

One-e-App CARE Pilot Conducted with Participation of PG&E

Introduction

In November of 2008, the California Public Utilities Commission (CPUC) awarded a pilot project to Pacific Gas & Electric Company (PG&E) and The Center to Promote HealthCare Access, Inc. The purpose of the pilot was to explore how One-e-App can compliment current outreach and eligibility efforts in CARE. The agreed to pilot priorities were to:

- Increase participation in CARE
- Partner to help expand the network of outreach and enrollment channels for low-income hard to reach customers, starting with a pilot project in collaboration with PG&E
- Leverage application and eligibility data used for establishing eligibility in other categorical programs, such as Medi-Cal and WIC to support the determination of CARE eligibility
- Streamline the screening, eligibility, and retention of participants in CARE, with a focus on how to reduce “churn” or disenrollment of participants at the time of program eligibility renewal

What is the California Alternate Rates for Energy Program (CARE)?

Current law authorizes the CARE program, overseen by the CPUC. CARE requires regulated utilities to provide discounted rates to low-income utility customers. A residential customer is eligible for CARE if the household income is at or below 200% of the Federal Poverty Line. CARE is funded through a rate surcharge paid by all other utility customers.

On October 7, 2005, the Governor of the State of California signed into law Senate Bill 580 (Escutia) that expanded the duties of the Low Income Oversight Board (LIOB), which advises the CPUC on electric and gas issues for low-income customers, to include advising on water issues for these same customers, and to assist the CPUC in complying with certain CARE requirements. The bill also required the Secretary of the State’s Health and Human Services Agency to evaluate, before April, 2006, how the agency’s databases could be optimized to facilitate automatic CARE enrollment of eligible low-income customers. Initial discussions about pilot project approaches explored leveraging WIC enrollment data, however, to date these discussions have not been conclusive nor have they resulted in an agreed upon pilot.

To date, the CPUC-regulated utilities have succeeded in enrolling over 80% of eligible customers in CARE. This has been achieved through a variety of outreach efforts, including:

- Electronic applications available in several languages which are publically accessible through the Internet. These CARE applications are available on the utilities’ websites and can be submitted electronically.
- Automated CARE data exchange between utilities, in the case where gas and electric services are provided by separate utility companies

- Eligibility assistance provided by contracted community organizations that are provided a per application financial incentive to encourage and reward application assistance to community members that results in a successful CARE application.

CARE applications do not require verification documents to be submitted in order for an application to be approved. However, audits on a percentage of program participants are conducted that require the submission of verifications to substantiate the information submitted by the applicants on their CARE application, such as income and eligibility in other categorical programs.

Why One-e-App?

CPUC enjoined The Center in this pilot project to leverage its solution, known as One-e-App, which is a web-based one stop eligibility system, that screens applicants for eligibility to public benefits. The reason One-e-App was chosen is that it is a Web-based eligibility solution used by a variety of community-based organizations (CBOs) and other organizations (schools, clinics, churches and others) for eligibility in a wide range of health and social services. By including CARE in One-e-App, the CPUC could leverage both the tool and the associated resources that are dedicated to helping enroll low-income vulnerable community members in these important support programs.

Leverage Outreach and Eligibility Assistance Tailored to Hard to Reach Communities

The outreach provided by CBOs is tailored to individual communities and delivered in a context that is both culturally and linguistically appropriate. By factoring in elements such as location (e.g., church, library, clinic, and resource center), culture, language and literacy, many community-based organizations are able to circumvent barriers to building community awareness and engagement that are experienced when efforts rely primarily on mainstream efforts (e.g., print and self-help online applications).

Through One-e-App, the CARE program was to be introduced as an available resource to a variety of community service organizations, including hospitals, clinics, schools, and a variety of community-based organizations (CBOs), that take as their mission helping to serve vulnerable communities and work to connect them to available health and social service programs. The incorporation of CARE in One-e-App would enable these application assistance experts to include CARE in the compliment of programs to which they strive to connect community members.

Leverage Application Data Collected for Other Programs

One-e-App screens (in real time) across a broad range of programs. By using the data already gathered in One-e-App for these programs, plus a couple of additional data elements required by CARE, the One-e-App rules engine would screen for CARE simultaneously when screening for other categorical programs. This would increase the odds of finding eligible CARE participants, and make the eligibility process more user-friendly and rational for families who would otherwise need to provide the same information on separate applications. For example, an individual applying for Medi-Cal at a community clinic is assisted by a certified application assister (CAA) who collects the information and verification

documents needed to complete a Medi-Cal application. If the clinic uses One-e-App to determine eligibility and generate applications for multiple programs, the individual also learns that, based on the information collected, he or she is also eligible for CARE, and can be assisted with electronically submitting an electronic CARE application. Equally as important, the utilities and CPUC would have more ability to know that the population they are serving is also likely eligible for these other public programs.

Leverage Retention Efforts for Other Programs

One-e-App was to support the CARE eligibility renewal process by providing CAAs the information required to support renewal activities, such as the date on which a renewal application is required to guarantee ongoing participation in CARE. Using One-e-App, CAAs are well equipped to help prevent a disruption in program participation as One-e-App provides a tickler system, contact management tools, automatically generated letters, and most importantly, pre-populated electronic applications that only require updates at the time of renewal. But more important than all these tools offered in One-e-App, the applicants are far more likely to return to get help from an organization that has been helpful to them in the past to conduct their renewal or change in circumstance applications. This helps to reduce the administrative inefficiencies resulting from participants churning in and out of the program. Program renewal application assistance is regularly provided for other programs in One-e-App, again highlighting the opportunity to leverage existing efforts.

In summary, One-e-App would provide another channel for low-income customers to learn about and participate in CARE, and help enrolled CARE customers maintain eligibility through the renewal process by using a tested tool, a committed and growing network of users and a robust rules engine that provides an accurate and reliable screen across programs.

Which Utility Partner? PG&E: The Partnering Utility

After discussing the One-e-App coverage maps and the pilot opportunities with all the utilities, it was determined that PG&E would be the best utility partner for this project and they agreed to serve in this important role.

Outcomes and lessons learned in the pilot will inform subsequent expansion of CARE eligibility via One-e-App. The CPUC supports a number of other low-income utility assistance programs. The pilot will integrate only the CARE program, but will explore the feasibility of adding these other assistance programs into One-e-App in the future. The remainder of this report summarizes the results of this pilot, lessons learned and recommendations for next steps.

Based on the decisions made by the leadership of CPUC, PG&E and The Center, the pilot of this project was approved in November 2008. All parties had to work through administrative and contractual issues, and the project began moving forward in July 2009. The CARE program and interface went live the last week in September 2009. While the original pilot goals were to conduct the pilot in two counties, the pilot was initiated in Fresno County which was followed by Solano and San Joaquin Counties. It was originally planned to be rolled into a larger county like Alameda, San Francisco or San Mateo but was not because those counties were experiencing overwhelming budget issues brought on by the economic

down-turn and determined their staff was too overwhelmed with the number of people and programs they were supporting to take on a new program.

The pilot included the following objectives:

1. Integration of CARE rules in One-e-App
2. Development of interface to deliver and receive data electronically between One-e-App and PG&E
3. Testing and Training
4. Launch
5. Analysis and Implementation Plan

[Note: Preparing an analysis of the cross over population between PG&E and the One-e-App pilot counties was part of the original objectives, but not conducted because of privacy considerations for the clients that were not part of both database and therefore, may not have provided permission to have their information shared with the other party. In lieu of this cross-over analysis, PG&E and The Center worked on a process to run all persons that had previously existed in One-e-App (e.g., had completed a One-e-App application through the CARE rules in One-e-App to identify those most likely eligible for CARE. With this, we created an outreach workload and notification process to connect to potential applicants. This is described in more detail later in this report.]

The Center met with CPUC and PG&E leads regularly to review lessons learned, best practices and early outcomes of the integration of CARE into One-e-App.

Deliverables for this pilot included the following:

- Go-live in six counties (which includes modification of One-e-App to support the application process, gather the data, inclusion of the eligibility logic and the interface to PG&E)
- Post go-live report
- Outreach workload and notification process
- Next steps

Roles and responsibilities for the pilot were:

- PG&E will provide CARE eligibility information so that current One-e-App clients in PG&E service areas can be matched with these PG&E CARE clients. This will serve as a baseline for assessing penetration.
- The Center will establish a web service interface that can be leveraged by other utilities to receive CARE data and send dispositions, as well as to send and receive updates on applicants and other exchanges necessary to support One-e-App as a new channel of CARE enrollment and renewal. PG&E will test this interface, which would then be used with subsequent counties and utilities.
- Parties will establish a process whereby an applicant applying for CARE outside of the One-e-App system who might be interested in other health and social benefit programs can indicate

- The Center will provide PG&E the ability to access CARE applications and supporting information in One-e-App, if necessary and as appropriate, for substantiating records for audits or conducting other analysis. The scope of this access would be limited to that which the applicant has given their express permission for the utility to see.
- The Center will select participating counties, facilitate communications and secure the necessary permissions from community partners to integrate CARE into their existing workloads.

A Detailed Summary of the Activities that Happened During the Pilot

Summarized below are the activities that were performed during the pilot:

1) Analysis to Determine Population Crossover – Analysis was not conducted by The Center and PG&E to determine the amount of overlap between the population enrolled in the CARE program and the population known to the One-e-App system about persons who have received application assistance for any of the programs listed above. This analysis was determined to be infeasible given privacy concerns where the consent to share the client data had not been obtained by the client and, therefore, would be a violation of both PG&E and The Center’s obligations to protect privacy. In lieu of this cross-over analysis, PG&E and The Center worked on a process to run all persons that had previously existed in One-e-App (e.g., had completed a One-e-App application through the CARE rules in One-e-App to identify those most likely eligible for CARE. With this, we created an outreach workload and notification process to connect to potential applicants. This is described in more detail later in this report. 2) Integration of CARE Rules in One-e-App – One-e-App has a sophisticated eligibility rules engine that determines preliminary eligibility and required supporting documentations for a broad range of benefit programs including health, food, cash and other assistance such as tax credits and low cost insurances. Summarized below are the programs that are supported in One-e-App (Note: not all programs are used by all One-e-App counties.)

- Medi-Cal
- Healthy Families
- Child Health and Disability Program (CHDP)
- County Indigent Programs
- Coverage Initiative Expansion Programs
- Healthy Kids (Local children’s health coverage initiatives)
- Kaiser Permanente Child Health Plan
- CalKids
- SNAP (Food Stamps)
- TANF (CalWORKS)
- Supplemental Nutrition for Women, Infants and Children (WIC)
- Earned Income Tax Credit (EITC)
- Child Tax Credit (CCT)

- Express Lane Eligibility (a school lunch and Medi-Cal connection)
- Low Cost Auto Insurance
- Low Income Home Energy Assistance Program

Most of these programs are categorical in nature, meaning they use income and other factors to determine eligibility, and already capture most of the information required to determine eligibility in CARE.

In addition to the rules engine, One-e-App has an intelligent document management solution in which the system determines the supporting documents that are required for the above mentioned programs, and collected via fax or scan and stored electronically and associated with the appropriate applications through a bar code found on the document coversheet.

The Center's team had several meetings with the team from PG&E to identify the preliminary eligibility rules for the CARE program and the potential changes to One-e-App for implementing the rules. Based on the rule set provided by PG&E, The Center implemented the CARE eligibility rules and any additional data elements that needed to be added in One-e-App to support those rules.

3) Development of Interface to Deliver and Receive Data Electronically between One-e-App and PG&E – As stated in the goals of the pilot, The Center and PG&E's teams worked together to establish a two-way interface between One-e-App and PG&E systems. The interface included the following:

- A daily electronic submission of One-e-App applications to PG&E those are preliminarily eligible for CARE. These applications included both new applications as well as changes to existing applications.
- An acknowledgement from PG&E to One-e-App on the receipt of the applications.
- List of applications from PG&E to One-e-App that had failed to load into the PG&E system because of any erroneous data.
- Receipt of CARE Disposition information from PG&E on the applications that were delivered by One-e-App.

The technical teams from The Center and PG&E worked together and performed the following tasks to implement the above mentioned interface features:

- Established a secured FTP connectivity between The Center and PG&E.
- Discussed and finalized the data elements, data validation rules and the data formats for the information exchange between the two systems.
- Finalized the time of the daily submission of the applications.
- Developed the interface at both One-e-App and PG&E systems.
- Developed test scenarios and test plan for the end to end testing of the interface.

4) Testing and Training –After CARE was implemented in One-e-App and the development of the interface was completed, The Center worked with the leadership of the pilot counties and PG&E on developing a testing and training plan. The testing was divided into the following two categories:

- **Testing of the CARE Program in One-e-App:** The Center worked with Subject Matter Experts from PG&E and the pilot counties (Fresno and San Joaquin) on the testing of the CARE program in One-e-App. The testing included the following tasks:
 - Developing test scenarios based on the rules provided by PG&E
 - Scheduling the User Acceptance Testing of the CARE program in One-e-App
 - Testing of the application and preliminary eligibility determination process for the CARE program in One-e-App
- **Testing of the Interface:** The Center worked with the interface team at PG&E in testing the interface. The testing included the following tasks:
 - Developing test scenarios for the interface
 - Scheduling end to end testing of the interface
 - End to end and regression testing of the interface that included the following:
 - Initial submission of potential CARE eligible applications from One-e-App
 - Receipt of acknowledgement from PG&E to One-e-App
 - Receipt of the erroneous application from PG&E
 - Receipt of CARE disposition information from PG&E
- **Training:** The Center worked with the leadership from Fresno and San Joaquin counties to train the One-e-App users on CARE. The training included the following tasks:
 - Demos of the One-e-App application process with the inclusion of CARE
 - Hands on training on the net new data elements, preliminary eligibility determination and application submission for CARE
 - Hands on training on accessing the CARE disposition information in One-e-App

5) Launch (a.k.a. Go-live) – After the successful completion of the testing and training of the CARE program and the interface in One-e-App, The Center worked with the pilot counties and PG&E on go-live of the program and the interface. It was determined that Fresno would be one of the first sites that we would use for go-live for One-e-App with San Joaquin County being a fast follower. The rationale for selecting Fresno and San Joaquin to be early pilot test sites was that Fresno and San Joaquin Counties have the third and fourth highest numbers of un-enrolled CARE-eligible customers in PG&E's service area. From the One-e-App stand point, Fresno was launching a new initiative around self-service application (public access) and also anxious to put a broader safety net around persons they were supporting as they were seeing significant increases in need. San Joaquin, was also selected from the One-e-App perspective as they were going through a number of other changes in their use of One-e-App including a hospital expansion pilot which allowed them to train on CARE as part of the overall adoption of the other system changes they were working on. San Joaquin also had the same desire to expand the safety net around families as part of their outreach to the growing number of persons in need. CARE was then added to the package of programs available in the "expanded version" of One-e-App that has

been incorporated for new groups adopting One-e-App. For these reasons, Solana, Sacramento and Los Angeles Unified School District and City of Los Angeles and San Diego have all adopted the CARE program and are processing applications.

Based on the go-live plan that was agreed upon by all parties, the pilot was launched on September 21st, 2009 in Fresno County. This go-live was followed in October and November respectfully for Solano and San Joaquin counties.

The Center also attended and presented at two Joint Utility Public Meetings during the course of the pilot. These presentations were done as a joint effort with the PG&E team and were well received.

After operating the pilot for a few months and identifying that the number of CARE applications were low, the team looked at other ways to get the volume up. One idea presented by Brett Searle of PG&E was to look at all the persons that had been screened eligible for the means tested programs prior to us offering the CARE program in One-e-App and run the CARE eligibility rules against them to see if we could establish and outreach program for our clients to adopt. The Center developed the code, ran the analysis, set up CARE outreach workloads and then discussed this with our county partners. This was completed in mid February 2010. In this process over 16,000 clients were identified in the outreach workload and the county results were:

- Fresno – 6,980 applications and 11,461 persons
- San Joaquin - 8,735 application and 13,061 persons
- Solano – 380 applications and 1,906 persons

One-e-App provides our counties the ability to generate notices to clients. The Center is working with the counties to assist them in proceeding with their outreach efforts for the persons identified in this outreach analysis. It is likely that some of the persons may already be on CARE, but working with this target population is important to explore the possibilities for CARE program eligibility increases.

The Pilot: What Happened

PG&E and The Center worked through all the technical and testing steps noted above. The Center also worked with our counties that were likely candidates for the CARE program (Fresno, San Joaquin and Solano). We provided them information on the system changes, on CARE and what it was, and the requirements that applicants would need to meet to become eligible for CARE.

When all parties were confident that things were working as expected, CARE was implemented in One-e-App and the interface to PG&E went live at the same time. This was September 21, 2009. After go-live The Center supported the counties and monitored their CARE results and associated processes.

Almost immediately, we observed that the client uptake for the CARE program in One-e-App was slow. Many of the users focused on more health and social service related programs and many of the families did not know enough about the CARE program to commit to having their information submitted for eligibility determination by PG&E. We reached out to the assistors in our active counties to educate them on the CARE program again and try to get the participation rate up.

With a little more encouragement, the assistors focused on the CARE program a bit more. The number of CARE applications was still below our expectations. When we inquired of the assistors about their experience, the assistors advised that almost always, they were dealing with women in the family as a primary informant and while their spouse knew they were applying for health and social benefit programs, the women was uncertain of whether their family should apply for CARE and often indicated that they needed to discuss this program at home. If the woman walked out of the office without garnering permission to submit a CARE application to PG&E, the woman almost never came back or called back with permission to submit to the CARE program.

While the goal of the pilot was to launch in two counties, we determined that the volume was too low in the counties we had running so we expanded the pilot to Solano County in January. In mid-February 2010, after providing several days of training, The Center added Napa to the counties using CARE. Then, in the last week of February 2010, The Center added Sacramento and Humboldt County to our list of trained One-e-App users who were also trained on the CARE program. We have trained the Sonoma County team and they should be going live in the middle of March 2010. Also in mid-March 2010, Fresno County, our first county to go live will be doing a major expansion of users and person who can access the site publically.

While additional counties have been added and other counties are expanding, there have been 79 applications completed and submitted to PG&E through the interface and 27 accepted as being eligible for the CARE program.

As noted above, The Center, at PG&E's suggestion, also identified an outreach workload which included persons who were in One-e-App and would have been eligible for CARE if the program had been available to them when they completed their application. This analysis was conducted and the following number of applicants met the criteria for potential eligibility in CARE:

- Fresno – 6,980 applications
- San Joaquin - 8,735 applications
- Solano – 380 applications

The Center is working on the outreach workload for Humboldt County and should have it in place in the next couple of days. As soon as the data migrations occur in Sonoma and Napa Counties, The Center will conduct the same analysis to identify potential outreach opportunities for the CARE program.

PG&E agreed that if potentially eligible applicants provided consent, their information would be electronically delivered to PG&E.

In working with participating counties, The Center developed an outreach module in order to allow the counties to easily identify and reach out to these families. The outreach module included the following:

- A outreach workload that will list the above mentioned families along with their contact information for each county.
- This workload is accessible by authorized users in each of these counties and allows the users to do either email or print and mail the CARE outreach notification to the families. The notification package includes the following:
 - A cover letter that explains the purpose of the notification and the benefits of CARE
 - A data sharing agreement that seeks the consent from the families to share their information with PG&E
 - Place for the families to write their PG&E account number
 - A Fax Coversheet that has a toll free number and a barcode which the families can use to fax the signed data sharing agreement and the PG&E account number into One-e-App
- Once the above mentioned documents are received by One-e-App, the system will electronically deliver the information to PG&E through the interface.

After the outreach module was developed in the middle of January 2010, The Center worked with the above mentioned counties and trained their users on using this module to communicate with these families. The outreach module was deployed into the One-e-App live environment on January 14th, 2010. The Center is continuing to support these counties in working through their outreach workloads and we hope to be sending applications on to PG&E soon. We are working each County to support and promote their outreach efforts by sending the letters and facilitating their work with families. This process has been slow as the cost of postage has become a barrier. The Center has offered e-mail notification and will work with the Counties to see if we can get creative to alleviate the cost of postage to support this outreach process.

In addition to these counties, The Center has one group, Los Angeles Unified School District that is identifying CARE applicants and referring them to the CARE program. This is a pilot project that has been going for several months. They have identified 127 applications and 427 persons. This pilot phase in Los Angeles has been successful and so the application will be expanded to 26 City of Los Angeles Resource Centers and over 20 other assistor organizations. While there is no electronic interface, we expect the identification of CARE eligible persons to expand significantly in Los Angeles in the next four months.

What We Learned?

Through the process of the implementation of CARE and the interface, The Center has the following observations:

- The contracting process with the utilities is complicated. Appropriately, concerns over confidentiality were a major consideration in the contracting. Further, One-e-App is proprietary software and dealing with ownership issues as well as the fact that the utility was requiring

unlimited liability was a major concern for The Center. This process required almost six months of contract discussions and thousands of dollars of attorney's fees for The Center as well as slowing down the project. [Note: No attorney fees were charged to the project on PG&E's side, and PG&E was still able to move forward with requirement gathering and other planning during the discussion.] There needs to be a more efficient way to contract with other utilities if this project goes forward.

- The uptake on a new program that gets added into the system has been slow on the users' [e.g., assistors', supervisors and liaisons who use One-e-App] side. Although The Center had worked diligently with the leadership of the pilot counties on the implementation of the CARE program, the communication has not been effective from the leadership of the counties to the end user in those counties.
- In many instances the persons who have represented the families to apply for benefits (in most cases the women) have indicated that they cannot decide on applying for a new program without the permission of their spouses. Although the users from the counties have tried to reach out to these persons to find out whether their spouses have agreed to apply for CARE or not, these families are often hard to reach and usually don't show up again unless they need to reenroll into the benefits that they are receiving or want to apply for a new person in the family.
- The economic downturn has caused the counties to operate with minimal staff resources. This has also contributed to the slowness of the counties moving forward with the new program. For example, in Fresno, the county leadership has made a decision of rolling out the CARE program to only a few selected agencies because they don't have enough staff resources to train and supervise all the users in the counties on a new program. Several of our larger counties did not want to participate in the project at this time as they were cutting back on assistors and asking others to support more families. They were worried about expanding to a new program under these economic circumstances even though they totally understood that at this time, the CARE program could be of great benefit to the families they were supporting.
- Often time, the focus of the families that are applying for benefits is mostly health or food related because they either have someone in the family who is in need of medical assistance or is fighting with hunger. Hence once they get those benefits their attention to the follow through on the other benefits loses the required intensity which causes slowness or incomplete applications for a program like CARE.

Recommendations

Keeping the above mentioned observations in mind, The Center would recommend the following for future expansions of this program and the interface to utility companies:

- While The Center conducted discussions with our county leadership regarding the adoption of CARE, we could have been more specific and clear about expectations. We should have also been responsible for communication and conducting the education of assistors. We have used a model of informing and educating leadership and allowing them to guide and educate the assistors. In the case of CARE, this model did not work. We have since implemented a process

in the latter counties where The Center has been responsible for training the end users on CARE and this model seems to have had more success.

- Work closely with the assistors to make sure they understand the benefits of CARE and are able to explain the benefits clearly to the families.
- Work closely with the county leadership in counties where One-e-App was used before CARE is implemented to make sure that the CARE outreach module is used effectively to reach out to families that have existing history in One-e-App.
- Expand the current interface capabilities that are built in between One-e-App and PG&E to other utility companies so that the features of the interface can be reused. This will help in expanding the CARE program and interface to other counties like Los Angeles, Orange and San Diego where One-e-App is used.
- Find a more efficient and cost effective way to complete contracts with the utility companies so that time and attorneys fees are not repeated.
- Implement other communication mechanisms such as text messaging in the CARE outreach module to reach out to the families in a quicker and more efficient way.

Conclusion

We have thoroughly enjoyed working closely with the PG&E team which has been thoughtful, high quality and diligent about making a difference for families. The interface development worked smoothly and efficiently and the PG&E team was professional and efficient. We have really enjoyed this partnership.

While the numbers have been significantly lower than we had hoped for in this project, we still believe that there is opportunity to expand the CARE penetration through One-e-App. With over 16,000 applications soon to be mailed to existing clients with the potential of automatically enrolling them in CARE via the interface once they consent, which would significantly increase the success of the project. In addition, with the expansion of One-e-App in other counties the footprint for assisted and unassisted CARE applications grows larger daily. With what we have learned in the pilot we have identified efficiencies in implementing the CARE program across county environments. We clearly have counties getting more interested in providing families with an expanded safety net. We are excited about the county expansions that are underway, particularly in Los Angeles.

We recommend consideration of expanding application communication through text messaging as a more efficient and cost effective methodology for communicating with CARE applicants.

Overall, we minimally want to keep the PG&E interface in place and would like to expand the interface capability to other California utilities.

We appreciate being part of this pilot and the support of the California Public Utilities Commission in providing the financial and leadership resources to make this pilot and associated learnings possible.