

CalSAWS



EXECUTIVE OVERVIEW

The 58 Counties of California joined together in June 2019 to form the California Statewide Automated Welfare System Consortium (CalSAWS) operating as a Joint Powers Authority (JPA) to collectively govern and oversee mission-critical systems, projects and operations that support the automation of public assistance programs and the delivery of social services to people living in the Great State of California



California SAWS

COUNTY OWNERSHIP

In the State of California, the counties are responsible for administering and delivering services surrounding numerous Federal, State, and local public assistance programs to Californians. SAWS – the Statewide Automation Welfare System – is comprised of the mission-critical and ancillary systems that support program enrollment, eligibility determination, benefit distribution, case management, reporting, and other business functions of the county welfare agencies that administer such programs, which improve the wellbeing of indigent residents and help remove obstacles towards self-sufficiency and gainful employment.

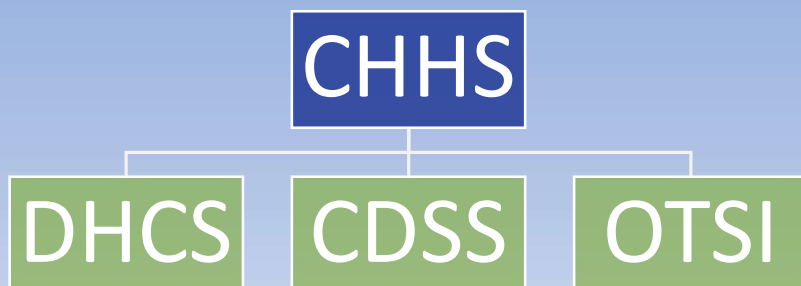


FEDERAL SPONSORSHIP



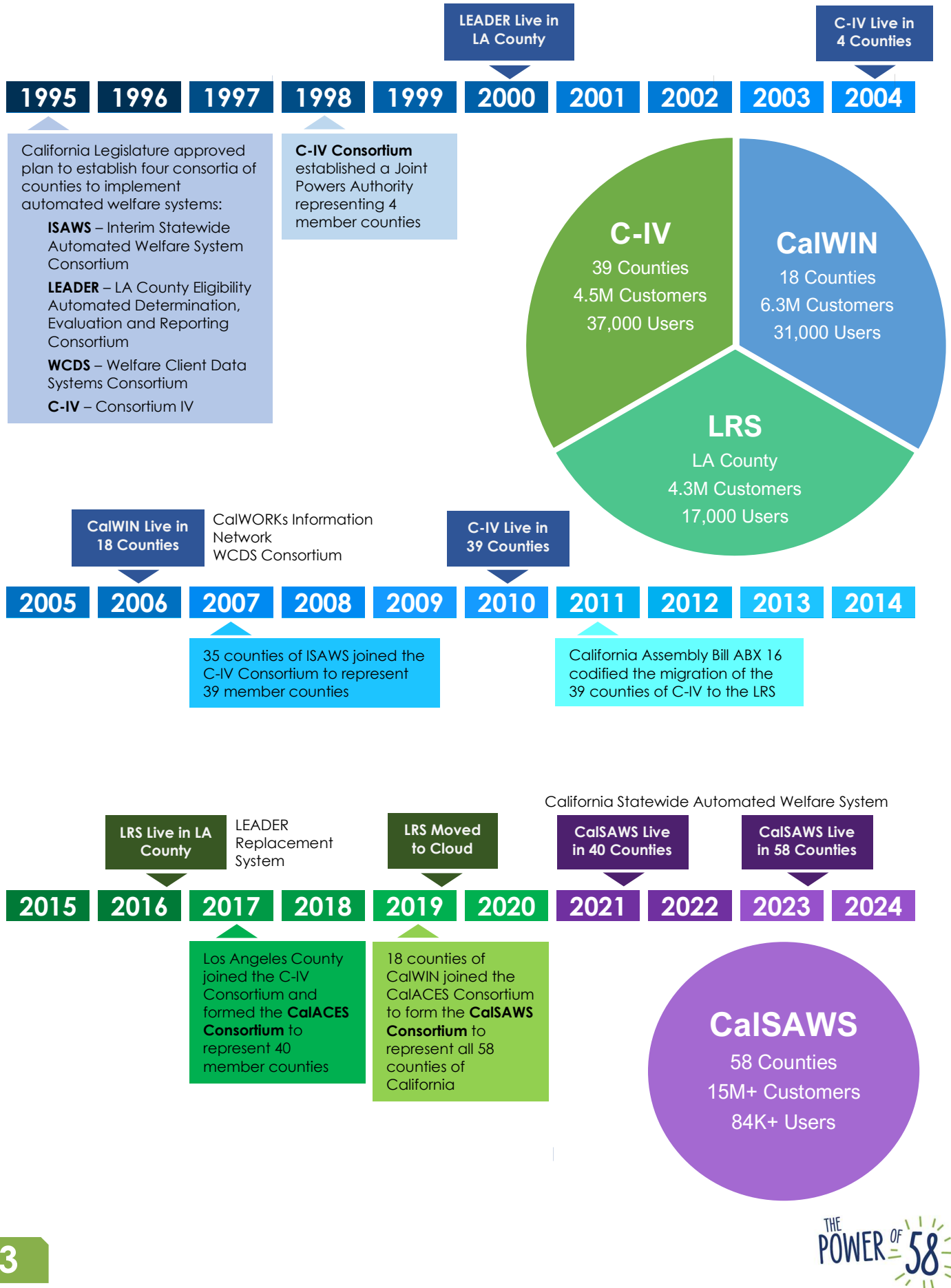
CMS - Centers for Medicare and Medicaid Services of the Department of Health and Human Services and FNS - Food and Nutrition Service of the United States Department of Agriculture are the federal sponsors of the SAWS portfolio and associated health and human services programs.

STATE SPONSORSHIP



The CHHS - California Health and Human Services Agency, CDSS - California Department of Social Services, DHCS - California Department of Health Care Services, and OTSI - Office of Technology and Solutions Integration oversee the SAWS portfolio and the health and human services

SAWS Journey



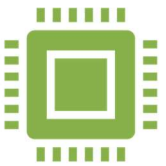
SAWS Unification



In order to continue receiving Federal Financial Participation (FFP) for the SAWS in California, the Centers for Medicare and Medicaid Services (CMS) and the Food and Nutrition Service (FNS) required California to implement a single statewide system by the end of 2023 to maintain federal sponsorship.



The execution of California's strategy to implement a single statewide system began with the completion of the LEADER Replacement System (LRS) Project for the County of Los Angeles. By leveraging the application software of the SAWS C-IV System as its code base, the LRS Project redesigned and developed software code to enhance automation, modularity, and configurability using rules engine technology and task management functionality for business process flexibility, as well as built an advanced, more scalable technical architecture and platform.



The investments in SAWS technology created a strong foundation for future SAWS consolidation, scalability, and extensibility to support statewide capacity and business operations across 58 counties. Such advancements in SAWS technologies were leveraged for SAWS unification, expansion, and longevity of underlying technologies through the California Statewide Automated Welfare System (CalSAWS) Project.



The CalSAWS Project delivered a statewide case management system in a cloud computing ecosystem, which was a more agile and economical model for technical infrastructure compared to traditional on-premise data centers. The LRS application code and database model were modified through a series of software releases to support multicounty business requirements.



The data and users of the 39 C-IV Counties were converted and migrated to the CalSAWS in a single cutover event in September 2021, followed by the conversion and migration of the 18 WCDS/CalWIN Counties in six waves over a 13-month timeframe from October 2022 to October 2023.



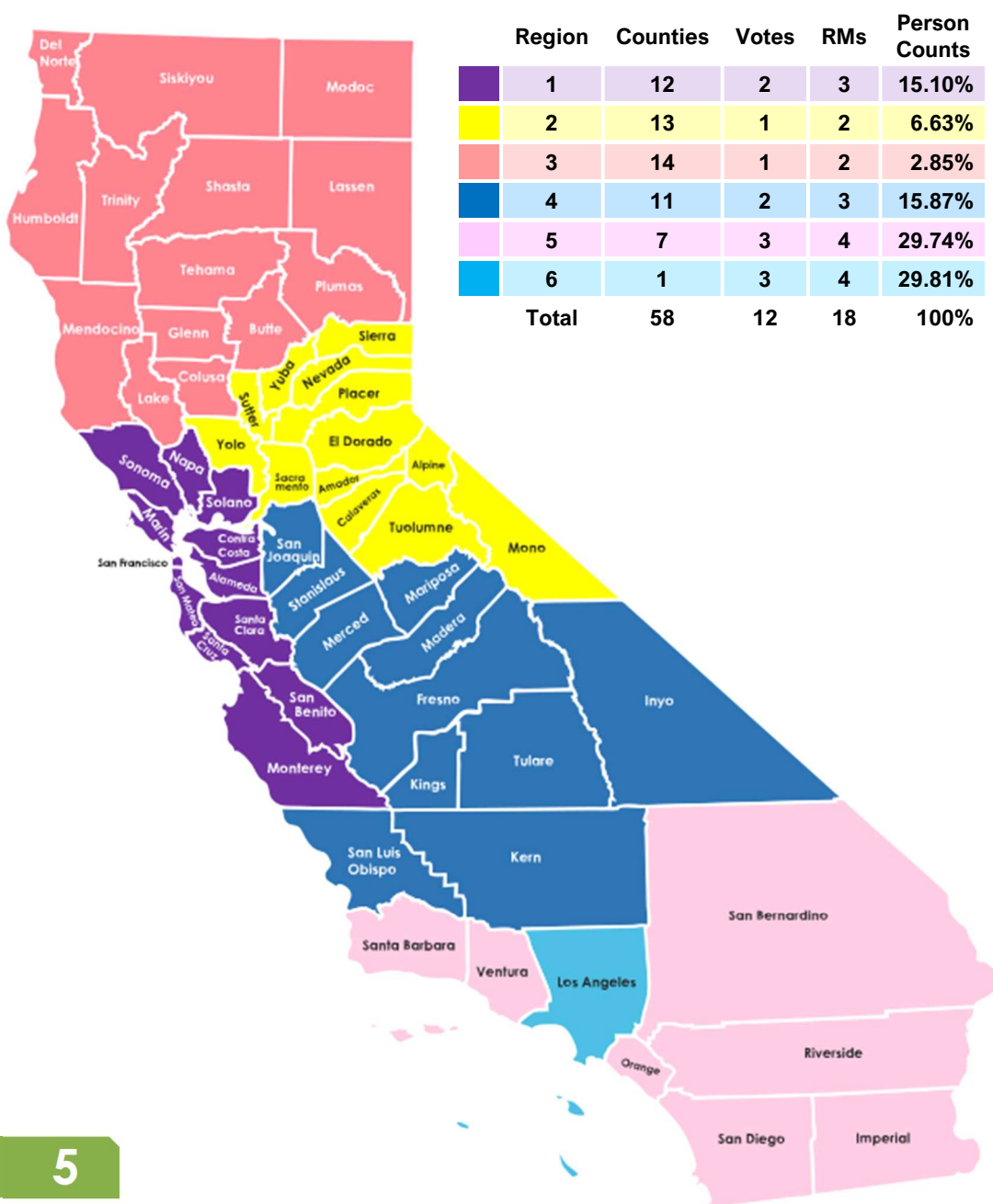
Consortium Representation

The CalSAWS Consortium is comprised of 58 member counties, which are organized into six (6) regions based on geographic proximity and loosely based on persons being served by such counties. These member counties are represented by a Board of Directors and a Project Steering Committee. Regional Managers (RMs) and other county personnel coordinate and communicate information relevant to the CalSAWS portfolio.

The CalSAWS regional geography, counties by region, number of representative votes, number of RMs, and persons count percentage by region are depicted in the graphical representation of California and the charts below.

CONTRIBUTIONS

Member agencies agree to contribute funding allocated for CalSAWS in addition to any funding match required by the Welfare and Institutions Code - WIC §10824



CalSAWS

Representation by 6 Regions is based on the California Welfare Directors Association (CWDA) regional model and has a regionalized voting structure:

3 votes for regions with aided Persons Count (PC) greater than 4 million

2 votes for regions with a PC greater than 2 million

1 vote for regions with a PC less than 2 million

Governance Body

The 58 counties of California joined together to form the CalSAWS Consortium to represent the interest of county welfare agencies in the governance and management of technology projects and operations that support the automation of public assistance programs and services. The CalSAWS Consortium conducts government business and operates as a Joint Powers Authority (JPA), a legal entity under California law. The CalSAWS JPA oversees and controls the budgets, investments, contracts, and resources of the CalSAWS portfolio on behalf of the 58 counties. The JPA is governed and administered by its 12-member Board of Directors—nominated and elected annually, with terms beginning at the start of each SFY, by the 60 Representatives of the CalSAWS General Membership—through a six-region representation model. The CalSAWS JPA Board serves as the overarching authority and decision-making body in providing strategic direction, setting directives, and taking actions surrounding the CalSAWS portfolio, including executing contracts.

JOINT POWERS AUTHORITY

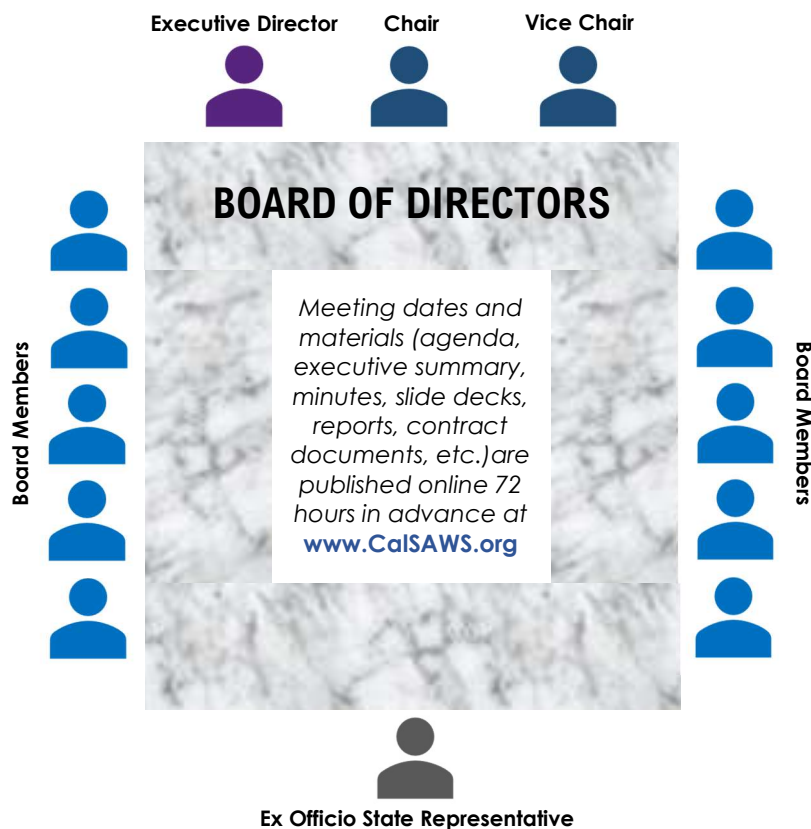
California law allows two or more public agencies to join together for the purpose of jointly exercising powers held in common by such agencies. The agencies take this action by entering into a contract called a “joint exercise of powers” agreement” whereby the parties can create a new legal entity, separate and distinct from the contracting parties. That entity is commonly referred to as a JPA.

CATEGORY	REPRESENTATION
General Membership	58 Member Counties
Member Representatives	60 Member Representatives <i>LA County has 3 Member Representatives</i>
Number of Regions	6 Regions
Board Officers	Board Chair and Vice Chair <i>Nominated and elected in June to serve for one year in the upcoming SFY</i> Board Secretary <i>Role performed by the CalSAWS Executive Director in support of facilitating Board meetings</i>
Board Members	12 Board Directors/Alternates <i>Regions 1 and 4 each have 2 Voting Members</i> <i>Regions 2 and 3 each have 1 Voting Members</i> <i>Regions 5 and 6 each have 3 Voting Members</i>
State Ex Officio	1 State Director of OTSI, CDSS, or DHCS
Board Quorum	Presence of 7 Board Members from 5 Regions
Affirmative Votes for Board Action	Minimum of 7 Board Votes from 5 Regions
Fiscal Agent	San Bernardino County
Operating Mode	San Bernardino County
Legal Counsel	Kronick, Moskovitz, Tiedemann & Girard <i>Law firm retained by CalSAWS to function as JPA legal counsel</i>
Public Meetings <i>Conducted in accordance with the Ralph M. Brown Act</i>	JPA Board Meeting – Monthly Meeting Project Steering Committee – Monthly Meeting Member Representatives – Semi-annual Meeting

Governance Meetings

JPA BOARD MEETINGS

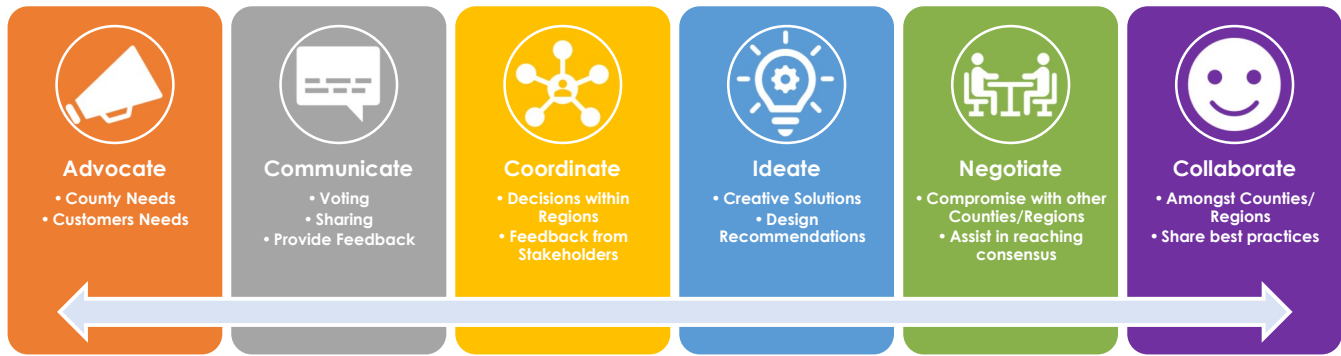
The CalSAWS JPA Board of Directors generally convenes on a monthly cadence to hear agenda items and vote on actions, including project direction, budgeting, contracting, delegation of authority, and agreements with external agencies, in an open and public forum under the rules of the Ralph M. Brown Act – California Government Code §54950 et seq. The CalSAWS Executive Director, serving as the JPA Board Secretary, presents agenda items and provides support to the Board Chair during the meetings. The agenda and meeting materials are distributed electronically to the Board of Directors and the Member Representatives a minimum of 72 hours prior to the scheduled Board meeting. The agenda and materials must be posted both online at www.CalSAWS.org, and physically at facilities where Board Members will be joining the meeting for public viewing in advance of the scheduled Board meeting (unless exempt under stay-at-home orders by government officials).



MEMBER REPRESENTATIVE MEETINGS

Along with the JPA Board of Directors, CalSAWS Member Representatives (directorship of county welfare agencies) convene semi-annually (typically, in January and June of each year). These meetings are also public meetings under the Ralph M. Brown Act. The meeting in January provides the Member Representatives with updates on the Governor's budget, introduces the anticipated administrative budget for the upcoming fiscal year for Member Representatives' approval, and communicates the progress of CalSAWS activities. The meeting in June is a forum for the Member Representatives to nominate and elect their regional representation on the JPA Board and the Project Steering Committee. The June meeting is combined with the CalSAWS Annual Strategic Conference.

Committees



PROJECT STEERING COMMITTEE

The Project Steering Committee (PSC) meets monthly to provide strategic direction, obtain project updates, address significant issues/risks concerning the regions and counties, share insights on county operations, provide feedback on project approaches and alternatives, advise on the automation of major policy and programmatic changes, sponsor project initiatives, and contribute to the visioning of future technology and business transformation. PSC meetings are also public meetings under the Ralph M. Brown Act. The PSC voting structure is comparable to the JPA Board. The CalSAWS Member Representatives nominate and elect PSC members for each CalSAWS Region to serve a one-year term coinciding with the upcoming SFY. A PSC member is at an executive-level position within the county (typically second-in-command) who has immediate access to the County Welfare Director, or Children and Family Services Director (if applicable), and is empowered to make executive-level decisions. PSC members work in tandem with, or delegate to, the respective RMs of the Region to recruit and appoint personnel from their respective region to serve on Regional Committees and project workgroups. The PSC also approve or deny requests of external agencies to access CalSAWS applications.



REGIONAL COMMITTEES

Regional Committees serve as the framework for counties to provide input, review, and approval of CalSAWS System Change Requests (SCRs) to be prioritized and implemented in CalSAWS. Currently, thirty (30) Regional Committees convene on a regular basis or as needed. Each Regional Committee is topically focused, e.g., CalWORKs, CalFresh, Medi-Cal/CMSP, Child Care, Welfare-to-Work, Fiscal, Foster Care, Task Management, Imaging, Contact Centers, Portal, etc. Regional Committees are comprised of CalSAWS project staff, Regional Committee Members (RCMs), vendor staff, and Quality Assurance (QA) staff. Each CalSAWS Region is allotted up to five (5) RCMs to serve on each committee (a total of 30 RCMs per committee) in representing the business needs of counties. In consultation with Subject Matter Experts (SMEs), RCMs are empowered to represent, make decisions, and vote on behalf of the counties within their region. RCMs and SMEs work together to provide end-user perspectives in reviewing functional and technical changes to CalSAWS. In collaboration with CalSAWS project staff, RCMs and SMEs collectively ensure that system designs provide the greatest value to the 58 counties and the communities they serve. Meetings of the Regional Committees are not public meetings.

Organization

Project Steering Committee (PSC)

Ensure work products reflect a consolidated business approach
Represent the regional view in policy discussions
Serve as advisors and oversight for Consortium staff
Recruit and appoint personnel to serve on committees and user groups
Sponsor project initiatives
Communicate issues and information relevant to CalSAWS projects

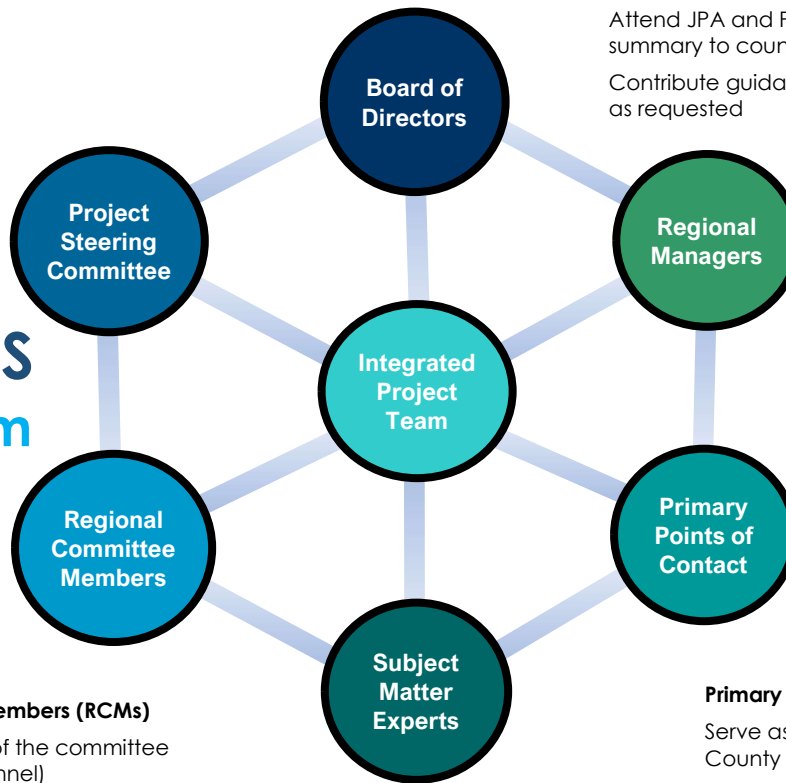
Board of Directors (JPA)

Serve as the overarching authority and decision-making body for major project, fiscal, and contractual matters of CalSAWS
Provide guidance and direction to the Executive Director and Project Leadership
Commit or facilitate county resourcing for project activities

Regional Managers (RMs)

Serve as the key management point of contact between the Project and the Counties
Provide county or region-specific information to the Project
Provide Project information to the counties/region
Assist in the county issue management and resolution process
Recruit and appoint personnel from their respective Region to serve on committees and user groups
Facilitate Regional Meetings
Attend JPA and PSC Meetings and provide a summary to counties
Contribute guidance to County Executive Teams as requested

CalSAWS Ecosystem



Integrated Project Team

Functionally organized into teams integrated with both government employees and vendor staff to manage and support CalSAWS projects and operations
Comprised of county employees, RGS employees, CSAC employees, and vendor staff assigned to CalSAWS

Regional Committee Members (RCMs)

Work within the scope of the committee (typically County personnel)
Empowered to make decisions (vote) on behalf of the Region
Reviews, discuss, and recommend system changes
Approve designs
Suggest outreach for changes as needed
Review program regulations and county processes to determine system impact

Subject Matter Experts (SMEs)

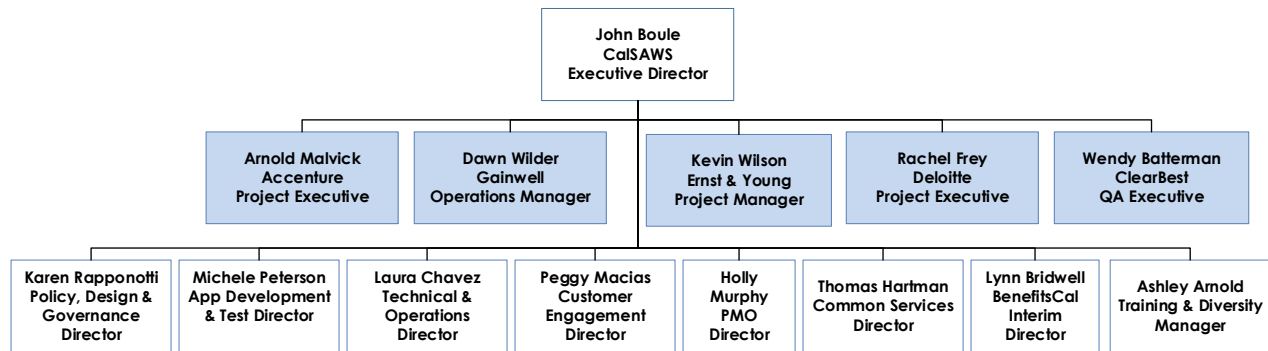
Provide expertise in county operations and processes (usually county-based staff)
Serve as the communication conduit between RCMs and their respective counties
Provide county input to system changes

Primary Points of Contact (PPOCs)

Serve as a point of contact for the County and Project
Serve as a liaison between the RM, their respective counties, and the Project
Receive, provide, and disseminate information regarding the Project
Designated by County Management or the County Director

Integrated Team

The CalSAWS Project Team is organized into eight (8) sections and teams comprised of both Consortium and vendor staff based on domains of responsibilities. This integrated team model streamlines communications, fosters collaboration, encourages knowledge sharing, blends resources for greater quality and productivity, and aligns project efforts.



Policy, Design & Governance

This team is responsible for the interpretation, approval, prioritization, design, and implementation of policy in CalSAWS, including the governance process for system changes.

Application Development & Test

This team is responsible for the development, testing, and release management of the CalSAWS application software.

Project Management Office

This team is responsible for managing the finances, contracts, facilities, deliverables, and project schedules of CalSAWS.

Technical and Operations

This team is responsible for technical architecture, systems administration and operations, information technology security, and customer support of CalSAWS technology.

Customer Engagement

This team is responsible for stakeholder and advocacy partnerships, regional representation, external communications, and coordination of project activities with CalSAWS member counties.

Common Services

This team is responsible for major competitive procurements of vendor services for CalSAWS.

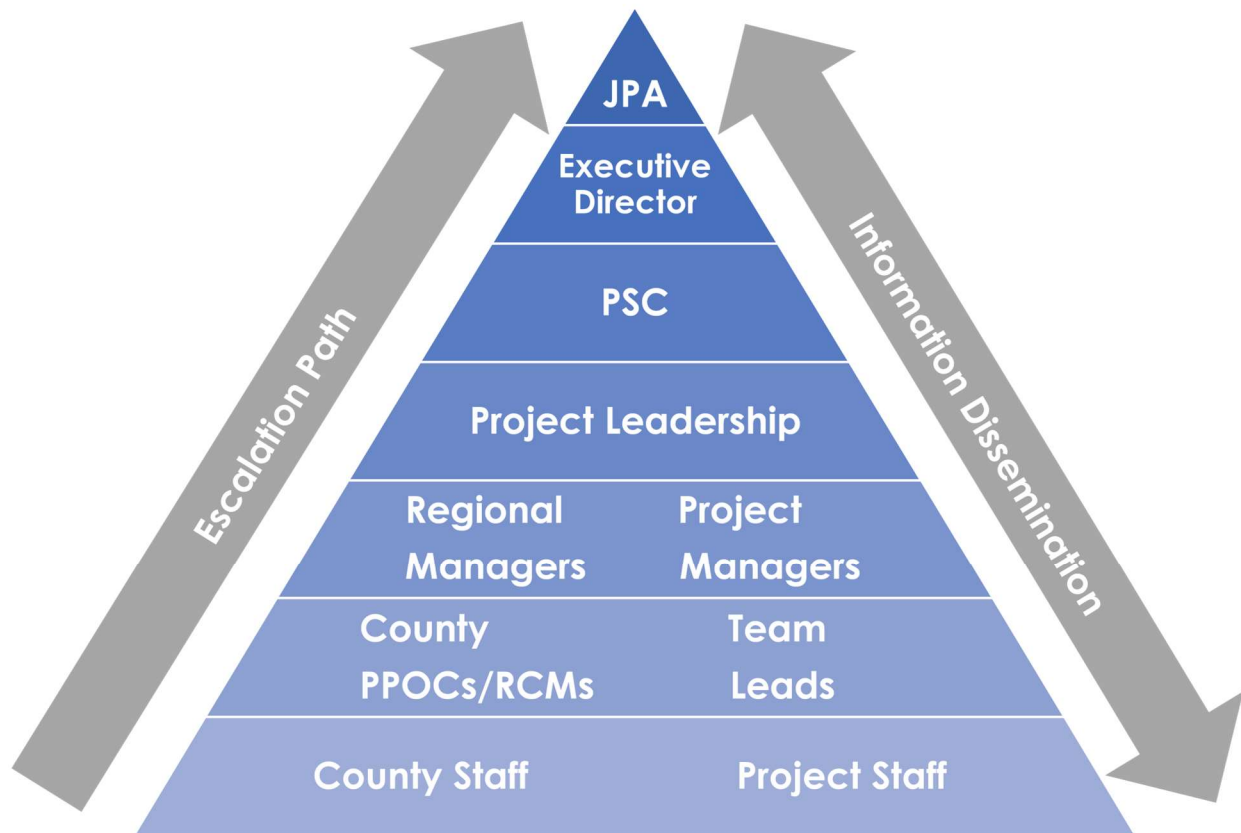
BenefitsCal

This team is responsible for managing the statewide on-line portal, stakeholder engagement activities, design and implementation of BenefitsCal system changes.

Training and Diversity

This team is responsible for managing CalSAWS training materials and readiness efforts, the Learning Management System (LMS), and the design and implementation of Diversity, Equity and Inclusion efforts for CalSAWS.

Communication & Escalation



Communication@CalSAWS.org



CalSAWS Information Transmittal (CIT)

Disseminate information to counties and project stakeholders

CalSAWS Request for Information (CRFI)

Solicits information from the counties or county groups

Synergy



84,000 Workers.
58 Counties.
1 System.
Endless Possibilities.

All for One.
And One System for All.

Introducing the Power
to Help More People.
Together.

Helping You Help
California

All Together
Now

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