

CalSAWS Consortium
Project Steering Committee
Meeting Minutes
December 16, 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 – Ninfa Laderos

Members Absent via Conference Call/Webcast:

Region 6 – Vicki Moore

Facilitator:

John Boule, CalSAWS Executive Director

- 1. Co-Chair Jessica Paran convened the meeting at 10:31 a.m.**
- 2. Agenda Review**
 - John Boule announced that Region 5 has elected a new Project Steering Committee Member Riverside County Deputy Director, Sandra Bowlan.
- 3. Public opportunity to speak on items not on the agenda.**
 - Public comment made by Terri Chandler regarding postage, blank pages within notices, and how the Welfare to Work notices are generated/distributed.

PSC Action Items

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

Summary: The Consortium is seeking PSC approval of the Minutes from the November 17, 2021, CalSAWS PSC Meeting, and review of Action Items.

Action Items from previous meetings:

Action Item 1 – CalSAWS Recruitments: Ongoing

Action Item 2 – Analytics Reporting Design Development of Implementation:
Ongoing

Action Item 3 – DEI Activities: Ongoing

Action Item 4 – BenefitsCal JIRA: Closed and being removed.

Action Item 5 – Duplicate Correspondence: Closed and being removed.

Action Item 6 – Imaging: Closed and being removed.

Action Item 7 – Statistics: Open

Motion to approve was made by Member Cindy Uetz.

Motion was seconded by Member Winna Crichlow.

Member, Clarisa Simon, voted to approve.

Co-Chair, Jessica Paran, voted to approve.

Co-Chair, Ethan Dye, voted to approve.

Member, Rachel Ebel-Elliott, voted to approve.

Member, Vienna Barnes, abstained.

Member, James Locurto, voted to approve.

Member, Albert Banuelos, voted to approve.

Member, Sandra Bowlan, voted to approve.

Member, Luther Evans, voted to approve.

Alternate Member, Ninfa Laderos, abstained.

Vote was taken by roll call and the Motion passed.

Informational Items

5. CalSAWS Gantt Chart Review

- Lisa Salas and Rachel Frey reviewed the CalSAWS Gantt Chart. There is a Bi-Monthly Release in January with Policy and a key release in February of the integration with CalHEERS. There is a lot of work with CalWORKs timeclock coming in 2022. Conversion activities are well underway. The team has begun Converted Data Testing in a CalSAWS environment, and the team is in week six of testing that data. Testing continues into April with the Bi-Monthly releases. There is a large amount of GA/GR related functionality being deployed in readiness for UAT later this summer. In January there is a kickoff for Interface Partner Testing that will happen in the next year and a half.
- for the November BenefitsCal production release provided individuals with the ability to apply for GA/GR and to request replacement cards for EBT and Medi-Cal, along with a nudge that allows individuals to be able to quickly ask for an interview, but that is county specific. The last item allows individuals to ask for income tax assistance. Given that that activity will not start until next year while it was introduced early it is something that will be available the end of January and will be available through the beginning of April. Release 3 will be coming out next year in April and the team is now working through some initial designs and have been working with various stakeholder groups on what the go forward schedule looks like. The team started to kickoff activities related to release 4 which is slated to go into production next July. Los Angeles County will be coming onboard next March (tentative). CalWIN OCM is in the middle of Wave 2.
- The Central Print Team is in ongoing operations for the 40 counties and working through various enhancement changes that the team can do to improve the print processes and looking into how to save on postage. Kickoff meetings with Wave 1 counties will begin in January. Contra Costa County has submitted their intent to join Central Print. Contra Costa County will be added to the group for Central Print in January for the kickoff.

Public comment made by Jennifer Tracy.

6. CalSAWS Correspondence & Postage Update

- **Postage Analysis**
- **Correspondence Update**
 - Lisa Salas and Dawn Wilder provided an update on CalSAWS Correspondence and Postage.
 - Counties 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". The USPS Postage Rate increased on August 29, 2021. Standard Mail has a 6.8% postage increase. Flat Mail has a 6.8% to 13.8% postage increase depending on the weight. This impacted approximately 1/3 of the 6x10 envelopes. 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. Duplicate Packets approximately 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. Address Placement in the Window affects the IMB postage discount. Flat Mail has a 6.9% to 9.2% postage increase depending on the weight.
 - No changes can be made to the USPS Postage Rate Increase. The next steps for Flat Mail Changes will be to confirm county postage allocations for the current year premise funding for MC RE packets. Distribute guidance to counties on claiming for MC RE packets. Next steps for Duplicate Packets will be to issue the postage credit to the counties which is targeted for January 1, 2022. The team plans to implement changes to address placement in the window for the IMB postage discount to be effective by January 31, 2022. Future SCRs for new or redesigned State Forms and NOAs will include elevating the postage impacts with Counties and State Partners. The teams will also work to calculate postage impacts for future policy items and discuss the approach for counties to request funding for postage increases stemming from policy changes.
 - The Correspondence team is completing reviewing language translations for 155 of 432 State forms and commencing reviewing language translations for Notices of Action (NOA). Editability of Forms, translations, and Automated NOAs are currently in the design process. A kickoff meeting will be held in December.

Public comment made by Jennifer Tracy.

7. Enhanced Support for former C-IV Counties

- **Engagement Strategy**
- **County Action Plans**
 - Maria Saenz and Esteban Lopez provided an overview on Enhanced Support for former C-IV Counties. The approach for engagement includes recurring meetings, County feedback analysis, and further engagement

such as providing resources cross-regionally for counties with similar areas of need.

- Areas of focus include 'Hot Spot' Learning Aids, Functionality Workshops & Office Hours, Super User Community (Forumbee), and Learning Experience Enhancement. The team actioned county feedback. There will be a correspondence change to cover upcoming SCRs and an interim process. There is an Imaging Aid to provide a comprehensive list of materials and detailed descriptions of the content for each. Reports Best Practices were reviewed to cover how to find on-request reports, export reports quickly, and other common reports questions. ServiceNow Best Practices knowledge article was provided to highlight the level of detail for a help desk ticket. Super User Community is enabled by Forumbee harnesses and leverages the power of highly engaged/knowledgeable County members.

8. CalSAWS Imaging Update

- **Benchmarks, Goals, & Objectives**

- **Tracking for each County**

- **Imaging Test Environment Discussion**

- Arnold Malvick, Jeff Harrell, and Dan Dean provided an update on CalSAWS Imaging. Since October 15, the team has maintained consistent performance with the average response times under 2 seconds on all sized documents.
- Upcoming changes that are being worked on are changes to queue/document views to ensure the most relevant data is prioritized in display. Also, adding an option to bypass OCR when indexing is completed at point of scan. Productivity enhancements due to system modifications include updated document information in search grid, adding workload inventory page icon, retrospective updates to automatically finalize documents, further improvements to workflow, image display, and OCR classifications.
- How the team reduces the inflow into the manual indexing/exception queues where the case workers have to spend most of their time is a major focus. The project team has visited a subset of county sites and identified desired enhancements. The team provided extended enhanced deployment support by hosting Regional Imaging Demonstrations and Stakeholder Meetings. Also, provided targeted Q&A Imaging Sessions. CITs and Fact Sheets have been distributed and established Center of Excellence Team.
- The project team collaborated with Los Angeles County to gather Los Angeles County usage metrics. Hyland is planning and performing another iteration of performance tests. A key milestone/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. The Project recommends transferring images over the network and to consider the AWS Snowball as a back-up option. Another concern is network bandwidth, 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.

Public comment made by Frankie Darling.

9. BenefitsCal Update

- **Metrics for each Application Stream**
- **CX Measures Update**
- **BenefitsCal Collaboration Model**
 - Rachel Frey and Gabby Otis provided an update on BenefitsCal. The team continues to see a robust usage of BenefitsCal within a mobile app or tablet device. About 75% of users are able to submit an application in less than one hour. User experience in the application has returned positive feedback.
 - Jira access for counties – A CRFI was sent eliciting one individual from each county who can hold that Jira access to BenefitsCal. The team identified a few reports that the team can produce from the tool to help counties have awareness into the enhancement list/backlog.
 - An overview was provided on the BenefitsCal Collaboration Model draft. The approach the team 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. BenefitsCal needs to evolve with Stakeholder inclusion, roles/responsibilities, decision-making framework, processes, and risk/change management tools. BenefitsCal is an integrated part of the CalSAWS ecosystem and the changes to/measurement of BenefitsCal will collaboratively align with interfacing systems. Each partner system has their own release schedule. The current feedback framework has engaged the diverse stakeholder group throughout the project lifecycle starting from a defined set of requirements. Release 1.0, 1.1, 1.2 and 2.0 feedback largely focused on program compliance and usability.
 - To be successful the model needs guiding principles. As the team gathered customer feedback, and navigated Release 1.0, the project team identified a number of goals to guide the future model. These include being mission-driven, human-centric, data-driven, responsive, innovative, inclusive, and secure. Future efforts need to be rooted in regular strategic planning meetings to align all stakeholders on the highest priorities to be addressed via BenefitsCal. Decision making needs to account for overall priorities within a fixed capacity. This will help the project team to focus on requests that are most important. Representation needs to encompass our stakeholders. The proposal is to form a new workgroup focused on BenefitsCal. There are external stakeholders and internal stakeholders representing this workgroup. Process flow supports all BenefitsCal changes (system, communications, and measurement). The current framework that has served us well for program compliance and usability items needs to be extended to other areas impacting BenefitsCal.
 - The next steps include confirming workgroup composition, identify participants in workgroup, define mission in charter creation, objectives, operating model, finalize process for decision making, and execution of pilot collaboration model.

Public comments made by Jennifer Tracy, Ruben Canedo, Kevin Aslanian, and Frankie Darling.

10. Policy and Application Development Update

- Karen Rapponotti and Lisa Salas provided an update on Policy and Application Development. Release 22.01 has a number of policy items in it which covers a variety of areas from Medi-Cal to the first SSA COLA in March. Additionally, there are changes going in for the ESAT program to eliminate the SAR7 requirement and a mailer that will go out to help inform the household that goes with that effort. A big policy that is going into Release 22.02 is expanding access to Medi-Cal to all income eligible Californians, regardless of immigration status with an effective date of May 1st. There will also be changes to the post-partum expansion – expand to 12 months. In 22.03 CalWORKs eliminate 24/48 timeclocks and CalWORKs Pregnancy Special Needs increase to \$100. Release 22.05 will include CF/CW overpayment changes (2 year look back), CW pregnancy changes, and Foster Care – Housing supplement for Transitional Housing Payment (THP)+Non-Minor Dependent (NMD) Program. Additionally, for May asset verification request for applicants, increase the non-MAGI MC asset limit to 130k for one individual and 65k for each additional person up to 10. Applicant Earned Income Disregard-increase the applicant EID to from \$90 to \$450. Release 22.06 includes SB 1065 Homeless Assistance Changes. Release 22.07 Priority is CF COLA and FC CNI. Release 22.09 includes All Global Telephonic Signature Solution.

Public comment made by Kevin Aslanian.

11. Risks & Issues Update

- Lulu Fou provided an update on Risks & Issues. Overall, there are 18 active Risks. No Risks have been realized to an Issue. The majority of the Risks that the team has identified are tied to the program schedule being on time. The other Risks that cover the scalability of our system to be able to meet performance and stability. There are five High Risks, seven Medium Risks, and six Low Risks. There is a total of nine retired Risks. A new High Risk is the CalWIN Conversion Cutover Window being at-risk of completing past the 84-hour cutover window. A new Medium Risk is that the global paper shortage may impact CalSAWS ability to print/mail correspondence.

Public comment made by Frankie Darling.

12. CalWIN ISS Update

- Juli Baker and Duncan Gilliam provided an update on CalWIN ISS. The team is underway in all four work streams which are business process reengineering, organizational change management, training preparations, and implementation/conversion for the CalWIN counties. The team's focus has been on Wave 1. For Business Process Reengineering Wave 1 To-Be Sessions and To-Be Final Work Product Sign-Off have been completed; as well as Wave 2 To-Be Sessions and Wave 2 To-Be Final Work Product Sign-Off. Wave 3 To-Be Sessions (Santa Barbara) and To-Be Draft Work Product Review (Santa Barbara) have

been completed. Wave 3 To-Be Sessions (Orange & Ventura) are in progress. Waves 4-6 To-Be preparation is in progress.

- In-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. The Implementation Points of contacts are the liaisons to the team's implementation support team. Their responsibilities include attending checkpoint meetings, tracking County/site readiness, coordinating/collaborating with the TPOC, working with Implementation team, and assisting with post go-live support. Overall, the implementation approach includes the Wave 1 County specific work plan, County Readiness Checklists, Implementation Lead Toolkit (Communication Toolkit + Training Toolkit), Implementation Readiness Dashboard/packet, and Greenlight Governance Meetings. The Change Network Champions will start in 2022 with an objective to help guide counties through changes for CalSAWS Implementation and adoption through facilitating communication, engagement, and other change activities.
- The training advisory council (TAC) topics for December 15th were instructional design reviews and Instructor Guide template review.
- The CalWIN training approach includes change readiness, web-based learning, classroom experience, practice labs, and open office sessions. Wave 1 Training (Train the Trainer, WBTs, Classroom Training, and Practice Labs) takes places July – October 2022.

13. CalWIN/CalSAWS UAT Preparation Update

- Peggy Macias provided an update on CalWIN/CalSAWS UAT Preparation. The purpose of CalWIN County User Acceptance Testing (UAT) is to confirm the CalSAWS application meets the documented requirements within their business flows such as providing the opportunity to validate the functionality with converted data from an end-user perspective; as well as allowing end-users to validate County's end-to-end business processes. UAT for all 18 CalWIN Counties will focus on end-to-end scenarios, lessons learned, and integrated environment with unmasked data.
- Preparation activities are beginning in January which includes test scenarios development. Test script development is going to be in the March-May timeframe. The environment will be setup and available in May. UAT execution commitment is scheduled for four weeks.
- Regional and County touchpoints include Meeting with Regional Managers on November 15, 2021, and meeting with CalWIN County PPOC and OPAC Members on November 29, 2021. Recurring and upcoming meetings include recurring meetings with OPAC, JPA Member Representative Meeting on January 27, 2022, and CalWIN WCDS Subcommittee Meeting on January 14, 2022. Also, County Participation on January 26, 2022, for test scenario and script kick-off.

14. CalSAWS County Validation Strike Team Update

- Jo Anne Osborn provided an update on CalSAWS County Validation Strike Team. The strike team presented a video describing the purpose and mission of the team. A CRFI will be sent out to gather volunteers for the workgroup.

15. Multifactor Authentication (MFA)

- Mike Tombakian and Luz Esparza provided an overview on Multifactor Authentication (MFA). The Multifactor Authentication (MFA) provides increased security. CalSAWS applications leverage a single sign-on solution (SSO) that enables access using a common set of login credentials. The roll out process includes MFA enablement for counties to be done in two phases. Phase 1 will include a small group of counties as a pilot phase (San Benito, Tuolumne, Trinity, Inyo, and Mariposa County). Phase 2 will be the rest of the counties. A 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 for MFA. Post MFA enablement, a support bridge line will be available to provide real-time support for users who need additional assistance. The targeted timeline for Phase 1 counties is January 21, 2022, and Phase 2 counties is January 28, 2022.

16. CalSAWS Procurement

- Thomas Hartman provided an overview of recent and upcoming CalSAWS Procurement activities.

17. Review upcoming JPA Agenda

- John Boule reviewed the upcoming JPA Agenda.

18. State Partners Updates

- **OSI**
- **CDSS**
- **DHCS**
 - OSI – Brandon Hansard
 - OSI is reviewing the infrastructure and the M&E draft statements of work and is working with the team on the RFP and working on comments back to the project. The team is working on the Spring IAPDU for planned submission in the first few weeks of January.
 - CDSS – Brittany Blake
 - CDSS continues to work with SAWS and other State agencies regarding the EBT theft and fraud issue. They are working with SAWS, CDSS budget team, CWDA, and CalFresh partners on the American Rescue Plan Act including planning for funding towards training, BenefitsCal enhancements, and CalFresh Outreach. A few staffing changes are currently taking place and vacancies are being filled for their bureau. They also, continue to work with SAWS on policy items prioritization.
 - DHCS – Katie Mead
 - The Asset Limit Increase - The State Plan Amendment (SPA) 21-0053 which was seeking federal approval for the increase in the asset limit was approved by CMS on November 24, 2021. ACWDL 21-31 which provides counties and SAWS with guidance regarding Phase 1 implementation was published on November 19, 2021. The PHE lift – CMS has released a punch card of activities they state should consider preventing beneficiaries from losing Medi-Cal coverage once the COVID-19 PHE has lifted and counties resume normal case processing. DHCS is currently reviewing the guidance and will

continue to work with counties and SAWS during their respective workgroups. COVID-19 PHE outreach letters are going out to beneficiaries starting tomorrow December 17, 2021 – February 2022. The outreach letters include a reminder for beneficiaries to update their contact information and to respond to county requests for information.

19. Regional Updates

- Region 6 – Ninfa Laderos and Luther Evans
 - Los Angeles County is still in the process of trying to hire more people. The vaccine update is that there is about 86% of staff that are fully vaccinated. In the process of working on testing on all the items for release.
 - DPSS at a county-wide level has issues around poverty elevation and vaccine protocols going on county-wide. YBN move to BenefitsCal is in the March target.

- Region 5 – James Locurto
 - Riverside County now has outreach vans which are full service and help with various programs. They're equipped with Wi-Fi and EBT machines. Also, BPR plan is in full swing. There are two pilot offices that have been selected to begin in February 2022.
 - Ventura County completed their To-Be BPR review with Deloitte and they had over 50 participants from various departments.

- Region 4 – Vienna Barnes
 - Fresno County has implemented virtual Welfare to Work orientation option for their Welfare to Work participants. Participants now have the option of creating an account through DSS Pass and review their orientation materials related to the orientation online. In order for them to utilize the Welfare to Work orientation option via Pass the participant must have access to the internet through a computer or smart cellphone. Delfino Neira just recently departed Fresno County, which was effective December 10, 2021. Under Director Neira's leadership the Department of Social Services has helped more than 1,000 children get adopted and more than 1,000 children returned to their parents. Also, under his leadership the department helped develop new homeless services that included housing and added additional 50,000 residents who accessed some form of public assistance; established 11 neighborhood Resource Centers and made vast improvements to their services.
 - Kern County has been meeting with their BPR vendor that was contracted through the state for initial assessment. The next step will be to receive their assessment and recommendations. Kern County is looking forward to attending support meetings. Also, they will be starting new training classes which is a combination of virtual and in-person instruction. Kern County received two grants to focus on CalFresh outreach and will be reaching out to the project in the development of equipment that can be used out in the field.
 - Mariposa County is fully staffed and continue to work to increase their understanding of CalSAWS and the Imaging solution.

- San Luis Obispo County had a Program Manager that just retired but was able to promote a person within to takeover that role. Also, their CalSAWS Steering Committee will be celebrating one year of work and reflect their progress with communication to staff with Newsletters, etc.
- Region 3 – Rachel Ebel-Elliot
 - Del Norte County has many new staff in training right now, but also experiencing a loss of staff to other positions within the county.
 - Glenn County is preparing for their management evaluation and WPR audits. Also, reporting that they are experiencing short staffing and are hiring.
 - Due to short staffing Humboldt County temporarily closed a county call center on December 1st.
 - Mendocino County is hiring for various positions. Anxiety classes were offered to staff who were interested in response to lobbies reopening.
 - Modoc and Plumas County are continuing to recruit for multiple positions across the department.
 - Shasta County is struggling to fill Eligibility Worker vacancies. There are over 30 vacancies in their department for over a year. Shasta County has a new Director Roxanne Burke who was promoted from a Deputy Director Position and is familiar with CalSAWS.
 - Due to short staffing the Tehama County Corning office was closed beginning November 22, 2021, and staff relocated to the Red Bluff office on December 6, 2021.
 - Trinity County also has a continuous recruitment for Eligibility Worker and are reaching out to retirees for extra help.
- Region 2 – Ethan Dye
 - C-IV counties are benefiting from the extended support they've been receiving.
 - Placer County has named Greg Geisler as their new Director and are currently going through a recruiting for their deputy.
 - Tuolumne County is working through migration activities with low staff numbers.
 - Yolo and Placer County are both very busy with migration activities and are moving forward in their progress.
- Region 1 – Jessica Paran & Clarisa Simon
 - Several counties are working with California Innovation Agency (CIA), which is a vendor that CDSS has contracted with to improve time services. Napa County will be working with them through the Spring. Contra Costa County is awaiting feedback from CIA. There are several CalWIN counties in Wave 4 and that starting BPR sessions in early January.
 - San Benito County is concentrating work efforts to improve in delivery of services specific to their CalFresh Management Evaluation review which will happen in February 2022. Former C-IV counties are engaged with the enhanced support which is wrapping up this week.

20. Adjourn Meeting

- Co-Chair, Jessica Paran, adjourned the meeting at 11:59 a.m.

Action Items	Assigned to	Due Date	Status
1. Provide update on CalSAWS recruitments.	Holly Murphy	Ongoing	Open
2. Provide regular updates on the status of Analytics Reporting Design, Development, and Implementation.	Luz Esparza	Ongoing	Open
3. Discuss DEI activities/initiatives taking place at CalSAWS.	John Boule	Ongoing	Open
4. Provide Counties access to the BenefitsCal JIRA items.	Gabby Otis	12/16/2021	Closed
5. Provide an update on whether or not counties will be reimbursed for the generation and sending of duplicate correspondence.	Lisa Salas	12/16/2021	Closed
6. Imaging: <ul style="list-style-type: none"> • Provide imaging benchmarks, goals, objectives and tracking for each county by the numbers. • Provide timeframe of OCR success rate. • Provide options for reprocessing the Exception Queue. 	Arnold Malvick	12/16/2021	Closed
7. Provide statistics for each application stream through BenefitsCal.	Rachel Frey	01/27/2022	Open
8. Reach back out to Humboldt County and continue research/remediate any errors. Work with the counties to make sure that wasn't decremented from their postage account.	Lisa Salas Dawn Wilder	01/27/2022	Open
9. How will community-based organizations/partners be included in part of the County Communication Plan?	Rachel Frey	01/27/2022	Open
10. Provide demographic data by key populations in a monthly report.	Rachel Frey	01/27/2022	Open

Next Meeting:

Conference Call/Zoom
Wednesday, February 16, 2022
1:00 p.m. – 4:30 p.m.
CalSAWS Rancho Cordova
11290 Pyrites Way, Suite 150
Rancho Cordova, CA 95670