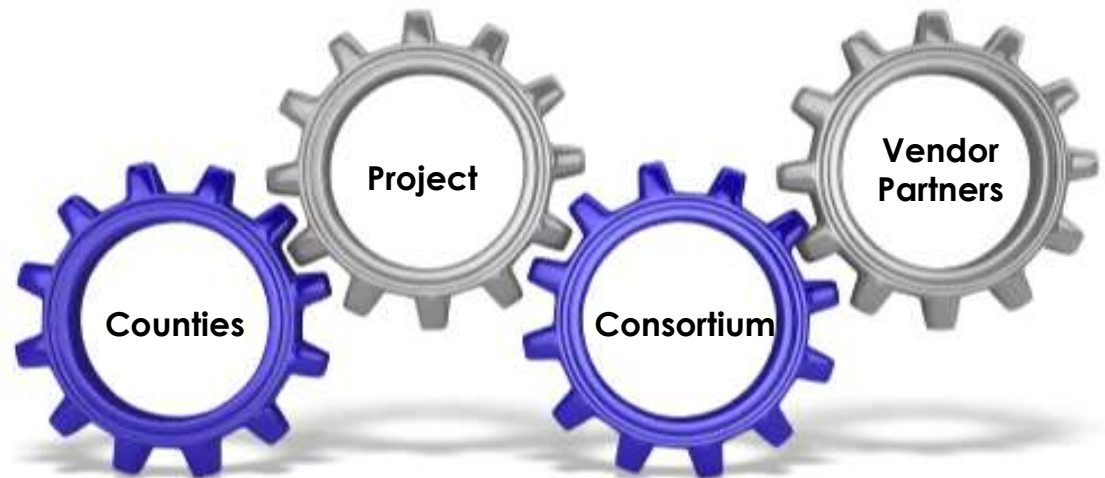
Original Pilot Target = **21.11**
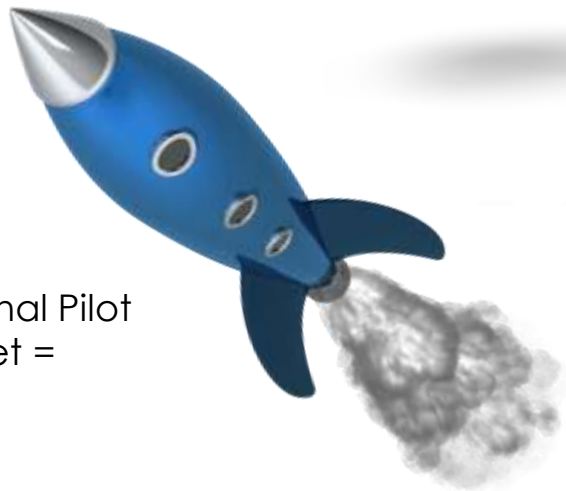
Current Scheduled Pilot = **22.03**

CCCV - Regional/County Participation Options

It's all about Flexibility...

Regional Workgroup Member

- Review Release Content
- Define Test Scope
- Select & Prioritize SCRs
- Identify Participants
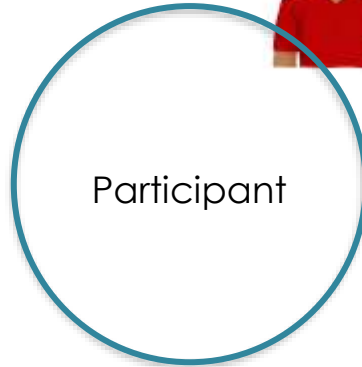
Participant

- Execute Test Scenarios
- Document Findings & Submit Issues
- Report test execution status to CCCV Workgroup

Regional Workgroup Member/ Participant

- Combination of Workgroup & Participant Activities

Regional Workgroup Member/ Lead

- Workgroup Member Functions
- Coordinate Regional Participation
- Represent their Region on the CCCV Workgroup

Nominated by Regional Workgroup Members

CCCV – Pilot Readiness
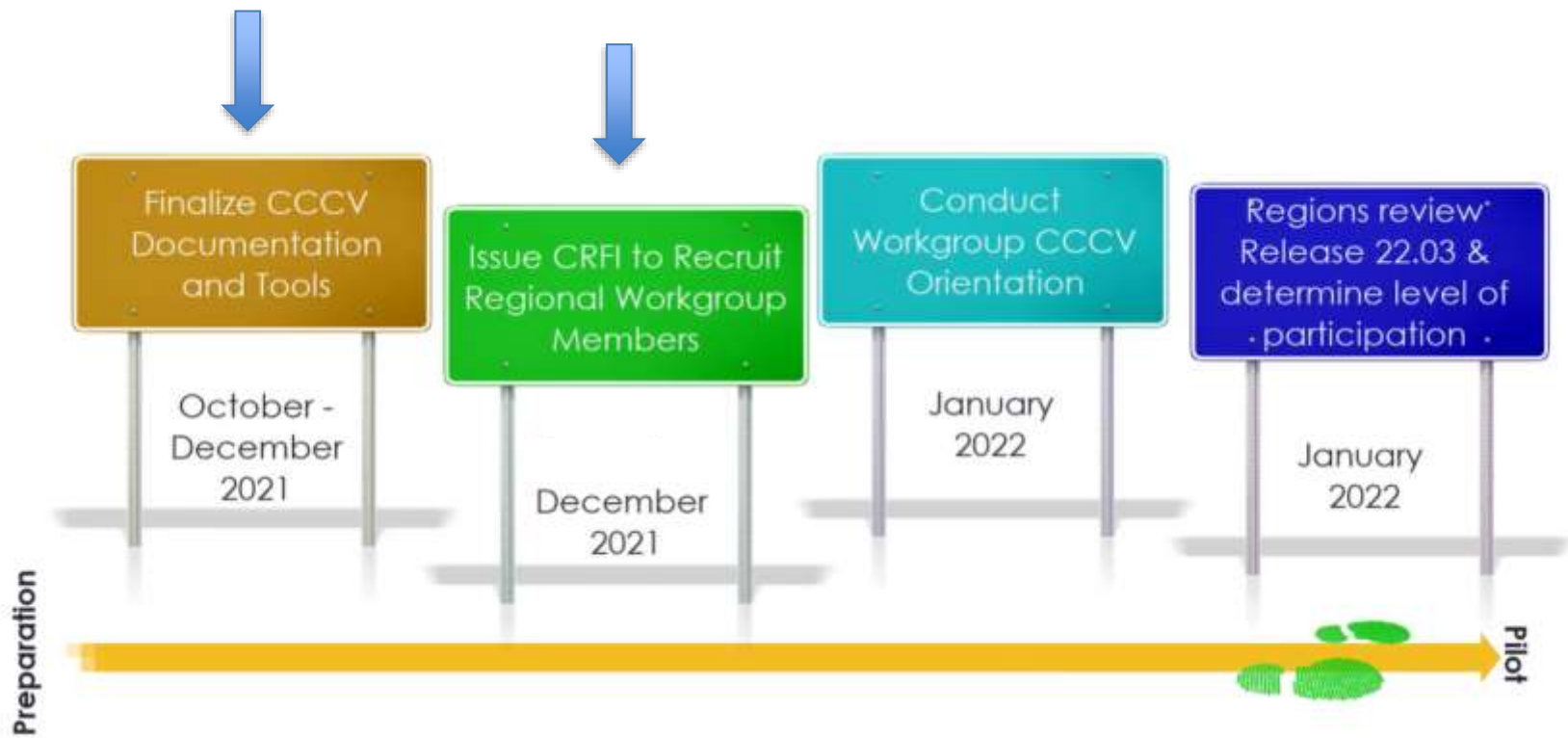
Multifactor Authentication (MFA)

(MFA) Multifactor Authentication
Applications and users

- MFA overview

- CalSAWS applications leverage a single sign-on solution (SSO) that enables access using a common set of login credentials.
  - CalSAWS SSO applications include:
    - ✦ CalSAWS Core Application
    - ✦ OCAT
    - ✦ ChildCare Administrator's Portal
    - ✦ ServiceNow Help Desk Ticketing
    - ✦ CalSAWS Learning Management System(LMS)
    - ✦ CalSAWS C-IV Contact Center

(MFA) Multifactor Authentication

Process and Support

- Roll out process:
  - Production release approach; Development(test) > Production
  - Prior to releasing to counties, we will implement with CalSAWS Project staff to ensure ease of usability and functionality.
  - MFA enablement for counties will be done in two phases; Phase one will include a small group of counties as a pilot phase, phase two will be the rest of the counties.

- Communication and Support:
  - CIT will be sent out to the counties with detailed information and timelines. The CIT will include an instructional guide and a video clip on how to register MFA.
  - Post MFA enablement, a support bridge line will be available to provide real-time support for users who need additional assistance. (Schedule is TBD)

- Targeted timeline:
  - Phase 1 counties - Production Jan 21, 2022
  - Phase 2 counties - Production Jan 28, 2022

CalSAWS Procurement

CalSAWS M&O Procurement
Key Procurement Tasks

- Develop, Review and Finalize Requirements: July 2021 – March 2022.
  - Develop Initial Baseline Requirements for Infrastructure and Maintenance and Enhancements (M&E): July – October.
  - Requirements Orientation and Pre-Work: October 18 – 31.
  - Conduct Requirements Review and Validation Sessions: November 2 – December 2.
  - Finalize Requirements: December 3 – 9.
  - Consortium and State Review of Requirements: December 10 – 16.
  - Update Requirements and SOWs: December 17 – 21.
  - Vendor Community Review of Requirements, Statements of Work and Consortium Questions re: working in a multi-contractor environment: December 22, 2021 – January 21, 2022.
  - Analyze Vendor Input, Update and Finalize Requirements and SOWs, and Communicate Procurement Recommendations: January 24 – March 3.

CalSAWS M&O Procurement
Key Procurement Tasks

- Prepare Draft RFP: August 2021 – March 2022.
  - Define and Confirm Objectives and Vision: August – October.
  - Prepare Infrastructure and M&E Statements of Work (SOWs): September – December.
  - Define Firm Experience and Minimum Qualifications: September – November.
  - Define Key Staff Position Descriptions and Minimum Qualifications: September – November.
  - Develop RACI Matrices: September – January.
  - Define Evaluation Models, Criteria, and Understanding and Approach: August – December.
  - Develop Service Level Agreements (SLAs): December – February.
  - Prepare Price Schedules and Instructions: December – February.
  - Prepare Agreements: January – March.
- State Review and Approval: March 17 – April 28, 2022.
- Federal Review and Approval: May 5 – July 12, 2022.
- Release RFP: July 19, 2022.
- Proposal Due Dates: October 31, 2022. Vendors may bid on Infrastructure and/or M&E components.
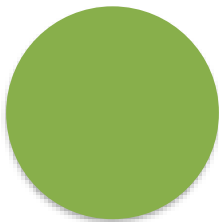
Review upcoming JPA Agenda

State Partners Updates

- OSI
- CDSS
- DHCS

Regional Updates

Adjourn Meeting