

# JPA Board of Directors Meeting

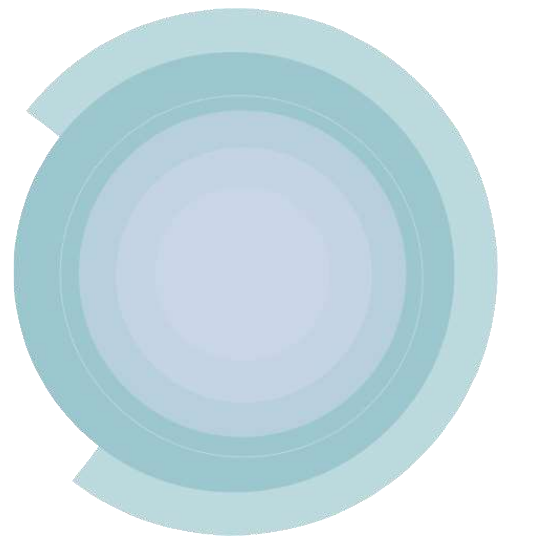
April 11, 2025



CalSAWS



# Agenda



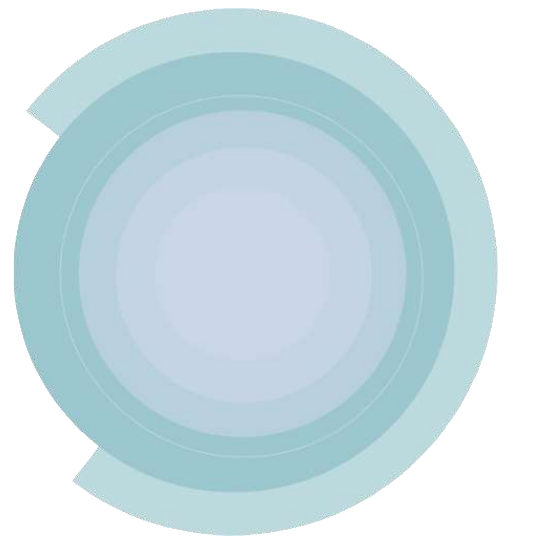
1. Call Meeting to Order.
2. Confirmation of Quorum and Agenda Review.
3. Public Comment: Public opportunity to speak on any item NOT on the Agenda. Public comments are limited to no more than three minutes per speaker, except that a speaker using a translator shall be allowed up to six minutes.

Note: The public may also speak on any Item ON the Agenda by waiting until that item is read, then requesting recognition from the Chair to speak.

# Action Items

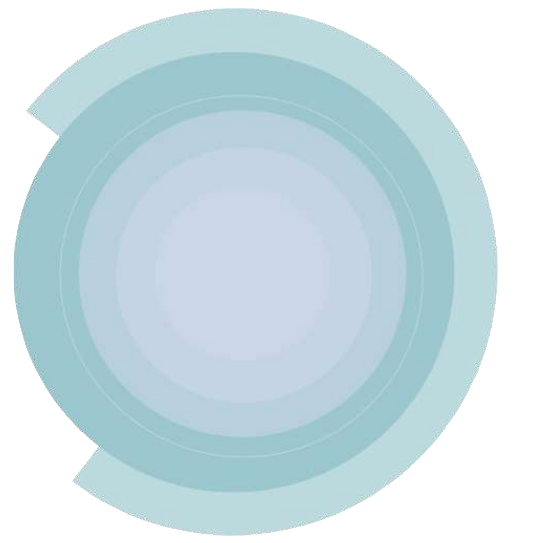


# Action Items



4. Ratification of Signature/Fund Custodian Authorization Form in the name of Director Gilbert Ramos.

# Action Items



## 5. Approval of Consent Items:

- a. Approval of the Minutes and review of the Action Items for the March 14, 2025, JPA Board of Directors Meeting.

# Informational Items

# CalSAWS CER Process & Restructuring Update

# CER Process Evolution - Goals

**Primary Goal:** Evolve the regional process to identify business needs which are organized by the collective regions to represent system enhancements that yield the highest value from a Statewide perspective.

1. County need is communicated from a business perspective
2. Requests directly support advancing CalSAWS Objectives
3. Business needs discussed internally at Regional level, grouping ideas when possible
4. Regional elevation results reflect cross Regional themes
5. Volume of requests are balanced to focus on highest value and anticipated capacity.



# Objective Alignment

## Objective 1: Enhance Self-Service Access

This objective is about increasing the adoption of BenefitsCal, as well as improvements to the functionality of the BenefitsCal portal.

## Objective 2: Streamline Administrative Processes

This objective includes reducing the time spent on administrative tasks by eligibility staff through automation. Assisting with the accuracy of data entry, imaging, and processing in the system through error checking/quality control alerts. Workload management and Inter-county transfers (ICTs) would also fall under this objective.

## Objective 3: Enhance User Experience & Support

This could include increasing the intuitive nature of CalSAWS through Contextual Assistance: The system offers real-time help, explanations, or tips tailored to the user's actions. This could be in the form of tooltips, brief descriptions, or visual cues that explain what each step does and why it is necessary, helping users understand the process as they go. Or, implementing a comprehensive online self-help portal and guided navigation for BenefitsCal, reducing the need for phone or in-person support.

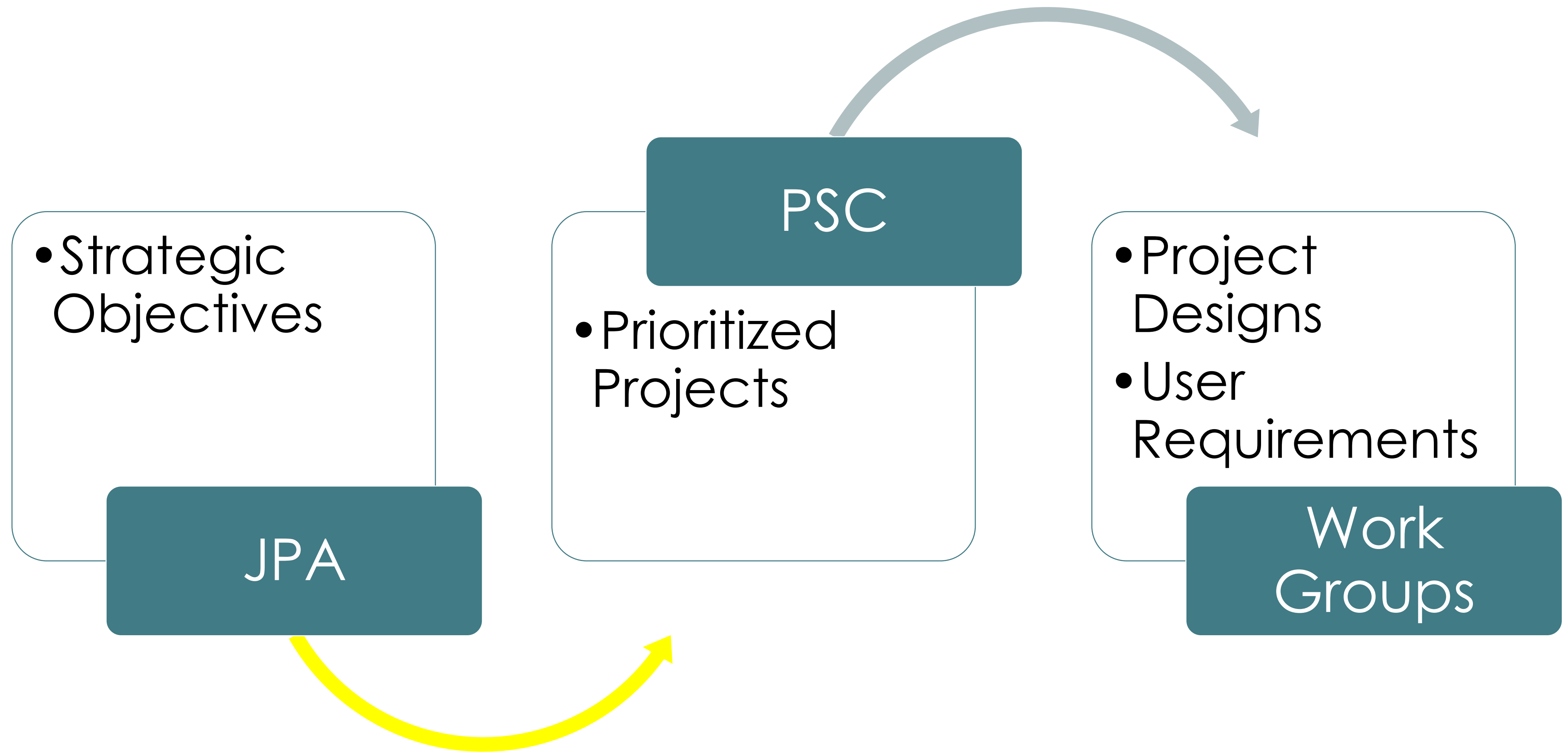
## Objective 4: Enhance Reporting, Analytics, and Client Communication Capabilities for Greater Flexibility and Insights

This includes improved ad hoc reporting functionality and evaluating current reporting needs. Streamlining to client correspondence/notices.

**Note:** Not all backlog items may fall into one of the four objectives.

# Traceability

The intent of this model is to ensure better alignment and transparency, while also enabling CalSAWS to be more responsive to the collective needs of the counties.



# JPA Board

- **Role:**

- Provides strategic direction, oversight, and final decision-making authority.

- **Responsibilities:**

- Approve strategic goals and priorities.
- Approve budgetary and major policy decisions.
- Ensure compliance with state and federal regulations.
- Oversee overall system performance.

- **Authority:**

- Final decision-making power on strategy, priorities, and major system changes.
- Delegates operational tasks but retains oversight.

# Project Steering Committee

- **Role:**

- Translates strategic priorities into actionable initiatives/projects and provides operational oversight.

- **Responsibilities:**

- Develop implementation plans for Board-approved priorities.
- Monitor project progress and resolve escalations from working groups.
- Align resources to operational initiatives.

- **Authority:**

- Decision-making within operational execution, ensuring alignment with Board directives.
- Can escalate issues requiring strategic input to the Board.



# Work Groups

- **Role:**

- Focus on design, implementation, and execution of strategic initiatives/projects.

- **Responsibilities:**

- Develop and refine user requirements.
- Provide subject matter expertise on system design and policy implementation.
- Identify challenges and recommend solutions.
- Engage stakeholders for user feedback and testing.

- **Authority:**

- Limited to design and execution recommendations.
- Cannot determine or redefine strategic priorities.
- Must operate within the Board and Project Steering Committee's framework.

# CER -----> Business Case Request



CalSAWS | Business Case Request

1. Purpose

This document serves as a structured template for CalSAWS customers (counties) to submit Business Case requests. The goal is to ensure all requests are aligned with the overarching objectives of CalSAWS and provide measurable value to users and county leadership.

2. Request Summary

Region Submitting Request		<div>Priority Level <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low</div> <div><b>High:</b> Critical to system functionality, compliance, or addresses urgent needs that significantly impact clients or caseworkers. Requires immediate attention.</div> <div><b>Medium:</b> Important but not immediately critical. Addresses process improvements or usability enhancements that improve efficiency over time.</div> <div><b>Low:</b> Nice-to-have features or long-term enhancements that do not significantly impact daily operations but provide added value.</div>
Request Title		
Date Submitted	[Month DD, YYYY]	
Primary Contact Name		
Primary Contact Email		

3. Description of Business Value

Brief Description	
Provide a high-level summary of the request.	
Current State	
Describe the current process, system limitation, or problem the county/region is facing.	
Proposed Change	
Detail how the request will resolve the identified issue.	

CalSAWS | Business Case Request

1

CalSAWS | Business Case Request

3. Description of Business Value

4. Strategic Alignment with CalSAWS Objectives

Counties must demonstrate how the business case request aligns with at least one of the following strategic objectives. Indicate which strategic objective(s) this enhancement supports and provide justification.

CalSAWS Objective	<input checked="" type="checkbox"/>	Justification
Enhance Self-Service Access (e.g., reducing dependency on lobby visits, improving mobile functionality, streamlining applications)	<input type="checkbox"/>	
Streamline Administrative Processes (e.g., reducing manual work, automating data entry, improving case management efficiency)	<input type="checkbox"/>	
Enhance User Experience & Support (e.g., improving navigation, accessibility, or usability for users and staff)	<input type="checkbox"/>	
Enhance Reporting, Analytics, and Client Communication Capabilities (e.g., client correspondence, better insights for managers, improving notifications to clients, enhancing data-driven decision-making)	<input type="checkbox"/>	

5. Impact Assessment

Who Will Benefit? (Customers, Caseworkers, Management, etc.)	
Estimated Number of Impacted Users	
Estimated Reduction in Processing Times (if applicable)	

CalSAWS | Business Case Request

2

CalSAWS | Business Case Request

5. Impact Assessment

Potential Risks or Challenges

6. Success Measurement

Key Performance Indicators (KPIs) Define measurable indicators that will determine the success of this enhancement.	
Expected Improvements in Efficiency or User Satisfaction	

CalSAWS | Business Case Request

3

# Next Steps

- Complete backlog clean up & objective grouping
- Review CER → Business Case changes with Regions (PPOCs, etc.)
- Provide New CER (Business Case) Updates to JPA Board for Approval
- Finalize Business Cases for Objective #4
- Submit Business Cases – June 2025
- CER Evolution Training (continued)



# Performance Trends Report



# Performance Trends

## SLAs and Onshore/Offshore Hours

CalSAWS SLAs		
Jan 2025 – Mar 2025*		
	Performance	
	M&E	Infrastructure
✓ System Availability	100%	99.5%
✓ Helpdesk Diagnosis	100%	100%
✓ System Response	100%	N/A
✓ Batch Completion	100%	N/A
✓ Training Environment Availability	100%	100%
✓ Standard Report Response	100%	100%
✓ Security Incident Response	100%	100%
✓ Disaster Recovery Response	100% **	100%
✓ ForgeRock	100%	100%
✓ Local Repair Services	100% **	100%
*Infrastructure is for the period of Feb 2025 to Mar 2025		
** These two SLAs are only for the period of Jan 2025		

BenefitsCal SLAs		
Jan 2025 – Mar 2025		
Deloitte		Performance
✓ All Daily Transactions		100%

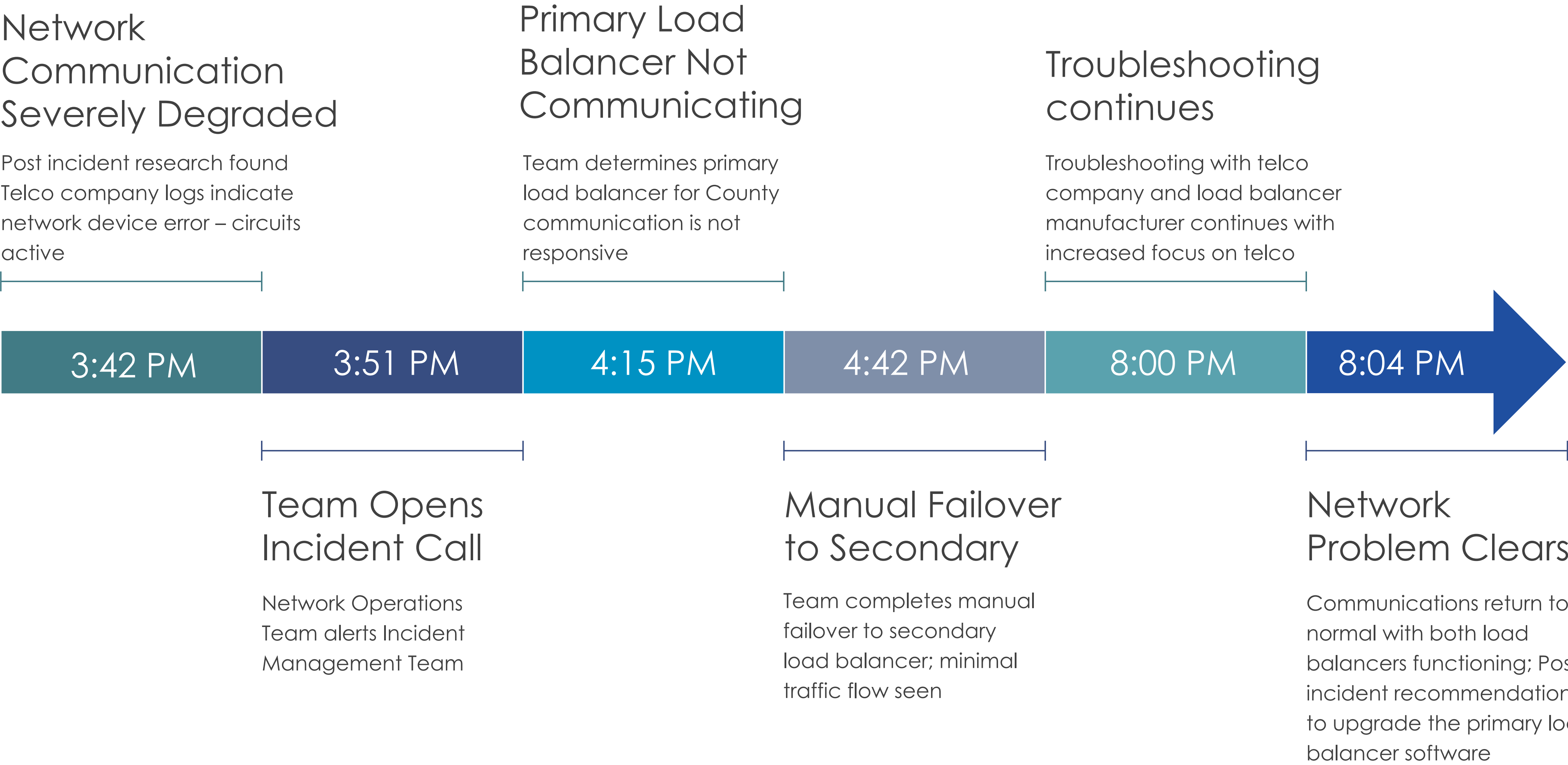
Imaging SLAs	
Jan 2025 – Mar 2025	
Hyland Solutions	
	Performance
✓ Monthly Uptime	100%
✓ Monthly Page Views	99.34%
✓ Monthly Database Transactions	99.08%

Onshore/Offshore Metrics		
Jan 2025 – Mar 2025		
	Onshore %	Offshore %
BenefitsCal Hours	45%	55%
CalSAWS Hours	60%	40%
CalSAWS Cost of Rework		
	Onshore %	Offshore %
R25.01	0.86%	0.39%
R24.07 - R24.11	0.77%	1.09%
Target	≤ 10% (combined)	

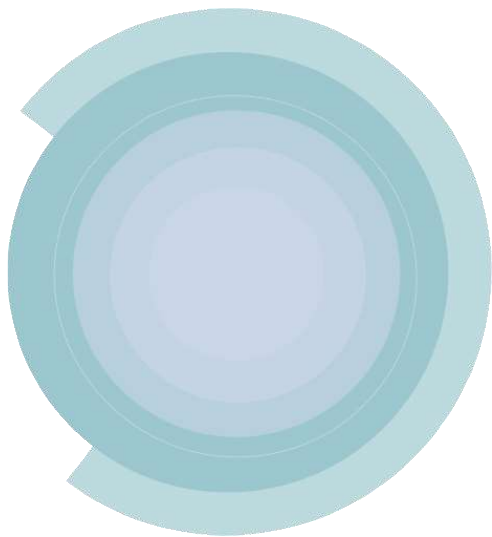
# Performance Trends

## CalSAWS Incident – March 17, 2025

**Telco issue prevented CalSAWS traffic from routing to the County sites**



# BenefitsCal Update



# ROI Workgroup Update



**ALL COUNTY LETTERS (ACL)**

CDSS and DHCS published the final letters.  
ACL 24-91 and ACWDL 24-21

**CBO INFORMATION & UX**

Discussions focusing on the CBO information currently available and what may be needed in the future to support customer, county and CBO needs. Will be followed by user experience explorations.

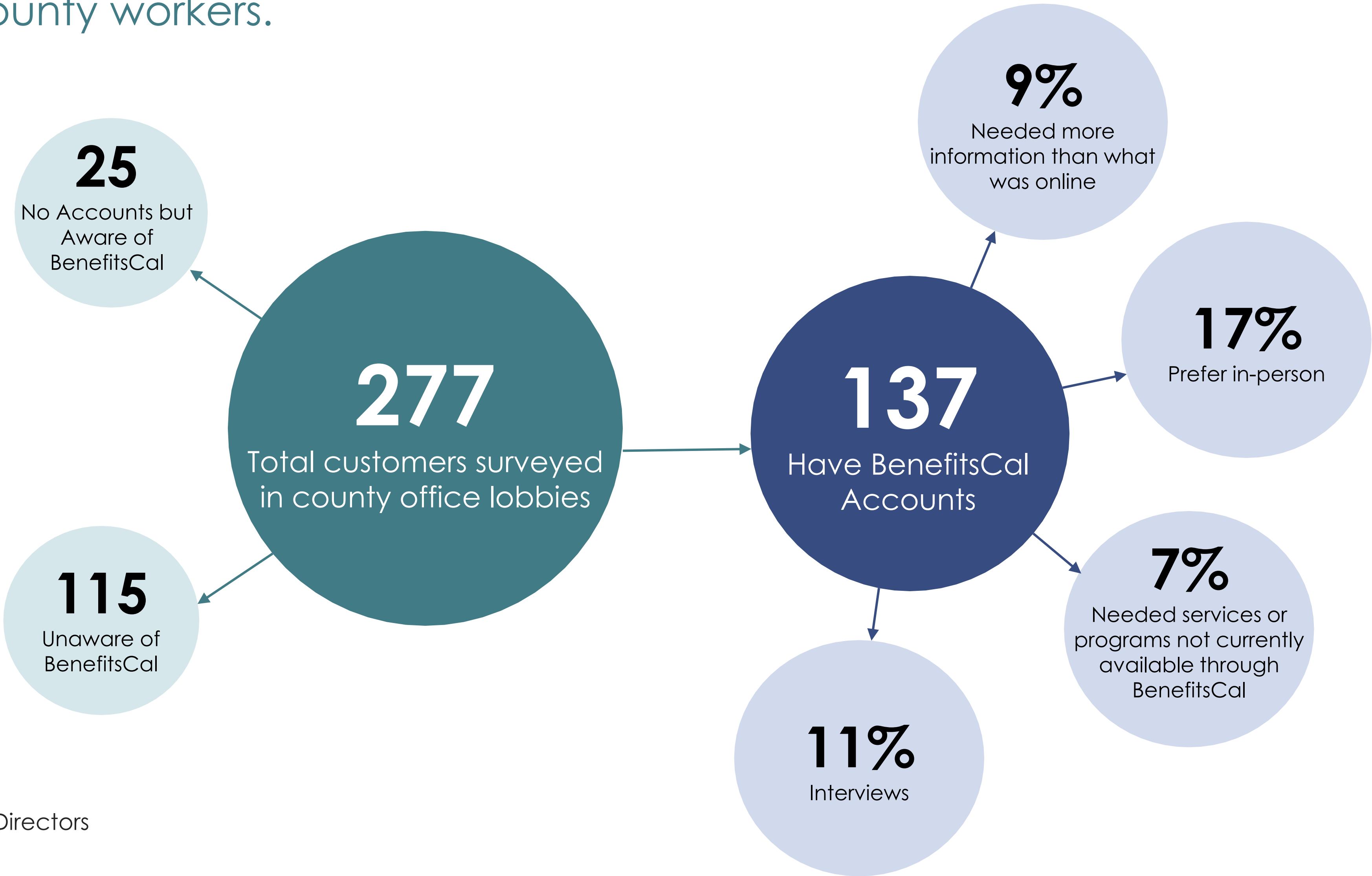
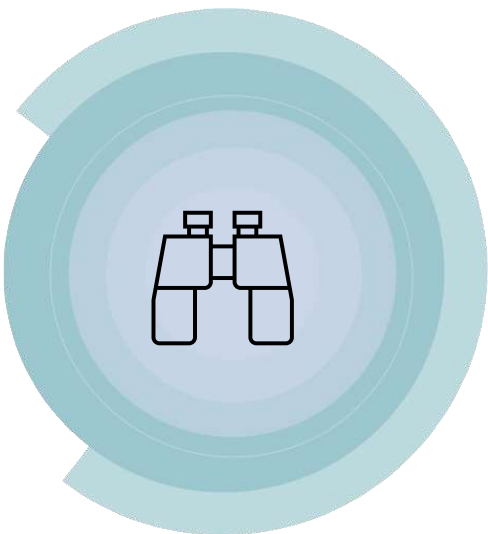
**WORK GROUP MEETINGS**

Latest meeting held 4/7.



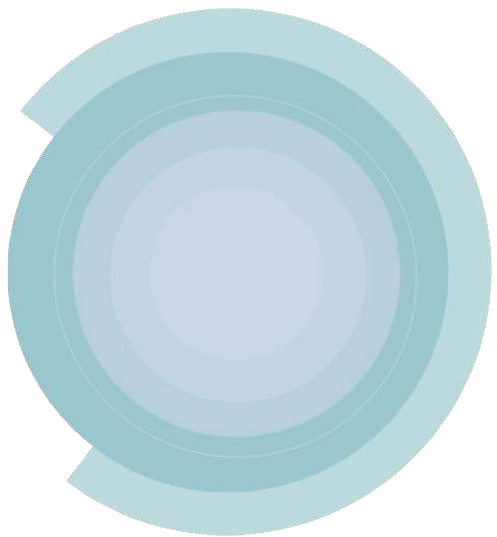
# County Visits - Summary

Visited offices in Alameda, Los Angeles, and Sacramento counties with the goal of understanding customer experiences on BenefitsCal and its impact on county workers.



# BenefitsCal: Two Usability Assessments Underway

Continuous Listening and Usability Assessments to **Elevate** Self-Service Capabilities



Multiple Doc-Type Upload during Application Flow

Multiple Doc-Type Upload via Document Center

List of Options

Doc Upload

**Objective:** Streamline Document Upload process for greater efficiency, reduce length of time, enhance user experience, and Support County Processing.

EBT Features

**Objective:** Enhance EBT Inquiry to improve accuracy, feature intuitiveness, transaction display effectiveness, and theft assistance self-service features.

EBT Information Sharing

EBT Usability Improvements

EBT Add-On Features

# Policy & Release Update

# Release and Policy Update

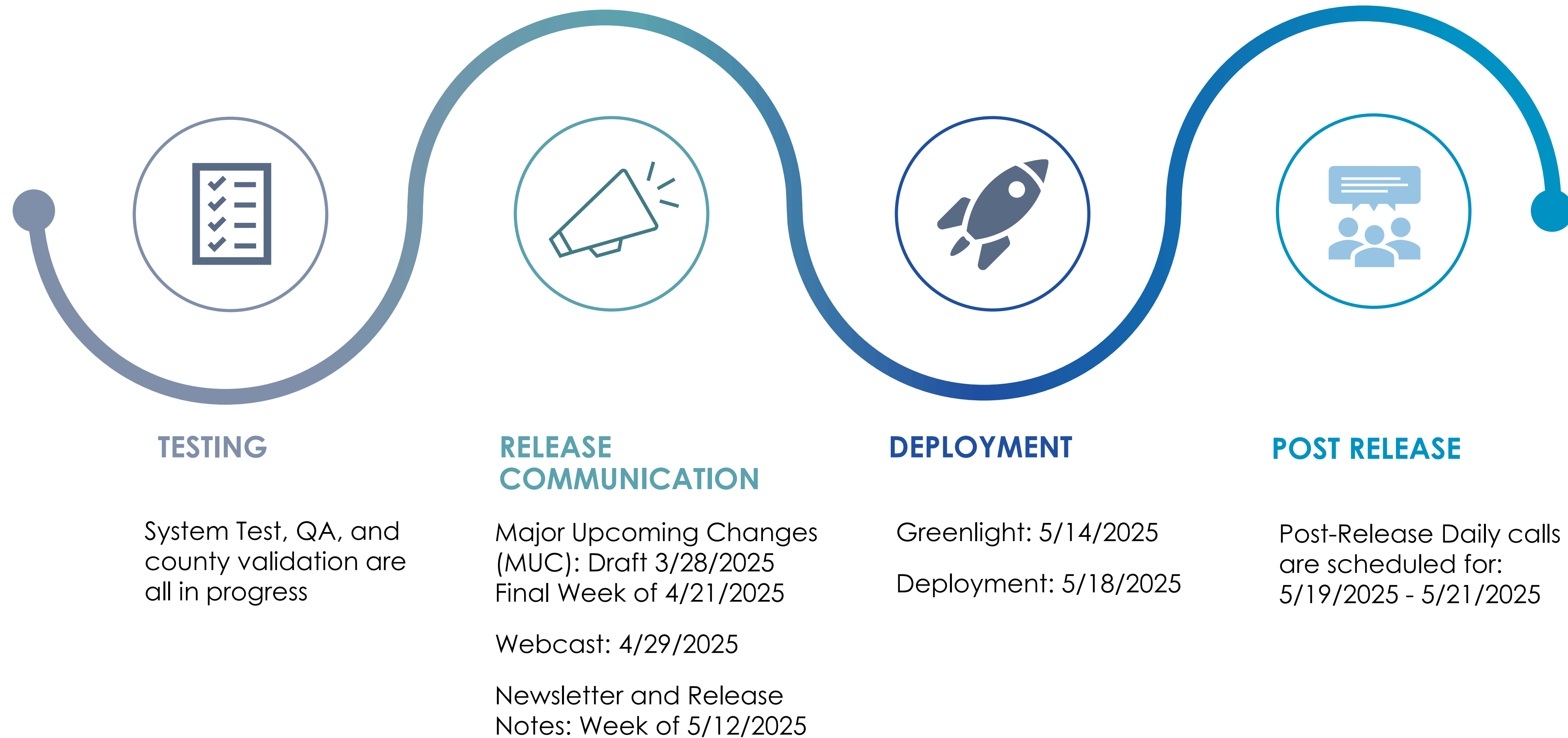
## Upcoming Releases

April Priority Releases	May Baseline (5/19/2025) and Priority Releases	June Baseline (6/16/2025) and Priority Releases	July Baseline (7/21/2025) and Priority Releases
<p><b>4/10/2025:</b></p> <ul style="list-style-type: none"><li>• Outbound IVR: AB 79 Personal Contact - Add new calling campaign for SAR 7</li></ul> <p><b>4/17/2025:</b></p> <ul style="list-style-type: none"><li>• CA 237 CW state report enhancements</li></ul> <p><b>4/24/2025:</b></p> <ul style="list-style-type: none"><li>• Update the DHCS CMS PI Report</li><li>• Create Security rights/groups for Statewide Cash Aid Time Limit (SCATL) application</li></ul>	<p><b>5/19/2025:</b></p> <ul style="list-style-type: none"><li>• ACL 24-01 - CF Restaurant Meals Program Eligibility Program Updates and CF 889</li><li>• ACL 23-79 Add IRT and Budget to CF 377.1, CF 377.1 A, and CF 377.4 SAR</li><li>• MEDIL I 21-31 - Alternate Formats Request Process for Visually Impaired Applicants and Beneficiaries Phase II</li></ul> <p><b>5/25/2025:</b></p> <ul style="list-style-type: none"><li>• Migrate WDTIP Data and Online Screens to CalSAWS</li></ul>	<p><b>6/16/2025:</b></p> <ul style="list-style-type: none"><li>• CalHEERS eHIT: Inclusion of Reasonable Explanation to CalHEERS</li></ul> <p><b>6/XX/2025:</b></p> <ul style="list-style-type: none"><li>• One time Batch EDBC run for all the non TCVAP CW CF cases with R1/R2 aid code</li></ul>	<p><b>7/XX/2025:</b></p> <ul style="list-style-type: none"><li>• ACL 25-XX AAP, FC, KG, CNI Rate Increase for Year 2025-2026 COLA Values</li><li>• ACL 25-XX AAP, FC, KG, CNI Rate Increase for Year 2025-2026 - Batch EDBC COLA</li></ul> <p><b>7/21/2025:</b></p> <ul style="list-style-type: none"><li>• ACL 21-45 - Add new CW and WTW Notices</li><li>• ACL 22-85 - CalFresh CF 296 and Expedited Service Redesign</li><li>• ACL 19-33 &amp; ACL 16-90 - Update the Automated Action for Death Match to Not Apply for CW and CF</li></ul>



# Release and Policy Update

Upcoming Releases – 25.05



# Policy & Release Updates

Accenture's last release is  
25.09 - Capacity is full

Deloitte first two releases  
are part of Transition –  
25.11 & 26.01

# Transition Update

# Infrastructure Transition

Future Transitions – Transition In Place



## Imaging

- Transition of ticket triage and response completed April 1, 2025
- Transition of custom application components planned for June 1, 2025
- SaaS and hosting services continue to be provided by Hyland



## Contact Center

- Infrastructure transitioned February 1, 2025
- Transition of application and remaining services planned for July 11, 2025
- Includes Call Summarization (Gen AI)

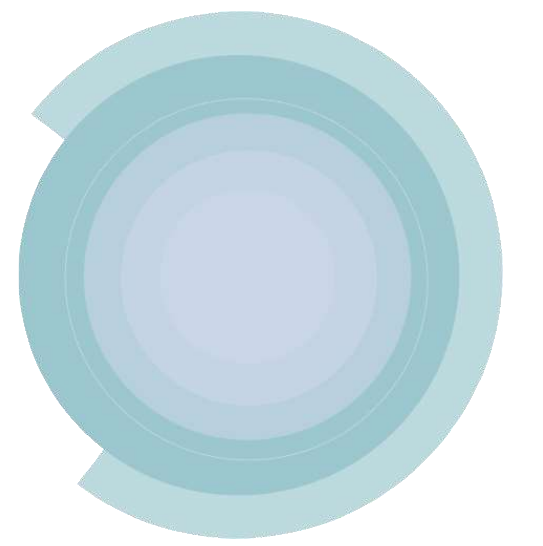


## Access Mgmt

- Ping Identity formerly known as ForgeRock
- Infrastructure transitioned February 1, 2025
- Transition of custom application components planned for end of May 2025

# M&E Transition-In Progress

As of 4/4/2025



## **Accomplishments Since Last Meeting:**

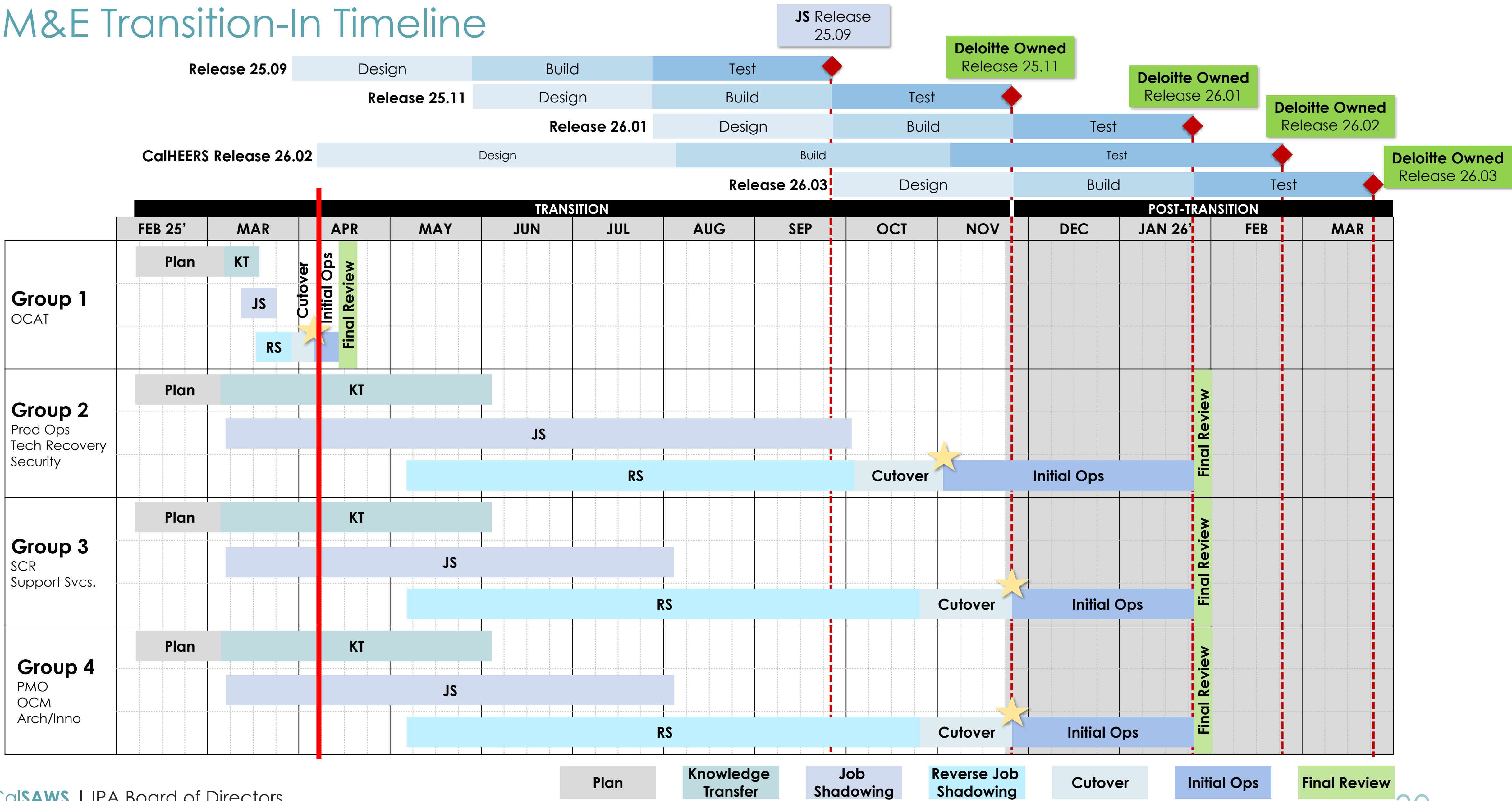
- Launch of M&E Transition Command Center
- Successful OCAT Transition Takeover
- Sandbox has been secured allowing to advance Job-Shadowing and Reverse Shadowing as well as additional learning/discovery

## **Looking Forward:**

- Execute Job Shadow and Reverse Shadow for Release 25.09
- Begin preparations for Release 25.11

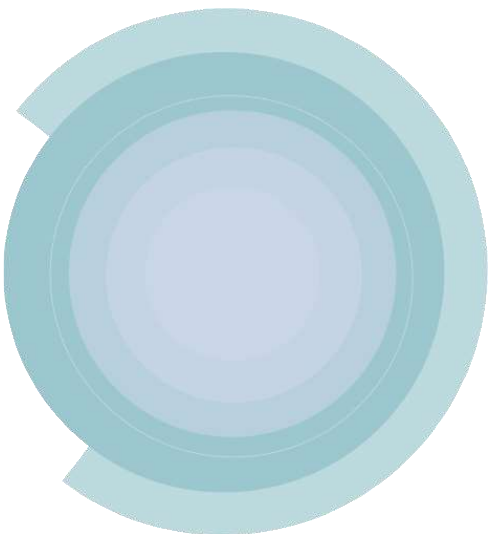


# M&E Transition-In Timeline



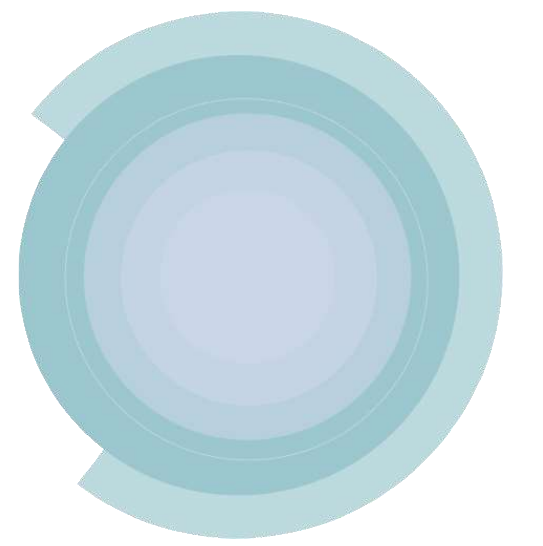
# M&E Transition-In Progress

As of 4/4/2025



# Data Analytics Modernization

As of 4/4/2025



## CURRENT DATA CHALLENGES

### Incomplete Customer Insights

Siloed data hinders a deep understanding of customer journey

### Diminished Trust in Data

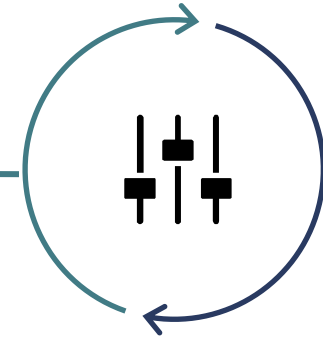
Multiple data copies lead to diminished trust of the insights produced

### County Access to Insights

County-owned data is difficult to correlate with CalSAWS system data

### Challenging to Enhance

Enhancements to reports and dashboards are time-consuming with a large backlog



## FUTURE STATE WORKSHOP

### Two Day Workshop

Planned with functional and technical Consortium leaders

### Workshop Objectives:

- Well defined customer pain points and end-user personas
- Future vision to address current analytics challenges
- Execution strategy for a modern solution

# CalSAWS Procurement Updates

# Procurement Update

## Quality Assurance (QA) Key Procurement Tasks

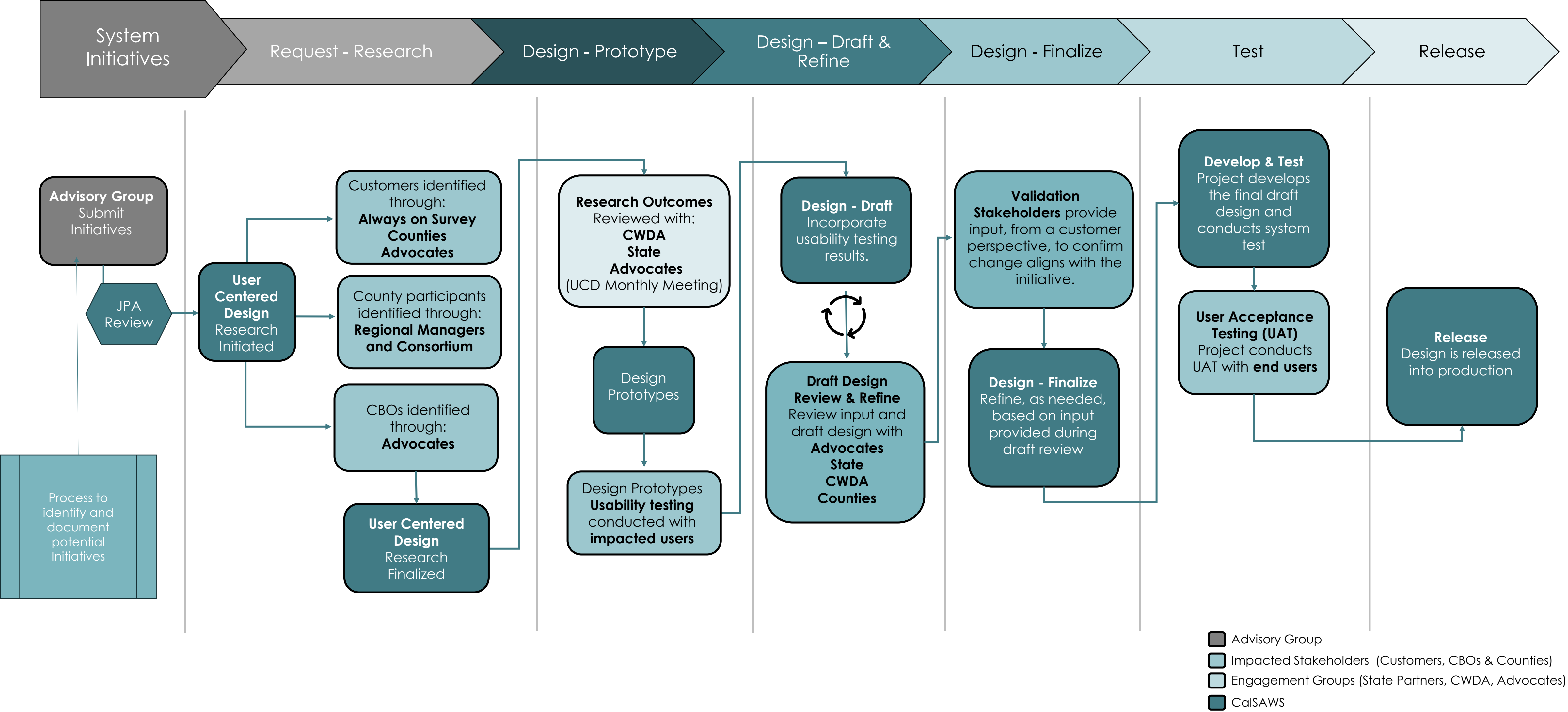
	QA Procurement Event	Dates
1	RFP Development	December 11, 2024 – April 14, 2025
2	Consortium Review and Approvals	April 15 – 23, 2025
3	State Review and Approvals	April 28 – May 30, 2025
4	Federal Review and Approvals	June 4 – August 5, 2025
5	Release RFP	August 11, 2025
6	Conduct Bidder's Conference	August 19, 2025
7	Bidder Question and Answer Period	August 11 – September 2, 2025
8	Consortium Publishes Final Q&A and RFP Addendum	September 16, 2025
9	Proposals Due	October 20, 2025
10	Evaluate Compliance, Firm Qualifications, Business and Price Proposals, and BAFOs	October 21, 2025 – May 27, 2026
11	Prepare and Approve Vendor Selection Report	May 28 – July 1, 2026
12	Publish Notice of Intent to Award and VSR	July 2, 2026
13	Contract Negotiations	July 7 – 15, 2026
15	State Contract Approval	July 20 – August 19, 2026
16	Federal Contract Approval	August 20 – October 20, 2026
17	Contingency Period	October 21 – November 13, 2026
18	JPA BOD Approval	November 20, 2026
19	Contract Start	December 1, 2026
20	Transition-In Period (2 Months)	December 1, 2026 – January 29, 2027



# Collaboration Model

# Initiative Lifecycle for Public Facing Changes

The public facing system initiative lifecycle has been designed to foster Stakeholder engagement through each stage.



# Collaboration Model Proposal

## Advisory Group

### Purpose

- Collaborate to determine which functionality areas are priority
- CalSAWS/BenefitsCal will research to bundle changes that fit together for efficiency

### Representation

- Advocate Co-leads (SMEs may present on specific initiatives as needed)
- DHCS/CDSS/OTSI representation
- CWDA (1 CWDA rep and 2 designated county directors/leaders)
- SEIU
- CalSAWS facilitation
- Establish number of participants, roles and responsibilities, and prioritization structure

### Ongoing Meeting Cadence

- Annually to provide strategic priorities
- Mid-Year to reaffirm priorities
- Quarterly to receive updates (CalSAWS Quarterly Stakeholder meetings)



# Closed Session

# Closed Session Item

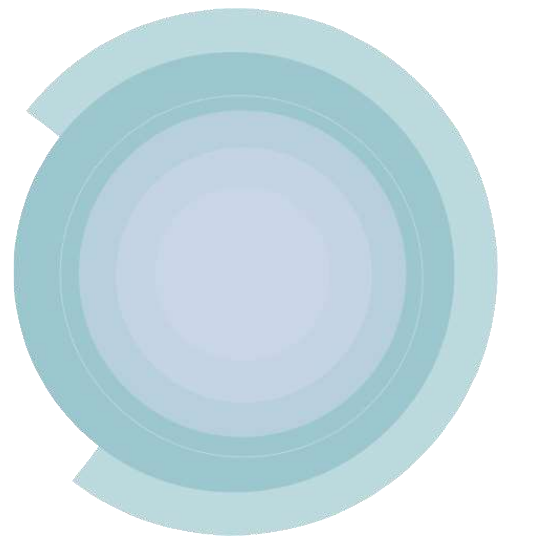


13. Conference with Legal Counsel – Existing Litigation (one item), Bid Appeal of Deloitte Consulting LLP, RFP 01-2024.



# Reconvene Open Session

# Closed Session Announcement



14. Announcement of action taken during Closed Session, if any.

# Adjourn Meeting