

# WELFARE CLIENT DATA SYSTEMS BOARD OF DIRECTORS MEETING AGENDA PACKAGE

Friday, September 12, 2014 12:00 P.M. – 2:00 P.M.

Library Galleria
East Room
828 | Street
Sacramento, California 95814



## **Welfare Client Data Systems Board of Directors' Meeting**

Friday, September 12, 2014 Date:

12:00 P.M. to 2:00 P.M. Time:

Location: Library Galleria, 828 I Street, East Room, Sacramento

First Data Staff Attendees: County Directors and/or Delegates

> Alameda, Lori Cox Diane Alexander Karen Tinucci Alameda, Don Edwards

Contra Costa, Kathy Gallagher

Fresno, Delfino Neira OSI

Orange, Mike Ryan **Kristine Dudley** Placer, Cheryl Davis (Co-Chair) Kurtis Knapp

Sacramento, Ann Edwards

San Diego, Rick Wanne WCDS Staff

San Francisco, Trent Rhorer WCDS, Lynn Bridwell San Luis Obispo, Lee Collins WCDS, Stacey Drohan WCDS, Dan Kalamaras San Luis Obispo, Kevin Smith WCDS, Sheila Lossner San Mateo, Iliana Rodriguez Santa Barbara, Daniel Nielson WCDS, Steve Maciel Santa Clara, Umesh Pol WCDS, Jo Anne Osborn WCDS, Hali Reyes

Santa Clara, Bruce Wagstaff

Santa Cruz, Cecilia Espinola

Solano, Angela Shing Sonoma, Jerry Dunn Tulare, Danny Rockholt Tulare, Juliet Webb

Ventura, Barry Zimmerman (Co-Chair)

Yolo, Nancy O'Hara

#### **OPEN SESSION**

- 12:00 1. Call to Order by WCDS Co-Chair and Introductions (Cheryl Davis)
- 12:02 **2.** Agenda Review and Comments by WCDS Co-Chair (Cheryl Davis)
- 12:05 3. Approval Items
  - 3.1 Board of Directors' Draft Meeting Minutes, 8/15/14 Attachment 3.1 (Cheryl Davis)
  - 3.2 Form a Business Intelligence Steering Committee Attachment 3.2 (Dan Kalamaras)



- 4. Action Item(s) None
- 12:15 **5. OPAC Updates** (*Lynn Bridwell, Jerry Dunn*) 5.1 OPAC Meeting Debrief, 8/28/14 Attachment 5.1
  - 6. **Discussion Item(s)** None
- 12:20 **7. OSI Updates** (*Kristine Dudley / Kurtis Knapp*)
  - M&O Contract
  - APD
- 12:30 **8. Open Session Adjournment by Co-Chair** (Cheryl Davis)

#### **CLOSED SESSION** – Directors, WCDS, First Data

#### 9. Approve

- 12:30 9.1 Portfolio Health Check Review and Validate Mitigation Approach Attachments 9.1.1 and 9.1.2 (*Karen Tinucci, Hali Reyes*)
- 12:45 9.2 WCDS Staff Salary Range Recommendations (in alignment with CPS' Compensation Study) Supporting documentation to be sent ASAP (Steve Maciel and Jill Engelmann/CPS Consulting)
- 9.3 Funding Proposal for Added WCDS Staff Positions Attachments 9.3.1 and 9.3.2 (Steve Maciel, Hali Reyes)

#### 10. Discussion

- 01:15 10.1 Contract Update and Directors' Report Out on Any County Counsel Feedback (All)
- 01:30 10.2 CalHEERS Funding (Steve Maciel)
- 01:40 10.3 County Updates (All)

#### 01:50 11. Informational Items

- 11.1 Contract Transition Update Attachment 11.1 (Dan Kalamaras)
- 11.2 Quality Assurance Vendor's Monthly Report Out Attachment 11.2 (Karen Tinucci)
- 11.3 SAWS Executive Steering Committee 9/11/14 Meeting Update (Hali Reyes, Barry Zimmerman)

#### 02:00 **12. Closed Session Adjournment and Next Meetings** (Cheryl Davis)

- 12.1 Board & Other Meetings Schedule
  - APHSA / ISM Annual Conference, September 21-24, 2014, Hyatt Regency, Atlanta, GA
  - CWDA Conference, October 8-10, 2014, Sheraton Park Hotel, Anaheim, CA
  - WCDS Strategic Planning Meeting, October 22, 2014, The Citizen Hotel, Sacramento
  - Next Board of Directors' Meeting, November 14, 2014, Library Galleria, Sacramento



#### **PUBLIC NOTICE**

This is a regularly scheduled meeting of the WCDS Board of Directors that generally occurs monthly from 12:00 P.M. to 2:00 P.M. at the address noted above. The meeting dates for 2014 are as follows: January 17, February 14, March 14, April 11, May 9, June 13 (Canceled), August 15, September 12 and November 14; there are no meetings for the months July, October and December.

<u>Agendas and Materials:</u> Agendas and most supporting materials are available on the CalWIN website at <a href="http://www.calwin.org/bod.asp">http://www.calwin.org/bod.asp</a>. Due to legal, copyright, privacy or policy considerations, not all materials are posted online. Materials that are not posted are available for public inspection between 8:00 A.M. and 5:00 P.M., Monday through Friday, at 950 Iron Point Road, Folsom, CA 95630.

<u>Supplemental Materials</u>: Materials related to an item on this agenda submitted to the Board after distribution of the agenda packet are available for public inspection in WCDS offices at 950 Iron Point Road, Folsom, CA, during normal business hours.

<u>Disabled Accommodation</u>: If you have a disability which requires an accommodation, an alternative format, or requires another person to assist you while attending this meeting, please contact Stacey Drohan at (916) 608-3367 as soon as possible to ensure arrangements for accommodation.

<u>Approval of Consent Items</u>: Consent Items include routine financial and administrative actions and are usually approved by a single majority vote. There will be no discussion on these items prior to voting on the motion unless Board Members or the public request specific items be discussed and/or removed from Consent.

<u>Public Comment:</u> For any member of the audience desiring to address the Board on a matter on the agenda, please walk to the podium and after receiving recognition from the Chair, please state your name and make your comments. Closed session items may be added prior to the Board adjourning to closed session. In order that all interested parties have an opportunity to speak, please be brief and limit your comments to the subject under discussion. Each person is usually granted 3 minutes to speak; time limitations are at the discretion of the Chair. While members of the public are welcomed to address the Board, under the Brown Act, Board members may not deliberate or take action on items not on the agenda, and generally may only listen.



## **MEETING MINUTES**

## Welfare Client Data Systems Board of Directors' Meeting

**Date:** Friday, August 15, 2014 **Time:** 12:00 P.M. to 2:00 P.M.

Location:	Library Galleria, 828 I Street, East Room, Sacramento				
Attendees:	County Directors and/or Delegates		First Data Staff		
	Alameda, Lori Cox		Diane Alexander	Χ	
	Alameda, Don Edwards	Χ	Karen Tinucci	Χ	
	Contra Costa, Kathy Gallagher	X			
	Fresno, Sanja Bugay for Judy Lemos	X	HP Enterprise Services		
	Fresno, Deborah Martinez for Judy Lemos	Χ	Dawn Wilder	Χ	
	Orange, Wendy Aquin for Mike Ryan	Т			
	Placer, Cheryl Davis (Co-Chair)	Χ	OSI		
	Sacramento, Ann Edwards	Χ	Kristine Dudley	Χ	
	San Diego, Rick Wanne	T	Kurtis Knapp	Χ	
	San Francisco, Trent Rhorer				
	San Luis Obispo, Lee Collins		WCDS Staff		
	San Luis Obispo, Roberta Mangini	Т	Henry Arcangel	Χ	
	San Mateo, Iliana Rodriguez	X	Lynn Bridwell	Χ	
	Santa Barbara, Daniel Nielson	Χ	Stacey Drohan	Χ	
	Santa Barbara, Delfino Neira	X	Sheila Lossner	Χ	
	Santa Clara, Umesh Pol	T	Steve Maciel	Χ	
	Santa Clara, Bruce Wagstaff	Χ	Jo Anne Osborn	Χ	
	Santa Cruz, Cecilia Espinola	Χ	Hali Reyes	Χ	
	Solano, Patrick Duterte	Χ			
	Sonoma, Jerry Dunn	Χ			
	Tulare, Danny Rockholt for Juliet Webb	Т			
	Ventura, Barry Zimmerman (Co-Chair)	Χ			
	Yolo, Nancy O'Hara	Т			

### **OPEN SESSION**

1. Call to Order by WCDS Co-Chair and Introductions (Barry Zimmerman)

The meeting was called to order at Noon; introductions followed.

- 2. Agenda Review and Comments by WCDS Co-Chair (Barry Zimmerman)
  - A plaque was presented to Jerry Dunn/SON in recognition and appreciation for his service as Chair for FY2013-2014.



Add 6.3 CalHEERS Medi-Cal Case Growth Statistics

#### 3. Approval Items

- 3.1 Board of Directors' Draft Meeting Minutes (Barry Zimmerman)
  - 3.1.1 Board of Directors' Meeting, 5/9/14 Attachment 3.1.1
  - 3.1.2 Board of Directors' Executive Committee, 7/7/14 Attachment 3.1.2

**Motion:** Jerry Dunn/SON motioned to approve the Board's draft meeting minutes of 5/9/14 and 7/7/14 as written. Kathy Gallagher/CCC seconded. All in favor. Motion carried.

3.2 WCDS Board of Directors' Executive Committee for FY 2014/2015 - Attachment 3.2 (Barry Zimmerman)

<u>Motion:</u> Ann Edwards/SAC motioned to approve the membership of the WCDS Board's Executive Committee for FY2014/2015 as presented. Iliana Rodriguez/SMT seconded. All in favor. Motion carried.

3.3 Strategic Goals (3) as Set by Directors at the 6/11/14 Strategic Planning Meeting and Approach to Managing Goals - Attachments 3.3.1, 3.3.2 and 3.3.3a, b, c (Hali Reyes and Dawn Wilder/HP)

WCDS presented its proposed approach to executing the three Strategic Initiatives as set by Directors at the 6/11/14 Strategic Planning Meeting (see document 3.3.2). The Board was asked to validate the three initiatives and WCDS' approach. The Folsom site will continue refining its plans and tools in preparation for the Strategic Planning Meeting with the Board and OPAC members on Wednesday, 10/22/14.

#### **Comments:**

- Timelines showing projected milestones for each initiative was requested for the Fall SPM, as well as a Gantt chart showing how the implementation of initiatives integrates with routine operations.
- As we move forward, keep 'what the Initiatives are' in the forefront of peoples' minds (BOD, OPAC, Staff).
- Include each SI's actual titles, as named by Directors, next to each theme (so Directors can correlate what they represent).
- Directors wish to hold the SPM at The Citizen as opposed to HP's Roseville facility.

<u>Motion:</u> Jerry Dunn/SON motioned to approve the Consortium's three strategic initiatives – 1) Implement a Robust Business Intelligence System, 2) Develop User-Centric Processes and Systems, and 3) Advocate for Smart Solutions that Enhance User Experience – and WCDS' approach to execute them. Patrick Duterte/SOL seconded. All in favor. Motion carried.



#### 4. Action Item(s) - None

#### **5. OPAC Updates** (Lynn Bridwell, A. Edwards)

5.1 OPAC Meeting Debrief, 7/24/14 - Attachment 5.1

The OPAC meetings will be held at a higher level – OPAC will be more strategic as opposed to operational. Their (OPAC members) and WCDS' roles in the new governance model were discussed. OPAC's membership may need to be elevated. Directors requested to be notified if their county needs OPAC representation at a higher level.

The Board and OPAC Co-Chairs held a meeting to discuss the expectations of OPAC. From that meeting, action items for OPAC include the development of a communication plan and a list of meetings/calls that occur including the logistics and purpose of each for Counties' reference.

#### 6. Discussion Item(s):

6.1 Contact CalWIN - Evaluate July Coverage and Proposed Adjustments for August through October and Design Open Enrollment Coverage – Attachments 6.1.1 and 6.1.2 (Henry Arcangel)

Refer to the attached for July's call statistics and the expected number of agents needed for August through October, during extended hours. July was a successful month with a "Calls answered" average of 8 seconds and an abandonment rate of 0.012%. Agent coverage was equitable Consortium-wide. Call volumes trended down by 50%.

WCDS has requested Open Enrollment projections from CalHEERS to enable Counties to plan staff coverage.

Directors asked for clarification around who handles mixed-household cases. Per Covered California's Procedure Task Guide for CSCN, "Effective 4/1/2014, State law mandates that mixed-household cases will be handled by the counties. Covered California's service centers will only handle Covered California consumers..."

6.2 Renewal Packets / Medi-Cal Discontinuance (Jo Anne Osborn)

CalWIN's collective rate of return for renewal packets from clients averaged 35% for the Jan/Jun 2014 period (the highest County was 57%). Counties are implementing / looking at outreach efforts to clients.

For the Jan/Jun, Feb/Jul and Mar/Aug periods, SQL options were offered to Counties for managing case auto-discontinuance in the event a client's RRR packet was not received. Refer to the handout provided at the meeting.

The next run is Monday, 8/18.



#### 6.3 Medi-Cal Case Growth Statistics (Hali Reyes)

A handout of CalHEERS' Medi-Cal growth stats was distributed for informational purposes. Case counts show unprecedented growth rates.

#### **7. OSI Updates** (*Kristine Dudley / Kurtis Knapp*)

OSI appreciates the planning conducted around strategic initiatives and supports WCDS' direction.

Succession changes at OSI include: John Boule as the new OSI Director, Amy Tong as Chief Deputy Director and Kurtis Knapp transitioned from Project Director/EBT Division to Deputy Director.

OSI is doing what they can to process the WCDS / HP contract through appropriate channels.

OSI/WCDS looks forward to bolstering its partnership for the future; OSIs participation at Board meetings will help with that.

#### 8. **Open Session Adjournment by Co-Chair** (Barry Zimmerman)

Open Session adjourned at 1:20 PM.

#### **CLOSED SESSION** – Directors, WCDS, First Data

#### 9. Approval Item(s)

9.1 Board of Directors' Draft Strategic Planning Meeting Minutes, 6/11/14 – Attachment 9.1 (*Barry Zimmerman*)

**Motion:** Jerry Dunn/SON motioned to approve the Strategic Planning Meeting minutes of 6/11/14 as written. Iliana Rodriguez/SMT seconded. All in favor. Motion carried.

- 9.2 WCDS Staffing Proposal (Hali Reyes)
  - 9.2.1 Addition of WCDS Positions Attachments 9.2.1a and 9.2.1b
  - 9.2.2 Funding for Added WCDS Positions Attachment 9.2.2

WCDS is seeking approval of added positions to increase staffing to an appropriate level to meet workload needs.

<u>Motion:</u> Jerry Dunn/SON motioned to approve the addition of WCDS positions and funding for said positions as proposed by WCDS, provided that WCDS brings any deviations from the proposals back to the Board for approval; the funding proposal includes County contributions for the added positions which will be invoiced annually. Kathy Gallagher/CCC seconded. All in favor. Motion carried.



<u>Action Item:</u> Steve Maciel to send to Directors a draft funding plan, including each county's portion to cover the added WCDS positions. The funding plan will be brought to Directors for approval upon completion of CPS' study and determination of staff salaries.

9.3 WCDS' Hosting of OCAT (Hali Reyes)

Topic is on hold. No action.

#### **10.** Discussion Items:

10.1 Contract Update (Hali Reyes)

A draft contract has been sent to counties and is going through the approval process at OSI. WCDS requires approvals from Counties' Boards of Supervisors by December 31, 2014.

Action Item: WCDS to provide CalHEERS' application backlog stats per County to Directors and the clearing rate.

10.2 Client Correspondence Exstream Withhold – Attachment 10.2 (Hali Reyes)

No action.

#### 11. Informational Items

11.1 Contract Transition Update – Attachment 11.1 (Dan Kalamaras)

No added discussion or action.

11.2 Quality Assurance Vendor's Monthly Report Out – Attachment 11.2 (*Karen Tinucci*)

<u>Action Item:</u> Reserve time on the Board's 9/12/14 agenda to discuss Healthcheck of the WCDS Portfolio.

11.3 SAWS Meeting Update (Hali Reyes)

No discussion or action.

#### **12. Closed Session Adjournment and Next Meetings** (Barry Zimmerman)

- 12.1 Board & Other Meetings Schedule
  - Next Board of Directors' Meeting, September 12, 2014, Library Galleria, Sacramento
  - APHSA / ISM Annual Conference, September 21-24, 2014, Hyatt Regency, Atlanta, GA
  - CWDA Conference, October 8-10, 2014, Sheraton Park Hotel, Anaheim, CA



### **ACTION ITEMS**

	Open				Closed
ID	Date	Description of Action Item	Assigned to	Due	Date
5	2/14/14	<ul> <li>WCDS / HP to update the CalWIN Mobile App instructional video according to Directors' comments and issue to Counties by May 2014 for CalFresh Awareness month.</li> <li>3/6/14: CR6632 opened to re-record.</li> <li>4/11/14: In progress; WCDS working with HP to determine if changes can be made in time for May awareness month.</li> <li>7/31/14: The video has been completed and is being reviewed by management before releasing to Counties.</li> <li>8/15/14: The video has been approved and is being released to counties. A CR is in progress to translate</li> </ul>	WCDS (Greg Postulka)	4/30/14	8/15/14
21	4/11/14	the App and video into Spanish. To close.  Analyze the list of completed Separate Services to determine which could be leveraged by other Counties and report back to the Board in June 2014.  • 5/9/14: In progress.	Jo Anne Osborn	June 2014	
22	4/11/14	Evaluate their current list of open Separate Services (see supporting document 3.4) and bring those to pursue to the Strategic Planning Meeting for the Board's consideration and planning as a Consortium.  • 5/1/14 Update: SPM scheduled for 6/11/14.  • 5/9/14: Not to be discussed at SPM. Hold.	Directors	May June 2014	
24	5/9/14	Steve Maciel will email the formulas by which Counties' allocations are calculated to the Board of Directors; methods may need to be reassessed to align with current times.  • 8/15/14: Emailed to Directors on 8/13/14. Close.	Steve Maciel	8/15/2014	8/15/14
25	5/9/14	WCDS will send to Counties the available SQL options relating to Medi-Cal Auto-discontinuance for the renewal packet process to prevent any negative actions, along with the approach each County used for the previous renewal process as reference.  • 8/15/14: Done; close.	Jo Anne Osborn	Ongoing	8/15/14
26	7/7/14 EC	Add "Approve Executive Committee FY 2014-2015" to the full BOD's 8/15/14 agenda for ratification by all members.  • 8/14/14: Done and approved. Close.	Stacey Drohan	8/2014	8/15/14
27	7/7/14 EC	WCDS will revise the OPAC Bylaws as needed and bring back to the BOD for approval.  • In progress.	Hali Reyes	8/2014	



	Open				Closed
ID	Date	Description of Action Item	Assigned to	Due	Date
28	7/7/14 EC	WCDS to 1) Dialogue with CDSS about the potential for	Jo Anne Osborn	8/2014	
		WCDS to host OCAT and request financial support, 2)			
		Evaluate WCDS staffing needs and related costs to lead			
		this effort and 3) bring Hosting OCAT to the full Board in			
		August.			
		In progress			
		• 8/15/14: On hold.			
29	7/7/14 EC	First Data to indicate cause for items in red status	Karen Tinucci	8/2014	8/15/14
		(reasons outside of our control or other?).			
		Done; beginning with <del>July</del> June report. To close.			
30	7/7/14 EC	WCDS will email CPS' proposed approach to conduct the	Hali Reyes	7/16/14	8/15/14
		salary analysis to the Board for approval via e-vote.			
		Evote conducted and approved. To close.			
31	8/15/14	Send Directors a draft funding plan, including each	Steve Maciel	9/12/14	
		county's portion to cover the added WCDS positions. The			
		funding plan will be brought to Directors for approval			
		upon completion of CPS' study and determination of staff			
		salaries.			
32	8/15/14	WCDS to provide CalHEERS' application backlog stats per	WCDS	9/12/14	
		County to Directors and the clearing rate.			
33	8/15/14	Reserve time on the Board's 9/12/14 agenda to discuss	Stacey Drohan	9/12/14	
		Healthcheck of the WCDS Portfolio.			



# WCDS Board of Directors Approval Item

Meeting Date: Friday, September 12, 2014

**Subject:** Business Intelligence Steering Committee

**Presenter:** Dan Kalamaras

#### **Approval Item**

Approve formation of a BI Steering Committee. WCDS recommends option two.

WCDS presented an overview of the Business Intelligence (BI) solution, schedule and next steps to OPAC on August 29, 2014. Included in the presentation was a WCDS recommendation to form a BI Steering Committee. The BI Steering Committee will provide Executive direction to WCDS and guide short and long-term strategic decisions around BI.

#### **Supportive Information**

The Board of Directors decided during the June Strategic Planning Meeting that BI would be the Consortium's number one strategic priority. WCDS formulated a BI Strategic Goal which includes a roadmap to build-out the contractually obligated foundational aspects of BI. Also included in the roadmap are Strategic Proposals which are guided by the following principles:

- Strategic information for better business decisions
- A self-service tool to better meet the information needs of multiple organizations
- A holistic view of the case for better customer service

WCDS is working to identify a series of Quick Wins along the eighteen month foundational buildout of BI to provide benefit to Counties in advance of final BI delivery. WCDS also plans to identify a series of Dashboards in the BI tool for final delivery at eighteen months from start of the BI project.

The purpose of the BI Steering committee is to:

- Provide direction and validation for BI Quick Wins and Dashboards identified by WCDS
- Provide input and direction for longer term BI Strategic Goals beyond the eighteen month foundational BI build-out
- Assure alignment of BI to the BOD Strategic Goal and the Guiding Principles



#### Recommendation

#### **Options:**

- WCDS recommended to OPAC the creation of a BI Steering Committee comprised of six members of the BOD. WCDS' rationale was to provide BOD members the opportunity to issue clear direction to WCDS to align the BI Strategic Goal with the needs of the consortium.
- OPAC modified WCDS' recommendation to allow for four members of the BOD and two
  members of OPAC on the BI Steering Committee. OPAC's rationale was based upon the new
  WCDS Governance framework, as well as the need to maintain continuity of decisionmaking between BOD and OPAC.

#### **Decision made**

TBD



## Operations and Policy Advisory Committee Debrief – August 28, 2014

Following are highlights from the Operations and Policy Advisory Committee (OPAC) August 28, 2014 meeting for distribution to the WCDS Board of Directors.

#### **Portfolio**

Fiscal overview report shared reflects the financial obligations supporting CalHEERS. The Portfolio reflects a majority of items as "red" or changes are at risk of being implemented. The BOD will be focusing on this repeating theme of "red."

In support of the new role for OPAC their agenda will be revised into three primary areas: Financial, Strategic and Operations. The portfolio will be monitored through Financial and as changes are presented to OPAC they will be considered against CalWIN Strategic Goals.

#### **Strategic Planning**

Lynn Bridwell and Chris Van Vlack presented the recently validated Strategic Goals. They reviewed a version of the information that was shared with the Board of Directors in August. Discussion items included the new role of OPAC, and the approach moving forward.

A joint Strategic Planning with the WCDS Board of Directors, OPAC, and WCDS Management has been scheduled for October 22, 2014. A brief discussion occurred regarding expectations of the BOD and OPAC.

#### **Business Intelligence Planning**

Dan Kalamaras, WCDS, and Dawn Wilder, HP, presented a proposal to OPAC outlining current planning in place for a new base BI system and a proposal how develop and build future recommendations to be presented to the BOD. OPAC recommended a Project Team be formed in order to validate and provide input for long-term projects.

#### **New Service Request Policies (Transition and New Contract)**

Dan Kalamaras, WCDS, and Dawn Wilder, HP, presented an overview of the new Service Request (SR) Policies. Background and need to change in order to prepare for the new contract were reviewed. Proposal requested a Project Action Team be formed of County representatives to new the SR policies that were presented at a high level for OPAC. A request for members will be sent to Counties and will be limited to no more than 6 members.

#### **Requests for Change**

Seven Informational only Change Requests were presented to OPAC.

#### **Announcement**

Nancy McGowan from Sonoma will be retiring in the next couple of months. She was presented a certification of appreciation and cake was served.

#### **WCDS Executive Update**

Lynn Bridwell shared during the August Board of Directors meeting; Board members questioned whether their current County OPAC member was correct given the new direction of governance. Francena Martinez shared the discussion held with the two OPAC Co-Chairs and WCDS Board of Director Co-Chairs and WCDS clarifying expectations, roles, and responsibilities. Francena shared expectations OPAC would be operating at a higher level, being strategic and looking towards the future. Operational items traditionally discussed/reviewed by IOC would not be part of the OPAC agenda.

#### **HP Executive Update**

Chris Van Vlack introduced new approach termed Operational Excellence to address the day-to-day operational items, including better more efficient batch processing, system/software upgrades, in order to facilitate County business processes and efficiencies on the go-forward.

#### Post OPAC meeting working sessions

Francena Martinez, Co-Chair led discussion that this would be the last "Post OPACT session." Primary topics were building Communication channels, including a WCDS Contact list, a request to modify the Covered CalWIN Checkpoint call to facilitate Operational items.

