STATE OF CALIFORNIA

Budget Change Proposal - Cover Sheet

DF-46 (REV 10/20)

Fiscal Year	Business Unit	Department	Priority No.
2022-23	5180 0530	California Department of Social Services Office of Systems Integration	

Budget Request Name	Program	Subprogram
0530-038-BCP-2022-A1 5180-XXX-BCP-2022-A1	MULTIPLE	N/A

Budget Request Description

Child Welfare Services – California Automated Response and Engagement System

Budget Request Summary

The Office of Systems Integration requests a total of $108.4 million ($57.6 million General Fund and $50.8 million Federal Fund) and provisional language to increase project expenditure authority up to another $34.8 million ($17.2 million General Fund and $17.2 million Federal Fund) for Fiscal Year 2022-23, along with 4.0 new positions and the reclassification of 1.0 existing position, to continue the Design, Development, and Implementation activities of the Child Welfare Services – California Automated Response and Engagement System.

Requires Legislation	Code Section(s) to be Added/Amended/Repealed
☐ Yes ☒ No	

Does this BCP contain information technology (IT) components?	Department CIO	Date
☒ Yes ☐ No *If yes, departmental Chief Information Officer must sign.*	Brian Wong	

For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), and the approval date.

Project No. 0530-211 **Project Approval Document:** Special Project Report (SPR) 5

Approval Date: TBD

If proposal affects another department, does other department concur with proposal? ☐ Yes ☐ No

Attach comments of affected department, signed and dated by the department director or designee.

Prepared By	Date	Reviewed By	Date
Kelly Hassenplug		Mike French	
Department Director	**Date**	**Agency Secretary**	**Date**
Dan Kalamaras		Mark Ghaly	

Additional Review: ☐ **Capital Outlay** ☐ **ITCU** ☐ **FSCU** ☐ **OSAE** ☐ **CALSTARS** ☐ **Dept. of Technology**

PPBA	Date submitted to the Legislature
Justin Freitas	5/13/2022

BCP Fiscal Detail Sheet

BCP Title: CWS-CARES BCP **BR Name: 0530-038-BCP-2022-A1**

Budget Request Summary

	FY22					
	CY	BY	BY+1	BY+2	BY+3	BY+4
Personal Services						
Positions - Permanent	0.0	76.0	76.0	76.0	76.0	76.0
Total Positions	**0.0**	**76.0**	**76.0**	**76.0**	**76.0**	**76.0**
Salaries and Wages						
Earnings - Permanent	0	9,361	9,361	9,361	9,361	9,361
Total Salaries and Wages	**$0**	**$9,361**	**$9,361**	**$9,361**	**$9,361**	**$9,361**
Total Staff Benefits	0	3,572	3,572	3,572	3,572	3,572
Total Personal Services	**$0**	**$12,933**	**$12,933**	**$12,933**	**$12,933**	**$12,933**
Operating Expenses and Equipment						
5301 - General Expense	0	25,618	25,618	25,618	25,618	25,618
5340 - Consulting and Professional Services -	0	60,067	62,336	62,336	62,336	62,336
539X - Other	0	17,596	17,728	17,728	17,728	17,728
Total Operating Expenses and Equipment	**$0**	**$103,281**	**$105,682**	**$105,682**	**$105,682**	**$105,682**
Total Budget Request	**$0**	**$116,214**	**$118,615**	**$118,615**	**$118,615**	**$118,615**

Fund Summary

Fund Source - State Operations						
9745 - California Health and Human Services	0	116,214	118,615	118,615	118,615	118,615
Total State Operations Expenditures	**$0**	**$116,214**	**$118,615**	**$118,615**	**$118,615**	**$118,615**
Total All Funds	**$0**	**$116,214**	**$118,615**	**$118,615**	**$118,615**	**$118,615**

Program Summary

Program Funding						
0290 - Office of Systems Integration	0	116,214	118,615	118,615	118,615	118,615
Total All Programs	**$0**	**$116,214**	**$118,615**	**$118,615**	**$118,615**	**$118,615**

BCP Title: CWS-CARES BCP

BR Name: 0530-038-BCP-2022-A1

Personal Services Details

Positions	Salary Information Min	Mid	Max	CY	BY	BY+1	BY+2	BY+3	BY+4
1402 - Info Tech Spec I				0.0	1.0	1.0	1.0	1.0	1.0
1414 - Info Tech Spec II				0.0	3.0	3.0	3.0	3.0	3.0
VR00 - Various				0.0	72.0	72.0	72.0	72.0	72.0
Total Positions				**0.0**	**76.0**	**76.0**	**76.0**	**76.0**	**76.0**

Salaries and Wages	CY	BY	BY+1	BY+2	BY+3	BY+4
1402 - Info Tech Spec I	0	91	91	91	91	91
1414 - Info Tech Spec II	0	359	359	359	359	359
VR00 - Various	0	8,910	8,910	8,910	8,910	8,910
Total Salaries and Wages	**$0**	**$9,360**	**$9,360**	**$9,360**	**$9,360**	**$9,360**
Staff Benefits						
5150900 - Staff Benefits - Other	0	3,572	3,572	3,572	3,572	3,572
Total Staff Benefits	**$0**	**$3,572**	**$3,572**	**$3,572**	**$3,572**	**$3,572**
Total Personal Services	**$0**	**$12,932**	**$12,932**	**$12,932**	**$12,932**	**$12,932**

Analysis of Problem

A. Budget Request Summary

The Office of Systems Integration (OSI) requests a total of $108.4 million ($57.6 million General Fund and $50.8 million Federal Fund) and provisional language to increase project expenditure authority up to another $34.8 million ($17.2 million General Fund and $17.2 million Federal Fund) for Fiscal Year (FY) 2022-23, along with 4.0 new positions and the reclassification of 1.0 existing position, to continue the Design, Development, and Implementation activities (DD&I) of the Child Welfare Services – California Automated Response and Engagement System (CWS-CARES).

B. Background/History

The Child Welfare Digital Services (CWDS) is a partnership of the California Department of Social Services (CDSS), OSI, and the County Welfare Directors Association (CWDA), in collaboration with 58 local child welfare agencies and tribal partners representing the Indian Child Welfare Act (ICWA). The CWDS organization is responsible for maintaining and operating the existing Child Welfare Services/Case Management System (CWS/CMS) and the development of the CWS-CARES. The current CWS/CMS, initially implemented in 1997, is used by approximately 30,000 county and state workers to serve and protect the health and safety of children, youth, and families in California. The existing CWS/CMS is not compliant with federal and state laws, regulations, or policies. The CWS-CARES will replace the existing legacy child welfare systems, including the CWS/CMS, the Licensing Information System, and the Field Automation System. The CWDS will deliver the CWS-CARES operational applications on the Salesforce platform, using an iterative development methodology and user-centered design. In tandem, the CWDS will deliver the CWS-CARES data services on the CARES Data Infrastructure (CDI). Together, operational applications delivered on the Salesforce platform and data services delivered on the CDI make up California's Comprehensive Child Welfare Information System (CCWIS).

In 2019, the project delivered several feature sets using the custom development approach, including the Child Welfare History Snapshot, Facility Search, and Child and Adolescence Needs and Strengths (CANS) Assessment. These three feature sets in production today are referred to as "CARES-Live." The project remains committed to maintaining the integrity of the existing CARES-Live system, with an emphasis on increasing system efficiency for all users. The project continues to promote user adoption, which has steadily increased since the statewide release in September 2019. CANS usage, in particular, has increased as a result of the CDSS All County Letter 21-27, dated March 12, 2021, that mandated the entry of the CANS data into the CARES-Live and offered the option for Behavioral Health users to perform direct entry of the CANS in support of individual county implementation plans.

Following approval of the Special Project Report (SPR) 4 on April 1, 2021, the project completed the primary procurements in support of the DD&I using the Salesforce platform, and the following vendors were onboarded: Deloitte Consulting, LLP, in the role of Platform as a Service System Integrator (PaaS SI), KPMG as a Product Value Services (PVS), OnCore Consulting for the CDI and Deloitte Consulting, LLP, for Implementation Services.

On May 27, 2021, the project selected Resource Family Approval (RFA) Application Submission, Review, and Approval process as the greenfield demonstration module for the CWS-CARES. The development and functional testing of planned feature sets was completed on December 31, 2021, and the RFA Application process went live on January 31, with Fresno County being the first of five counties to receive the RFA rollout. On February 14, Santa Clara became the second county to go live with the RFA Application process. The remaining counties (Placer, Riverside and Contra Costa) went live on February 22.

The experience from the RFA Application process informed the changes proposed in the SPR 5 that include modification of the delivery approach by consolidating and advancing the solution architecture work and to conduct further confirmation, elaboration, and allocation of the project's scope in advance of formally initiating CARES Version 1 (V1)/Version 2 (V2) work. The project anticipates that this will allow for improved alignment, core product agreements that greatly facilitate scope and approach conversations, and overall efficiency.

Resource History
(Dollars in thousands)

Program Budget	PY – 5	PY – 4	PY – 3	PY – 2	PY–1	PY
Authorized Expenditures	19,488	58,357	179,236	102,620	44,256	54,418
Actual Expenditures	10,622	22,520	51,861	56,942	35,004	40,947
Revenues	-	-	-	-	-	-
Authorized Positions	40	58	72	72	72	72
Filled Positions	40	52	47	63	55	58
Vacancies	-	6	25	9	17	14

C. State Level Consideration

The existing CWS/CMS is not compliant with the CCWIS federal and state laws, regulations, or policies. To meet CWS program compliance, end users have adopted redundant manual processes and created external systems to bridge gaps in the CWS/CMS functionality. The CCWIS federal regulation requirements include, but are not limited to, bi-directional data exchange, modularity (including the separation of business rules from core programming), and improved data quality. Funding to continue the CWS-CARES project is necessary to meet the CCWIS regulations and secure retention of federal funding.

This request supports the CWDS' vision to establish and maintain an innovative statewide 21st Century information technology application that aids child welfare stakeholders in assuring the safety, permanency, and well-being of children at risk of abuse and neglect. This project also aligns with the CalHHS Strategic Priorities of person centered, data driven design to integrate health and human services to improve the lives of Californian's most vulnerable and advance the well-being of children and youth.

D. Justification

This Budget Change Proposal (BCP) requests funding for state, county, and vendor resources; hardware/software; and core constituent participation to continue the DD&I of the CWS-CARES project to replace the existing legacy systems. This request is for continued funding at the current level with adjustments to align with full-year funding of the primary CWS-CARES contracts in FY 2022-23 versus the partial funding in the previous FY, as well as new ancillary contracts for the Service Desk, Financial Management and CARES V1 Security Testing Services. Additionally, the project requests funding for 4.0 new positions and realignment of an existing state position to a classification commensurate with the project's needs.

Analysis of Problem

The resources described below support the project activities detailed in the SPR 5, allowing for continued progress on the DD&I of the CWS-CARES, and advancement of the solution architecture work.

PROJECT TEAM STAFFING – $12,933,101

Existing Positions - $12,172,244 (72.0 positions)

The project currently has 72.0 permanent staff positions performing critical work to ensure the successful development and implementation of the CWS-CARES.

New Staffing – $711,323 (4.0 positions)

To better align with the project's Service Delivery Lifecycle (SDLC), the project continues to refine its staffing model. The leadership team assessed the existing positions in FY 2021-22 and determined a need to redirect positions to fill immediate business and technical needs. The experience of designing and building the greenfield module also allowed project leadership to assess and identify key roles and skill gaps that require new state staff positions moving forward. To ensure consistency and continuity of design and development across vendor workstreams, the project is requesting a Technical Product Manager to oversee and ensure consistency and continuity across vendor workstreams. This position will also provide independent perspective with an eye towards future maintainability and scalability of the CWS-CARES after the initial vendor engagements, ensure knowledge continuity through documentation, and further staff development for the Maintenance and Operations (M&O) stages of the CWS-CARES. The assessment also identified specific gaps in the area of technology and is requesting one position to ensure support for this area. The request also includes two positions specifically for interfaces and data, which are two key dependencies to the overall success of the CWS-CARES delivery. The project is requesting a total of four new positions (listed below) with skills and technical expertise in the following areas:

- Information Technology (IT) Specialist II (1.0) – A Technical Product Manager (TPM) focused on shared services in the Product Roadmap. This position will be responsible for defining goals and features for shared services including Search, Matching, Person Profile, Relationship Builder, Master Data Management and Data Quality Monitoring. The TPM will coordinate between the CDI, the PaaS SI, the PVS, and State product leadership on the maintenance of the technical product roadmap (shared services, data objects, interfaces, data conversion schema, etc.) to ensure it is properly staged out to align with the needs of each Testable Increments' (TI) business processes.
- IT Specialist II (1.0) – An Automation Engineer is required for the State Quality Assurance Team. This position will report to the QA Chief and is needed to support sensitive aspects of production infrastructure, such as network, applications, and data.
- IT Specialist II (1.0) – A State Interfaces Technical Lead that will lead and oversee the overall interfaces of the CARES CDI, collaborate with the CDI contracted resources and ensure a robust system of knowledge transfer between contracted resources and state staff. This lead position would be supported by the State Data Quality and Integration Architect, along with additional vendor resources.
- IT Specialist I (1.0) – A Data Cleansing Specialist that will work with CWDS staff, vendors, and counties to develop, support and monitor county strategies to support the Legacy data clean-up required for conversion to CWS-CARES.

Reclassified Existing State Position – $49,534 (1.0 position)

The CWDS recently reclassified an IT Associate to an IT Specialist II to assist with critical dependencies (e.g., Interfaces, external systems), which requires a higher level of technical expertise than that of an associate level. The position is a State Technical Project Manager, cross functional position, that reports to the Project Management Office and provides project management services as part of the Interfaces team. The CWS-CARES project is requesting funding to support this reclassification to be reflective of current and expected project needs.

Please refer to Attachment 1 – BCP Position Justifications for additional detail regarding each of the requested and reclassified state resources.

CONTRACT SERVICES – $60,067,221

CWS-CARES Contracts: $52,644,410

The project requests continued funding for contract services associated with the CWS-CARES project's DD&I efforts. These costs support the services of the Quality Assurance (QA) Testing Services, Implementation Services, and Project and Technical Management Support Services for the full year of funding in FY 2022-23, as opposed to the partial year in FY 2021-22. There are also new ancillary contracts for specialized services, which include Financial Management Services, CARES V1 Security Testing Services, and Service Desk Services. The Financial Management vendor will provide expertise with developing and validating the Financial Management module. This is one of the more complex service areas within the CWS-CARES and therefore requires specialized expertise to successfully complete. The CARES V1 Security Testing Services vendor will execute vulnerability and penetration testing activities to identify security vulnerabilities which impact state, federal, and county CWS-CARES operations. The Service Desk vendor will support the day-to-day operation and management of the Service Desk for CARES users. These services include 24x7 triage support serving as the initial point of contact for all CARES incidents, problems, and events and providing high level severity support.

County Consultant Services: $7,422,811

The project requests continued funding to align with the executed contract amounts for the full year of funding in FY 22/23. County Consultants are essential contributors as subject matter experts (SME) to the CWS-CARES service areas who will take part in every aspect of the SDLC to ensure the CWS-CARES solution meets the child welfare services stakeholder needs and business practice model. These consultants will participate in design and development, user feedback sessions, user acceptance testing, implementation readiness and other activities that are critical to the project's success.

CWS-CARES Contract Services	FY 22/23 Budget
Development Services	**$45,601,942**
PaaS SI	$15,904,142
CDI	$10,824,143
PVS	$4,606,080
Independent Advisor	$809,593
Implementation Services	$9,297,024
Financial Management	$1,056,000
QA Testing	$2,252,160
V1 Security Testing	$809,600

Analysis of Problem

CWS-CARES Contract Services	FY 22/23 Budget
WOA Automation Tool	$43,200
CARES-Live Services	**$3,564,540**
Production Support Services	$1,894,236
Site Reliability	$1,670,304
Project Management Services	**$3,477,928**
IV&V	$1,296,000
PMTSS	$1,467,675
Splunk Services	$30,333
ServiceNow Services	$62,400
Service Desk Services	$621,520
County Consultants	**$7,422,811**
CWDA (CC 2, 24, 29 & MO 2)	$1,340,000
CWDA (CC 05 & MO 1)	$520,000
Kern County (CC12)	$145,200
Los Angeles County (CC15)	$183,000
Los Angeles County (CC18)	$223,000
Los Angeles County (CC33)	$225,510
Madera County (CC03)	$149,911
Monterey County (CC09)	$272,665
Placer County (CC25)	$237,538
Riverside County (CC20)	$148,958
Sacramento County (CC04)	$148,369
Sacramento County (CC11)	$148,103
San Bernardino County (CC14)	$225,000
San Francisco County (CC07)	$206,645
San Mateo County (CC06)	$225,000
Stanislaus County Consultant (CC01)	$166,068
Yolo County (CC13)	$225,000
Yuba County (CC08)	$127,492
County Consultant Services (CC10)	$225,000
County Consultant Services (CC16)	$225,000
County Consultant Services (CC17)	$225,000
County Consultant Services (CC21)	$225,000
County Consultant Services (CC22)	$225,000
County Consultant Services (CC23)	$225,000
County Consultant Services (CC26)	$225,000
County Consultant Services (CC27)	$225,000
County Consultant Services (CC28)	$225,000
County Consultant Services (CC30)	$225,000
County Consultant Services (CC31)	$127,676
County Consultant Services (CC32)	$127,676
Total	**$60,067,221**

HARDWARE/SOFTWARE – $25,618,009

The increase in Hardware/Software is primarily due to an increase in Salesforce costs. Salesforce subscription services are required to continue design and development activities of CWS-CARES. This license subscription is due on an annual basis, and the increase in costs is due to the initial contract year being associated primarily to the greenfield work. The state expects to increase license use incrementally through the duration of the project.

CWS-CARES Hardware and Software	FY 22/23 Budget
Hardware	**$688,420**
Notebook Refresh	$413,420
Miscellaneous Hardware Items	$275,000
Software	**$24,929,589**
Salesforce Licenses	$23,361,773
Experian Pandora Renewal	$235,423
New Relic Renewal	$146,217
ServiceNow Licenses	$108,895
Splunk Cloud Enterprise Renewal	$73,750
Jira Renewal	$71,570
Additional Software Under $50k	$931,960
Total	**$25,618,009**

OTHER OPERATING EXPENSES & EQUIPMENT (OE&E) – $17,596,299

The project is requesting an increase of OE&E funds largely due to an increase of fees by the Department of General Services (DGS) for processing IT contracts and executing purchase orders. The resource request also includes adjustments to State Data Center, Enterprise Services, and associated OE&E costs in FY 2022-23.

CDSS LOCAL ASSISTANCE – $26,981,000

Core Constituent Participation – $26,000,000

In order to be inclusive of the Tribal Core Constituents, County Participation has been renamed to Core Constituent Participation. This participation is part of the project's user-centered design model to ensure there is county engagement throughout the transition process from the CWS/CMS to the CWS-CARES. Tribal partners and the CWDS identified an additional need to ensure representation from the tribes in the CWS-CARES development teams. As a result, the CWDS developed a plan for tribal representatives to serve as Tribal Core Constituents on the CWS-CARES project. Title IV-E agreement tribes would participate to ensure that the system meets their needs as direct users, while non-IV-E agreement tribes would participate in a consultative role, helping to identify areas in need of coordination of services and compliance with the ICWA for children who are members of their tribes, but are under the jurisdiction of county child welfare. For FY 2022-23, the project included a line item in the Core Constituent Participation budget specifically for Tribal Core Constituents. The tribal partners' scope of duties is similar to that of the Core Constituents.

This is a critical component to the success of the project, and the cost increase is due to the fact that the Core Constituent Participation involvement will increase over the next two fiscal years in the CARES V1 SDLC activities, including the following:

Analysis of Problem

- **Active Directory Integration**
  The goal of Active Directory Integration is to develop a single sign-on for counties to access CWS-CARES. This effort will require participation from all counties and tribes, beginning with the pilot counties from the Resource Family Approval Application Submission, Review and Approval greenfield module. The allocation for this effort is necessary, as each county will engage the project's Technical Team to integrate the Okta Platform for Identity and Access Management with their County Active Directory or their County OKTA environments.
- **External Systems**
  Each County with an external system has been allocated hours for their research and the SDLC activities, which include Context Setting, Prioritization, Discovery, Deep Dives, Iterative Build, Deployment to the Readiness Environment and Deployment to Production. The counties will also be required to perform testing and validation of the Salesforce application. In some instances, data conversion may be necessary.
- **Data Clean-Up and Validation**
  All counties will be trained on the data cleanup tool that has been adopted by the project and will perform targeted data clean-up of the CWS/CMS data. Core Constituents and counties with external systems must perform validation of the Salesforce application for each testable increment.
- **Interfaces with County Systems**
  County interfaces are included in the Core Constituent Participation allocation. Hours are allocated for research, creating specification documents (functional and technical), validation and testing, and the creation of data sharing agreements.
- **Project Meetings**
  Funding has been allocated for counties to engage in various CWS-CARES project meetings so they can provide insight and a county perspective to the CWS-CARES build. Meetings include, but are not limited to: CWDA County-to-County Meetings, Internal County weekly meetings to provide updated information, frequent meetings with the Service Area Teams to strategize and develop software, Quarterly Project Stakeholder Meetings, Weekly Implementation Calls, etc.
- **Research**
  The core counties participate, and have been heavily involved in, research activities for the digital services described: (Intake, Case Management, Courts, etc.). This research precedes the Discovery portion of the SDLC. Research includes the incorporation of policy, value hypothesis, building block and Domain model generation. This research leads to the development of Epics and User Stories that can be used by the PaaS SI and CDI vendors to perform the prototyping and build.
- **SDLC**
  The SMEs from the counties will be assigned to the project's development teams. This will allow vendors on each team to have county SMEs available to provide necessary feedback. Besides the additional research included in discovery, counties will provide continuous feedback throughout the prototyping and build cycle. County feedback is captured, and adjustments are made to the build or new Epics and user stories are created for incorporation into the build or next testable increment.
- **Implementation**
  Counties are actively engaged in implementation activities for greenfield, and these activities will continue to increase throughout the build of the CWS-CARES. The activities include, but are not limited to, readiness assessments, organizational change management, training, and support. The counties provide feedback using various methods. Some examples are via their Implementation Leads, and directly, by reviewing

material during readiness reviews of the software and training material.

Independent Project Oversight Consultant (IPOC) Contract Services – $800,000
The California Department of Technology (CDT) conducts independent project oversight on medium and high criticality reportable IT projects for departments and constitutional offices. The IPOC staff embedded in the project review and monitor project health; create project oversight reports; escalate project risks and issues; and assist project staff in developing appropriate risk and issue mitigation strategies. The IPOC staff provide feedback to departments to help plan and monitor projects and to bring projects to successful deployment. The rate per hour for the IPOC services has increased, therefore the budget needs to increase accordingly.

Tribal Consultant – $181,000
Act as a liaison between CDSS, CWDS, and the ICWA Adoption and Foster Care Analysis and Reporting System (AFCARS) Steering Committee to develop tribal input into the shared definitions for expanded data elements, and support development of the CWS-CARES.

E. Outcomes and Accountability

The CWS-CARES project is dedicated and accountable for building a child welfare information system that responds to the needs of users while maintaining the best standards for security and data integrity to aid child welfare professionals in the vital assistance, oversight, and case management of our most vulnerable populations.

The following outcomes are expected for this proposal:

- Continue development of a CCWIS compliant solution that is comprised of the Salesforce Platform for operational applications and the CDI to manage data quality, enforce business rules, manage content, control data exchange with third parties, monitor program trends and evaluate program outcomes.
- Obtain subject matter expertise from additional county consultants and financial management services to further discovery and validation.
- Refine the CARES Product Blueprint, Service Blueprints, Domain Models, and the CARES Product Roadmap as part of the SDLC.
- Obtain the software and technical support resources required to enforce security and service desk support for CARES users, as well as the CARES-Live release management support.

F. Analysis of All Feasible Alternatives

The following alternatives have been identified and analyzed for proceeding with project activities during FY 2022-23, taking into consideration the inherent complexities in the effort to build the CWS-CARES, federal project approval requirements, and the resources available for the completion of project activities.

Alternative 1: Approve the proposal as requested.

PROS:

- The project will be appropriately resourced and able to employ the new development approach utilizing Salesforce
- Reduces risk of project failure and/or delays due to inadequate resources
- Aligns with the agreements amongst the project's governance entities and state oversight
- Enables delivery to child welfare workers and users of the legacy system

- Project will have sufficient funding to ensure core constituents can be continuously engaged throughout the development and implementation phases
- Reclassified state resource will be in state classification that is commensurate to the roles and responsibilities required of the project

CONS:

- Requires increased General Funds

Alternative 2: Procure consultant resources instead of the requested additional state resources and approve the remaining portion of the approval.

PROS:

- Supports proceeding with development activities for the CWS-CARES
- Mitigates risk of being unable to find state resources who can perform the technical services required for the project

CONS:

- Increases state reliance on consultant resources
- Risk of Government Code 19130 justifications for additional consultant resources not being approved which will result in the project not having required resources
- Increases risk of project failure and/or delay due to inadequate resources to manage the overall project deliverables, risks, and dependencies within the master project schedule
- Increases cost for consultant resources as compared to state resources
- Delayed progress towards further CCWIS compliance may result in loss of enhanced Federal Financial Participation (FFP) for both the CWS-CARES and the CWS/CMS
- Additional workload on the Vendor and Contract Management team to procure additional consultant resources
- Schedule impact due to the time associated with burdensome state and federal procurement
- Regulations
- Does not allow for the state the opportunity to build a pool of qualified state resources that can provide these services moving forward

Alternative 3: Do not approve this proposal and maintain the existing FY 2021-22 baseline budget.

PROS:

- Less impact to the General Fund

CONS:

- Significant delay to the development of the CWS-CARES and overall project schedule
- The CWS/CMS decommission date would be further delayed resulting in increased costs
- Continued non-compliance of federal regulations, without meaningful progress towards CCWIS compliance may result in loss of enhanced FFP for both CWS-CARES and CWS/CMS
- Risk of recoupment for the federal funds spent for both CWS-CARES and CWS/CMS

G. Implementation Plan

Upon approval of this BCP, the project will work with internal acquisition teams, the DGS, and the State Technology Procurement Division to procure any additional resources. The project will develop recruitment packages and work with the internal human resources team to recruit and hire new state staff. The project's plans for design, development, and implementation are

documented in both the state and federal project approval documents. The project received conditional approval of the Implementation Advanced Planning Document Update (IAPDU) from the Administration on Children, Youth, and Families on January 12, 2022 for federal funding participation for January 1, 2022 through September 30, 2022. The next IAPDU will be submitted by August 1, 2022 to request continued support and the FFP. The draft SPR 5 was submitted to the CDT in January 2022.

H. Supplemental Information

- Attachment 1: BCP Position Justifications
- Attachment 2: Project Budget Detail
- Attachment 3: CWDS Organization Chart

I. Recommendation

Approve the proposed Alternative 1 as requested to ensure the CWS-CARES has the required resources and funding available to continue with the effort of replacing the CWS/CMS.

Child Welfare Services – California Automated Response and Engagement System (CWS-CARES)

Attachment # 1 - Workload Analysis
New and Reclassified State Resources
2022-23

Product Strategy and Management Analyst

Position Title	Product Strategy and Management Analyst (Technical Product Manager)		
Position ID	801		
Request	New		
State Classification	Information Technology Specialist II		
Organization	Office of Systems Integration		
Position Start Date	7/1/2022	**Position End Date**	Permanent
Functional Group	Product Delivery Team (PDT)		
Justification	CWS-CARES is requesting position authority for an Information Technology Specialist II to serve as the Product Strategy and management Analyst, Technical Product Manager (TPM) focused on CARES Shared Services. Shared Services are cross-cutting capabilities that are reused across the entire CARES product; they fall into three categories: • User-facing services, such as Search, matching, Address Validation, Person profile, Relationship Network Builder and Notifications. • Supporting ("back-of-stage") services, such as Business Rules Management, Master Data Management (MDM), API Management and Data Quality Monitoring. These services work together, behind the scenes, to enable user-facing tools. • Administration services, such as Identity and Access Management (IdAM), Content Management, and Workflow Management. These services enable county administrators to self-manage certain configurable properties, such as user permissions and document templates. The TPM will provide continuity of Shared Services design and development across a broad spectrum of workstreams and a diverse mix of stakeholders. The TPM will manage dependencies between user-facing capabilities and supporting services, working closely with architects/engineers to ensure the correct orchestration and timely staging of supporting services to meet business needs. The TPM will oversee vendors and collaborate with State product/technology leadership in maintaining the Technical Product Roadmap, with emphasis on Shared Services, in alignment with the CARES Product Roadmap. The defined TPM will bring the technical knowledge and experience required to manage cross-cutting Shared Services in support of Service Managers and Project Delivery Leads (PDLs). The TPM position requires a higher level of technical skill than that required for the PDLs currently paired with Service Managers to develop stories and artifacts (e.g., Value Hypotheses, Service Maps and Business Rules Specifications) for each Process Area. The State TPM will coordinate across the CARES Data Infrastructure (CDI) vendor, Platform as a Service System Integrator (PaaS SI) vendor, Product Value Services (PVS) vendor, and state product/technology leadership to maintain the Technical Product Roadmap and ensure that the evolution, orchestration, and staging of Shared Services reflect business needs.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
• Maintain, in collaboration with vendors and state product/technology leadership, the Technical Product Roadmap. • Define the evolution of supporting ("back-of-stage") Shared Services, such as Master Data Management (MDM) and Data Quality Monitoring. • Ensure that the orchestration and staging of supporting Shared Services meets business needs. • Manage, in concert with Service Managers and PDLs, dependencies between Shared Services and other CARES feature sets.	1,056	Ongoing	1,056
• Maintain documentation describing the Technical Product Roadmap, including Shared Services, for a range of technical and non-technical audiences. • Create technical artifacts and technical tasks/subtasks supporting user stories. • Contribute to Product Strategy and Product Roadmap development.	864	Ongoing	864
Total Annual Hours			**1,920**
Total Positions			**1.0**

Quality Assurance Engineer Lead

Position Title	Quality Assurance Engineer Lead		
Position ID	802		
Request	New		
State Classification	Information Technology Specialist II		
Organization	Office of Systems Integration		
Position Start Date	7/1/2022	**Position End Date**	Permanent
Functional Group	Project Delivery Team (PDT)		
Justification	CWS-CARES is requesting position authority for one Information Technology Specialist II position to serve as a Quality Engineer Lead. The responsibilities of this position align with the Project's System Security Plan (SSP) and security controls in support of infrastructure management. With the change of direction into PaaS, the Quality Management (QM) team is now required to complete quality assurance (QA) on the existing CARES Live system already in production, while planning, retooling, and testing the build of the Salesforce and CDI systems. With the shift to Salesforce, the need for automation, repeatability and controls, and increased data needs have been highlighted. There is a greater business need for additional staff members to complete the increased workload requirements. The QM team is anticipating a tremendous increase of effort and will require additional staff to validate, track, and manage requirements and deliverables from new project demands. The tasks include: 1. Support the QA Unit in a lead capacity and act as back-up to the QA Chief when necessary 2. Analysis for system requirements 3. Data conversions 4. Traceability development 5. APIs development/refinement as required by the Salesforce		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
• Translates the most complex product specifications into QA test scripts to be implemented. • Acts as back-up to the QA Chief when necessary and represents the QA Unit at meetings. • Creates solutions for the most complex issues and make ad-hoc reports. • Serves as SME in the area of automation for the rest of the QA team. Lead and transfer knowledge about automation to other staff in the unit. • Estimates, prioritizes, plans and coordinates testing activities. Develops and executes detailed,	576	Ongoing	576

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
comprehensive, and well-structured test plans to ensure Adept products' software quality. Offers test plans and test cases for testing responsibility spanning multiple concurrent projects. Derives test plan requirements from product requirements documents. • Implements test plans and summarizes testing status within project team and QM team meetings. Test plans used across testing for: Unit Testing, Smoke Test, Happy Path, Regression Test (automated), Volume Test, Validation Test, System Test, Manual Test, Negative Test, Alpha Test, and Beta Test. Develops and specifies test infrastructure using current automation framework to implement test plan. Records test progress and results. Performs manual and automated testing. Performs thorough regression testing when bugs are resolved. Assesses test plans, procedures and infrastructure for adequacy and completeness.			
• Designs, develops, and executes the most complex automation scripts using approved tools. Analyzes the most complex test results and interacts with architects and testing communities to resolve test failures. Scripts test cases using automation environment and integrate in regression infrastructure. • Develops and applies testing processes for new and existing products to meet client needs. Develops and executes test scenarios and test cases on automated testing frameworks. Drives innovation and streamline overall testing processes. provide end-to-end solutions to software quality problems.	384	Ongoing	384
• Identifies, records, documents, tracks, and reports bugs. Records software defects and track them through test lifecycle to resolve. Identifies potential problems that users might encounter. Monitors debugging process results. Assists customer service team to check on issues reported by users. Isolates conditions to recreate testing problems and support problem resolution through core product knowledge. • Monitors all stages of software development to identify and resolve system malfunctions to meet quality standards. Develops standards and procedures to determine product quality and release readiness.	288	Ongoing	288
• Reviews the system and data requirements, specifications, and technical design documents to provide timely and meaningful feedback. Liaises with internal teams (e.g., developers and product managers) to identify system requirements.	288	Ongoing	288

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
• Investigates the causes of non-conforming software and train users to implement solutions. Tracks the quality assurance metrics, like defect densities and open defect counts.			
• Monitors the most complex phases of the development process to ensure that designs and software adhere to company standards. • Ensures releases meet target dates and deadlines are met by breaking up the development process into attainable testing goals and relaying issues back to the development and product teams or leaders.	192	Ongoing	192
• Stays current with innovative automation testing tools and test strategies. • Performs and documents risk analyses. • Researches and analyzes product features being tested. • Performs research for new and advanced tools, technologies, and testing processes. • Reviews user interfaces for consistency and functionality. • Defines product acceptance criteria with product owners and development team. Leads and coordinates with QA team on process improvement.	192	Ongoing	192
Total Annual Hours			**1,920**
Total Positions			**1.0**

CDI Data Infrastructure Cleaning Specialist

Position Title	CARES Data Infrastructure Cleansing Specialist		
Position ID	803		
Request	New		
State Classification	Information Technology Specialist I		
Organization	Office of Systems Integration		
Position Start Date	7/1/2022	**Position End Date**	Permanent
Functional Group	Supporting Sub-Projects		
Justification	CWS-CARES is requesting position authority for one Information Technology Specialist I position to serve as a dedicated Data Conversion/Clean-up Specialist. The Data Conversion/Clean-up Specialist will develop, support and monitor county strategies to support the Legacy data clean up required for conversion to CARES. The specialist will work with counties to facilitate county activities and monitor data clean up using various methods to track progress. The specialist will work with other staff and vendors to help facilitate county engagement for this effort. This role also requires that the specialist help identify county risks, constraints and dependencies that may have an impact on county activities related to data clean-up. Major duties also include interacting with counties and the Data Quality Vendor in developing an approach to address data clean up and provide communication, instructions, and updates on county progress relative to data clean-up for CARES.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
• Develops a prioritized and focused data clean-up effort that aligns with the CARES development lifecycle. • Assists in the support of data quality initiatives that have the greatest statewide impact on the legacy database, such as client duplication, placement home duplication, and service provider duplication records, which are very large in scope. Develops specific plans that support enhanced county reinforcement and support models that enable counties to engage in data clean up. • Collaborates with the Data Management Service Manager, Conversion vendor and County SMEs to prepare for data conversion. Maintains ongoing clean-up activities that support the legacy operational environment based on identified issues or problem areas. Escalate conflicts in priorities. • Collaborates with staff, stakeholders and vendors to determine a logical approach to support data clean-up for CARES conversion efforts; including developing	1,000	Ongoing	1,000

a matrix of key targeted data areas that require clean up in the legacy system. • Develops a roadmap that assists counties in defining data clean up priorities. Coordinates with counties to increase county participation to facilitate data clean-up and monitor progress, including tracking county data clean-up activities and reporting status to leadership on progress. • Establish collaborative efforts to identify county appropriate resource needs and level of effort to support county specific data cleanup efforts. Assists in county participation evaluation needed to support data clean up.			
• Assists vendors in coordination of county data clean-up activities and planning associated with Data Quality workgroup sessions to support data clean up. • Assists in the review and prioritization of the Legacy Data Quality issues that may have impact on conversion to CARES. • Maintains an understanding of tools used to evaluate and support Data Clean up. • Assists in documentation of findings around data integrity issues. • Coordinates and facilitates data quality workshop planning and engagement activities to support data clean-up. Maintains an understanding of CARES CCWIS data requirements to assist in ongoing data management.	920	Ongoing	920
Total Annual Hours			**1,920**
Total Positions			**1.0**

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Tracks and reports on CDI interface progress and manage risks to CDI products • Communicates regular status updates to the CDI Chief, State Technical Architects, Analytics Team, Data Engineers, Platform Configurators/Engineers, and stakeholders. • Identifies interface changes from CWS/CMS to CARES to demonstrate how CARES makes work more manageable, efficient and contributes to the safety, well-being and permanency of children and families. • Develops plans and strategies to help determine organizational readiness for CWS-CARES users by performing a current state (as-is) assessment of all users and how they use the system (probation and social work). Performs an organization wide assessment to observe and analyze the required needs and dependencies that are shared between user groups. • Performs a strength and needs assessment for all user groups to determine what they need to implement CARES; and build plans based around CARES users' strengths and needs. • Identifies opportunities and risks to the technical delivery of the CARES project. • Acts as a point of escalation to help resolve disagreement about development amongst service managers, developers, researchers, or designers by testing the proposals with data and value estimation, before escalating further to the CDI Chief. • Serves as facilitator and primary decision maker regarding interface technical solutions and compromises, under the guidance of the CDI Chief. • Leads and collaborates with internal and external stakeholders to identify, develop, review, document, and communicate interface technology requirements. • Reviews, oversees, and approves the state interface technology with product staff to ensure it meets the project business objectives. • Performs the most complex interfacing validation activities while collaborating with data engineers and stakeholders to ensure data from legacy sources have been converted successfully to CDI. • Contributes to the planning of the overall state interfaces strategy for CDI. • Maintains and contributes to the evolution of the emergent CARES Enterprise (Technical Reference)	768	Ongoing	768

CDI State Interfaces Technical Lead

Position Title	CDI State Interfaces Technical Lead		
Position ID	804		
Request	New		
State Classification	Information Technology Specialist II		
Organization	Office of Systems Integration		
Position Start Date	7/1/2022	**Position End Date**	Permanent
Functional Group	Supporting Sub-Projects		
Justification	CWS-CARES is requesting an IT Specialist II position to lead and oversee the overall interfaces of the CARES CDI, collaborate with the CDI contracted resources and ensure a robust system of knowledge transfer between contracted resources and state staff. The lead position will identify interface changes from CWS/CMS to CARES to demonstrate how CARES makes work more manageable, efficient and contributes to the safety, well-being and permanency of children and families, serve as facilitator and primary decision maker regarding interface technical solutions and compromises, under the guidance of the CDI Chief. The CDI lead will collaborate with internal and external stakeholders to identify, develop, review, document, and communicate interface technology requirements, reviews, oversees, and approves the state interface technology with Product staff to ensure it meets the Project business objectives, contribute to the planning of the overall state interfaces strategy for CDI, and serves as a Technical lead to the CDI unit, leads a multi-disciplinary team (State and Vendor) in support of the CDI Interface functions, including DevOps, Architecture, Data Quality, Business Rules Management and Content Management.		

Architecture, reflecting the principles of CARES engineering standards. • Analyzes the overall CDI tools configuration, development, and integration between CDI, PaaS SI, and other internal and external bi-directional interfaces. • Plans and makes recommendations regarding the administration of various CDI tools which will be hosted on future CDI iterations. • Research, plans, and monitors all interfacing tools including Salesforce for all version upgrades, license management on a regular basis.			
CDI Interface Support • Serves as a Technical lead to the CDI unit, leads a multi-disciplinary team (State and Vendor) in support of the CDI Interface functions, including DevOps, Architecture, Data Quality, Business Rules Management and Content Management. • Provides interface technology expertise and engineering direction to multidisciplinary product delivery teams composed of both state and vendor staff. • Makes team decisions based on the architectural and technical trade-offs while considering the overall product roadmap. • Ensures that CDI and project standards are developed, maintained, and communicated within the CDI team which is comprised of both state and vendor staff.	672	Ongoing	672
CDI Chief and CDI Team Support • Supports the IT Operations Chief in making recommendations, decision making support, and removal of impediments for the CDI team to meet their goals and deadlines. • Stays current on emerging product strategy and delivery methodologies, with emphasis on those that support safety-critical, highly regulated, and data-intensive systems such as CARES. • Serves as a back-up to the CDI Chief when necessary and participates or leads high priority meetings. • Leads and supports state staff in the CDI unit. • Leads, trains, and executes knowledge transfer to new CDI team members. • Creates ad-hoc, new or update the most complex reports using tools as required in a timely manner on behalf of project teams. • Presents CDI information and updates for internal and external stakeholder consumption.	480	Ongoing	480
Total Annual Hours			**1,920**
Total Positions			**1.0**

Senior IT Project Manager/Liaison

Position Title	Senior Information Technology Project Manager/Liaison		
Position ID	805		
Request	Reclassification - Information Technology Associate to Information Technology Specialist II		
State Classification	Information Technology Specialist II		
Organization	Office of Systems Integration		
Position Start Date	7/1/2022	**Position End Date**	Permanent
Functional Group	Project Management Office		
Justification	The project reclassified an Information Technology Associate to an Information Technology Specialist II to assist with critical dependencies (e.g. Interfaces, external systems), which requires a higher level of technical expertise that that of an associate level. This is a State Technical Project Manager that will be a cross functional position and work as part of the Interfaces team. This position provides project management services of sub-projects that are major dependencies within the overall deliver of the CWS-CARES. Work performed involves collaboration with both State leadership and vendor teams to ensure decisions are made within the project's complex governance structure and Decision-Making Framework (DMF). This role represents the State with other government agencies, and it is a critical that this role establishes and maintains relationships with project stakeholders, communicates project needs, and ensures accurate project documentation. In addition, the project has a need for a SME in IT Project Management to create complex reports and contributes to the development of state and federal project approval documents.		

Activities	**Hours to Complete**	**Tasks Per Year**	**Total Hours Required**

• Coordinates project management activities, in a supporting capacity, pertaining to planning, executing, and monitoring sub-projects with a technical emphasis (e.g., interfaces, external systems, data conversion, etc.) that are key dependencies in the overall delivery of the project.
• Collaborate with various project stakeholders to ensure that the project's goals and objectives are effectively and efficiently met. Including but not limited to:
  o Collaborate with project stakeholders, including vendors, to facilitate the planning, execution and. monitoring of key project activities.
  o Memorialize key decisions and action items.
  o Work with project team members to ensure proper follow through of tasks and action items.
  o Communicate project information in a consistent manner to executive leadership, project stakeholders and oversight agencies.
  o Manage, facilitate, and maintain project decisions through the project DMF process.
	1290	Ongoing	1290

○ Identify and communicate assumptions and constraints to stakeholders, technical staff, and managers. ○ Lead working sessions to identify and provide recommended solutions, mitigation strategies or escalations to resolve project-wide risks and issues identified by other project team members, Independent Verification and Validation (IV&V), and/or Independent Project Oversight Control (IPOC). ○ Monitor, track and report adherence to project schedule, and ensure that schedule risks are properly identified, mitigated, and managed. ○ Perform analysis of metric reports that measure team performance in Jira. ○ Identify and escalate risks and issues when appropriate. ○ Assist in monitoring and maintaining accurate information in the software development tracking tool (Jira) and master project schedule (MS Project); lead, manage and communicate project change and organizational change management activities.			
• Provides technical expertise and input to the development of the most complex IT project documentation including, but not limited to: ○ Project Management Plans ○ Project Charters ○ State and federal control agency documents • Collaborate with functional service teams to conduct a variety of complex analytical studies and assessments to identify critical business, technical and project management information, scopes of work, procurements, proposed schedules, staffing, costs, and other information necessary to complete documents and secure IT project approval funding for the project.	450	Ongoing	450
• Perform operational and support functions in the PMO, including but not limited to: ○ Developing and maintaining effective working relationships with project stakeholders and facilitate communications, reporting, risk and issue management. ○ Provide advanced level of organizational understanding and ability to communicate clearly and bridge strategic intent by advising executive leadership on making and understanding the CWS-CARES operational decisions and system integration relationships	180	Ongoing	180

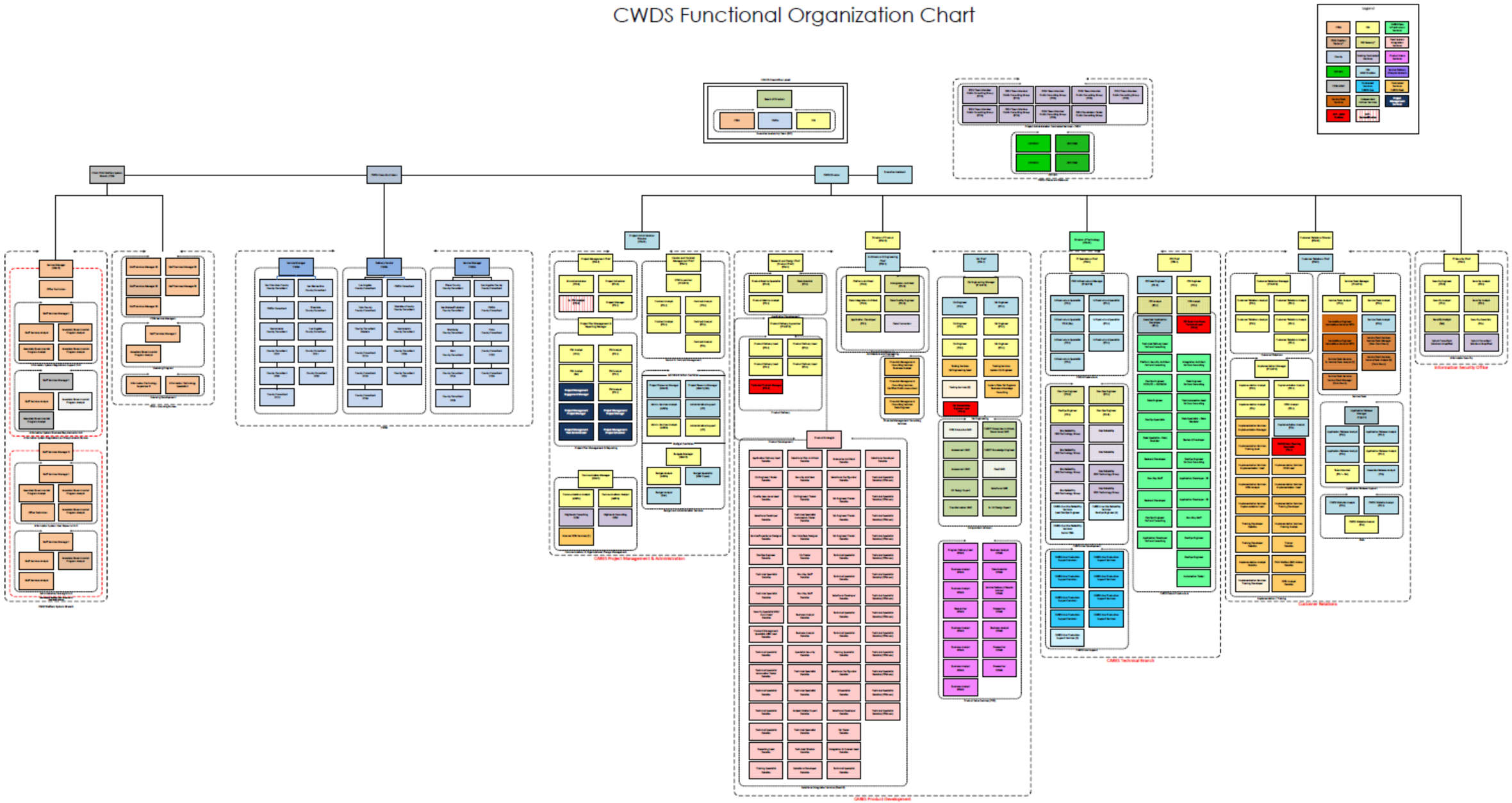
with other integrated systems and dependencies within the organization. o Report, inform, and advise management on the most complex and sensitive IT Project Management issues. o Advise and guide cross-divisional and enterprise projects with multidisciplinary project teams and matrix management structures through project management processes. o Conduct project closeout activities and document lessons learned throughout the life of the project. o Demonstrate, apply, and adhere to Agile development and project management methodologies and standards, including the California Department of Technology's California Project Management Framework, the Project Management Institute Project Management Body of Knowledge, State Information Management Manual and industry best practices. o Lead special assignments in response to requests from state and federal control agencies or executive management. o Reviews and/or write special reports and ad hoc analysis reports, as required.			
Hours			**1,920**
Total Positions			**1.0**

Attachment # 2 – Project Budget Detail

2022-23 Budget Change Proposal - CWS-CARES
Project Budget Detail

Budget Category	2022-23 Proposed Budget
CWS-CARES Project	
Personal Services	**12,933,101**
Hardware/Software	**25,618,009**
Contract Services	**60,067,221**
CARES Development Services	45,601,942
CARES-Live Services	3,564,540
Project Management Services	3,477,928
County Consultant Services	7,422,811
OE&E	**17,596,299**
Other OE&E (Gen Expense, Travel, etc.)	1,568,951
Facilities	1,444,163
DGS Fees	2,207,405
Enterprise Services	5,752,768
Data Center Services	6,623,012
Total OSI Spending Authority	**116,214,630**
CWS-CARES Project	
Core Constituent Participation	26,000,000
IPOC Contract Services	800,000
Tribal Consultant	181,000
**Tribal Participation (Non-Add Line)*	*100,000*
Total CDSS Local Assistance	**26,981,000**
Total Project Budget	***143,195,630***

* Tribal Participation Costs to be submitted as a separate Premise item, and are only reflected in this view for display purposes

Attachment # 3 – CWDS Organization Chart

CWDS Functional Organization Chart