STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
DF-46 (REV 07/23)

Fiscal Year 2024-25	Business Unit Number 5180 0530	Department California Department of Social Services California Health and Human Services Agency, Office of Technology and Solutions Integration
Hyperion Budget Request Name 0530-006-BCP-2024-GB 5180-106-ECP-2024-GB		**Relevant Program or Subprogram** Multiple Programs

Budget Request Title
Child Welfare Services – California Automated Response and Engagement System

Budget Request Summary
The Office of Technology and Solutions Integration requests a total of $173,410,000 ($88,113,000 General Fund, $84,309,000 federal funds, and $988,000 reimbursements) for fiscal year 2024-25, along with 5 new, permanent Office of Technology and Solutions Integration positions. Additionally, provisional language is requested to increase project expenditure authority up to an additional $52,070,000 ($26,035,000 General Fund). The requested funding and positions provide the resources to continue the design, development, and implementation activities for the Child Welfare Services – California Automated Response and Engagement System (CWS-CARES) and CARES-Live.

Requires Legislation (submit required legislation with the BCP) ☐ Trailer Bill Language ☐ Budget Bill Language ☒ N/A	Code Section(s) to be Added/Amended/Repealed *Click or tap here to enter text.*

Does this BCP contain information technology (IT) components? ☒ Yes ☐ No *If yes, departmental Chief Information Officer must sign.*	Department CIO James Duckens	Date 1/8/2024

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

Project No.0530-211   **Project Approval Document:** Special Project Report (SPR) 6

Approval Date: 5/12/2023   **Total Project Cost:** $1,962,004,000

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 Peter Bedell	Date 1/8/2024	Reviewed By Mike French	Date 1/8/2024
Department Director Adam Dondro	Date 1/8/2024	Agency Secretary Mark Ghaly	Date 1/8/2024

Department of Finance Use Only

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

Principal Program Budget Analyst Kia Cha	Date submitted to the Legislature 1/10/2024

A. Problem Statement

The California Health and Human Services Agency (CalHHS), Office of Technology and Solutions Integration (OTSI), requests a total of $173,410,000 ($88,113,000 General Fund, $84,309,000 federal funds, and $988,000 reimbursements) for fiscal year 2024-25, along with 5 new, permanent OTSI positions. Additionally, provisional language is requested to increase project expenditure authority up to an additional $52,070,000 ($26,035,000 General Fund). The requested funding and positions provide the resources to continue the design, development, and implementation activities for the Child Welfare Services – California Automated Response and Engagement System (CWS-CARES) and CARES-Live.

The Child Welfare Digital Services (CWDS) is a partnership of the California Department of Social Services (CDSS), the OTSI, and the County Welfare Directors Association (CWDA), in collaboration with 58 local child welfare agencies and tribal partners. The CWDS organization is responsible for maintaining and operating the existing Child Welfare Services/Case Management System (CWS/CMS) and the CARES-Live system, along with the development of the CWS-CARES. The current CWS/CMS, initially implemented in 1997, is used by approximately 30,000 county, tribal, 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 project will deliver the core CWS-CARES solution through two versions: CWS-CARES Version 1 (V1) and CWS-CARES Version 2 (V2). The primary goal is to deliver a compliant California's Comprehensive Child Welfare Information System (CCWIS) that keeps the needs of local child welfare practitioners at the forefront, meets the regulations and policies of state and federal laws and, upon approval from the CWDS Board of Directors, supports the retirement of the CWS/CMS. The CWS-CARES V2 extends the functionality of the CWS-CARES V1 with data- intensive features supporting the CCWIS compliance and continuation of interfaces, external systems, and Child Welfare Contributing Agencies, thus making it a more efficient and effective system for users. The CWDS will deliver the CWS-CARES on the Salesforce platform along with data services on the CARES Data Infrastructure (CDI) that together make up the CCWIS. The CDI will not only manage administrative data for compliance reporting, but also support collaborative, evidence-based decision-making to increase the safety, permanency, and well-being of California's children, youth, and families.

In 2019, CDSS and OTSI delivered several feature sets using the custom development approach, including the Child Welfare History Snapshot, Facility Search, and Child and Adolescence Needs and Strengths Assessment. These three feature sets in production today are referred to as maintenance and operations "CARES-Live."

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, 2022, with Fresno County being the first of five counties to receive the RFA rollout. On February 14, 2022, 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, 2022.

The project submitted SPR 6 and was approved on May 12, 2023, which describes the CWS-CARES project status and updated plan for the CWS-CARES Design, Development & Implementation (DD&I) activities. Since then, the project has completed two additional product milestones with functionality related to Investigations Engagement and Determination. Additionally, several new milestones have started including Prevention Services, Case Closures, Warrants, Court Hearing Framework, Other Hearings, and Eligibility Programs.

Resource History
(Dollars in thousands)

Program Budget	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Authorized Expenditures	102,620	44,256	54,418	91,000	109,273*	137,670
Actual Expenditures	54,537	33,164	39,228	80,081	129,275	TBD
Revenues	-	-	-	-	-	-
Authorized Positions	72	72	72	72	76	91
Filled Positions	63	55	58	63	71	78
Vacancies	9	17	14	9	5	13

*The total budget requested for 2022-23 was $144,034,630. Of the requested amount, $34,761,773 was held in provisional language.

B. Justification

The existing CWS/CMS is not compliant with the CCWIS federal and state laws, regulations, or policies. To meet the CWS program compliance, end users have adopted 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 information technology application that aids child welfare stakeholders in supporting 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.

To make sure the resulting system meets the needs of CARES stakeholders, the project has defined a Core Constituent Participation (CCP) Model that describes the interactions and responsibilities for collaboration between the OTSI, CDSS, CWDA, counties, and tribes with a goal to deliver an effective and compliant CCWIS within SPR 6 approved timeframes. The project has sent periodic communications of key milestones for new versions of the CARES-Live system and conducted implementation executive briefings.

This request is for 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 system. This request for continued funding is consistent with SPR 6 and the work to be completed in 2024-25.

Additionally, the project requests 5 OTSI positions previously identified in SPR 6. The Research and Design Lead requested as an ITS I in SPR 6 has been reclassified to an ITS II.

Project Team Staffing

The project currently has 91 permanent project staff positions (81 OTSI and 10 CDSS) performing critical work to the successful development and implementation of the CWS-CARES. The result of the staffing needs analysis identified the right resources in the required roles by functional areas throughout the project. This was done in consideration of the CWS-CARES V1 scope, along with time-based expectations, and the required knowledge, skills, and abilities to deliver the stated goals and objectives of the project. The project state leadership also considered how the existing and planned contracts can be leveraged in the successful delivery of the CWS-CARES V1.

OTSI Project Team Staffing Request

CWS-CARES Project Team Staffing	FY 2024-25 CARES Costs	FY 2024-25 CARES-Live Costs
Current Staffing	**$13,508,474**	**$2,778,782**
Existing OTSI Positions (81)	$13,508,474	$2,778,782
New Staffing Request	**$823,689**	**$0**
New OTSI Positions (5)	$823,689	$0
Total	**$14,332,163**	**$2,778,782**

OTSI Staffing Request – $823,689 (5 Positions)

The OTSI Requested Positions Detail table provides additional detail along with the justification and workload analyses that can be found in Attachment 1.

OTSI Requested Positions Summary

Proposed Resources	Additional Resources for FY 2024-25	Classification
Content Strategist	1 position	Information Tech. Specialist I (ITS I)
Research & Design Lead*	1 position	Information Tech. Specialist II (ITS II)
CDI Data Analytics Specialist	1 position	Information Tech. Specialist I (ITS I)
CDI Data Analytics Lead	1 position	Information Tech. Specialist II (ITS II)
Information Security Analyst	1 position	Information Tech. Specialist II (ITS II)
Total	**5 positions**	

*This position was previously requested in SPR 6; however, the position title and project unit have since been reclassified.

OTSI Requested Positions Detail

Project Unit	Description of Work
CWS-CARES Product Team Resources Proposed: • 1 ITS I – Content Strategist • 1 ITS II – Research and Design Lead	• Analyze all past project content, organize into the new structure, and inform appropriate project members as to what past content is available. Help project staff leverage past research. • Develop a single consistent content organization structure for the project, socialize it with all CWDS project members, and support them in complying with the structure. • Monitor research efforts to make sure that all research output is documented in the proper format, and that vendor researchers are properly self-managing and

Project Unit	Description of Work
	• coordinating with each other on research efforts that extend to multiple aspects of CARES. • Review and approve CARES design guidelines and standards developed by the vendor designers. • Manage vendor designers and researchers and approve their proposed methodologies, deliverable formats and timelines.
CWS-CARES Technology Team Resources Proposed: • 1 ITS I – CDI Data Analytics Specialist • 1 ITS II – CDI Data Analytics Lead	• Administer and maintain the Data Analytics tools. • Develop and implement data analyses, data collection systems and other strategies that optimize statistical efficiency and quality. • Serve as the Data Analytics and Reports Lead focused on Data analytics related activities work on the CDI platform. • Oversee the efforts to plan, develop, and maintain the Data Analytics infrastructure on the CDI, which will provide timely, accurate and consistent data analytics capabilities through comprehensive Analytical Data Stories for Longitudinal Data Analysis. • Lead the state and Vendor Data Analytical team in reviewing work products.
CWS-CARES Security Team Resources Proposed: • 1 ITS II – Information Security Analyst	• Develop, guide, and assist in the identification, implementation and maintenance of CWS-CARES information privacy and security programs, standards, and procedures in compliance with OTSI, state and Federal privacy policies. • Direct, develop, maintain, and oversee privacy and data security programs in cooperation and collaboration with the information security office, project administration, and legal teams as applicable. • Undertake comprehensive reviews of data and privacy aspects of current and new services/applications/technologies in CWS-CARES and develop/document procedures for conducting reviews and outcomes including recommendations to address any gaps or non-compliance items.

CDSS Staffing – $1,520,000 (10 existing positions)
CDSS received approval for 5 new positions and position authority for 5 temporary positions to be moved to the project budget as permanent CDSS dedicated project resources via the 2023-24 Budget. This BCP requests continued funding for those 10 permanent positions. The Child Welfare Services Bureau, under the CDSS Children and Family Services Division, is part of the CWDS organization and works in direct partnership with the OTSI in the development, design, and implementation of the CWS-CARES. These resources will aid in the effective statewide adoption and use of the CWS-CARES by current and new user entities, support compliance and data quality monitoring, and collaborate with counties and tribes on the decommissioning of external systems. The resources will continue to strengthen the collaboration between the CWDS, the CDSS, and users to deliver a complete, effective, and compliant CCWIS in the most expeditious manner possible.

CONTRACT SERVICES – $137,440,000

Contract Support Services: $128,105,000
The project requests continued funding for contract services associated with the CWS-CARES project's DD&I efforts and ongoing support of the CARES-Live. The costs reflect the contract amendments with both the PaaS SI and PVS vendors as approved in the 2023-24 budget and SPR 6. These amendments strengthened the PaaS SI role, provided clarity on roles and responsibilities, addressed resource deficiencies, and increased vendor accountability to deliver deployable functionality through a revised WOA process and compensation structure. As of November 8, 2023, the project is working to obtain federal approval of completed negotiations. Once federal approval has been obtained, the project will share updated costs. The project is also requesting a funding adjustment from the CDI contract to the Hardware/Software line item as the state has assumed responsibility for the procurement of software previously purchased by the vendor.

As part of the SPR 6 approval conditions from the California Department of Technology (CDT), the project is developing a plan to elaborate V2 requirements by February 2025.

Of the contract services funding, $52,070,000 ($26,035,000 General Fund) is held provisionally. The project's budgeted amount may be augmented up to a maximum of $52,070,000 ($26,035,000 General Fund) for project activities related to the implementation and data infrastructure contracts upon approval by the Department of Finance, and in consultation with the Department of Technology.

County Consultant Services: $9,335,000
The project requests funding to align with the executed and projected contract amounts for 2024-25. County consultants are essential contributors as subject matter experts (SME) to the CWS- CARES service areas and will take part in every aspect of the Service Delivery Life Cycle (SDLC) to make sure the CWS-CARES solution meets the child welfare services stakeholder needs and business practice model.

These consultants participate in design and development, user feedback sessions, user acceptance testing, implementation readiness, and other activities that are critical to the project's success. CC34 and CC35 are new procurements beginning with 2024-25. The remaining county consultants are planned contracts or re-procurements to existing county consultant agreements.

The Contract Services table below lists the contracts and associated costs for both the CWS-CARES and CARES-Live efforts.

Contract Services

CWS-CARES Contract Services	FY 2024-25 CARES Costs	FY 2024-25 CARES-Live Costs
Development Services	**$120,045,000**	**$0**
PaaS SI	$42,290,000	$0
CDI	$26,849,000	$0
PVS	$19,996,000	$0
Independent Advisor	$452,000	$0
Implementation Services	$23,742,000	$0
Financial Management	$920,000	$0

CWS-CARES Contract Services	FY 2024-25 CARES Costs	FY 2024-25 CARES-Live Costs
QA Testing	$2,543,000	$0
Phase 2-EUST 1 Security Testing	$250,000	$0
SDM Interface Services	$122,000	$0
Case Management	$2,881,000	$0
CARES-Live Services	**$0**	**$3,226,000**
Production Support Services	$0	$1,637,000
Site Reliability	$0	$1,589,000
Project Management Services	**$4,741,000**	**$91,000**
IV&V	$1,467,000	$0
Technical Advisor Services	$410,000	$0
PTMSS	$670,000	$0
Splunk CWDS Services	$125,000	$35,000
ServiceNow3 Services	$168,000	$56,000
Strategic Communication	$1,901,000	$0
County Consultants	**$8,886,000**	**$449,000**
CWDA – CC2, 19, 24, 29 & M&O02	$1,630,000	$233,000
CWDA – CC05 & M&O01	$656,000	$49,000
Kern County – (CC12)	$67,000	$0
Los Angeles County – (CC15)	$206,000	$11,000
Los Angeles County – (CC16)	$152,000	$0
Los Angeles County – (CC17)	$227,000	$0
Los Angeles County – (CC18)	$259,000	$0
Los Angeles County – (CC33)	$152,000	$101,000
Madera County – (CC03)	$464,000	$0
Monterey County – (CC09)	$173,000	$0
Placer County Consultant (CC25)	$291,000	$0
Riverside County – (CC08)	$259,000	$0
Riverside County – (CC20)	$216,000	$11,000
Sacramento County – (CC04)	$129,000	$0
Sacramento County – (CC11)	$97,000	$0
San Bernardino County – (CC14)	$169,000	$30,000
San Francisco County – (CC07)	$261,000	$14,000
Stanislaus County – (CC01)	$227,000	$0
Stanislaus County – (CC10)	$263,000	$0
Yolo County – (CC13)	$262,000	$0
County Consultant Services (CC06)	$227,000	$0
County Consultant Services (CC21)	$227,000	$0
County Consultant Services (CC22)	$227,000	$0
County Consultant Services (CC23)	$227,000	$0
County Consultant Services (CC26)	$227,000	$0
County Consultant Services (CC27)	$227,000	$0
County Consultant Services (CC28)	$227,000	$0

CWS-CARES Contract Services	FY 2024-25 CARES Costs	FY 2024-25 CARES-Live Costs
County Consultant Services (CC30)	$227,000	$0
County Consultant Services (CC31)	$227,000	$0
County Consultant Services (CC32)	$227,000	$0
County Consultant Services (CC34)	$227,000	$0
County Consultant Services (CC35)	$227,000	$0
Total	**$133,673,000**	**$3,767,000**

HARDWARE/SOFTWARE – $15,399,000

Salesforce subscription services are required for the design and development activities of the CWS-CARES. The state expects to increase license use incrementally beginning in April 2026 through 2027-28, in line with expectations. The state also plans a hardware refresh in 2024-25. The Hardware/Software line item has increased as the state has assumed responsibility for the procurement of software previously purchased by the vendor.

Hardware and Software

CWS-CARES Hardware and Software	FY 2024-25 CARES Costs	FY 2024-25 CARES-Live Costs
Hardware	**$523,000**	**$143,000**
Notebook Refresh	$452,000	$143,000
Miscellaneous Hardware Items	$71,000	$0
Software	**$13,987,000**	**$746,000**
Salesforce Licenses	$10,346,000	$0
Splunk Cloud Subscription	$257,000	$0
ServiceNow renewal	$249,000	$79,000
Saviynt	$158,000	$0
CrowdStrike	$122,000	$0
New Relic renewal CARES-Live	$0	$117,000
Atlassian Jira 800 renewal CWDS	$124,000	$0
Splunk Cloud Enterprise - CARES-Live	$0	$68,000
Additional Software Under $50k	$2,729,000	$482,000
Total	**$14,510,000**	**$889,000**

OPERATING EXPENSES & EQUIPMENT (OE&E) – $21,321,000

The project requests funding for services provided by CDT for processing IT contracts and executing purchase orders and services provided by the State Data Center. The requested funding also includes costs associated with enterprise services, Department of General Services, and other OE&E costs for OTSI and CDSS in 2024-25.

CORE CONSTITUENT PARTICIPATION – $30,823,000

In SPR 6, the project established a CCP workgroup to assess the prior CCP model and cost allocation methodology. The goal of the workgroup was to develop a more efficient and streamlined model that supports a stronger user engagement model. The new model factors in the updated SDLC (e.g., data practice validation and end-user scenario testing), the new product milestones timeline, and refinements to the implementation strategy with corresponding resources for sufficient participation by core constituents in the counties and tribes. This participation is part of the project's user-centered design model to secure county

and tribal engagement throughout the transition process from the CWS/CMS to the CWS-CARES. This effort is a critical component to the success of the project. The CCP cost estimate is consistent with the amount included in SPR 6 and aligns with the CWS-CARES V1 SDLC activities, including the following:

- **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 clean-up 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.

- **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. 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.

- **Project Meetings**
  Funding has been allocated for counties and tribes to engage in various CWS-CARES project meetings and action items so they can provide insight and a county/tribe perspective on the CWS-CARES build. The core constituents participate in a variety of CWDS team meetings, which may be held on a daily, weekly, or bi-weekly basis (e.g., e-service area team meetings to strategize and develop software).

- **Research**
  The core constituents participate, and have been heavily involved in, research activities for the service areas (e.g., Intake, Case Management, Courts). This research precedes the discovery portion of the SDLC. The 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 prototyping and build activities.

- **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/tribes will provide continuous feedback throughout the prototyping and build cycle. 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 and tribes are actively engaged in implementation activities 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 and tribes provide feedback using various methods including via meetings, review of software and training material, etc.

COUNTY REGIONAL TRAINING ACADEMY SERVICES – $306,000
The CWS-CARES V1 training approach includes a partnership leveraging the existing partnership across organizations/teams including the Regional Training Academies (RTAs), county child welfare, county juvenile probation, Title IV-E tribes, and CDSS organizations who will be CWS-CARES end-users (Orgs) and the CWS-CARES Implementation Services vendor to deliver the CWS-CARES training. The RTAs will deliver the CWS-CARES training developed by the implementation vendor. The benefits of this approach include the following:

- Leverages benefits of each training organization/team and can be customized to meet the needs of each Org, providing an optimal training delivery approach.
- Enables training tailored to meet the needs of Orgs based on Org and RTA trainers' knowledge of and experience with Orgs.
- Optimizes training delivery by capitalizing on both the vendor's expertise in the CWS-CARES and the Orgs/RTAs CWS/CMS and county experience.

INDEPENDENT PROJECT OVERSIGHT CONSULTANT (IPOC) CONTRACT SERVICES – $800,000
The 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 provides feedback to departments to help plan and monitor projects and to bring projects to successful deployment.

TRIBAL CONSULTANT – $181,000
The Tribal Consultant acts as a liaison between CDSS, CWDS, and the Indian Child Welfare Act Adoption and Foster Care Analysis and Reporting System Steering Committee to develop tribal input into the shared definitions for expanded data elements and support the development of the CWS-CARES.

C. **Departmentwide and Statewide Considerations**
The CWS-CARES Project is focused on meeting technical and business objectives to do the following:

- Improve service delivery and outcomes

- Allow more timely system enhancements to support changes in CWS practice

- Achieve CCWIS requirements required to maintain Federal Financial Participation funding and avoid federal non-compliance penalties

Technical Objectives:

- Replace the proprietary CWS/CMS with a Platform as a Service (PaaS) solution that meets current business practice needs

- Develop application programming interfaces utilizing a new state-managed infrastructure to facilitate data conversion from CWS/CMS, to provide a data exchange gateway and to house a database and analytics software to track and measure child welfare outcomes

- Use Agile iterative software development techniques and evaluate opportunities for production release of functionality, in between planned releases, that would be valuable to users

- Establish a CDI to maximize state independence and control of vital assets and provide more complete, timely, accurate and consistent data

Business Objectives:

- CCWIS compliance to maintain Federal Financial Participation at current or improved participation levels
- Resource utilization through elimination of redundant data entry, increased availability of information and documentation, and timely business practice execution
- Improved access to system information through portal and mobile technologies for CWS workers, service providers, and service organizations
- Information exchange interfaces for improved access, accuracy, and completeness of data resident in external state/county and business partner repositories
- Business collaboration for improved communication/collaboration and information management between CWS workers, community organizations, service providers and multi-disciplinary teams
- Outcome-driven planning, management and assessment for improved case management outcome/process planning, management, and assessment/reporting

D. 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.

- Continue utilizing subject matter expertise from additional county consultants and financial management services to further discovery and validation.

E. Implementation Plan

As part of SPR 6, the CWS-CARES project delivered a detailed master implementation plan which presents the approach to preparing counties for the statewide rollout of CARES V1. This plan builds on the foundation used for CARES-Live and RFA with experienced and informed updates to successfully guide counties through their transition to using CARES.

The master implementation plan focuses on the interrelationships of people, process, and technology in delivering system implementation services and relies on collaboration among stakeholders including counties, CDSS, CWDA, the PaaS SI Vendor, the Implementation Services Vendor, and other project teams, including the team developing the User Engagement and Adoption Strategy. The master implementation plan describes key readiness and user adoption activities to help counties prepare for change, as well as the timing of these activities in relation to the CWS-CARES SDLC and Product Roadmap.

F. Supplement Information

- Attachment 1: Workload Analysis
- Attachment 2: Project Budget Detail

BCP Fiscal Detail Sheet

BCP Title: Child Welfare Services - California Automated Response and Engagement System

BR Name: 0530-006-BCP-2024-GB

Budget Request Summary

Personal Services

Personal Services	FY24 Current Year	FY24 Budget Year	FY24 BY+1	FY24 BY+2	FY24 BY+3	FY24 BY+4
Positions - Permanent	0.0	5.0	5.0	5.0	5.0	5.0
Total Positions	**0.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**
Salaries and Wages Earnings - Permanent	0	519	519	519	519	519
Total Salaries and Wages	**$0**	**$519**	**$519**	**$519**	**$519**	**$519**
Total Staff Benefits	0	2,863	2,863	2,863	2,863	2,863
Total Personal Services	**$0**	**$3,382**	**$3,382**	**$3,382**	**$3,382**	**$3,382**

Operating Expenses and Equipment

Operating Expenses and Equipment	FY24 Current Year	FY24 Budget Year	FY24 BY+1	FY24 BY+2	FY24 BY+3	FY24 BY+4
5301 - General Expense	0	-22,756	-22,756	-22,756	-22,756	-22,756
5340 - Consulting and Professional Services - External	0	28,025	28,025	28,025	28,025	28,025
5342 - Departmental Services	0	7,405	7,405	7,405	7,405	7,405
5344 - Consolidated Data Centers	0	8,341	8,341	8,341	8,341	8,341
5346 - Information Technology	0	14,037	14,037	14,037	14,037	14,037
539X - Other	0	-17,728	-17,728	-17,728	-17,728	-17,728
Total Operating Expenses and Equipment	**$0**	**$17,324**	**$17,324**	**$17,324**	**$17,324**	**$17,324**

Total Budget Request

Total Budget Request	FY24 Current Year	FY24 Budget Year	FY24 BY+1	FY24 BY+2	FY24 BY+3	FY24 BY+4
Total Budget Request	**$0**	**$20,706**	**$20,706**	**$20,706**	**$20,706**	**$20,706**

Fund Summary

Fund Source

Fund Source	FY24 Current Year	FY24 Budget Year	FY24 BY+1	FY24 BY+2	FY24 BY+3	FY24 BY+4
State Operations - 9745 - California Health and Human Services Automation Fund	0	20,706	20,706	20,706	20,706	20,706
Total State Operations Expenditures	**$0**	**$20,706**	**$20,706**	**$20,706**	**$20,706**	**$20,706**
Total All Funds	**$0**	**$20,706**	**$20,706**	**$20,706**	**$20,706**	**$20,706**

Program Summary

Program Funding

Program Funding	FY24 Current Year	FY24 Budget Year	FY24 BY+1	FY24 BY+2	FY24 BY+3	FY24 BY+4
0290 - Office of Technology and Solutions Integration	0	20,706	20,706	20,706	20,706	20,706
Total All Programs	**$0**	**$20,706**	**$20,706**	**$20,706**	**$20,706**	**$20,706**

Personal Services Details

Positions

Positions	FY24 Current Year	FY24 Budget Year	FY24 BY+1	FY24 BY+2	FY24 BY+3	FY24 BY+4
1402 - Info Tech Spec I (Eff. 07-01-2024)	0.0	2.0	2.0	2.0	2.0	2.0
1414 - Info Tech Spec II (Eff. 07-01-2024)	0.0	3.0	3.0	3.0	3.0	3.0
Total Positions	**0.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**

Salaries and Wages

Salaries and Wages	FY24 Current Year	FY24 Budget Year	FY24 BY+1	FY24 BY+2	FY24 BY+3	FY24 BY+4
1402 - Info Tech Spec I (Eff. 07-01-2024)	0	187	187	187	187	187
1414 - Info Tech Spec II (Eff. 07-01-2024)	0	332	332	332	332	332
Total Salaries and Wages	**$0**	**$519**	**$519**	**$519**	**$519**	**$519**

Staff Benefits

Staff Benefits	FY24 Current Year	FY24 Budget Year	FY24 BY+1	FY24 BY+2	FY24 BY+3	FY24 BY+4
5150900 - Staff Benefits - Other	0	2,863	2,863	2,863	2,863	2,863
Total Staff Benefits	**$0**	**$2,863**	**$2,863**	**$2,863**	**$2,863**	**$2,863**

Total Personal Services

Total Personal Services	FY24 Current Year	FY24 Budget Year	FY24 BY+1	FY24 BY+2	FY24 BY+3	FY24 BY+4
Total Personal Services	**$0**	**$3,382**	**$3,382**	**$3,382**	**$3,382**	**$3,382**

BCP Fiscal Detail Sheet

BCP Title: Child Welfare Services - California Automated Response and Engagement System (CWS-CARES) Project

BR Name: 5180-106-ECP-2024-GB

Budget Request Summary

Operating Expenses and Equipment

Operating Expenses and Equipment	FY24 Current Year	FY24 Budget Year	FY24 BY+1	FY24 BY+2	FY24 BY+3	FY24 BY+4
54XX - Special Items of Expense	0	173,410	0	0	0	0
Total Operating Expenses and Equipment	**$0**	**$173,410**	**$0**	**$0**	**$0**	**$0**

Total Budget Request

Total Budget Request	FY24 Current Year	FY24 Budget Year	FY24 BY+1	FY24 BY+2	FY24 BY+3	FY24 BY+4
Total Budget Request	**$0**	**$173,410**	**$0**	**$0**	**$0**	**$0**

Fund Summary

Fund Source

Fund Source	FY24 Current Year	FY24 Budget Year	FY24 BY+1	FY24 BY+2	FY24 BY+3	FY24 BY+4
Local Assistance - 0001 - General Fund	0	88,113	0	0	0	0
Local Assistance - 0890 - Federal Trust Fund	0	84,309	0	0	0	0
0995 - Reimbursements	0	988	0	0	0	0
Total Local Assistance Expenditures	**$0**	**$173,410**	**$0**	**$0**	**$0**	**$0**
Total All Funds	**$0**	**$173,410**	**$0**	**$0**	**$0**	**$0**

Program Summary

Program Funding

Program Funding	FY24 Current Year	FY24 Budget Year	FY24 BY+1	FY24 BY+2	FY24 BY+3	FY24 BY+4
4270037 - County Administration and Automation Projects	0	173,410	0	0	0	0
Total All Programs	**$0**	**$173,410**	**$0**	**$0**	**$0**	**$0**

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

Attachment 1 - Workload Analysis
OTSI and CDSS State Resources
FY 2024-25

OTSI Position Request

Position Title	CDI Data Analytics Lead		
Position ID	200		
Request	New		
State Classification	Information Technology Specialist II (ITS II)		
Organization	OTSI CWS-CARES Project		
Position Start Date	7/1/2024	**Position End Date**	Permanent
Functional Group	IT Operations/CDI		
Justification	CWS-CARES is requesting an experienced ITS II resource to serve as the Data Analytics and Reports Lead focused on data analytics related activities work on the CARES Data Infrastructure (CDI) platform. It is critical that the state preserve independence and control of vital data assets and position the state to maintain and extend CARES after vendors roll off. CWDS must give state employees with technical skills the opportunity to learn alongside vendor engineers and directly contribute to the iterative delivery of CARES. The Data Analytics Lead will oversee the efforts to plan, develop, and maintain the Data Analytics infrastructure on the CDI, which will provide timely, accurate and consistent data analytics capabilities through comprehensive Analytical Data Stories for Longitudinal Data Analysis. The CDI Data Analytics Lead will lead the state and Vendor Data Analytical team by providing guidance and requirements and reviewing work products and deliverables as related to data analytics activities used to support the CARES application and infrastructure components on the CDI. The Lead works closely with CDI and Data Analytics team to plan, design, and implement the data migration, data analytics environments and technical infrastructure used by the CWS-CARES application. Failure to adequately supervise the work of contracted resources and the development of a knowledge sharing system will result in the following risks: • The project may be unsuccessful in its agile approach to develop functionality that will allow for rapid development and validation of services. • Newly deployed modules may not garner support from external stakeholders including the Project's federal, state, and county partners which could compromise adoption. • The CWS/CMS decommission date would be further delayed resulting in increased costs; and • Continued non-compliance with federal regulations may result in loss of Federal Financial Participation.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
CDI Lead Data Analytics activities Provide guidance and oversight to Data Analytics activities including, but not limited to, the following:	1400	Ongoing	1400

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
• Oversee development of analytic dashboard/reports/metrics • Review data analytics queries and/or produce data analytics work products based on requirements • Coordinate/oversee support for CARES analytic tools and reports • Review and monitor work products and deliverables provided by vendors • Provide guidance and requirements related to data analyses, data collection systems and other strategies that optimize statistical efficiency and quality • Review CDI data models with CDI Vendor resources • Lead or conduct research with data analytics team and data consumers. Translate research findings into consumable artifacts and materials supporting project communication.			
Provide communications and stakeholder management including, but not limited to, the following: • Lead and collaborate with a multi-functional team made up of state, county consultant, and contractor personnel to analyze stakeholder expectations and develop appropriate strategies for effectively engaging stakeholders in project decisions and execution; • Produce, review, and present technical documentation to state executives, county users, and other stakeholder groups to help people understand and use the system; and • Lead or participate in discussions with representatives from the California Department of Social Services, Office of Systems Integration, County Welfare Directors Association, California counties, vendors, and other stakeholders to plan, collect, create, and distribute project information.	520	Ongoing	520
		Total Annual Hours	**1920**
		Total Positions	**1.0**

Position Title	Privacy Specialist		
Position ID	201		
Request	New		
State Classification	Information Technology Specialist II (ITS II)		
Organization	OTSI CWS-CARES Project		
Position Start Date	7/1/2024	**Position End Date**	Permanent
Functional Group	CWDS Information Security		
Justification	Data Privacy is increasingly becoming a critical aspect for the CWS-CARES project as data converted from Legacy and data from various internal and external interfaces needs to be protected in compliance with state and federal privacy requirements. Privacy Impact Assessments, Privacy Threat Assessments, compliance with SIMM 5310 series and other Privacy related SIMMs, data classification, etc. are some of the key privacy related areas this position would address. Inability to effectively perform these activities puts the project at a risk of non-compliance and potential misclassification and mishandling of data. The alternative to hiring a new state resource for these critical tasks would be to train an existing resource which would not be viable as (1) all existing resources are engaged in full-time tasks already and (2) new gaps will be created if an existing resource gets diverted for handling above privacy related tasks. Also, Data Privacy is a specialized skillset with a long-term commitment needed to continuously assess and comply with state requirements and hence the need for a full-time dedicated state resource for these tasks.		

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Develop, guide, and assist in the identification, implementation and maintenance of CWS-CARES information privacy and security programs, standards, and procedures in compliance with OTSI, state and federal privacy policies. Direct, develop, maintain, and oversee privacy and data security programs in cooperation and collaboration with the information security office, project administration, and legal teams as applicable. Undertake comprehensive reviews of data and privacy aspects of current and new services/applications/technologies in CWS-CARES and develop/document procedures for conducting reviews and outcomes including recommendations to address any gaps or non-compliance items. Collaborate with various internal and external stakeholders including but not limited to information security and privacy offices in OTSI, CDSS, CalHHS Agency, and stakeholder legal teams in development of	960	Ongoing	960

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
new privacy initiatives including meeting CalSecure program objectives. In collaboration with Chief of Information Security, establish an internal privacy audit program to periodically evaluate and revise the privacy aspects of the project and continued compliance with the state privacy laws. Monitor systems development and operations to make sure the use of technology maintains, and does not erode, privacy protections and any collection and/or disclosure of personal/protected/sensitive information is in compliance with state privacy policies. Coordinate with data owners and other stakeholders in driving data and asset classification for CWS-CARES project.			
Develop and maintain Privacy Impact Assessment for the CWS-CARES project. Update project PIA with changes in project architecture landscape and develop standalone PIAs for new components, as appropriate. Identify and assess privacy risks associated with new and/or modified data interchanges and/or introduction of new technologies or interface paradigms; make recommendations for alleviating such risks. Document and manage privacy risks and PIAs in GRC (Governance, Risk and compliance) tool.	672	Ongoing	672
Training and Compliance – Develop training material to educate and enhance project staff's understanding of privacy practices including but not limited to intersection of security and privacy, data handling, protection of sensitive information, legal obligations, compliance, etc.	288	Ongoing	288
		Total Annual Hours	1920
		Total Positions	1.0

Position Title	Research and Design Lead
Position ID	202
Request	New
State Classification	Information Technology Specialist II (ITS II)
Organization	OTSI CWS-CARES Project
Position Start Date	7/1/2024	**Position End Date**	Permanent
Functional Group	Product

Justification	The CWS-CARES project currently works with a large pool of designers from multiple vendors. Given the size and complexity of the system and timeframe of the project, these designers are frequently working in multiple work streams in parallel. We need a state-employed research and design lead to manage and oversee the work of the vendor designers and researchers to maintain the following: • Consistent UX design throughout the CARES system, and that all features comply with design standards • Quality of both methodology and output of research and design work by vendors • Proper flow of research findings to designers so solutions meet the needs of child welfare and incorporates the direct input of social workers With multiple vendors providing different groups of designers for distinct purposes (one for Design Principles and Standards, the other for Design Patterns and epic/story – level designs), an objective holistic state-employed perspective is required. The alternative to hiring a new state resource for this critical role would be to train an existing resource, which would not be viable as (1) all existing resources are engaged in full-time tasks already, (2) new gaps will be created if an existing resource gets diverted for handling above research and design related tasks, and (3) the time it would take to train an existing resource would lead to unacceptable delays on the project. Until this role is filled, the Product Chief is serving to fill the gap at a minimum of 10hrs a week, causing delays on other responsibilities and putting both schedule compliance and user adoption of CARES at risk.

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
• Monitor research efforts to make sure that all research output is documented in the proper format, and that vendor researchers are properly self-managing and coordinating with each other on research efforts that extend to multiple aspects of CARES. • Review research plans to make sure that all California-specific dimensions of child welfare, diversity and equity initiatives, and other state and national trends are being taken into consideration. • Collaborate with the Product team and PVS to establish a strong pipeline of research to actionable insights to designs that reflect the needs and input of CA child welfare workers and agencies.	768	Ongoing	768

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
• Review and approve CARES design guidelines and standards developed by vendor designers. • Review all global UX patterns (i.e., entries in the CARES Pattern Library) for general industry-level quality, consistency with CARES design guidelines, and success in meeting the needs and goals of child welfare across CARES. • Check designs in individual service areas for quality and for compliance with the CARES design guidelines	768	Ongoing	768
• Manage vendor designers and researchers and approve their proposed methodologies, deliverable formats and timelines.	384	Ongoing	384
		Total Annual Hours	**1920**
		Total Positions	**1.0**

Position Title	Content Strategist
Position ID	203
Request	New
State Classification	Information Technology Specialist I (ITS I)
Organization	OTSI CWS-CARES Project
Position Start Date	7/1/2024
Position End Date	Permanent
Functional Group	Product
Justification	Over the course of the project's 15-year history with multiple iterations, CWDS has built a very large collection of documentation, research and other work artifacts. As the project and technology evolved, this has been gathered in a variety of formats, repositories, and organizational structures by different vendor teams. More content continues to be produced quickly, but there is no cohesive formal structure. Between the old and new content, knowledge-sharing and management is next to impossible. This impacts efficient use of past efforts, current research efforts, project-wide communication, decision-making and even county relations, as many constituents have been working with the project longer than the current project team members and may be asked repetitive questions. The project has attempted to delegate re-organization and knowledge management responsibilities to staff members and to hire outside vendors, unsuccessfully. A full time, dedicated resource is required to prevent further impact to the project.

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
Develop a single consistent content organization structure for the project, socialize it with all CWDS project members, and support them in complying with the structure.	768	Ongoing	768
Analyze all past project content, organize into the new structure, and inform appropriate project members to what past content is available. Help project staff leverage past research.	576	Ongoing	576
Work with key members of communications and other teams across the project to share information in uniform fashion, as well as to refine available information for sharing with external stakeholders.	288	Ongoing	288
Collaborate with different teams to create and refine reusable templates for capturing knowledge.	288	Ongoing	288
		Total Annual Hours	1920
		Total Positions	1.0

Position Title	CDI Data Analytics Specialist
Position ID	204
Request	New
State Classification	Information Technology Specialist I (ITS I)
Organization	OTSI CWS-CARES Project
Position Start Date	7/1/2024

Position Start Date	7/1/2024	**Position End Date**	Permanent
Functional Group	IT Operations/CDI		

Justification	CWS-CARES is requesting an ITS I resource to serve as a Data Analytics Specialist and Reports Developer focused on data analytics related activities on the CARES Data Infrastructure (CDI) platform.

It is critical that the state preserve independence and control of vital data assets and position the state to maintain and extend CARES after vendors roll off. CWDS must give state employees with technical skills the opportunity to learn alongside vendor engineers and directly contribute to the iterative delivery of CARES. The CARES Data Infrastructure (CDI) Data Analytics Specialist will contribute to the efforts to plan, develop, and maintain the Data Analytics infrastructure on the CDI, which will provide timely, accurate and consistent data analytics capabilities through comprehensive Analytical Data Stores for Longitudinal Data Analysis.

The Specialist will serve as a subject matter expert in data analytics with a good understanding of the technical architecture and implementation of CDI for CWS-CARES and work to help data migration and development activities needed for data analytics and support the CDI components.

Failure to adequately supervise the work of contracted resources and the development of a knowledge sharing system will result in the following risks:
- The project may be unsuccessful in its agile approach to develop functionality that will allow for rapid development and validation of services.
- Newly deployed modules may not garner support from external stakeholders including the Project's federal, state, and county partners which could compromise adoption.
- The CWS/CMS decommission date would be further delayed resulting in increased costs; and
- Continued non-compliance with federal regulations may result in loss of Federal Financial Participation. |

Activities	**Hours to Complete**	**Tasks Per Year**	**Total Hours Required**
Perform Data Analysis and Data Analytics activities including, but not limited to, the following: - Administer and maintain the Data Analytics tools. - Develop and implement data analyses, data collection systems and other strategies that optimize statistical efficiency and quality. - Create and maintain interactive data analytics dashboards/reports/metrics based on requirements.	1400	Ongoing	1400

Activities	Hours to Complete	Tasks Per Year	Total Hours Required
• Work with state subject matter experts to create a prioritized list of needs for each project requirements. • Create and maintain CDI data models with CDI Vendor resources. • Work with departmental managers to outline the specific data needs for each business method analysis project. • Collect, analyze, and summarize data to communicate insightful information to stakeholders. • Explain/demonstrate complex statistical and analytical concepts to business audiences. • Support/troubleshoot CARES analytic environment and reports. • Complete ad hoc reporting requests.			
Provide communications and stakeholder management including, but not limited to, the following: • Collaborate with a multi-functional team made up of state, county consultant, and contractor personnel to analyze stakeholder expectations and develop appropriate strategies for effectively engaging stakeholders in project decisions and execution. • Produce and present technical documentation to state executives, county users, and other stakeholder groups to help people understand and use the system. • Participate in discussions with representatives from the California Department of Social Services, Office of Systems Integration, County Welfare Directors Association, California counties, vendors, and other stakeholders to plan, collect, create, and distribute project information.	520	Ongoing	520
		Total Annual Hours	**1920**
		Total Positions	**1.0**

Attachment 2 – Project Budget Detail
2024-25 Budget Change Proposal - CWS-CARES
Project Budget Detail

Budget Category	2024-25 Proposed CWS-CARES Costs	2024-25 Proposed CARES-Live Costs	2024-25 Total Proposed Costs
CWS-CARES Project			
OTSI Personal Services	**14,332,163**	**2,778,782**	**17,110,945**
Hardware/Software	**14,510,388**	**889,301**	**15,399,689**
Contract Services	**133,673,178**	**3,766,645**	**137,439,824**
CARES Development Services	120,045,707	0	120,045,707
CARES-Live Services	0	3,226,203	3,226,203
Project Management Services	4,741,511	91,283	4,832,794
County Consultant Services	8,885,960	449,159	9,335,119
OE&E	**14,179,759**	**7,141,365**	**21,321,124**
OSI Other OE&E (Gen Exp., Travel, and Facilities)	2,882,355	514,070	3,396,425
DGS Fees	1,830,798	376,607	2,207,405
Enterprise Services	6,117,578	1,258,426	7,376,004
Data Center Services	3,349,028	4,992,262	8,341,290
Total OTSI Spending Authority	**176,695,488**	**14,576,093**	**191,271,582**
CWS-CARES Project			
CDSS Personal Services	1,520,000	0	1,520,000
CDSS Other OE&E (Gen Exp., Travel, and Facilities)	462,000	0	462,000
Core Constituent Participation	30,822,770	0	30,822,770
IPOC Contract Services	800,000	0	800,000
County Regional Training Academy	306,251	0	306,251
Tribal Consultant	181,000	0	181,000
Tribal Participation (Non-Add Line)	*100,000*	*0*	*100,000*
Total CDSS Local Assistance	**34,092,021**	**0**	**34,092,021**
Total Project Budget	***210,787,509***	***14,576,093***	***225,363,603***

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

** Of the amounts reflected in the table above, $52,070,000 ($26,035,000 General Fund) is held provisionally.