

**California Health Benefit Exchange Level 2.0 Establishment Grant Application  
Budget and Budget Narrative**

**Covered California’s Budget and Staffing Plan (1/1/13-12/31/14)**

The budget and staffing plan was developed based upon internal staff planning to meet estimated needs and discussion with external sources. Proposed levels represent what is estimated to be minimum staffing level required to meet annual enrollment goals in 2013 and 2014.

The following summarizes the overall budget and staffing plan associated with the Level 2.0 grant funding request.

**Salaries**

**Total:** \$90,233,577

Exchange Level 2.0 Grant:

Other Funding: \$0

Employees of the California Exchange are state employees and the salary classifications and benefit costs reflect state salary and benefit formulas. See Description of Key Personnel and Organizational Chart for job descriptions.

<b>Salaries by Classification</b>					
<b>Classification</b>	<b>FTE</b>	<b>Monthly Salary</b>	<b>Salary for Grant Period</b>	<b>Monthly Benefits</b>	<b>Benefits for Grant Period</b>
Accountant Trainee	2	\$3,864	\$172,863	\$1,507	\$67,419
Accounting Admin I	4	\$6,050	\$535,458	\$2,360	\$208,835
Accounting Admin II	2	\$6,929	\$289,806	\$2,702	\$113,026
Accounting Admin III	1	\$7,698	\$138,564	\$3,002	\$54,041
Accounting Officer Specialist	2	\$4,810	\$173,160	\$1,876	\$67,532
Accounting Technician	2	\$3,305	\$138,234	\$1,289	\$53,912
Associate Accounting Analyst	7	\$5,784	\$784,944	\$2,256	\$306,127
Associate Gov. Program Analyst	88	\$5,508	\$9,786,180	\$2,148	\$3,816,579
Associate Information Systems Analyst	4	\$6,074	\$578,856	\$2,369	\$225,753
Associate Management Auditor	3	\$6,074	\$266,902	\$2,369	\$104,093
Associate Budget Analyst	4	\$5,508	\$524,928	\$2,148	\$204,719
Associate Personal Analyst	7	\$5,508	\$918,624	\$2,148	\$358,264
Business Service Officer II	2	\$5,231	\$239,106	\$2,040	\$93,249
CEA I, Information Officer III	1	\$6,601	\$157,272	\$2,574	\$61,337
CEA II	1	\$8,874	\$159,732	\$3,461	\$62,296
CEA II (Director )	1	\$8,874	\$211,428	\$3,461	\$82,458
CEA II, Chief Marketing and Outreach	1	\$8,874	\$211,428	\$3,461	\$82,458
CEA II, Dep Dir Stakeholder Engage	1	\$8,874	\$211,428	\$3,461	\$82,458
CEA II, Dep Dir, Eligibility/Enrollment	1	\$8,874	\$211,428	\$3,461	\$82,458

<b>Salaries by Classification</b>					
<b>Classification</b>	<b>FTE</b>	<b>Monthly Salary</b>	<b>Salary for Grant Period</b>	<b>Monthly Benefits</b>	<b>Benefits for Grant Period</b>
CEA II, Dep Dir, Health Plan Contract	1	\$8,874	\$211,428	\$3,461	\$82,458
CEA III Policy Development	1	\$9,760	\$232,536	\$3,806	\$90,689
Chief Financial Officer	1	\$12,875	\$306,750	\$5,021	\$119,633
Chief Operations Officer	1	\$17,595	\$419,208	\$6,862	\$163,491
Chief Technology Officer	1	\$13,733	\$327,192	\$5,356	\$127,606
Data Processing Manager II	1	\$7,688	\$183,168	\$2,998	\$71,436
Data Processing Manager III	5	\$8,486	\$1,010,910	\$3,310	\$394,260
Data Processing Manager IV	1	\$9,331	\$222,312	\$3,639	\$86,701
Deputy Chief Operations Officer	1	\$13,733	\$327,192	\$5,356	\$127,606
Dir, Small Group Sales and Marketing	1	\$8,874	\$211,428	\$3,461	\$82,458
Director, Government Relations	1	\$13,733	\$327,192	\$5,356	\$127,606
Director, Health Plan Contracting	1	\$13,733	\$327,192	\$5,356	\$127,606
Director, Public Relations & Comm	1	\$10,300	\$245,400	\$4,017	\$95,706
Director, SHOP	1	\$10,300	\$245,400	\$4,017	\$95,706
Executive Assistant	13	\$4,116	\$1,266,840	\$1,605	\$494,068
Executive Director	1	\$21,458	\$511,242	\$8,369	\$199,385
General Counsel	1	\$16,738	\$398,784	\$6,528	\$155,526
Health Program Auditor III	4	\$6,074	\$345,354	\$2,369	\$134,688
Health Program Manager I	5	\$6,929	\$810,696	\$2,702	\$316,174
Health Program Manager II	1	\$6,929	\$165,084	\$2,702	\$64,384
Health Program Specialist I	24	\$6,050	\$3,058,616	\$2,360	\$1,192,881
Health Program Specialist II	3	\$6,645	\$474,948	\$2,592	\$185,230
Info Systems Technician Spec I	1	\$4,594	\$82,692	\$1,792	\$32,250
Information Officer I	7	\$5,508	\$723,216	\$2,148	\$282,054
Information Officer II	3	\$6,601	\$471,816	\$2,574	\$184,008
IT Project Director	1	\$12,017	\$286,308	\$4,687	\$111,660
Labor Relations Analyst	1	\$5,511	\$131,298	\$2,149	\$51,207
Legal Analyst	1	\$4,810	\$114,600	\$1,876	\$44,695
Office Assistant	73	\$2,911	\$3,166,658	\$1,135	\$1,234,995
Office Services Supervisor I	3	\$3,361	\$171,411	\$1,311	\$66,850
Office Technician	16	\$3,362	\$1,239,168	\$1,311	\$483,283
Personnel Specialist	5	\$4,189	\$499,020	\$1,634	\$194,619
Personnel Supervisor I	1	\$4,579	\$109,098	\$1,786	\$42,548
Personnel Supervisor II	1	\$5,039	\$120,054	\$1,965	\$46,823
Program Technician III	688	\$3,696	\$41,345,064	\$1,441	\$16,124,575

Salaries by Classification					
Classification	FTE	Monthly Salary	Salary for Grant Period	Monthly Benefits	Benefits for Grant Period
Research Analyst II	2	\$5,784	\$173,520	\$2,256	\$67,672
Research Manager I	1	\$6,311	\$150,360	\$2,461	\$58,641
Research Program Specialist I	7	\$6,074	\$920,631	\$2,369	\$359,051
Research Program Specialist II	7	\$6,645	\$1,108,212	\$2,592	\$432,205
Senior Accounting Officer	8	\$5,508	\$854,448	\$2,148	\$333,230
Senior Legal Typist	1	\$3,621	\$86,274	\$1,412	\$33,648
Senior Personnel Specialist	2	\$4,579	\$218,196	\$1,786	\$85,097
Senior Information Systems Analyst	15	\$7,322	\$2,616,750	\$2,856	\$1,020,545
Senior Information Systems Analyst, Supervisor	2	\$9,334	\$444,768	\$3,640	\$173,460
Senior Marketing Specialist	2	\$6,671	\$317,880	\$2,602	\$123,973
Senior Programmer Analyst Specialist	1	\$6,977	\$166,230	\$2,721	\$64,830
Staff Counsel	6	\$8,063	\$1,057,266	\$3,145	\$412,340
Staff Counsel III, Specialist	1	\$9,762	\$175,716	\$3,807	\$68,530
Staff Counsel III, Supervisor	1	\$9,769	\$232,746	\$3,810	\$90,771
Staff Information Systems Analyst	10	\$6,660	\$1,586,760	\$2,597	\$618,835
Staff Management Auditor	1	\$6,627	\$157,890	\$2,585	\$61,578
Staff Program Analyst	1	\$6,660	\$158,676	\$2,597	\$61,883
Staff Services Analyst	3	\$4,579	\$327,294	\$1,786	\$127,643
Staff Services Manager I	37	\$6,311	\$4,845,228	\$2,461	\$1,889,650
Staff Services Manager II	18	\$6,929	\$2,802,125	\$2,702	\$1,092,843
Staff Services Manager III	3	\$7,698	\$550,224	\$3,002	\$214,593
Stock Clerk	2	\$3,030	\$144,384	\$1,182	\$56,309
Supervising Program Technician	15	\$4,208	\$1,157,718	\$1,641	\$451,511
Systems Software Specialist II	7	\$7,310	\$1,219,134	\$2,851	\$475,462
Systems Software Specialist III	3	\$8,030	\$573,948	\$3,132	\$223,839
Level 1.2 Adjustment			(\$7,612,417)		(\$3,121,185)
<b><i>Totals for Grant</i></b>	<b>1161</b>		<b>\$90,233,577</b>		<b>\$35,038,833</b>

**Benefits**

**Total: \$35,038,833**

Exchange Level 2.0 Grant:

Other Funding: \$0

Benefits are calculated at the rate of 39%.

Because benefits are based on monthly salary, they have been calculated alongside the salary calculations in the above table. A more detailed breakdown of benefit costs is available upon request.

**Standard Costs Methodology (Operating Expense and Equipment)**

**Total: \$14,877,241**

Exchange Level 2.0 Grant:

Other Funding: \$0

California State Government Standard Costs (\$14,000 per position)

***Standard costs include:***

*General expense: \$4,000*

*Office automation: \$2,000*

*Printing: \$1,500*

*Communications: \$2,000*

*Travel (medium): \$1,000*

*Training: \$1,000*

*Data network: \$1,000*

*Facilities operations: \$1,500*

***Justification***

General office supplies will be used by Exchange staff members to carry out daily activities of the program. Printing costs cover basic printing needs of Exchange staff members. Office automation costs cover computer equipment for workstations. Communications costs cover basic line costs for desk phones. Cellular phone devices will be used and distributed in accordance with policy by Exchange staff members when they are out of the office on travel, at meetings, or after hours, as time-sensitive issues arise and must be handled before staff members can return to the office. Travel costs will be for in-state travel covering basic travel to board and stakeholder meetings. Training costs cover work force development training courses and basic training courses for classifications. Facilities Operations costs cover standard facilities costs for private or state leased space.

**Out-of-State Travel**

**Table 2  
Out-of-State Travel by Core Area**

	2013			2014			Total for Grant Period
	# of trips	# of staff	Amount	# of trips	# of staff	Amount	
Consumer and Stakeholder Engagement and Support	17	8	72,800	17	8	77,090	149,890
Plan Management	6	5	63,640	6	5	65,560	129,200
SHOP	24	3	49,600	24	3	53,140	102,740
Eligibility and Enrollment (E&E)	4	4	14,800	4	4	15,520	30,320
Technology	9	10	66,410	9	10	70,160	136,570

**Table 2  
Out-of-State Travel by Core Area**

	2013			2014			Total for Grant Period
	# of trips	# of staff	Amount	# of trips	# of staff	Amount	
Oversight, Monitoring and Reporting	0	0	0	0	0	0	0
Legal Authority and Governance	13	4	36,600	17	10	56,960	93,560
Organization and HR	12	2	30,000	12	2	32,160	62,160
Finance and Accounting	4	2	7,440	2	2	4,005	11,445
<b>Total</b>	<b>89</b>	<b>38</b>	<b>341,290</b>	<b>91</b>	<b>44</b>	<b>374,595</b>	<b>715,885</b>

East Coast

- \*\*\*\*adjusted a 15% increase per year in airfare for 2013
- \*\*\*\*Airfare estimated at \$1000 for round trip to east coast
- \*\*\*\*Per Diem and Hotel estimated at \$350 per day
- \*\*\*\*added a \$500 registration fee to all conferences
- \*\*\*\*conference were calculated at 5 days, other trips 2 days unless specified

West Coast

- \*\*\*\*adjusted a 15% increase per year in airfare for 2013
- \*\*\*\*Airfare estimated at \$500 for round trip to east coast
- \*\*\*\*Per Diem and Hotel estimated at \$310 per day
- \*\*\*\*added a \$500 registration fee to all conferences
- \*\*\*\*conference were calculated at 5 days, other trips 2 days unless specified

*Justification*

California is committed to participating in national efforts to assist states that will be implementing Exchanges. California, as one of the first implementing states, has developed practices that can be shared with other states to reduce their start-up time and associated costs. Therefore, the requested grant funds will allow California to meet with newly implementing states to share experiences and/or lessons learned to ease their start-up efforts. Covered California is estimating a total of 62 trips (average of two people per trip) that include: Health and Human Services (HHS) grantee meetings with the Center for Consumer Information and Insurance Oversight (CCIIO) in Washington, DC; conferences hosted by other states on aspects of their exchange; national state policy conferences, such as National Academy for State Health Policy (NASHP) and National Governors Association (NGA), and other venues as they arise. This budget also includes four, 4-person trips to meet with other state representatives in the Exchange Learning Collaborative to obtain best practices from other states. Staff attending these meetings will be Exchange Executive Director, the Chief Operations Officer, the Chief Information and Technology Officer, and other key staff.

**Total Direct Costs**

**Total Direct Costs: \$673,705,358**

Salaries: \$90,233,577

Benefits: \$35,038,833

Contractual Services: \$560,440,924

Other Costs: \$15,813,839

    Operating Expense & Equipment: \$14,877,241

    Out-of-State Travel: \$715,885

    Stakeholder Advisor Travel: \$220,713

Medicaid/SCHP Cost Allocation: -\$27,821,815

**Indirect Costs**

There are no indirect costs associated with this proposal.

**Budget by Core Area**

Level 2.0 funding will be used to staff and operate the core areas as follows:

**Table 3  
Budget by Core Area**

CORE AREA	FTE	Personnel	Benefits	Contractual Services	Other	Medicaid/SCHIP Cost Allocation	TOTAL
Consumer and Stakeholder Engagement and Support	911	\$60,465,657	\$23,566,369	\$346,877,522	\$10,967,418		\$441,876,966
<i>In Person Assistors Program</i>	14	\$1,909,872	\$744,854	\$49,260,701	\$422,432		\$52,337,859
<i>Outreach</i>	36	\$3,380,616	\$1,303,192	\$190,497,302	\$651,848		\$195,832,958
<i>Stakeholder Consultation</i>	1	\$211,428	\$82,458	\$3,400,000	\$248,721		\$3,942,607
<i>Service Center</i>	860	\$54,963,741	\$21,435,865	\$103,719,519	\$9,644,417		\$189,763,542
Plan Management	17	\$1,685,338	\$639,296	\$5,710,315	\$272,883		\$8,307,832
SHOP	5	\$711,789	\$277,598	\$30,500,000	\$240,446		\$31,729,832
Eligibility & Enrollment	25	\$2,363,694	\$901,475	\$1,992,500	\$295,409		\$5,553,078
Technology	53	\$7,095,528	\$2,724,587	\$151,556,587	\$985,832	(\$27,821,815)	\$134,540,719
Oversight, Monitoring and Reporting	4	\$598,776	\$233,526	\$5,705,000	\$112,032		\$6,649,334
Legal Authority and Governance	41	\$6,466,044	\$2,494,184	\$1,810,000	\$800,942		\$11,571,169
Organization and Human Resources	28	\$3,076,755	\$1,194,932	\$1,668,000	\$723,902		\$6,663,589
Finance and Accounting	77	\$7,769,996	\$3,006,866	\$14,621,000	\$1,414,975		\$26,812,837
<b>OVERALL TOTALS</b>	<b>1161</b>	<b>\$90,233,577</b>	<b>\$35,038,833</b>	<b>\$560,440,924</b>	<b>\$15,813,839</b>	<b>(\$27,821,815)</b>	<b>\$673,705,358</b>

\*18% Medicaid/SCHIP cost allocation included. CalHEERS costs are shared per cost allocation method approved in the Implementation Advanced Planning Document.

## Description of Key Personnel and Organizational Charts

Please see attached high level organizational charts.

### **Descriptions of Non-IT Key Personnel**

**Accountant Trainee:** The Accountant Trainee, under close supervision from a higher level professional accountant, performs professional accounting work in the establishment; maintains accounts and records; receives training; learns agency activities, departmental systems, and central fiscal control activities; maintains contact with program personnel and control agencies in fiscal control activities.

**Accounting Administrator I, II & III:** The Accounting Administrator will apply accounting principles and procedures; analyze data and draw sound conclusions; prepare clear, complete, and concise reports; make sound decisions and recommendations in regard to the professional accounting problems in maintaining control of a departmental budget. In addition to the above: plan, organize, and direct the work of others.

**Accounting Officer (Specialist):** The Accounting Officer will perform professional accounting duties. A professional accountant typically has responsibility for maintaining accounting records for organizational units, and may have budgetary and/or business management control; exercises central fiscal control activities; and prepares reviews and analyzes all types of accounts and records of financial transactions.

**Accounting Technician:** The Accounting Trainee will maintain book keeping and accounting control records; compiles data for budget preparation purposes; prepare financial statements, reports, and documents; prepare correspondence; research original input documents to trace, identify and correct errors; track allotments to see how much money has been encumbered by program; receive, review and process claims for payment in accordance with contract stipulations; maintains revolving fund ledger cards; processes revolving fund checks for salary and travel advances.

**Associate Accounting Analyst:** The Accounting Analysts will perform such duties as analyzing a variety of accounting data to assist in the application of financial data and information to management problems; providing estimates of expenditures, reimbursements and revenues; advising management of forecasted expenditures relative to budgeted expenditures; forecasting, determining and managing necessary cash flow to support financial operations; identifying significant trends and making comparisons to previous accounting periods; with both a legal basis and Generally Accepted Accounting Principles (GAAP), and other related work.

**Associate Gov. Program Analyst:** The Associate Governmental Program Analyst performs the more responsible, varied, and complex technical and analytical staff services assignments such as program evaluation and planning; policy analysis and formulation; systems development; budgeting, planning, management, and personnel analysis; and continually provides consultative services to management or others.

**Associate Budget Analyst:** The Associate Budget Analyst performs the more responsible and complex technical budget work by coordinating and assisting in the development, preparation, administration, maintenance, review and control of a department's budget; provides consultative budget service to department management; and does other related work.

**Associate Management Auditor:** The Associate Management Auditor will examine organization operations and internal and management controls, review organization policies and procedures, appraise performance and accomplishments in the execution of agency plans and objectives, and evaluate the effectiveness of operations in terms of the resources available to the agencies audited. Management Auditors are also involved with audit programs in which the auditor reviews accounts, records and reports, verifies reconciliation of accounts, and determines that the financial statements accurately reflect financial status and transactions.



**Associate Personnel Analyst:** The Associate Personnel Analyst performs the more responsible, varied, and complex technical work of the state personnel management program; including advising and assisting operating officials; acting as lead person for other staff personnel; and doing other related work.

**Attorney:** Studies, interprets, and applies laws, court decisions, and other legal authorities; prepares or assists in preparing cases, opinions, briefs, and other legal documents such as memoranda, digests, summaries, and reports. Assists in review of regulations and contracts issued by the Executive Board.

**Attorney III:** The Attorney III provides legal advice on a variety of matters pertaining to the Exchange and its programs, contracts, operation, and interfacing with the regulatory agencies.

**Business Service Officer I & II:** The Business Service Officer series performs a variety of technical and analytical business service activities and will perform technical business service work of a routine nature in a variety of functions; assist in the performance of more difficult and complex technical and analytical business service work; or be assigned responsibility for one or more of the least complex business service functions which are Equipment and Supplies Management, Support Services and Building Maintenance.

**Business Service Assistant:** The Business Assistant independently performs technical business service work of a routine nature in a variety of functions; assist in the performance of more difficult and complex technical and analytical business service work; or be assigned responsibility for one or more of the least complex business service functions which are Equipment and Supplies Management, Support Services and Building Maintenance.

**CEA II Deputy Director, Eligibility & Enrollment:** The Deputy Director for Eligibility and Enrollment is the principal executive responsible for managing and administering eligibility determination, enrollment, service center operations, assister programs operations, appeals and grievances, and premium collection program activities. The Deputy Director, in conjunction with the Director of Program Policy, formulates, analyzes, revises and evaluates program policies for eligibility and enrollment for the Exchange.

**CEA II Deputy Director, Health Plan Contracting:** The Deputy Director, Health Plan Contracting, will advise and assist the Executive Director and Director, Health Plan Contracting in the overall administration of the health plan contracting function for the Exchange. The Deputy Director is responsible for developing policies, robust systems, tools and processes based on contract management best practices to establish an efficient, economical, effective, and legally compliant health plan contracting system to put in place an array of health plans for individuals and businesses with 50 or less employees. The Deputy Director provides leadership and program direction relating to rate negotiation strategies, contract renewal and development, new contract proposals, benefit levels, premium development, cost containment management information and other issues impacting Exchange health benefit offerings and plan contracting.

**CEA I-Information Officer:** The Information Officer prepares replies to difficult and complicated correspondence, including letters for signature by superiors; plans exhibits; provides writing, editing, and advisory service to other agency officials; acts as spokesperson for the agency before public groups, to the news media, and to individuals who inquire regarding the agency's activities; arranges participation of other agency officials as speakers before public groups, or on radio and television newscasts or other programs; collects, evaluates, and distributes information from outside sources to the agency's staff; and in larger agencies supervises work of one or more Assistant Information Officers.

**CEA II-Service Center:** The Deputy Director, Customer Service Center performs critical, highly sensitive policy-setting and program work. The position attends executive staff meetings and advises and consults with the Executive Director and Executive Staff on the full range of customer service center operational matters and policy issues. The Deputy Director also provides leadership and direction to Service Center

Managers and other professional and analytical staff and vendors that are accountable to plan, organize, coordinate, and direct customer service center operations and strategies.

**CEA II-Stakeholder Engagement:** The CEA II- Stakeholder Engagement will advise and assist the Executive Officer and Executive Management Team in the formulation, implementation, coordination, administration, and evaluation of Departmental programs and policies related to the development and ongoing management of statewide outreach efforts to stakeholders who are integral to the successful implementation of the Exchange Mission. Also serves as the central point of contact for stakeholder groups.

**CEA II-Deputy Director, Sales and Marketing:** The Deputy Director, Sales and Marketing, provides executive leadership for the sales and marketing functions for the Exchange. The Deputy Director is responsible for the Exchange's program of sales and marketing to small businesses and individuals as well as the broad campaign to foster knowledge of enrollment in the full spectrum of state public health programs.

**CEA-II-Individual Sales and Marketing:** The CEA II- Individual Sales and Marketing will provide executive leadership for the sales and marketing functions for the individual market for the Exchange. The Director will have oversight of the sales and marketing to individuals and the broad campaign to foster knowledge of an enrollment in the full spectrum of state public health programs.

**CEA-III-Policy Development:** The CEA III-Policy Development will plan, organize, and direct the work of multidisciplinary professional and administrative staff; analyze administrative policies, organization, procedures and practices; integrate the activities of a diverse program to attain common goals; gain the confidence and support of top level administrators and advise them on a wide range of administrative matters; develop cooperative working relationships with representatives of all levels of government, the public, and the Legislative and Executive Branches; analyze complex problems and recommend effective courses of action; prepare and review reports; and effectively contribute to the department's or agency's affirmative action objectives.

**Chief Operations Officer:** The Chief Operations Officer oversees the business functions of the Exchange. The COO will provide operational supervision to the Exchange and work closely with partners of the Exchange to ensure the entity is working appropriately and with integrity. This position relates to all core areas.

**Chief Financial Officer:** The Chief Financial Officer offers budgetary oversight to the Exchange. The CFO will ensure the operational expenditures, contracts, revenues, and payments of the Exchange occur continuously and in a responsible manner. This position relates to all core areas.

**Chief Technology Officer:** The Chief Technology Officer is responsible for the overall design, development and execution of California's Health Benefit Exchange information technology (IT) systems and programs. The Chief Technology Officer oversees the planning, development, implementation, maintenance and operational activities for the Exchange's information technology systems. In addition, the Chief Technology Officer represents the information technology projects with stakeholders, including state and federal government agencies, vendors, and users of the

**Deputy Chief Operations Officer:** The Deputy Chief Operations Officer is responsible for the effective formulation, implementation and evaluation of the policies and procedures pertaining to all administrative and operational processes of the Exchange. As a member of the Exchange executive management team, the Deputy Chief Operations Officer will provide leadership and oversight of all aspects of the Exchange operations. The position will coordinate daily tasks; develop project plans through subordinate staff to ensure the Exchange mission is achieved.

**Director, Small Group sales and Marketing:** The Director, Sales and Marketing, will provide executive leadership for the marketing and outreach functions for the Exchange. The Director will have oversight of the sales and marketing for individuals and small group market segments for the Small Business Health Options Program.

**Director of Governmental Relations:** The Director of Governmental Affairs conducts timely review and evaluation of federal regulations and guidance that may affect the Exchange programs or operations. The Director of Governmental Affairs identifies specific state authorities and requirements necessary for the Exchange operations, advise the Legislature, and support legislative proposals necessary to enhance the authority of the Exchange and other state agencies as needed to comply with federal law and ensure effective implementation.

**Director of Health Plan Contracting:** The Director of Health Plan Contracting will be responsible for the development and administration of statewide program policies for health, dental, and vision care benefits and for development and monitoring quality improvement standards to ensure compliance with federal and state law and regulations for the Exchange's programs.

**Director of Public Relations and Communications:** The Director of Communications will oversee the outreach and education campaigns of the Exchange and administer the Navigator program. The Director of Communications will provide strategic development of the marketing campaign that will accompany the Exchange's launch. This position relates to all core areas.

**Director SHOP Exchange:** The Director SHOP Exchange will lead the effort to establish a SHOP program at the California Exchange. The SHOP Director will provide leadership to staff and consultants to develop, implement, and operate a SHOP program.

**Executive Assistant:** Under direction of a high level administrator, provides staff assistance on sensitive departmental or program issues; administrative assistance and secretarial support; office management, supervisory services, and other staff and office services; and does other related work.

**Exchange Executive Director:** The Executive Director provides leadership to the Exchange, work with the board to make policy decisions, and provide strategic direction to the entity. The Executive Director will lead the staff to develop, implement, and operate the Exchange. This position relates to all core areas.

**General Counsel:** The Chief Counsel provides legal oversight for the Exchange. The Chief Counsel ensures that all legal agreements are fulfilled and the Exchange entity operates within its legal authority. The Chief Counsel will also provide guidance on any statutes or regulations pertaining to the Exchange. This position relates to all core areas.

**Health Program Auditor III:** The Health Program Auditor series administer, supervise, manage or conduct management, financial, and internal audits and investigations of hospitals, nursing homes, repaid health plans, adult day health centers, organized health systems, pilot projects, family planning clinics, rural and Indian health clinics, departmental programs, site mitigation and other contractors and fiscal intermediaries; perform special and complex reviews of health care maintenance organizations; determine and obtain compliance with Federal and State laws and regulations governing various program contractors, preventive health programs and Medi-Cal reimbursements; conduct informal appeal hearings including controlling the course of the hearing, reviewing evidence in written form, examining testimony, and preparing reports of findings and recommending proposed decisions; serve in a staff or supervisory capacity to develop and interpret audit and compliance procedures, and review and analyze the fiscal and program impact of pending legislation on the Department's various health programs; and provide expert testimony at hearings related to disputed audit findings.

**Health Program Manager I & II:** This series of Managers have full management and supervisory responsibility for a small complex program with emphasis on health program knowledge and requiring staff services skills. They are in charge of a small highly visible program characterized by broad policy development and implementation, where the nature of such program and policy recommendations is extremely sensitive and controversial, far-reaching and highly visible both within and outside the department. Responsibilities also include program development for grant proposals and multiple complex contracts requiring a high level of program knowledge.

**Health Program Specialist I & II:** The series of Health Program Specialists are highly skilled, technical program consultants in areas of extreme sensitivity and with responsibility for coordinating the development of broad policy with multiple departmental, immediate, and long-range impacts. Positions at this level are those where the level of expertise required is definably greater than that for any other supervisory position at this level and the function performed is critical to the department's basic mission.

**Information Officer I & II:** The Information Officer will plan, write, edit, and prepare more complicated information material for dissemination through all major means of communication; disseminates such information material through appropriate channels; prepares replies to difficult and complicated correspondence, including letters for signature by superiors; plans exhibits; provides writing, editing and advisory service to other agency officials; acts as spokesperson for the agency before public groups, to the news media, and to individuals who inquire regarding the agency's activities; arranges participation of other agency officials as speakers before public groups, or on radio, and television newscasts or other programs; collects, evaluates, and distributes information from outside sources to the agency's staff; and in larger agencies supervises work of one or more Assistant Information Officers.

**Labor Relations Analyst:** The Labor Relations Analyst will read, analyze, and logically interpret and apply appropriate laws, rules, regulations, memoranda of understanding, policies, procedures, and instructions; plan, organize, and conduct research, and investigatory and statistical work; reason logically, analyze situations, and develop and evaluate alternatives and take effective action; accurately secure, evaluate, analyze, and record facts; prepare clear and succinct reports, graphs, correspondence, and statistical reports; comprehend written material; communicate effectively verbally and/or in writing; consult and advise interested parties; use good judgment and make sound decisions in critical situations; establish and maintain cooperative relations and gain confidence with those contacted in the work environment; and handle stressful and/or sensitive situations with tact and labor-management diplomacy.

**Legal Analyst:** The Legal Analyst will investigate and analyze facts and documents in connection with civil litigation; assists in criminal trial preparation by coordinating witnesses and processing subpoenas; coordinates with local law enforcement and judicial entities relative to ministerial problems; when delegated by the attorney, drafts interrogatories and responses to interrogatories; interviews witnesses, complainants, and defendants concerning the facts of cases; drafts roughs of pleadings, complaints, and motions for attorney review by the attorney; assists in the preparation of witness books and exhibit books; conducts historical research with regard to cases and by summarizing deposition transcripts; assists in administrative proceedings by preparing drafts of accusations and statements of issues; prepares responses to routine procedural and/or large volume type inquiries; prepares legislative histories and follow-ups on legislative and regulatory files.

**Office Assistant:** The Office Assistant will perform clerical work, including ability to spell correctly; use good English; make arithmetical computations; operate various office machines; follow oral and written directions; evaluate situations accurately and take effective action; read and write English at a level required for successful job performance.

**Office Services Supervisor I:** The Office Services Supervisor supervises a small group of clerical staff performing the following duties: typing letters, reports, bills, vouchers, receipts, lists, schedules, orders, notices, and statistical data; preparing acknowledgments and replies from form letters; arranging routine material for typing; proofreading; checking columns of figures; checking and tabulating statistical data; receiving, distributing, and dispatching mail; maintaining mailing lists; securing, preparing and copying data and other information; checking and alphabetizing records and files; operating duplicating, billing, and other office machines.

**Office Technician (Typing):** The Office Technician regularly performs a variety of the most difficult duties and is expected to consistently exercise a high degree of initiative, independence and originality in performing assigned tasks. The duties involve detailed and sensitive public contact and/or independent origination of correspondence involving the knowledge and application of detailed regulations, policies and procedures.

**Personnel Specialist:** The Personnel Specialist is responsible for the more complex and difficult transactions duties in a variety of personnel transactions areas. They may provide functional guidance to lower-level staff.

**Personnel Supervisor I & II:** The Personnel Supervisor II plans, organizes, and directs the work of the department's Personnel transactions program.

**Program Technician II & III:** The Program Technician will review and/or process detailed and technical forms, files, etc., associated with multiple departmental programs or program areas; review and/or process forms, files, etc., associated with a departmental program which requires especially detailed knowledge of the program so that difficult calculations can be made and/or processing can be done in cases where guidelines are not clear; and provide sensitive and detailed program information and/or direction to the public, employees, other public jurisdictions, or clients as a significant part of their duties.

**Research Analyst II:** The Research Analyst II will perform varied and complex technical research involving financial planning and analysis addressing the Exchange's financial sustainability, federal and state reporting requirements, revenue forecasting, and other technical research and statistical work in support of the Exchange's financial planning and budgeting.

**Research Program Specialist I & II:** The series of Research Program Specialists will independently develop and utilize research methodology to perform complex health analysis on research projects and activities. The Research Program Specialist will lead and direct proposal evaluations during procurement and conduct complex, statewide health analyses on research projects and activities. The RPS II will serve as the primary resource for specialized research, act as a subject matter expert and the senior advisor on new value-based health initiatives and cost saving innovations. The Research Program Specialist will advise the Division Director and Deputy Director in contract negotiations related to performance guarantees, pay-for-performance and other incentives for health plan providers

**Research Manager:** The Research Manager is responsible for leadership of a distinct research or statistical segment. The manager will plan operations, develop staffing requirements, organize and direct the work of a group of employees and evaluate their work, and propose and manage budgets for their operations. The manager will direct their operations within the context of the total department and coordinate their work and cooperate with the other parts of the department and with other organizations involved to meet.

**Senior Accounting Officer:** The Sr. Accounting Officer will independently perform the more difficult accounting duties which require an understanding of the entire accounting process, such as coordinate implementation of accounting for new programs/functions; review proposals to change accounting procedures; prepare cash analysis reports for management; coordinate completion of year-end reports. Assignments at this level may involve responsibilities which impact the entire accounting operation and may be given broad discretion in the solution of problems.

**Senior Legal Typists:** The Senior Legal Typists will perform the less complex legal secretarial work in State service. The Senior Legal Typist will perform legal typing and difficult clerical work that may involve transcribing dictation from a dictating machine and performing related office work required in preparing and processing a variety of legal documents.

**Senior Marketing Specialist:** The Senior Marketing Specialist will develop annual business plans; evaluate the effectiveness of marketing plans and adjust marketing strategy accordingly; participate in the development and approval of creative marketing strategies and advertising; provide oversight for

contracted advertising, public relations, and point-of-sale agencies; conduct marketing research and analysis, and evaluate alternatives; cooperate with retailer organizations and sales staff; plan programs to support and expand the retailer network; and perform other business-building work.

**Senior Personnel Specialist:** The Senior Personnel Specialist serves as the expert staff resource responsible for the most difficult and complex personnel/payroll issues. As a "staff specialist", researches critical personnel problems and recommends alternative solutions; develops and maintains specialized training programs; reviews various control agency letters, memos, and bargaining contract provisions, and develops/revises internal procedures as necessary; prepares management reports, spreadsheets, and charts; drafts correspondence; functions as a team member on personnel-related projects; are coordinators for a variety of personnel/payroll programs, e.g., FMLA.

**Senior Programmer Analyst (Specialist):** The Senior Programmer Analyst will develop methods of applying information technology to the solution of problems; to develop and implement complex programs to achieve desired results; and act as lead person or supervisor over technical personnel.

**Staff Management Auditor:** The Staff Management Auditor will conduct financial compliance and/or management audits of a variety of State departments, governmental jurisdictions, and private businesses; complete comprehensive investigations of accounting, financial, and business organization procedures and recommend solutions to problems and issues; and analyze accounting/financial management audit studies.

**Staff Program Analyst:** The Staff Program Analyst will write complex programs and develop detailed program specifications; analyze information and situations, reason logically and creatively, identify problems, draw valid conclusions, and develop effective solutions; apply creative thinking in the design and development of methods of processing information with information technology systems; establish and maintain cooperative working relationships with those contacted in the course of the work; communicate effectively; and prepare effective reports.

**Supervising Attorney:** The Attorney III provides supervision of Attorneys who are responsible for legal advice on a variety of matters pertaining to the Exchange and its programs, contracts, operation, and interfacing with the regulatory agencies.

**Staff Services Manager I, II, and III:** Three management levels used throughout state service in the performance of a wide variety of fiscal, management, and staff services functions including areas such as personnel, budget, management analysis, administrative services, program evaluation and planning, and policy analysis and formulation.

**Supervising Program Tech II and III:** The Supervising Program Technician will supervise employees whose work involves the completion and/or review in the processing of technical documents or the giving of technical information regarding a special and technical departmental program to employees and/or the general public.

**Temp Help:** The Temp help employees will be used to facilitate various duties within the Exchange and will consist of Retire Annuitants, Students, and Special consultants.

**Stock Clerk:** The Stock Clerk will perform work in the receiving, storing, issuing, and shipping of supplies; may instruct, lead or supervise other staff.

### **Descriptions of Key IT Systems Personnel**

The California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS) staffing plan includes the following state IT staff positions, by functional title.

**Project Director (Exempt):** The Project Director is responsible for planning, directing and overseeing the project, and ensuring that deliverables and functionality are achieved as defined in the Project Charter,

funding documentation and subsequent project plans. The Project Director is also responsible for the management of all resources assigned to the project, serves as the primary liaison between the project and the Project Sponsor and Executive Committee, and escalates decisions and issues as needed. The Project Director coordinates project related issues with other efforts, reviews and resolves project issues not resolved at lower levels, and directs the project management functions. Provides leadership and strategic direction to CalHEERS multidisciplinary state/contractor teams to ensure project and organizational objectives are accomplished via effective project management. Plans, directs and oversees the project, and ensures deliverables and functionality are achieved as defined in the Project Charter, funding documentation and subsequent project plans. Reviews and approves the Project Schedule and Master Project Plan. Reviews and approves invoices and key project deliverables such as planning documents, business requirements, interface specifications, system design and implementation plans. The Project Director has the authority to make a final decision on all Change Requests unless the magnitude of change requires the review and approval of the project sponsor and control agencies.

**Data Processing Manager IV (Assistant Project Director):** Assists the Project Director with directing and managing the ongoing operations of the CalHEERS Project. Directs and oversees staff (state and consultant) responsible for oversight of the California CalHEERS system design, development and implementation. Directs and mentors the Data Processing Manager III responsible for managing the Project Management Unit which includes support for the procurement, contract management, and fiscal activities at the CalHEERS Project as well as oversight of the system integrator's project management office. Also directs and mentors the Data Processing Manager III responsible for managing the System Development Support Unit that contains both state and consultant staff to support the business side of the application design and development as well as the technical side of DD&I. Along with the Project Director, has state signature authority for the CalHEERS Project, including the prime contractors and nonprime contractors' contracts and deliverables. Responsible for communication between the state, the CalHEERS contractors, project sponsors (the Health Benefit Exchange, DHCS, MRMIB, et al.), and the federal government. Ensures contractor performance meets the terms and conditions of the state's CalHEERS contracts. Monitors and directs quality assurance and project management oversight contracts.

**Data Processing Manager II and III (HBEX Operations):** The Data Processing Manager is responsible for the data processing activities and personnel. They will prepare budget estimates for their units; plan and schedule EDP workload; coordinate between users and EDP specialists; and monitor and control projects in accordance with established plans. The Manager establishes planning processes to ensure the most effective use of data processing.

**Data Processing Manager III (Project Management Chief):** Manages and directs project management and administrative support components for the California Healthcare Eligibility, Enrollment and Retention System (CalHEERS) Project. Manages and directs the activities of state and consultant staff responsible for the assisting and overseeing the System Integrator (SI) with the design, development, deployment, and maintenance of the CalHEERS solution. Ensures that the CalHEERS Systems Integrator functions according to contractual obligations and is ultimately responsible for all functional and technical deliverables.

**Senior Information Systems Analyst & Senior Information Systems Analyst (Sup):** Provides leadership during all phases of the System Development Life-Cycle. Performs project management tasks relating to quality assurance, risk management, planning, issue management, schedule management, and other

project management disciplines by providing both required information and recommendations for action by management. Reviews and evaluates SI deliverables, provides findings and recommendation to project management on acceptance. Monitors SI performance to ensure the use of accepted industry, project, state standards and quality controls. Decomposes high-level requirements to validate and identify interface requirements. Leads the effort to establish and maintain written agreements, Interagency Agreements, and Memorandums of Understanding with CalHEERS Project interface partner organizations. Act as lead person or supervisor over the technical personnel in the performance of information system tasks.

**Staff Information Systems Analyst:** The Analyst is responsible for performing project management support tasks for the project. The Analyst supports the project management processes (including but not limited to) risk management, issue and action item management, schedule management, change management, cost management, and communications management and develops content for control agency documents. Reviews and evaluates SI deliverables, provide findings and recommendation to project management on acceptance. Analyzes deliverables to ensure the use of accepted industry, project, state standards and quality controls.

**Associate Information Systems Analyst:** Assists with project related activities to help ensure the Project Management Office remains consistently responsive.

**Associate Systems Software Specialist:** The Associate Systems Software Specialist will analyze, design, code, implement, maintain, and evaluate computer software; this includes, but is not limited to, operating systems, control systems, proprietary software packages, telecommunications software, and database management software. They will act as technical advisors or consultants to other information technology personnel in solving system problems and achieving the best use of available hardware and software resources; act as lead person or supervisor over other personnel; and coordinate and ensure effective operations of complex multiple hardware and software configurations.

**Systems Software Specialist III – Sup (Technical Architect):** Leads and oversees the activities of the Technical Architecture Team to ensure the CalHEERS architecture is defined, planned, developed, implemented, and maintained as defined in CalHEERS Project requirements, specifications, plans, and other documents.

**Systems Software Specialist II (Systems Engineer):** Ensures the appropriate technical computing architecture standards at the project, state and federal level are met and properly integrated into the system design. Identifies high-level technical requirements in support of mission critical business requirements, coordinating with technical experts at the Exchange and state levels. Oversees the design of bi-directional and extremely complex interfaces with multiple external systems, to facilitate seamless integration of numerous county and state business processes.

**Information Systems Technician – Spec I & II (Desktop / Printer Support):** Responsible for the desktops, laptops, printers and peripherals, such as Blackberry's and PDAs. Set up, configure computers for new users, and are responsible for any physical work relating to the computers such as repairing software or computer hardware issues and moving workstations to another location. The help desk will assign the Desktop / Printer Support team the second-level desktop issues that the first level was not able to solve.



## **Covered California Leadership Team Biographical Information**

### **Office of the Director – Peter V. Lee, Executive Director**

Mr. Lee reports directly to the Covered California Board and serves at its pleasure. Before returning to California, Lee served in the Obama Administration, helping establish and shape the new Centers for Medicare and Medicaid Office of Innovation. He previously served as the Director of Delivery System Reform at the DHHS Office of Health Reform. In California, Lee led the Pacific Business Group on Health (PBGH) first as CEO and then as the Executive Director of National Health Policy. Prior to PBGH, Peter was the Executive Director of the Center for Health Care Rights, a consumer advocacy organization based in Los Angeles.

### **Operations Division – David Maxwell-Jolly, Chief Operations Officer**

Mr. Maxwell-Jolly is responsible for the overall management and oversight of program development, implementation of services and day-to-day operation of the Exchange. Previously, Maxwell-Jolly was the Undersecretary of California Health and Human Services Agency and he has served as served as Director of both the Department of Health Care Services and Department of Child Support Services.

### **California Healthcare Eligibility, Enrollment and Retention System – Juli Baker, Chief Technology Officer**

Ms. Baker is responsible for the overall design, development and execution of IT systems to support programs. Most recently, Juli was an executive at Accenture's Health and Public Service practice where for eleven years she managed major IT projects in the human services, consumer accessibility and health care marketplaces. She has more than 25 years of experience implementing complex information systems including, among many others, Child Welfare, Public Assistance, Medicaid, and County Medical Services Programs.

### **Government Relations Division – David Panush, Director**

Mr. Panush provides executive leadership for the ongoing legislative and regulatory policy and related activities for Covered California. Previously, Panush was the Health Policy Advisor to California Senate President Pro Tempore Darrell Steinberg. He was a key policy consultant in the Office of the President Pro Tempore since 1986, and advised the past five State Senate leaders on a variety of health policy and fiscal issues.

### **Program Policy Division – Katie Marcellus, Director**

Ms. Marcellus administers and oversees statewide program policies regarding coordination with state partners including health programs and regulators related to implementation of the Affordable Care Act and the California Exchange. Prior to joining Covered California, Katie served as an assistant secretary at the Health and Human Services Agency with responsibility for health care service programs.

### **Communications and Public Relations Division – Oscar Hidalgo, Director**

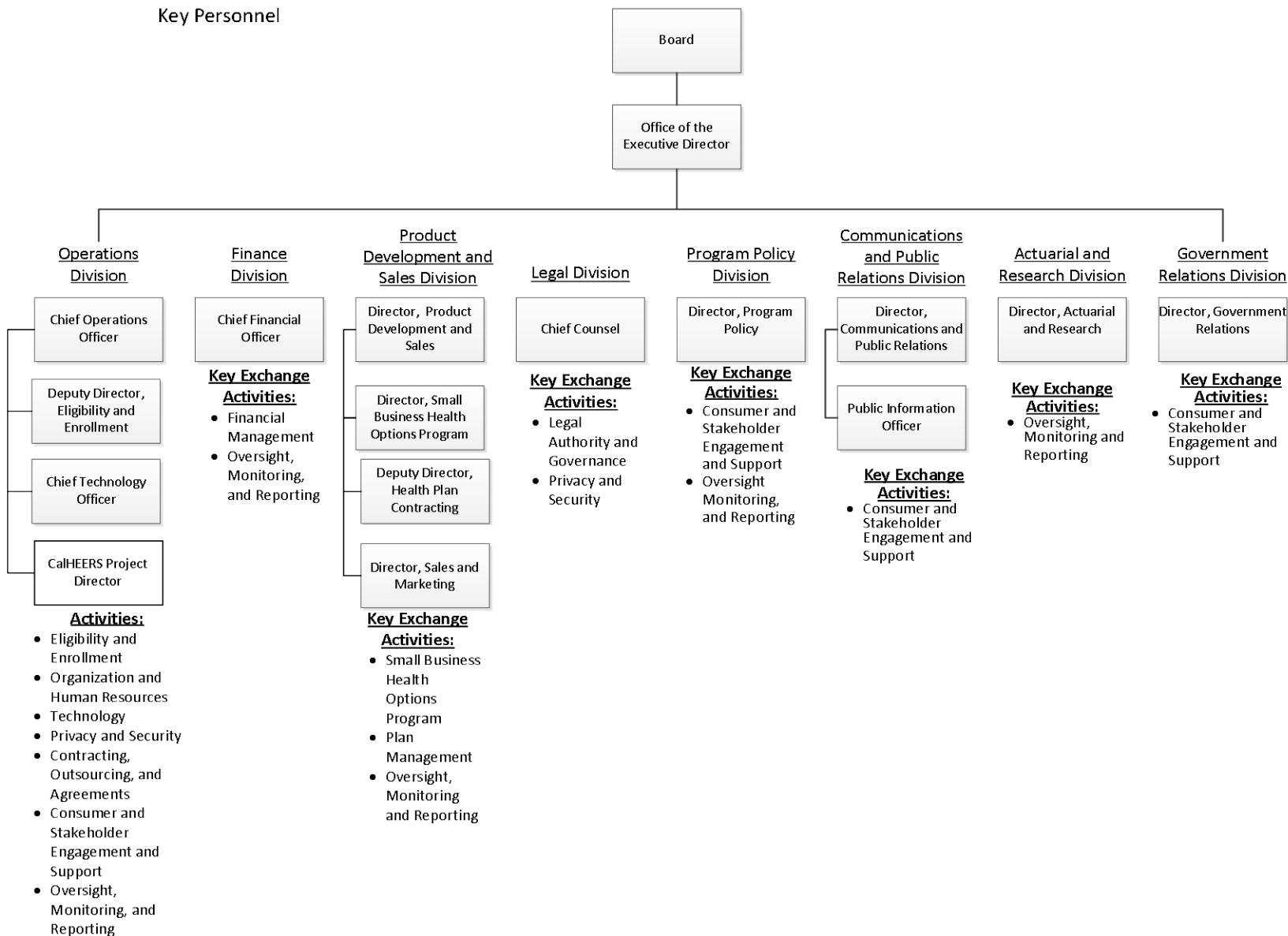
Mr. Hidalgo is responsible for Covered California's media relations, public relations, and all other external communications. Prior to joining the Exchange, Oscar served as the Assistant Secretary for the

Office of Public and Employee Communications for the California Department of Corrections and Rehabilitation.

**Executive positions under recruitment:**

- Chief Actuary/Director of Research (Actuary and Research division)
- Chief Financial Officer (Finance division)
- Director, Product Development and Sales (Product Development, Sales and Marketing division)
- General Counsel (Legal division)

## Key Personnel



CalHEERS Project

