

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

Fiscal Year 2024-25	Business Unit Number 4265	Department California Department of Public Health
Hyperion Budget Request Name 4265-161-BCP-2024-GB		Relevant Program or Subprogram 4045032-Family Health

Budget Request Title
WIC Modernization

Budget Request Summary

The California Department of Public Health (CDPH) requests 18 positions and \$3 million Federal Trust Fund in 2024-25 and an additional 9 positions for a total of 27 positions and \$4.4 million Federal Trust Fund in 2025-26 and ongoing to modernize Women, Infants, and Children (WIC) program services and operations. These positions will be supported by existing United States Department of Agriculture (USDA) WIC Grant funds.

Requires Legislation (submit required legislation with the BCP) <input checked="" type="checkbox"/> Trailer Bill Language <input type="checkbox"/> Budget Bill Language <input type="checkbox"/> N/A	Code Section(s) to be Added/Amended/Repealed Health and Safety Code section 123322	
Does this BCP contain information technology (IT) components? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO N/A	Date N/A

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. N/A **Project Approval Document:** N/A
Approval Date: N/A **Total Project Cost:** N/A

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 Christine Sullivan	Date 1/2/2024	Reviewed By Phuong La	Date 1/3/2024
Department Director Rita Nguyen	Date 1/3/2024	Agency Secretary Julie Souliere	Date 1/3/2024

Department of Finance Use Only

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

Principal Program Budget Analyst Nina Hoang	Date submitted to the Legislature 1/10/2024
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A. Problem Statement

The California Department of Public Health (CDPH) requests 18 positions and \$3 million Federal Trust Fund in 2024-25 and an additional 9 positions for a total of 27 positions and \$4.4 million Federal Trust Fund in 2025-26 and ongoing to modernize WIC program services and operations, in alignment with the United States Department of Agriculture (USDA) WIC Modernization Initiative. These positions will be supported by existing USDA WIC Grant funds.

The CDPH WIC Division operates a \$1.1 billion federally funded program that served approximately 954,000 low-to-medium income California residents per month in 2022-23. CDPH administers the WIC program through 84 local agencies, approximately 3,700 authorized vendors (grocers), and 44 authorized farmers.

The funding authorized by the USDA is based on a discretionary grant appropriated by Congress. The WIC Program does not require any state General Funds and is not an entitlement program; the number of WIC families served is limited by the discretionary federal grant. WIC is California's third largest federally funded food and nutrition assistance program after CalFresh and the subsidized school meal programs.

The WIC program provides nutrition services and food assistance for pregnant and postpartum women, as well as infants and children up to age five who are at nutritional risk. In addition to the categorical eligibility requirement, WIC families must be at or below 185 percent of the federal poverty level, which is equivalent to an annual income of \$45,991 for a family size of three in 2023; or enrolled in Medi-Cal or CalFresh. WIC program services include nutrition education, breastfeeding support, assistance with finding health care and other community services and benefits for specific supplemental foods redeemable at authorized vendors.

According to the most recent data (National and State Level Estimates of WIC Eligibility and WIC Program Reach in 2021, by USDA/Food and Nutrition Service (FNS) released in November 2023), the California WIC program serves 66.5 percent of eligible Californians, which is the second highest coverage of eligible persons of all state WIC programs and third nationally behind Puerto Rico and Vermont, while the national average is 51.2 percent.¹

The *White House Conference on Hunger, Nutrition, and Health* was convened in September 2022 where the *Biden-Harris National Strategy on Hunger, Nutrition, and Health* was released and included the following directive: USDA will advance the WIC Modernization strategy to invest in community-based outreach, streamline the participant experience, improve the in-store experience, expand access to farmer's markets, and increase diversity and cultural competency in the WIC workforce.

As a result, the USDA is investing in the WIC Program to reach more eligible families, keep families in WIC until they are no longer eligible, encourage families to redeem more of their food benefits, and advance equity. USDA's WIC Modernization Initiative includes four components:

- improving the shopping experience, including online shopping, access to farmers' markets, and expanding the variety and choice of WIC foods;
- modernizing technology and service delivery, including streamlining enrollment in WIC and leveraging technology to make applying for the program, scheduling appointments, receiving nutrition services and interacting with WIC between appointments easier;
- investing in the WIC workforce; and
- prioritizing outreach.

¹ United States Department of Agriculture, Food and Nutrition Service (November 2023), [National and State Level Estimates of WIC Eligibility and WIC Program Reach in 2021](#), retrieved 6/15/2023.

As part of USDA's investment, CDPH/WIC was provided an additional \$5.7 million in non-competitive funds through the FY 2023 WIC Modernization Grant. This new funding, along with the existing WIC Nutrition Services and Administration (NSA) Grant, will be used to support CDPH/WIC's objectives under the WIC Modernization Initiative.

CDPH/WIC will implement changes as outlined in USDA's WIC Modernization Initiative and the related funding together with WIC NSA Grant funds to support the initiatives. A portion of the WIC Modernization Grant will temporarily offset some of these increased position costs. The remaining cost will be supported by existing WIC NSA grant funds.

In February 2023, USDA/FNS proposed rulemaking that removes barriers to online ordering and internet-based transactions by allowing WIC State Agencies to authorize and manage new types of vendor entities, such as internet-based vendors; and streamlines WIC food delivery to support opportunities for WIC participants to benefit from innovation such as mobile ordering and touch-payment platforms.²

Through special grants, federal waivers, and projects, USDA/FNS also seeks to modernize enrollment, education, and training, to better reach and retain eligible WIC participants. These efforts are in response to the changing needs of WIC families and local agency staff experience during the COVID-19 pandemic and reflects how new strategies are needed to support them by providing the latest technologies for remote service delivery and to deploy modernized tools to effectively reach and engage with local agency staff and participants.

In addition to federal rulemaking changes to support modernization, CDPH/WIC proposes statutory changes to include expedited regulatory authority for online shopping and corresponding vendor management in Health and Safety Code section 123322. This expedited regulatory authority will allow CDPH/WIC to implement finalized federal regulations and enhanced services timely for WIC families.

Resource History
(Dollars in thousands)

Program Resources	2018-19 (Actuals)	2019-20 (Actuals)	2020-21 (Actuals)	2021-22 (Actuals)	2022-23 (Budget)	2023-24 (Budget)
Authorized Expenditures	\$63,684	\$62,270	\$59,210	\$59,210	\$64,475	\$66,226
Actual Expenditures	\$49,095	\$51,539	\$44,923	\$45,697	\$48,697	\$66,226*
Revenues**	\$388,872	\$388,771	\$397,408	\$384,845	\$385,914	\$388,226
Authorized Positions	203.7	206.6	226.5	217.7	244	270
Filled Positions	190.6	190.0	198.6	195.4	194	N/A*

² United States Department of Agriculture, Food and Nutrition Service (February 2023), [WIC Online Ordering and Transactions and Food Delivery Revisions to Meet the Needs of a Modern, Data-Driven Program](#), retrieved 6/26/2023.

Vacancies	13.1	16.6	27.9	22.3	50	N/A*
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* Projected expenditures are reported. Projected positions and vacancies are not yet final.

** Revenue reported is for Nutrition Services and Administration (NSA) USDA grant funds only.

B. Justification

CDPH/WIC plans to improve the shopping experience by implementing online shopping, simplifying the use of WIC benefits at farmers' markets, and expanding WIC food options. CDPH/WIC will align with the federal policy and regulatory changes that are in process at USDA regarding these shopping changes. In addition, CDPH/WIC plans to enhance WIC services for participants by leveraging modern technologies for enrollment, nutrition services and education, communication with families, and workforce development and training. CDPH/WIC will align with the federal policy and regulatory changes that are in process at USDA regarding service delivery.

Modernize the Shopping Experience and Enhance Program Integrity and Accountability

Nationally, the retail grocery industry has changed significantly in recent years and the COVID-19 pandemic accelerated the use of alternative shopping options. CDPH recognizes that consumers expect modern options such as online ordering, online purchasing, and home food delivery. The introduction of new methods for shopping brings with it new types of vendor entities. USDA/FNS has defined these entities and processes in the *USDA/FNS Proposed Rule WIC Online Ordering and Transactions and Food Delivery Revisions to Meet the Needs of a Modern, Data-Driven Program*.

- *Internet vendors* are distinguished from traditional brick-and-mortar vendors in that they operate through an online platform with internet-based transactions. This definition is consistent with the Supplemental Nutrition Assistance Program (SNAP)/Electronic Benefit Transfer (EBT) working definition of *internet retailer* and would be implemented consistently so that that cross-program integrity efforts may continue between WIC and SNAP without interruption.
- *Mobile vendors* are authorized entities that accept WIC transactions at a truck, bus, pushcart, or other mobile vehicle without a permanent fixed business location.
- *Online ordering* is the process a customer uses to select food items for purchase via an internet-based ordering system, platform, or website.
- *Online shopping* is the general use of an online, internet-based ordering system, platform, or website, and can encompass online ordering with or without internet-based transactions (e.g., the transaction can occur via the internet, in store, curbside, or at the point of delivery).

USDA/FNS estimates that in FY 2024, 12 percent of WIC participants nationwide will make a WIC purchase online. By 2028, this number is expected to increase to 20 percent, or 180,000 California WIC participants using Online Shopping for WIC.³

SNAP/EBT (CalFresh) recipients can use online shopping at nearly 40 grocery chains that comprise hundreds of stores throughout the state, to order and purchase food items using their CalFresh Golden State Advantage EBT Card, and the number of chains offering online shopping is expected to grow. The USDA/FNS proposed rulemaking to modernize WIC, in tandem with this proposal, will enable CDPH to enhance enrollment, education, and training services and make shopping more accessible by providing more options for WIC families.

³ United States Department of Agriculture, Food and Nutrition Service (February 2023), [WIC Online Ordering and Transactions and Food Delivery Revisions to Meet the Needs of a Modern, Data-Driven Program](#), retrieved 6/26/2023.

Resources proposed will support implementation at the onset and ongoing maintenance and operations.

Estimates indicate 170 new internet vendors will seek authorization after CDPH receives the necessary federal and state approvals to authorize internet vendors for the ability to accept WIC benefits. The vendor authorization process is comprehensive and includes application review and processing, pre-authorization inspections, training, ongoing monitoring, and vendor technical support, and additional resources are needed to address this new workload so that CDPH can provide administrative oversight to newly authorized internet vendors and mobile vendors and continue to support and manage the current cohort of approximately 3,700 brick-and-mortar stores authorized to accept the California WIC Card.

Modernization of the WIC shopping experience will require implementation of updated processes, procedures, and technologies that will facilitate online activities, data collection, and monitoring of these specific types of transactions. Proposed positions will also support continued maintenance and operations of the vendors and monitoring and data integrity strategies, as described below.

Vendor Operations and Monitoring Support

The department requests 6 new positions to support the Vendor Management Branch (VMB), including 1 Health Program Specialist I (HPS I) position beginning in 2024-25 and 5 Associate Governmental Program Analyst (AGPA) positions beginning in 2025-26.

The HPS I will be the lead and subject matter expert (SME) for the integration of new WIC vendor types, such as internet and mobile vendors to support online ordering and internet-based shopping transactions and will coordinate process and procedure development for the ongoing management of new vendor types. The HPS I will also provide continued support to ongoing project coordination and maintenance and operations of technical enhancements to shopping transaction systems. This position will play a critical role in the successful implementation and ongoing support to improve the shopping experience for California WIC families.

An AGPA position will be added to the Vendor Intake Unit (VIU). VIU processes and determines eligibility of new brick and mortar vendor applications within 90 days of receipt as required by federal regulations. This vendor intake process includes application review, staff data entry, document preparation, and correspondence with vendor applicants to address deficiencies. The VIU verifies that vendors submit all required documentation and meet regulatory requirements to begin accepting WIC purchases, and conducts inspections and coordinates with other staff and contractors to confirm the vendor has the appropriate equipment to transact WIC. It is anticipated that with online shopping, this position will participate in the development, implementation, and ongoing quality assurance of a robust vendor application process for the inclusion of newly authorized internet vendor and mobile vendor types that require solid integrity goals that address cyber technology oversight.

An AGPA position will be added to the Vendor Support Unit (VSU) to support the anticipated increase and change of CDPH authorized vendors. WIC expects that there will be existing vendors, such as large grocery chains and "big box" stores, that add online shopping as well as new vendors that have never transacted with WIC. VSU provides technical assistance to vendors and conducts communication outreach campaigns for authorized vendors. The position will develop peer group reassessments for the brick mortar/online and online only vendors and serves as a key support resource for the newly authorized online vendors to maintain compliance with program requirements.

An AGPA position will be added to the Field Monitoring Unit (FMU). FMU conducts annual monitoring and compliance inspections for a minimum of five percent of its authorized vendors, as required by the USDA. The introduction of internet and mobile vendors will

necessitate the development and implementation of processes for monitoring beyond traditional brick-and-mortar stores. This position will support FMU by developing procedures and conducting monitoring and compliance visits so that WIC authorized vendors are meeting the terms of their vendor agreement and applicable federal and state regulations.

An AGPA position will be added to the Vendor Authorization and Management Unit (VAMU). VAMU supports ongoing contract management and technical support for over 3,700 authorized brick-and-mortar vendor stores and will support newly authorized internet and mobile vendor stores and corporate contract ownerships. The USDA requires vendors to renew their WIC contracts every two years. The reauthorization process includes compiling and packaging the vendor reauthorization documentation to be sent to the contract ownership, reviewing incoming reauthorization applications, and supporting documentation, analyzing document contents to confirm continued authorization, and updates to the Management Information System (WIC WISE) and ancillary systems.

An AGPA position will be added to the Vendor Training Unit (VTU) to support the USDA mandated vendor training requirements. The VTU supports vendor compliance by educating vendors on the state and federal rules and regulations of the program. VTU develops resources and materials to expand on key concepts, programmatic changes, and important industry issues that are deployed to vendors and vendor stakeholders. The USDA requires that all vendors receive interactive training at the time of authorization and every three years thereafter. The USDA also requires that vendors receive a separate annual training. With the inclusion of newly authorized internet vendor and mobile vendor types, this position will support the current vendor population, and create, deliver, and maintain different lesson plans and training methods for internet and mobile entities accepting WIC.

Data and Program Integrity

The Data and Integrity Branch (DIB) supports WIC by analyzing, visualizing, and summarizing data to support data-informed decision making to maximize the effectiveness and efficiency of the program, as well as complying with federal reporting requirements. The transition to online shopping and new internet vendor and mobile vendor types introduces new business processes and new risks for potential program abuse. DIB is requesting 4 new positions to enhance program integrity and accountability: 1 Research Scientist II (Social/Behavioral) (RS II) in 2024-25, and 1 HPS I, 1 Research Scientist Supervisor I (Social/Behavioral Sciences) (RSS I), and 1 RS II in 2025-26.

A RS II position (Social/Behavioral Sciences) will be added to the Vendor Analysis, Research, and Evaluation Section in 2024-25. The addition of new internet and mobile vendor types necessitates the development of new Vendor Peer Group classifications with associated new food price reimbursement models and statistical techniques for assuring price competitiveness. The RS II will lead this effort as well as develop performance measures and a monitoring and evaluation plan to verify that new vendors are meeting program goals and requirements and share results with management to support data-informed decision making.

A HPS I position will be added to the Program Integrity and Audits Section within DIB in 2025-26. The HPS I will analyze data and collaborate with other staff to design and implement new oversight strategies to prevent, detect, and respond to potential program abuse strategies associated with the new business processes and vendor types. The HPS I will, both independently and in coordination with other staff and law enforcement agencies, investigate cases and recommend actions. The position will also provide SME support in the development of social media materials and other communications to educate WIC participants in how to avoid theft and loss of benefits through online shopping activities and vendor suspicious behaviors.

A Research Scientist Supervisor I (Social/Behavioral Sciences) position (RSS I) will be added in 2025-26 to create and manage a new Accountability, Integrity, Research, and Evaluation (AIRE) Section. Adding the new section strengthens accountability and program integrity research activities by placing related functions under one manager. 4 existing staff will be redirected from other areas in DIB to the new AIRE Section. Among the duties of these existing staff are developing and running funding allocations and monitoring the economic performance of the 84 WIC Local Agencies, and conducting data analyses, visualizations, evaluation, and research to enhance program integrity and accountability. Rounding out this section will be a new RS II in the AIRE Section, as described in the next paragraph. Concentrating all staff focused on researching and monitoring program integrity, accountability, and economic performance into one section allows for consistent and focused leadership, guidance, and technical assistance as well as opportunity maximization for collaborative work, sharing of innovative strategies and analyses, and peer review, resulting in more robust, advanced, and higher quality products.

A RS II (Social/Behavioral Sciences) position will be added to the AIRE Section. The RS II will be part of a team of 3 research staff focusing on conducting data analyses, visualizations, evaluation, and research to enhance program integrity and accountability. The new RS II will be responsible for analyzing and monitoring ongoing online shopping activities and the behavior of new internet and mobile vendors. The new business processes and vendor types introduces new methods for program abuse, which will require new data strategies, such as developing new high-risk indicators targeted to online shopping and creating new data workbooks and visuals to identify outliers and anomalies suggesting possible program abuse from online shopping activities. This position will also make sure federal data reporting requirements related to authorization and monitoring of internet and mobile vendors are met.

Modernize and Enhance Enrollment, Nutrition Services and Education, and Training

Modernizing and enhancing enrollment, nutrition services and education, and training for the WIC Program is critical to reach and retain eligible WIC participants. The COVID-19 pandemic necessitated the acceleration of updates to how WIC services are provided, and USDA has initiated more policy updates to help meet the needs of California families, including expanding WIC services from in-person only to include remote/virtual services. These services are preferred by most WIC participants and WIC local agencies.

With this shift comes the need to develop and implement new education and training practices that optimize the latest technologies and strategies for remote service delivery. The proposed resources will support and implement a wide variety of comprehensive statewide communications and outreach efforts necessary to implement and maintain modernization efforts. This includes further developing strategies and initiatives to reach and engage local agency staff and participants on behalf of the WIC program.

Modernization of Nutrition and Breastfeeding Educational Tools and Resources, and Support for Local Agency Training

To meet the goal of modernizing educational tools and resources and to provide support for local agency training, CDPH is requesting 9 positions in 2024-25. These positions are needed to meet the new workload demands and opportunities of modernizing CDPH nutrition and breastfeeding education for WIC participants, local WIC agency staff training, and state-wide communication and outreach.

A Staff Services Manager II position (SSM II) is requested to serve as chief of a newly created Program Development Section. The SSM II will be responsible for overseeing completion of modernization projects to enhance nutrition and breastfeeding education program development for WIC families and update staff training as it relates to more modes and

interactive learning opportunities, to meet the needs of virtual and in-person WIC Program services.

A Public Health Nutrition Consultant (PHNC) III position will be the nutrition SME that helps to create nutrition and breastfeeding education for participants as defined in CFR 246.11. The PHNCIII will be in the Program Development Section and create nutrition content for innovative technology platforms to reach unique WIC populations. The PHNC III will develop content for mobile friendly education handouts, interactive individual education supports, and new interactive lesson plans/scripts that are engaging for the learner in remote appointments and will work closely with the HPS I position proposed in the Breastfeeding Support Unit on development of breastfeeding education and staff training projects. The positions will also support WIC Nutrition Assistant (WNA) training through facilitation of the virtual instructor led portion of the WNA trainings for the smaller local WIC agencies and assisting with observation and mentoring of the WNA trainees. This will increase local agency training support and relieve training pressures on small agencies, providing more consistent training and support throughout the state.

To support leadership and oversight in the Program Development Section, an SSM I will serve as chief of the Program Development Unit to oversee workflow for an existing redirected staff position and 2 newly proposed positions described in the following paragraphs.

An HPS I position in the Program Development Unit will coordinate new and ongoing development of CDPH communication strategies such as organizing and producing local agency education webinars and trainings that include nutrition and breastfeeding content. They will also generate and disseminate procedures, policies, and guidelines pertaining to these and other emerging strategies. The HPS I will develop program content for mobile friendly education handouts, interactive individual education supports, and new interactive lesson plans/scripts that are engaging for the learner in remote appointments. The HPS I will facilitate WNA training, assist with observation and mentoring WNA trainees, and plan, develop, and test education and training materials during the transition of implementing online shopping to long-term operations and maintenance.

An AGPA position in the Program Development Unit is requested to provide administrative support due to the increased workload to plan and coordinate collaborative meetings with local agencies. Meetings and workgroups will focus on routine program and policy updates related to nutrition education, breastfeeding, and service trainings in support of the modernization efforts.

An HPS I position in the Breastfeeding Support Unit within the Health and Nutrition Education Section of LPHPB is requested to develop content focused on breastfeeding support for mobile friendly education handouts, interactive individual education supports, and new interactive lesson plans/scripts that are engaging for the learner in remote appointments. The HPS I will also coordinate and support WNA training and facilitation and assist with observation and mentoring WNA trainees, with a focus on breastfeeding support.

2 AGPA positions for Local Policy and Regulations Unit will be added to assist local agency transition to modern practices and processes. With the policy flexibilities allowed by the USDA, the AGPA positions will be tasked with updating and maintaining the local agency operations manual and the WIC Policy and Procedures Manual. The AGPAs will collaborate with program staff to develop new policy, implementation practices, training plans, and communications. State regulations will be re-drafted for compliance with modernization measures and any necessary updates will be completed by the 2 AGPA positions. Both AGPAs will also participate in ongoing user acceptance testing for upgrades to the Management Information System resulting from modernization flexibilities, maintenance, and operational updates.

A PHNC III position will be added to the Local Services Branch (LSB) to serve as the SME to lead and coordinate modernization efforts with a focus on rural counties where access to WIC resources is limited. The position's responsibilities will include local agency education and training on topics related to online shopping and other technological advances specific to rural areas. This support will help local agencies to meet the needs of their participants. The PHNC III will also develop nutrition education materials and provide consultation and support to local agencies to meet all operational requirements and will support ongoing maintenance and operations changes as they are developed.

Statewide Communication, e-Learning and Graphic Design

CDPH is requesting to add 3 new positions in 2024-25 to expand the Communications and Special Projects Section (CSPS), within the Communications, Food, and Vendor Policy Branch (CFVPB). The positions include one HPS II, one HPS I, and one AGPA to support and enhance comprehensive statewide communications and outreach efforts due to implementation and ongoing maintenance and operations of modernization efforts. These positions will support communication efforts by creating new and innovative ways to reach and engage WIC staff and participants in support of modernized service delivery and shopping.

Of the 3 new CSPS positions, one HPS II will be part of the Outreach Specialist Team, and will plan, implement, and evaluate a wide variety of highly complex, technical, and comprehensive statewide communications and outreach efforts for the program, which include Recruitment, Retention, and Reengagement efforts, nutrition education, and breastfeeding support. The HPS II will also lead projects that support ongoing enhancements to the California WIC App, the California WIC online application, and the California WIC Family Portal. The position coordinates ongoing improvements to the MyFamily.WIC.ca.gov website, a critical resource for both eligible and current WIC families, by making sure they are up-to-date and receive the best service delivery in the WIC program.

An HPS I and an AGPA position in CSPS's Strategic Planning and Innovation Unit will be added for technical development of e-learning and graphic design development across education, training, and communication projects. E-Learning will modernize education and training for CDPH and local agency staff, and allows for reduced costs, more sensory engagement, greater customization, course correction, data and analytics, and learner flexibility and convenience. Additionally, e-Learning typically requires 40 to 60 percent less employee time than traditional training methods and has increasingly become a standard in State government. This position will develop standard instructional design specification so that content meets quality standards and perform lead administrator duties for the WIC learning management system (LMS). The AGPA will develop external and internal digital communications and outreach materials, such as social media, infographics, fact sheets, flyers, posters, communications toolkits, PowerPoints, e-Learning, and website video content, and will review CDPH public facing websites so that they are easy to navigate, are visually appealing, and comply with Web Content Accessibility Guidelines and Americans with Disabilities Act standards.

Systems Modernization and Support

New technologies for shopping, education, training, and communication will enable CDPH to better serve WIC families. In addition, CDPH will continue to make improvements to existing technologies to align with changing policies, procedures, and needs of WIC families and service providers. 1 HPS II and 1 HPS I in the WIC Change Management Section of the WIC Systems Integration Branch are requested in 2024-25 to support documenting, designing, and testing changes as well as ongoing maintenance and operations due to the modernization changes.

Administrative Support

3 AGPAs, including 2 positions for CDPH administrative support, with 1 starting in 2024-25 and the other in 2025-26, and 1 position for CDPH WIC Workforce Services Unit in 2024-25, are requested due to the increase in program staffing needs and ongoing assistance. The department-level roles will provide support in various Administration divisions to include contract and procurement preparations, monitoring appropriation and revenue balances, technical assistance on expenditure and revenue transactions, as well as guidance and assistance on a variety of personnel policies, standards, and procedures. The program workforce services position will verify that changes to organizational structure due to increased staffing adhere to applicable CalHR and CDPH/Human Resources Division rules and best practices, assist program management with hiring for the new program positions, oversee and maintain personnel records, and provide related ongoing training to management and staff.

C. Departmentwide and Statewide Considerations

This proposal supports CDPH's mission to advance the health and well-being of California's diverse people and communities. Approval of this proposal focuses on CDPH strategic objectives by addressing the following Department goals and priorities: (1) strengthen foundational public health and healthcare infrastructure at the state and local level, (2) communications, and public education to promote healthy behavior, and (3) leverage data and technology to enhance services.

This proposal also supports multiple Foundational Public Health Service Areas – including IT, Data Science, and Informatics – to create (1) a resilient public health system at the state and local level, (2) a strong, well supported workforce, (3) a commitment to equity and antiracism. The overall goal is to prevent disease through the implementation of modernized services across the department to improve the health of California's most vulnerable.

More specifically, the mission of CDPH's Center for Family Health (CFH) is to protect and promote the health and well-being of individuals, mothers, and children in numerous ways, including incorporating advanced technology for the highest quality service, surveillance, data management, and communication. The positions requested directly support CFH's mission as well as reinforce CDPH's strategies to maximize WIC participation, to champion local agencies and authorized vendors, to maintain integrity and accountability, and to modernize and maintain the new services and workloads resulting from modernizing the WIC program.

D. Outcomes and Accountability

With the approval of the requested positions, CDPH will obtain the staff resources that will allow for timely and quality implementation of modernization options for WIC families. These outcomes will strengthen opportunities and services to families, local agencies, and authorized vendors.

This proposal is designed for one overall reason: to enhance and improve how WIC families access program services and benefits, both tangible and intangible. CDPH needs to evolve to incorporate modern shopping methods and modern resources for communication, enrollment, nutrition education, and training so that WIC families continue to find value in program services and WIC local agencies are the most empowered to serve WIC families. CDPH must strengthen program integrity to adapt to the changing shopping environment using data analysis.

Examples of measurable outcomes for these CDPH and WIC goals include: tracking of vendor authorizations, both traditional brick-and-mortar and more modern shopping options, such as internet and mobile vendors; implementing new regulations for vendor authorization in the short term for including internet and mobile vendors and modifications in the long term to

adjust program operations informed by experience and data; developing new and modifying existing policies and procedures for WIC local agencies to accommodate new approaches to participant enrollment, education, and outreach; and modernizing training and communications available to CDPH and WIC local agencies for meeting federal regulatory requirements and reaching WIC families.

Projected Outcomes

Workload Measure	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Shopping											
Authorized Brick and Mortar Vendors (monthly average)	3,935	3,854	3,839	3,803	3,766	3,746	3,725	3,704	3,683	3,662	3,641
Authorized Internet Vendors	0	0	0	0	0	0	136	153	162	170	170
Major Policy/ Procedure/Regulation Revision and Technical Implementations	1	2	1	0	0	1	1	1	1	1	1
Enrollment, Education, and Training											
Percent of Estimated Eligible Population Enrolled*	65.9%	63.6%	65%	65%	65%	65%	65.5%	66%	67%	68%	69%
Major Policy/ Procedure/Regulation Revision and Technical Implementations	25	43	15	12	14	25	22	19	19	19	19
Participant Communications and Education											
Comprehensive Outreach, Digital Asset Creation, and Complex Technology Integration and Maintenance	44	104	105	435	520	520	570	570	570	570	570
Local Agency Communications and Training											
Federally Required Digital Asset and Electronic Training Creation, and Complex Technology Integration and Maintenance	30	8	20	20	30	35	50	50	50	50	50

*Latest available is for calendar year 2020.

E. Implementation Plan

Should the position and expenditure authority be granted, CDPH expects that hiring for positions will begin July 1, 2024. The positions will be established in partnership with the CDPH Budgets and Accounting sections and the CDPH Human Resources Division and will follow state hiring requirements and procedures.

Implementation Timeline

Activity	Timeline
Recruit and hire new management and staff-level positions	July 1, 2024
Onboard and train new management and staff-level positions	October 1, 2024
New Federal Regulations for Online Shopping	Anticipate 2025
Recruit and hire new management and staff-level positions	July 1, 2025
Onboard and train new management and staff-level positions	October 1, 2025
Revisions to State Regulations for Online Shopping	Anticipate late 2025 to early 2026

F. Supplemental Information

Attachment A: BCP Fiscal Detail Sheet

Attachment B: Workload Analysis

Attachment C: Current Organizational Charts

Attachment D: Proposed Organizational Charts

BCP Fiscal Detail Sheet

BCP Title: WIC Modernization

BR Name: 4265-161-BCP-2024-GB

Budget Request Summary

Personal Services

Personal Services	Current Year	Budget Year	BY+1	BY+2	BY+3	BY+4
Positions - Permanent		18.0	27.0	27.0	27.0	27.0
Total Positions	0.0	18.0	27.0	27.0	27.0	27.0
Salaries and Wages Earnings - Permanent	0	1,506	2,258	2,258	2,258	2,258
Total Salaries and Wages	\$0	\$1,506	\$2,258	\$2,258	\$2,258	\$2,258
Total Staff Benefits	0	900	1,349	1,349	1,349	1,349
Total Personal Services	\$0	\$2,406	\$3,607	\$3,607	\$3,607	\$3,607

Operating Expenses and Equipment

Operating Expenses and Equipment	Current Year	Budget Year	BY+1	BY+2	BY+3	BY+4
General Expense	0	108	162	162	162	162
Printing	0	36	54	54	54	54
Travel	0	144	216	216	216	216
Training	0	18	27	27	27	27
Departmental Services	0	252	378	378	378	378
Total Operating Expenses and Equipment	\$0	\$558	\$837	\$837	\$837	\$837

Total Budget Request

Total Budget Request	Current Year	Budget Year	BY+1	BY+2	BY+3	BY+4
Total Budget Request	\$0	\$2,964	\$4,444	\$4,444	\$4,444	\$4,444

Fund Summary

Fund Source

Fund Source	Current Year	Budget Year	BY+1	BY+2	BY+3	BY+4
0001 - General Fund	0	0	0	0	0	0
0890 – Federal Trust Fund	0	2,964	4,444	4,444	4,444	4,444
Total State Operations Expenditures	\$0	\$2,964	\$4,444	\$4,444	\$4,444	\$4,444
Total All Funds	\$0	\$2,964	\$4,444	\$4,444	\$4,444	\$4,444

Program Summary

Program Funding

Program Funding	Current Year	Budget Year	BY+1	BY+2	BY+3	BY+4
4265032 – Family Health	0	2,964	4,444	4,444	4,444	4,444
Total All Programs	\$0	\$2,964	\$4,444	\$4,444	\$4,444	\$4,444

**Center for Family Health
Women, Infants and Children Division
Vendor Management Branch
Vendor Monitoring Section**

**Attachment B
Workload Analysis**

**Health Program Specialist I
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Provides program expertise in implementing, supporting, and evaluating statewide shopping modernization activities to enhance WIC services and to support the authorization and management of WIC authorized non-brick and mortar vendor entities, including internet and mobile vendors. Leads and coordinates activities to develop new monitoring and authorization criteria and procedures to support shopping modernization, beginning with implementation and continuing through ongoing operations. Leads ongoing efforts to improve monitoring and authorization criteria post-implementation. Provides ongoing technical assistance to inquiries from stakeholders. Incorporates quality assurance planning strategies to analyze and evaluate results of implemented processes and make recommendations for improvement. Monitors and evaluates data and report submissions.	50	12	600
Conducts research and provides information for project communication strategies. Designs and implements a systemic process for collecting required data for new shopping modernization processes. Prepares complex, technical reports for internal and external use. Prepares federal grant requests and status reports, controlled and other correspondence; develops and conducts presentations; and writes issue and decision papers.	50	10	500
Acts as lead and coordinates special projects. Coordinates USDA special projects, including identifying, researching, and making recommendations for state adoption. Plans, monitors, and evaluates special project workgroup activities and tasks. Serves as subject matter expert for activities performed by workgroup teams engaged in the implementation of vendor application processing, vendor authorization and reauthorization, contract management, compliance, and communications for WIC authorized vendors. Leads and coordinates the research, development, revision, and implementation of vendor procedures, policies, and regulations. Coordinates with WIC Division staff in revising, developing, and maintaining policies that impact vendor management; provides input to major policy issues and decisions and recommends to WIC management changes to statutes and rules relevant to the Program.	50	10	500
Assists in the evaluation and field testing of proposed initiatives, legislation, and federal regulation changes to the WIC Program vendor food delivery system.	20	10	200
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Vendor Management Branch
Vendor Monitoring Section
Vendor Intake Unit**

**Attachment B
Workload Analysis**

**Associate Governmental Program Analyst
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Reviews, evaluates, analyzes, and makes determinations for vendor applications to support the authorization and management of various types of WIC authorized vendor entities, including brick and mortar vendors, internet vendors and mobile vendors. Determines if the vendor applicant meets federal and state requirements to become a WIC authorized vendor using a thorough knowledge of CDPH/WIC policies, procedures, and standards. Researches and analyzes business history, compliance/investigation background and other data of vendor applicants. Research store locations by utilizing the WIC database and other governmental agency websites. Verifies background and history of vendor applicants so that CDPH/WIC does not authorize vendors previously identified as high-risk and/or previously disqualified or terminated. Develops and maintains effective and professional communication with vendor applicants. Notifies applicants of additional documentation or clarifications needed in order to process the application and provides follow up assistance. Refers applicants to the Vendor Training Unit (VTU) for attendance at vendor education classes. Completes virtual or onsite inspections to determine vendors' eligibility or deficiencies to the WIC Program. Authorizes new and existing WIC vendors as appropriate.	35	18	630
Plans, organizes, and conducts onsite inspections of WIC vendor applicants to determine compliance with state and federal rules and regulations for authorization. From onsite observations, identify areas of non-compliance that have either immediate and/or long-range impact and make recommendations to management for policy enhancements.	35	18	630
Evaluates current unit policies and makes recommendations on process and procedures to streamline workload efforts. Documents unit data and provides analysis for Branch Chief review and consideration. Develops, recommends, and implements Vendor Management Branch policies, procedures, and regulations.	12	30	360
Testifies at Administrative Hearings. Attends meetings, trainings, and workshops. Participates in special projects as assigned by Vendor Management Branch management, leads projects, and participates in specialized workgroups or committees.	10	18	180
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Vendor Management Branch
Vendor Monitoring Section
Vendor Support Unit**

**Attachment B
Workload Analysis**

**Associate Governmental Program Analyst
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Supports cross-communication efforts for various types of WIC authorized vendor entities, including brick and mortar vendors, internet vendors and mobile vendors. Provides culturally competent technical assistance to a diverse community of WIC Vendors. Maintains relationships with Vendors and coordinates support for their needs with Vendor Management Branch (VMB) staff. Conducts outreach when important updates or emergencies need to be communicated quickly and efficiently. Triage participant shopping issues and communicates with corporate contacts. Resolves complex calls from the VMB line and answers questions or directs their requests to different areas within the division. Creates annual statistics reports to the U.S. Department of Agriculture (USDA) and contributes to developing and implementing changes to WIC Web Information System Exchange (WIC WISE) automation projects. Performs peer group and Minimum Lane Coverage assessments on authorized vendors to verify compliance with program requirements.	45	16	720
Serves as a liaison between the VMB and the Communications and Special Projects Section (CSPS) to confirm that vendor outreach materials and tools are current. Coordinates website updates and works on new, creative ways to keep vendors informed. Generates Vendor Alerts and assists with posting them on the website and keeps vendor communication contact lists up to date.	30	15	450
Together with the CSPS, leads, coordinates, and develops comprehensive statewide WIC communications, outreach campaigns, and activities to promote and disseminate consistent messaging pertaining to services and impact of the WIC Program. Develops and evaluates the implementation of communication plans, materials and strategies. Provides subject matter expertise on vendor aspects of development of a variety of high-quality digital communications with program participants, partners, and stakeholders.	20	22.5	450
Creates daily, weekly, and monthly statistics reports for VMB staff and other data reports for WIC and CDPH management.	45	2	90
Testifies at Administrative Hearings. Attends meetings, trainings, and workshops. Participates in special projects as assigned by WIC management and may act as a lead on projects and participates in specialized workgroups or committees.	9	10	90
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Vendor Management Branch
Vendor Monitoring Section
Field Monitoring Unit**

**Attachment B
Workload Analysis**

**Associate Governmental Program Analyst
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Plans, organizes, and conducts virtual or on-site routine monitoring visit inspections statewide to various types of WIC authorized vendor entities, including brick-and-mortar vendors, internet vendors, and mobile vendors, to determine if the vendor is in compliance with state and federal rules and regulations. This includes a virtual or on-site inspection of all WIC authorized foods to make sure that sufficient product quantity, quality, and product prices are clearly marked / displayed.	50	16	800
Prepares sanction and warning letters based on violations found. Analyzes vendor monitoring data to prepare and testify in Administrative Hearings.	50	6	300
Prepares and updates memoranda, research papers, field work procedures and makes recommendations for further compliance with state and federal regulations, and policy evaluations related to the functions of the Vendor Management Branch and the WIC Division. Assists in developing and implementing an ongoing plan and schedule for statewide compliance monitoring activities.	12	20	240
Independently plans, organizes, and conducts virtual or on-site inspections and peer group reassessments on new vendor applicants. Analyses and research vendor practices for compliance with federal and state regulations and program policies and procedures while conducting fieldwork to assess and determine the vendor's eligibility to the WIC program. Makes recommendations on administrative action or Program related issues and develops and implements changes accordingly. Collects and analyses data, prepares reports and testify in hearings.	12	20	240
Attends meetings, trainings, and workshops. Participates in special projects as assigned by WIC management. Acts as a lead on projects and participates in specialized workgroups and committees. Performs other job-related duties as assigned.	20	11	220
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Vendor Management Branch
Vendor Operations Section
Vendor Authorization and Monitoring Unit**

**Attachment B
Workload Analysis**

**Associate Governmental Program Analyst
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Responsible for contract management of various types of WIC authorized vendor entities, including brick-and-mortar vendors, internet vendors, and mobile vendors. Reviews, analyzes, and evaluates vendor applications for program reauthorization, including technical readiness, to determine if vendors meet the reauthorization criteria based on federal and state regulations and make final determination that may result in enforceable corrective action. Consults with vendors to provide direction and verify adherence to federal and state regulations, and program policies and procedures. Researches and analyzes business practices, which include data review and interpretation of United States Department of Agriculture, State Treasurer's Office, California Department of Tax and Fee Administration, CA Secretary of State auditors, and other vendor-related records and/or findings to identify potential issues.	15	40	600
Analyzes and researches vendor practices for compliance with federal and state regulations and program policies and procedures pertaining to WIC food delivery mechanisms, including the WIC Card and WIC online shopping. Communicates changes in processes and procedures relating to both vendor courtesy visits (CV) and store reassessments. Makes recommendations on administrative action or program related issues and develop and implement changes accordingly. Prepares and finalizes written reports. Analyzes overall vendor and CV data to prepare and testify in hearings. This position may require in-state travel of up to 30% for site visits and inspections.	26	20	520
Prepares issue memoranda, research papers, field procedures, non-compliant vendor notification, and policy evaluations supporting Vendor Management Branch (VMB) and the WIC Program. Coordinates corrective actions. Acts as a liaison between the WIC Division, authorized vendors, and local agencies to manage & assist with any vendor contract and vendor technical issues with WIC Card transactions. Reviews and analyzes vendor requests for changes. Verifies vendor data and recommends solutions to unit chief for solving and correcting vendor data issues. Answers vendor phones, and engage in periodic, large-scale outreach calls to authorized vendors.	20	18	360
Participates in special projects and other WIC Card and WIC WISE related tasks. Prepares related project documents and reports.	4	80	320
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Vendor Management Branch
Vendor Operations Section
Vendor Training Unit**

**Attachment B
Workload Analysis**

**Associate Governmental Program Analyst
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Plans, organizes and conducts in-person and/or web-based interactive training classes for various types of WIC authorized vendor entities, including brick-and-mortar vendors, internet vendors, and mobile vendors. Educates CDPH/WIC vendor stakeholders on the complex rules and regulations of the program. Assists with the development and implementation of interactive web-based, video-based training course curricula to meet the educational needs of vendor stakeholders, USDA and state mandates. Assists with the development and publication of the CDPH/WIC Vendor Stakeholder Annual Training Newsletter.	50	16	800
Acts as a participating member on modernization workgroups to research, develop, and analyze operational policies and procedures and makes program recommendations for the Vendor Management Branch (VMB) on matters related to program improvements. Conducts analysis and drafts issue memos on behalf of the Branch Chief addressing questions, observations, recommendations, and/or program action. Drafts impact statements on issues that include procedural and policy implementation changes. Assists in the implementation of approved projects and programs. Creates, maintains, and updates procedure manuals.	12	50	600
Develops pre-visit and post-visit documents and confirms that tracking logs and databases are updated and current training classes and on-site technical assistance visits. Coordinates and communicates administrative and logistical operations.	50	4	200
Prepares monthly statistical reports on technical assistance visits, vendor certifications issued, vendor training attendance, forecasted training dates and locations, the types of trainings conducted, and the number of trainings given at each location. Attends Vendor Training Unit and other Branch staff meetings. Testifies at administrative hearings.	50	2	100
Drafts correspondence, prepares materials for USDA, and performs other job-related duties.	50	2	100
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Data and Integrity Branch
Program Integrity and Audits Section**

**Attachment B
Workload Analysis**

**Health Program Specialist I
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Routinely supports the Program Integrity and Audits Section Chief with the design and implementation of evolving and innovative strategies and processes necessary for minimizing the risk of fraudulent activity pertaining to online shopping and the new internet vendors. Leads, coordinates and/or participates in ongoing Data and Integrity Branch workgroup assignments to improve the detection, prevention, and response to fraudulent behavior pertaining to online shopping. Leads and coordinates the ongoing Online Shopping Program Integrity Workgroup, consisting of staff throughout CDPH WIC to investigate, research, and resolve specific online shopping integrity cases, and identify vulnerable systems and business processes for improvement to online shopping. Regularly collaborates with the Division's Systems Integration Branch, Office of Systems Integration, and WIC EBT contractor to so that data systems are structured to support the detection and prevention of fraudulent behavior in online shopping. Participates in design sessions and user acceptance testing.	50	12	600
Routinely acts as a liaison between the Program Integrity and Audits Section and the Accountability, Integrity Research and Evaluation Section; collaborates with research staff on a weekly basis to review data trends to look for suspicious and anomalous activity pertaining to online shopping and Internet Vendors. Assists in the development and implementation of Case Management tools to properly triage, respond to detected anomalies, and track ongoing incident responses and outcomes. Assists with coordination of weekly assignments between the Program Integrity Unit and the Vendor Audits Unit, determining if an audit is the appropriate strategy for a case associated with online shopping.	50	12	600
Collaborates with the Communications and Special Projects Section to develop and implement modernized and targeted communications strategies and campaigns to educate WIC participants how to avoid theft and loss of benefits through online shopping, and communications on expectations and responsibilities for WIC Internet Vendors and staff. Routinely collaborates with Division Vendor Policy and Local Policy Regulations staff to incorporate, revise, and enhance program integrity process and procedures pertaining to online shopping into Federal and State regulations. Collaborates with Division staff to provide guidance and technical assistance to WIC Local Agencies to improve systems, policies, and procedures to prevent, detect, and respond to suspected fraudulent activity in online shopping by participants and staff.	12	50	600
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Data and Integrity Branch
Vendor Analysis Research and Evaluation Section**

**Attachment B
Workload Analysis**

**Research Scientist II
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Applies quantitative and qualitative research methods to measure the effectiveness of WIC program activities and contain program costs for Internet Vendors on a regular basis. Assists WIC in understanding the characteristics and business practices of internet vendors, and routinely monitors food prices and expenditures. This includes applying appropriate scientific research methodologies; linking, manipulating, and analyzing large databases; using Statistical Analysis System (SAS) or similar software to apply descriptive and inferential statistical techniques such as multivariate analyses for data analysis; interpreting findings; and using Structured Query Language (SQL) to retrieve large data files from relational databases. Prepares data summaries and graphs on a routine basis and prepares ad hoc presentations and State reports. Presents research results to appropriate management and staff on a regular basis. Routinely consults and collaborates in the development and implementation of research and other analytical studies with team members.	50	15	750
Assists with development and implementation of a Monitoring and Evaluation plan for Vendor Management activities for internet vendors, including constructing performance measures to operationalize program goals and objectives. Once implemented, on a routine basis monitors progress in achieving program goals and objectives; develops and disseminates reports. Routinely advises and communicates implications for program implementation including developing and modifying internet vendor peer groups and reimbursement policies. Participates in ad hoc meetings to enhance and improve the management information system to incorporate Internet Vendors and online shopping redemption to confirm data availability, validity and reliability for analytical purposes.	12	30	360
Develops and generates routine quality assurance (QA) mechanisms and monthly process implementation reports so that Internet Vendor program activities are cost-effective and operating as planned. Assists in Vendor Integrity activities by developing and monitoring the semi-annual Competitive Shelf Price Criteria survey and conducting analyses of submitted price data to identify non-competitive Internet Vendors. Assists with the federally required triennial assessment of cost containment strategies, focusing on the Internet Vendor peer groups, reimbursements, and competitive criteria. Routinely develops and updates Tableau data visualization reports to assist staff with making data-informed program decisions. Routinely collaborates with the Accountability, Integrity Research, and Evaluation	12	40	480

Center for Family Health
Women, Infants and Children Division
Data and Integrity Branch
Vendor Analysis Research and Evaluation Section

Attachment B
Workload Analysis

Activity	Number of Items	Hours per Item	Total Annual Hours
Section to detect and prevent program abuse related to Internet Vendors and WIC participant online shopping activities.			
Responds to ad-hoc data and research requests as required, including from external researchers and organizations. Routinely provides technical assistance, mentoring and hands-on training to lower-level researchers.	42	5	210
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Data and Integrity Branch
Accountability, Integrity, Research and Evaluation Section**

**Attachment B
Workload Analysis**

**Research Scientist Supervisor I
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Plans, organizes, and provides leadership and guidance necessary to staff in the Accountability, Integrity Research and Evaluation Section and makes recommendations for resolution as needed. Establishes reasonable deadlines and monitors staff's workload to confirm work is complete, accurate, and timely; holds one-to-one meetings with staff, at least on a monthly basis. Routinely collaborates and consults with management on staff development needs and supports division-wide strategic planning.	50	4	200
Recruits, interviews, and hires staff as vacancies arise; determines training needs of new and existing staff. At least quarterly, identifies and promotes continuing staff development and specialized training; makes sure staff complete the mandatory trainings; coaches and mentors' staff in the development of a work plan and monitors' progress. At least annually evaluates performance of staff in a timely manner using the Performance Appraisal Summary process. Routinely reviews/approves timesheets and absence requests; and completes documentation related to attendance, preventative, corrective, or adverse action.	12	20	240
Routinely guides staff in the analysis, monitoring, evaluation, and reporting of WIC administrative data to improve the effectiveness and efficiency of the WIC program, focusing on minimizing risk and program abuse. Establishes and routinely monitors project priorities, goals, and objectives. Designs and leads ongoing data activities to address goals identified in the Cyber & Fraud Threat Detection Design Recommendations report. Regularly guides program integrity research staff in the identification and application of scientific techniques to detect and prevent program abuse such as predictive analytics, machine learning and risk-scoring. Develops and implements analytical plans to routinely monitor vendor and EBT data to identify high-risk Online, Delivery and Mobile Vendors. Collaborates with the Vendor Analysis, Research and Evaluation (VARE) Section and the Participant Analysis, Research and Evaluation (PARE) Section to develop, operationalize, and regularly monitor indicators to identify high risk vendors, local agencies, participants, and staff.	50	15	750
Guides staff in the monthly analysis of administrative data to monitor the effectiveness, efficiency, and economic health of WIC Local Agency operations and services. On a biannual basis, oversees the development, assessment, and recommendation of various data-driven funding allocation methodologies to equitably and systematically allocate \$300 million to the local agencies. Develops and implements analytical plans to maximize the use of	50	8	400

**Center for Family Health
Women, Infants and Children Division
Data and Integrity Branch
Accountability, Integrity, Research and Evaluation Section**

**Attachment B
Workload Analysis**

Activity	Number of Items	Hours per Item	Total Annual Hours
local agency, participant, budget and contract data; on a quarterly basis identifies high and low achieving local agencies to inform continuous quality improvement activities. Regularly collaborates with the PARE Section and the Local Services Branch to develop and monitor performance measures.			
Regularly collaborates with the Program Integrity and Audits Section to support and provide evidence for individual investigations and program abuse cases; provides guidance and expertise in developing and monitoring data-informed strategies to detect, prevent and respond to program abuse. Participates in ad hoc Division wide workgroups to review, improve, and amend federal and state regulations and laws to strengthen the business integrity of the WIC program; assists with developing regulatory changes. Verifies compliance with the United States Department of Agriculture, the Food and Nutrition Services program integrity regulations and annual data reporting requirements; collaborates with federal partners to develop data-informed strategies to enhance the integrity of the WIC program.	10	21	210
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Data and Integrity Branch
Accountability, Integrity, Research and Evaluation Section**

**Attachment B
Workload Analysis**

**Research Scientist II
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Assists in developing and routinely applying quantitative and qualitative research methods and moderately advanced statistical methods to conduct research and evaluate the effectiveness of WIC online shopping activities and high-risk internet vendors. Collaborates with researchers in the Vendor Analysis, Research and Evaluation Section to develop indicators to manage and routinely monitor online shopping activities and internet vendors. Participates in ad hoc meetings to enhance the management information system to incorporate internet vendors and online shopping redemption to confirm data availability, validity and reliability for analytical purposes.	12	25	300
Applies appropriate scientific techniques such as advanced predictive analytics and trend analysis, machine learning, and risk-scoring to routinely analyze historical data and behavior to identify and predict potential online shopping fraudulent activities. Uses techniques such as multivariate analysis to analyze and manipulate large data sets. Routinely identifies patterns and outliers with statistical profiling and outlier detection and uses User Behavioral Analytics (UBA) and Artificial Intelligence (AI) for anomaly detection and investigation.	50	12	600
Routinely designs and develops Tableau workbooks and views to monitor internet vendors and participant online shopping behavior. Collaborates with the Program Integrity and Audits Section on creation and improvement of these data trend views and produces additional reports needed to routinely monitor and track online shopping activities.	50	12	600
Assists in the ongoing development and improvement of Case Management tools to properly triage and respond to detected online shopping anomalies and track incident responses and outcomes. Routinely uses indicators and monitoring tools to build out use cases for suspected online shopping fraud detection and helps modify and add new indicators as needed.	12	25	300
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Local Policy and Health Programs Branch
Program Development Section**

**Attachment B
Workload Analysis**

**Staff Services Manager II
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Oversees implementation of health, nutrition education, and nutrition services training operations in accordance with state and federal regulations, guidance, and directives. Plans, organizes, and directs workload, and makes recommendations on a broad spectrum of administrative and program-related issues. Provides leadership on the design and implementation of the division's modernization strategies and processes necessary for enhancing health and nutrition education and training. Provides leadership in the identification of weaknesses or inefficiencies of current control and analytical processes and recommends adjustments to existing processes. Collaborates with the participant data research team to evaluate approaches, strategies, and outcomes related to WIC nutrition education and breastfeeding services.	50	18	900
Collaborates with the WIC management team, branches, and sections so that appropriate WIC program activities, policies, and procedures incorporate health and nutrition education and nutrition services training requirements as identified by federal and local policies. Oversees partnerships with CDPH and other health and human services programs to maximize services. Provides guidance and technical assistance to WIC local agencies, as appropriate, to improve and modernize systems, policies, and procedures to better serve and enhance the WIC experience for participants and staff. Understands federal and state regulations, statutes, and laws related to education and training within the WIC program; provides leadership in support of the effort to incorporate, revise, and enhance program process and procedures into federal and state regulations.	50	12	600
Recruits, interviews, and hires staff; determines training needs of new and existing staff; identifies and promotes continuing staff development and specialized training; makes sure staff complete mandatory trainings; evaluates performance of staff in a timely manner using the Performance Appraisal Summary process; coaches and mentors staff in work plan development and monitors work progress; reviews/approves timesheets and absence requests; and completes documentation related to attendance, preventative, corrective, or adverse action, when appropriate.	12	25	300
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Local Policy and Health Programs Branch
Program Development Section**

**Attachment B
Workload Analysis**

**Public Health Nutrition Consultant III
1.0 Positions (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Serves as technical specialist to lead in the development, implementation, and ongoing evaluation of comprehensive, complex, and modernized state-wide education, breastfeeding, and training campaigns, projects, and initiatives related to updated policies, the State Plan, and the Nutrition Services Plan chiefly pertaining to program advances, such as the delivery of WIC services and information via electronic information and telecommunication technologies. Examples include computer-based trainings, online education, and mobile friendly materials for the USDA breastfeeding training, evidence-based education campaigns and staff training including WIC Nutrition Assistant training, online education, and the California Baby Behavior Campaign.	50	15	750
Develops policies, procedures, and staff training that pertain to nutrition services; assists with development and implementation of the WIC Program's Nutrition Services Plan. Uses national, state, and local data to evaluate nutrition and program effectiveness, and makes recommendations for improvements to WIC local agencies and WIC Division management.	45	10	450
Reviews medical and behavioral literature and develops, revises and edits education materials and curricula, reports, memoranda, issue papers and budget proposals on complex subjects pertaining to public health nutrition policy and other needs of the California WIC Program and CDPH. This research is incorporated into materials developed for WIC local WIC agencies, community partners and health care providers that includes evidence-based information and resources on numerous topics in nutrition and breastfeeding. Develops trainings for WIC local agency staff statewide and for accurate, updates information provided in participant education and training materials. Updates resources also are utilized by the PHNC III when reviewing and approving materials developed by local agency staff.	12	25	300
Develops reports, memorandums, and issue papers on complex subjects pertaining to public health nutrition policy and other needs of the California WIC Program and CDPH.	10	15	150
Monitor, identify, and implement latest communications, education, and training trends and best practices for utilization in strategies, campaigns, and materials.	10	15	150
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Local Policy and Health Programs Branch
Program Development Section
Program Development Unit**

**Attachment B
Workload Analysis**

**Staff Services Manager I
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Oversees the development, implementation, ongoing operational changes of a modernized, comprehensive, and targeted nutrition education and training campaigns, chiefly pertaining to program advances, such as the delivery of WIC services and information via digital and telecommunication technologies.	50	13	650
Manages continuing development of CDPH/WIC modernized communication strategies including using new technologies to produce local agency webinars and trainings that may include WIC Leaders Webinars, the Nutrition Services Plan trainings, and nutrition and breastfeeding Instructor Lead Trainings. This includes reviewing, revising and editing the procedures, policies, and guidelines pertaining to these strategies. Attends annual technology conferences to maintain current on best practices.	50	9	450
Plans, organizes, and provides leadership and guidance necessary to staff in the section to assure innovative and most current best-practices are used and makes recommendations as needed. Establishes reasonable deadlines and monitor staff's workload to confirm that work is complete, accurate and timely. Collaborates and consults with management on staff development needs and supports division-wide strategic planning.	50	6	300
Identifies, fosters, and develops partnerships with WIC Directors and Coordinators to expand and advance new communication strategies consistent with population expectations. Establishes and manages collaborative processes for division and statewide projects and drills.	50	5	250
Recruits, interviews, and hires staff; determines training needs of new and existing staff; identifies and promotes continuing staff development and specialized training; makes sure staff complete mandatory trainings; evaluates staff performance in a timely manner using the Performance Appraisal Summary process; coaches and mentors staff in work plan development and monitors work progress; reviews/approves timesheets and absence requests; and completes documentation related to attendance, preventative, corrective, or adverse action, when appropriate.	12	12.5	150
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Local Policy and Health Programs Branch
Program Development Section
Program Development Unit**

**Attachment B
Workload Analysis**

**Associate Governmental Program Analyst
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Evaluates proposed initiatives, legislation, and federal regulation changes to CDPH/WIC as it relates to nutrition, breastfeeding, and training program modernization and ongoing initiatives. Researches, evaluates, and develops implementation strategies, policies and procedures and makes recommendations for proposed initiatives and federal regulation changes that impact CDPH/WIC and WIC local agencies. Analyzes, develops, writes, and/or revises policies and procedures for nutrition education, breastfeeding, and training based off any regulation changes or Management Evaluations as conducted by USDA.	30	20	600
Works with the Subject Matter Experts to support project implementation of statewide education and training projects to modernize and streamline WIC participant services. Develops and maintains planning and organization systems to track, analyze, and pilot various modernization efforts and ongoing initiatives and presents recommendations to management.	25	20	500
Conducts analysis and prepares written documents, including correspondence related to modernized nutrition education and training (i.e., State Plan, Nutrition Services Management Evaluation and annual Nutrition Services Plan) for executive management approval. Prepares responses to state, federal, and public inquiries.	20	10	200
Participates in user acceptance testing (UAT) for technology releases in support of ongoing system maintenance and operations for Program Development and Nutrition Services. Executes test scenarios, cases, and scripts and documents test results and deviations. Reports findings to the CDPH/WIC UAT Lead.	20	15	300
Participates in work group assignments developing, revising, and implementing policies, procedures, and regulations. Serve on special committees as directed. Conducts data collection and analysis to inform program development efforts.	20	10	200
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Local Policy and Health Programs Branch
Program Development Section
Program Development Unit**

**Attachment B
Workload Analysis**

**Health Program Specialist I
1.0 Positions (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Develops and implements modern, comprehensive, and targeted breastfeeding education and training strategies and campaigns pertaining to the delivery of WIC services and information via electronic information and telecommunication technologies.	50	12	600
Works as a liaison to and in partnership with contractors, WIC local agencies, and other relevant program staff and stakeholders to develop, implement, and modernize mobile-friendly breastfeeding materials and virtual training materials.	50	10	500
Leads and coordinates new and ongoing development of CDPH/WIC communication strategies such as organizing and producing local agency webinars and trainings that include WIC Leaders Webinars, and breastfeeding trainings. Generates and disseminates pertinent procedures, policies, and guidelines pertaining to these and other emerging strategies.	50	10	500
Monitors and updates WIC digital content and platforms for accuracy, consistency, ease of use and compliance with department standards and state and federal laws, regulations, and policies across all platforms to maximize user experience. Troubleshoots and coordinates correction of web content issues, such as display errors or broken link reports, manage web navigation structure, review web analytics. Assist in the procurement of software and technologies that support the WIC Division's communications activities, such as on demand breastfeeding support and virtual WIC services.	10	10	100
Identifies, fosters, and pursues partnerships with WIC Directors and Local Agency Breastfeeding Coordinators in order to expand and advance communication and collaboration. Establishes and manages collaborative processes for division and statewide projects and drills.	10	10	100
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Local Policy and Health Programs Branch
Breastfeeding Support Section
Breastfeeding Support Unit**

**Attachment B
Workload Analysis**

**Health Program Specialist I
1.0 Positions (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Develops and implements modern, comprehensive, and targeted breastfeeding education and training strategies and campaigns pertaining to the delivery of WIC services and information via electronic information and telecommunication technologies.	50	12	600
Works as a liaison to and in partnership with contractors, WIC local agencies, and other relevant program staff and stakeholders to develop, implement, and modernize mobile-friendly breastfeeding materials and virtual training materials.	50	10	500
Leads and coordinates new and ongoing development of CDPH/WIC communication strategies such as organizing and producing local agency webinars and trainings that include WIC Leaders Webinars, and breastfeeding trainings. Generates and disseminates pertinent procedures, policies, and guidelines pertaining to these and other emerging strategies.	50	10	500
Monitors and updates WIC digital content and platforms for accuracy, consistency, ease of use and compliance with department standards and state and federal laws, regulations, and policies across all platforms to maximize user experience. Troubleshoots and coordinates correction of web content issues, such as display errors or broken link reports, manage web navigation structure, review web analytics. Assist in the procurement of software and technologies that support the WIC Division's communications activities, such as on demand breastfeeding support and virtual WIC services.	10	10	100
Identifies, fosters, and pursues partnerships with WIC Directors and Local Agency Breastfeeding Coordinators in order to expand and advance communication and collaboration. Establishes and manages collaborative processes for division and statewide projects and drills.	10	10	100
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Local Policy and Health Programs Branch
Local Policy and Training Section
Local Policy and Regulations Unit**

**Attachment B
Workload Analysis**

**Associate Governmental Program Analyst
2.0 Positions (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Analyzes, develops, and/or revises state regulations and policies pursuant to federal and state laws and regulations governing the WIC Program to modernize service delivery. Conducts periodic review of existing state regulations and proposes revisions as needed. Leads stakeholder meetings and briefs WIC staff and stakeholders on policy and regulations.	20	40	800
Evaluates the impact of emerging proposed initiatives, legislation, and federal regulation changes to enhance the operations of the WIC local services system. Makes recommendations based on research, evaluation and development of implementation strategies, policies and procedures, for proposed initiatives and federal regulation changes that impact the WIC local services system. Consults with the CDPH Office of Legal Services on policy and regulation development and interpretation.	40	20	800
Conducts User Acceptance Testing for the WIC Program management information system relating to compliance with new state and federal policy and regulations. Executes test scenarios, cases, and scripts and documents test results and deviations. Reports findings to the CDPH/WIC UAT Lead.	50	15	750
Participates in projects to modernize, improve enrollment, education and training. Prepares responses to state, federal, and public inquiries. Leads program staff on issues pertaining to new policy and state and federal regulations. Provides consultation on local policy by preparing guidelines, providing policy interpretation, and assisting with implementation. Prepares materials for USDA submission and responds to USDA inquiries.	50	15	750
Conducts analysis and prepares documents related to new policies and procedures (e.g., letters, memoranda, briefing papers, legislative bill analyses and concepts, issue memorandums, controlled correspondence, congressional letters, etc.) for executive management approval.	10	26	260
Participates in work groups to develop, revise, and implement local policies, procedures, and regulations. Serves on committees as directed. Conducts data collection and analysis using computer-based applications.	12	10	120
Assists staff on policy changes from adopted regulations and policies. Represents the Local Policy and Health Programs Branch in regional stakeholder meetings.	12	10	120
Total hours for workload projected for this classification			3,600
1,800 hours = 1 Position			
Actual number of Positions requested			2.0

**Center for Family Health
Women, Infants and Children Division
Local Services Branch
Northern Section**

**Attachment B
Workload Analysis**

**Public Health Nutrition Consultant III
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Verifies that WIC local agencies provide effective participant-centered nutrition and program services. Provides technical assistance and monitoring for overall WIC local agency operations. Develops policies, procedures, and guidance that pertain to nutrition services and developing and implementing the WIC Program's Nutrition Services Plan, WIC Policy and Procedure Manual (WPPM), and any federal or state regulations that govern nutrition and program services.	50	20	1000
Serves as lead on development, implementation, modernization, and evaluation of comprehensive, complex, and difficult state-wide education, breastfeeding and training campaigns, projects and initiatives and other participant-centered services. Research medical and behavioral literature specific to rural areas then leads the development of modernized education materials and curricula, reports, memorandums, and issue papers.	20	13	260
Co-facilitates the modernization of participant-centered nutrition and program services to provide cost-efficient and equitable access to rural regions. Develops policies, procedures, and guidance that pertain to the modernized nutrition services. Implements approved and modernized program tools, policies and procedures through training, technical assistance, and monitoring.	20	10	200
Uses national, state, and local data to evaluate nutrition and program effectiveness and make recommendations for improvements to WIC local agencies and WIC Division management. Performs on-site program technical assistance and evaluations of WIC local agencies for implementation and adherence to the WPPM and the Nutrition Services Plan.	21	10	210
Monitors, analyzes and makes recommendations on national and state public health status indicators of the population served by the WIC Program. Reviews trends in program and nutrition-related issues in WIC local agencies and advises the WIC Division and WIC local agencies on high priority issues.	26	5	130
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Communications, Food, and Vendor Policy Branch
Communications and Special Projects Section
Health Program Specialist II
1.0 Position (Federal Trust Fund 0890)**

**Attachment B
Workload Analysis**

Activity	Number of Items	Hours per Item	Total Annual Hours
Leads, plans, develops, and implements a wide variety of highly complex, technical, and comprehensive statewide communications and outreach via modernized tools that support and improve program initiatives. Provides technical consultation on concurrent multi-year, stand-alone projects that support program modernization, which include enhancements to or establishment of the WIC App, WIC online application, and the WIC Family Portal. Collaborates with the Division data subject matter experts to utilize program data in targeted strategies and campaigns.	50	12	600
Establishes and manages collaborative processes for Division and statewide projects and drills to incorporate modernization strategies into Division communication's strategies. Serves as point of contact and prepares responses for inquiries from internal and external partners and stakeholders regarding the California WIC program's latest modernization initiatives. Plans and coordinates large and comprehensive redesign efforts and enhancements to the MyFamily.wic.ca.gov website and CDPH/WIC website, including securing Website Accessibility Certification from the Department of Technology. Supports web contributors in the remediation of electronic documents and webpages so that they comply with the Americans with Disabilities Act. Prepares briefs, reports, and analyses for leadership.	50	10	500
Act as a communications and outreach liaison with the Center for Family Health, the Directorate, and other internal and external stakeholders. Updates outreach content for stakeholders and program participants and collaborate with stakeholders and program partners to disseminate outreach materials that reflect ongoing California WIC program modernization efforts. Reviews cultural competency and equity of State-level WIC program communications, strategies, and campaigns.	50	10	500
Provides highest level of WIC subject matter expertise as a part of the Center for Family Health's Communications Workgroup, contributing to Center-wide and Department-wide relationship building and communications activities. Provides consultation and support to Division, Center, and Department activities, including supporting communications on emerging health emergencies and time sensitive information campaigns affecting WIC program client populations. Leads and coordinates the development and scoring of Requests for Proposals related to modernization work. Supports the completion of federal requirements for the California WIC program as it directly relates to WIC program outreach and communications and the California WIC State Plan.	20	10	200
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Communications, Food, and Vendor Policy Branch
Communications and Special Projects Section**

**Attachment B
Workload Analysis**

**Health Program Specialist I
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Leads and coordinates the planning, design, development, testing, implementation, and evaluation of eLearning training curricula for the WIC Program, in collaboration with Nutrition Consultants and WIC Program subject matter experts. Collaboratively develops additional materials related to nutrition education. Utilizes participant-centered principles and practices in developing training activities and materials to engage learners and enhance learning. Assures training modules meet specific objectives, outcomes, and WIC policies and procedures standards.	30	25	750
Performs lead administrator role for eLearning courses. Posts training modules and assigns learning paths in the learning management system (LMS). Creates and monitors LMS reports for CDPH WIC Division and local agencies to track course completion.	26	15	390
Develops standard instructional design specifications in collaboration with internal stakeholders. Identifies training projects and needs. Collaboratively assists with pre-and post-training logistics and quality assurance. Coordinates, plans and presents at internal and external stakeholder meetings and webinars.	16	10	160
Acts as the administrator for the LMS. Provides technical support and acts as a subject matter expert in the procurement of the LMS and leads procurement of eLearning tools, technologies, and multimedia. Perform User Acceptance Testing.	25	20	500
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Communications, Food, and Vendor Policy Branch
Communications and Special Projects Section
Strategic Planning and Innovation Unit**

**Attachment B
Workload Analysis**

**Associate Governmental Program Analyst
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Develops external and internal communications and outreach materials for the CDPH WIC Division, including social media, infographics, fact sheets, flyers, posters, communications toolkits, PowerPoints, eLearnings, and website video content. Produce regular, consistent, graphic design using traditional design programs. Maintains up-to-date knowledge of trends to make informed recommendations for the development of new communications tools.	50	14	700
Performs the review of CDPH WIC Division public facing websites and provide recommendations for updates so that content is accessible. Performs proofreading, copyright and fact checking for a variety of CDPH WIC Division communications and outreach efforts. Supports Division web contributors so that CDPH WIC electronic materials are compliant with Web Content Accessibility Guidelines and Americans with Disabilities Act standards. Maintains CDPH WIC Division communications resources and media library. Supports the preparation and design of electronic newsletters.	18	10	180
Reviews communications for clarity, accuracy, and alignment with Department and CDPH WIC Division branding guides, policies, and practices. Supports the development and maintenance of branding standards for the CDPH WIC Division. Provides support to CDPH WIC Division staff on applying branding to data visualizations and other materials. Performs consultative reviews for Division management and subject matter experts to make recommendations for the CDPH WIC Division public facing websites in collaboration with CDPH WIC Division contributors.	25	20	500
Supports the Communication and Special Projects Section efforts by recommending appropriate project visuals, creating storyboards, and editing videos. Supports document review routing efforts as needed.	20	21	420
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Systems Integration Branch
Change Management Section**

**Attachment B
Workload Analysis**

**Health Program Specialist I
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Works collaboratively with CDPH WIC Division staff in an advisory capacity to plan, develop, and coordinate work to improve WIC operations, streamline procedures, and reduce/contain costs while continuously modernizing the services provided to WIC families. Gathers information and data, evaluate alternative strategies, and provide management with progress reports and recommendations for improvements.	50	6	300
Verifies compliance with state and federal regulations and collaborates on revision of state policies, procedures, and system functionality as needed to implement changes in federal regulations and guidance. Coordinates with various Sections and Branches within CDPH WIC so that policies, procedures, forms, education, monitoring, training materials, and all applicable program materials pertaining to the assigned statewide projects are up to date and that service delivery partners and state staff are trained on changes.	50	10	500
Attends project meetings with CDPH WIC leaders and subject matter experts. Manages timelines and resources; prioritizes dependencies; develops and recommends changes to address business needs for electronic government and automation including emerging technologies; and applies quality improvement tools to improve efficiency, accuracy, and overall quality. Prepares appropriate responses to questions received at meetings and provides timely follow-up.	50	10	500
Performs User Acceptance Testing for defect corrections, change requests, and interface testing in conjunction with various technologies that support benefits redemption, shopping, and integrity.	50	6	300
Generates and disseminates pertinent program information, summaries, and/or updates created for various audiences such as WIC Division management and staff, CDPH executives, and service delivery partners. Works with WIC Division staff and stakeholders to research and share best practices to determine the roll out of major operational changes related to WIC technology.	10	10	100
Interacts with and provides technical expertise to program managers within the WIC Division on various WIC technologies. Provides technical assistance to WIC Division staff, serve as Tier 2 business function subject matter expert.	10	10	100
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Systems Integration Branch
Change Management Section**

**Attachment B
Workload Analysis**

**Health Program Specialist II
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Serves as the lead coordinator and subject matter expert on WIC technology issues related to benefits redemption, shopping, and integrity. Interacts with and provides technical expertise to program managers within the WIC Division and WIC contractors on services and transactions as they relate to benefits redemption and shopping. Provides leadership, vision, and recommendations to management on issues affecting WIC technologies, participants, local agencies, and vendors. Works with the WIC Division staff and contractors to research and share best practices to determine the implementation of changes related to improvements of WIC technology in a way that will meet the needs of WIC participants and manage costs.	50	10	500
Verifies compliance with state and federal regulations and collaborates on revision of state policies, procedures, and system functionality as needed to implement changes in federal regulations and guidance. Coordinates with various Sections and Branches within WIC so that that policies, procedures, forms, education, monitoring, and training materials, and all applicable program materials are up to date and that users and state staff are informed of changes.	50	12	600
Coordinates and performs User Acceptance Testing for defect corrections and change requests for various technologies that support benefits redemption, shopping, and integrity. Collaborates with the WIC branches and managers to identify testers; develops training, support, and quality assurance strategies for testers.	50	10	500
Identifies, fosters, and pursues partnerships with stakeholders in order to expand and advance communication and collaboration. Establishes and manages collaborative processes for division and statewide projects and drills.	10	10	100
Convenes internal and external stakeholder meetings to determine needs for improvements regarding WIC WISE, WIC App, Vendor Portal, WIC Direct and other related technologies and for developing strategies for implementation and training on operational and functional changes.	10	10	100
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

**Center for Family Health
Women, Infants and Children Division
Operations
Workforce Services Unit**

**Attachment B
Workload Analysis**

**Associate Governmental Program Analyst
1.0 Position (Federal Trust Fund 0890)**

Activity	Number of Items	Hours per Item	Total Annual Hours
Reviews, interprets, and applies CalHR laws, rules, and practices so that positions and organizational structure are aligned and allocated and that proposals follow CalHR and CDPH/Human Resources Division (HRD) best practices. Makes recommendations on classification and allocation factors; works with management to create justifications; prepares and revises duty statements and organizational charts to capture proposed organizational changes for submission to HRD. Develops alternatives to maintain integrity and legality in hiring and the organizational structure. Responds to inquiries and provides information and clarification for proposals and personnel issues. Participates in the development of WIC policies and procedures and creates and updates procedures manuals.	60	10	600
Works with hiring managers to initiate and process requests for personnel action (RPAs), including hires, transfers, redirects, reclassifications, time base changes, separations, etc. Develops personnel management proposals; maintains documentation and the RPA tracking log; creates job vacancy announcements and works with the HRD to post vacancies; assists hiring managers with application screening criteria and provides certification list clearance information. Creates, reviews, and/or edits documents such as organization charts, offer letters, duty statements, position justifications, hire-above-minimum requests, job bulletins, and internal memos. Makes sure hiring managers have the tools and resources needed to effectively use CalHR Exam and Certification Online System for recruitment activities.	40	15	600
Oversees personnel-related records. Advises managers on record retention policies and procedures. Tracks and coordinates completion of Independent Development Plans and Performance Appraisal Summaries, probation reports, and salary and merit increase approvals. Responds to personnel-related requests.	36	7	252
Develops and presents training for basic benefits, leave, and best hiring practices. Develops and provides training for hiring preparation. Organizes and oversees employee outreach events.	36	7	252
Acts as the backup to the training coordinator, process as needed training requests.	8	6	48
Acts as the backup to the attendance coordinator, responds to inquiries as needed.	8	6	48
Total hours for workload projected for this classification			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

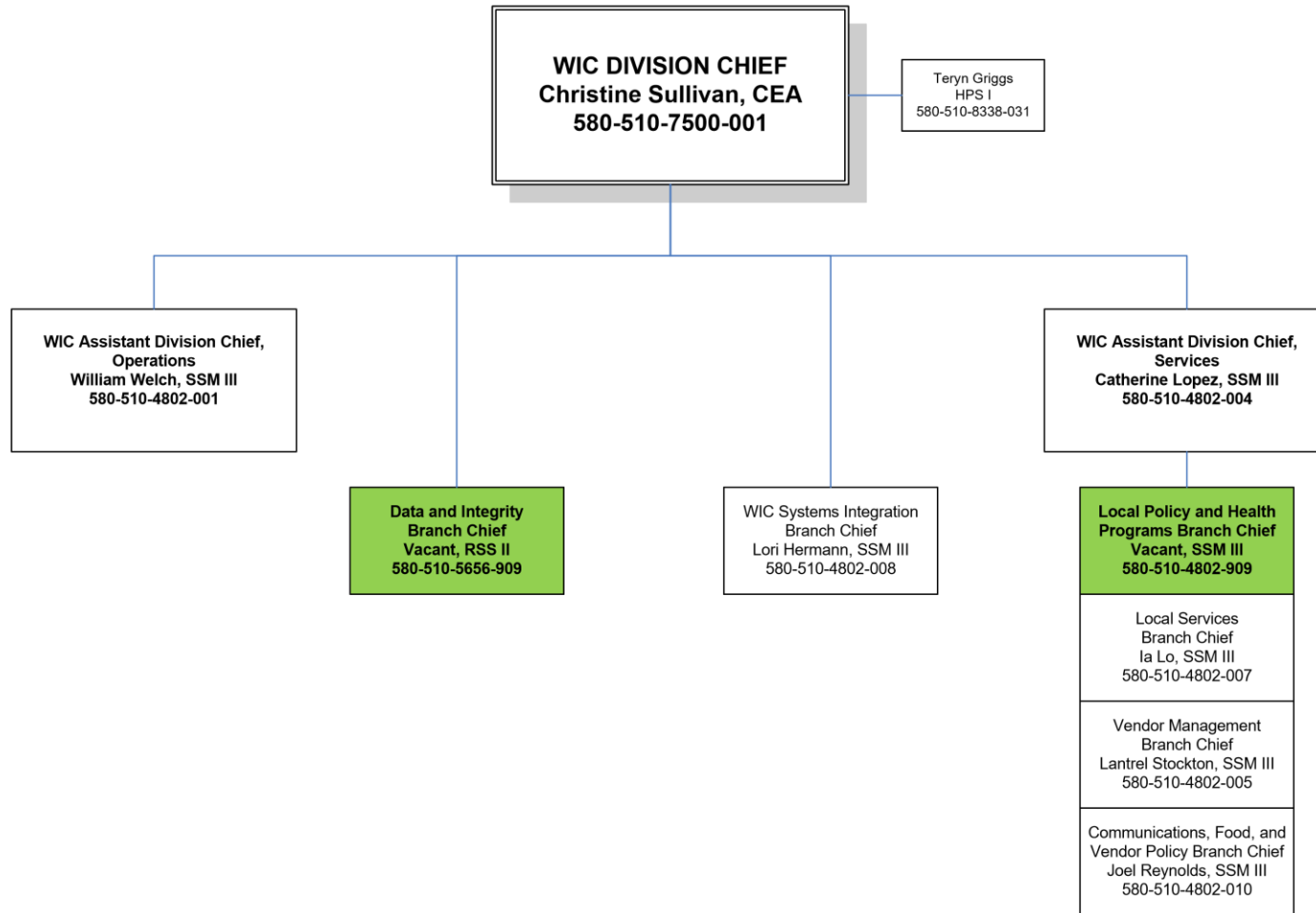
California Department of Public Health
Administration Division
Associate Governmental Program Analyst
2.0 Position

Activity	Number of Items	Hours per Item	Total Annual Hours
Prepares, reviews, and proofreads a variety of written documents, including correspondence, contracts, service orders, procurement documents, reports, manuscripts, and briefs. Prepares the budget galley, supplemental schedules, and Department of Finance (DOF) reports for management review. Reviews, analyzes, and reconciles the budget system to the DOF budget figures.	24	25	1,200
Monitors appropriation and revenue balances monthly. Reviews FI\$Cal reports and performs monthly appropriation reconciliation. Maintains a Cash Spreadsheet for tracking of revenue received.	14	30	840
Works closely with Accounting and Budget Section managers, supervisors and professional staff, and provides advice and technical assistance on expenditure and/or revenue transactions. Provides a recommendation or plan of action to correct erroneous postings.	23	10	460
Independently studies and analyzes draft, and finalizes new, renewal, and amendment contract and grant agreement packages and develops timely findings and written recommendations for altering and improving those packages to secure departmental and control agency approval. Agreement package requests may include various contract forms, law and policy citation exhibits, contractor instructional attachments, award/selection documentation, control agency policy exception requests, and other materials needed for determining legal sufficiency and policy compliance.	10	40	800
Extracts and/or evaluates data from the Management Information Retrieval System Database to generate a variety of comprehensive accurate personnel reports to be provided to management. Provides guidance and assistance to supervisors and managers relative to varied personnel policies, standards, rules, and procedures.	10	15	300
Total hours for workload projected for this classification			3,600
1,800 hours = 1 Position			
Actual number of Positions requested			2.0

California Department of Public Health
Center for Family Health
Women, Infants, and Children Division



Total Positions: 244
Total Vacancies: 50
Total Filled: 194
(Green: Fillable)
(Gray: On Hold)

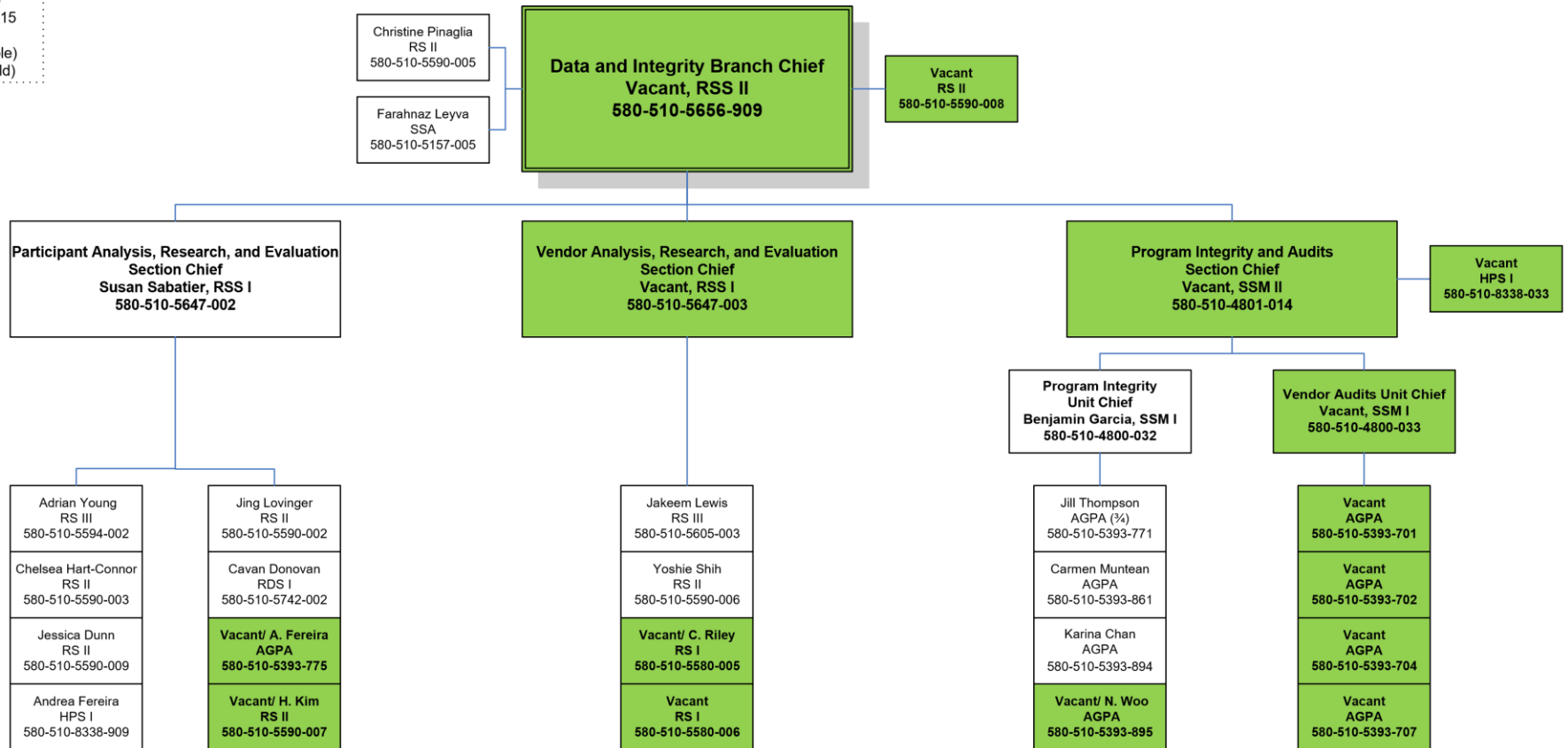




California Department of Public Health
Center for Family Health
Women, Infants, and Children Division
Data and Integrity Branch



Position: 30
Vacancies: 15
Filled: 15
(Green: Fillable)
(Gray: On Hold)

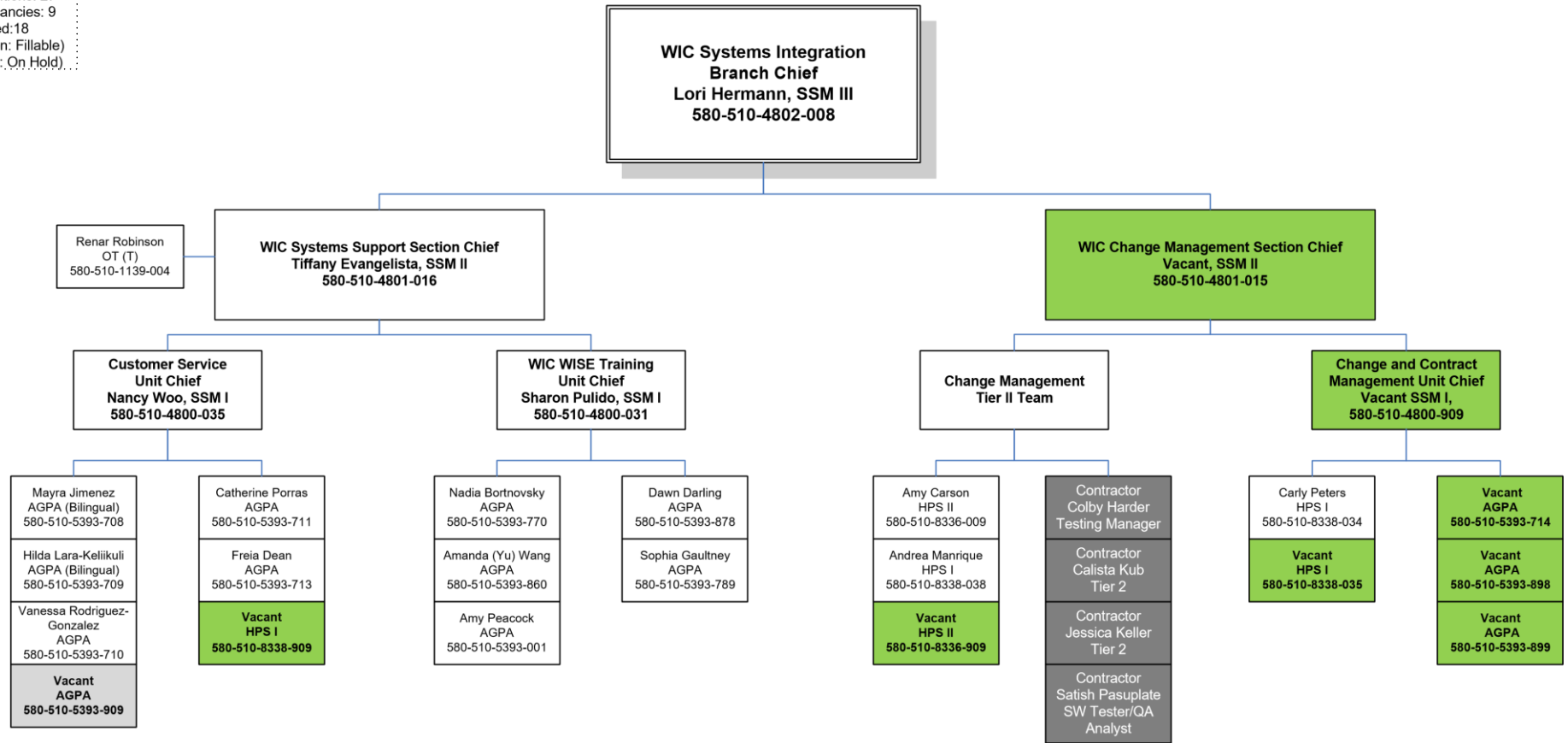




California Department of Public Health
Center for Family Health
Women, Infants, and Children Division WIC
Systems Integration Branch



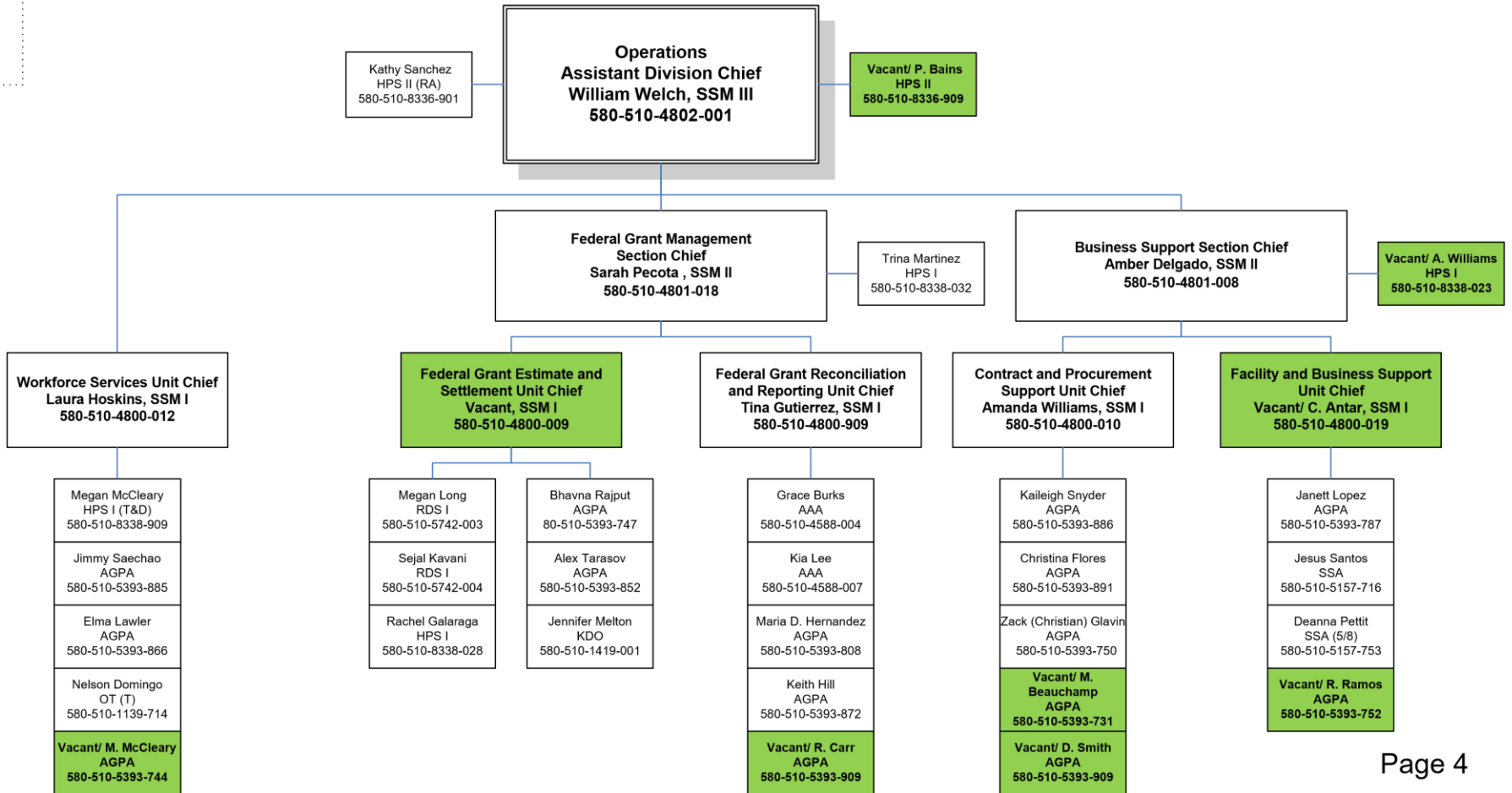
Positions: 27
Vacancies: 9
Filled: 18
(Green: Fillable)
(Gray: On Hold)



California Department of Public Health
Center for Family Health
Women, Infants, and Children Division
Operations



Positions: 37
Vacancies: 9
Filled: 28
(Green: Fillable)
(Gray: On Hold)

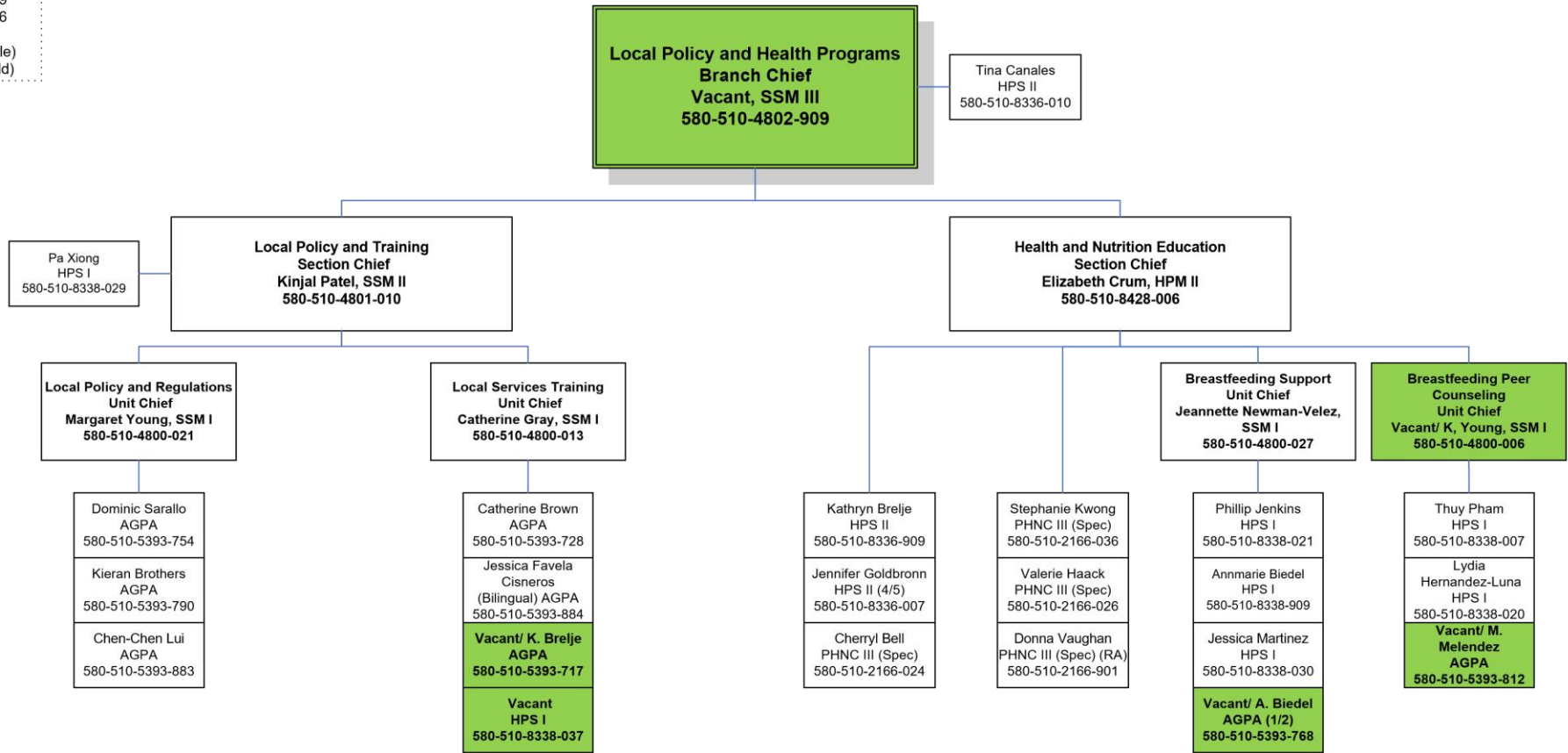




California Department of Public Health
Center for Family Health
Women, Infants, and Children Division
Local Policy and Health Programs Branch



Positions: 29
Vacancies: 6
Filled: 23
(Green: Fillable)
(Gray: On Hold)

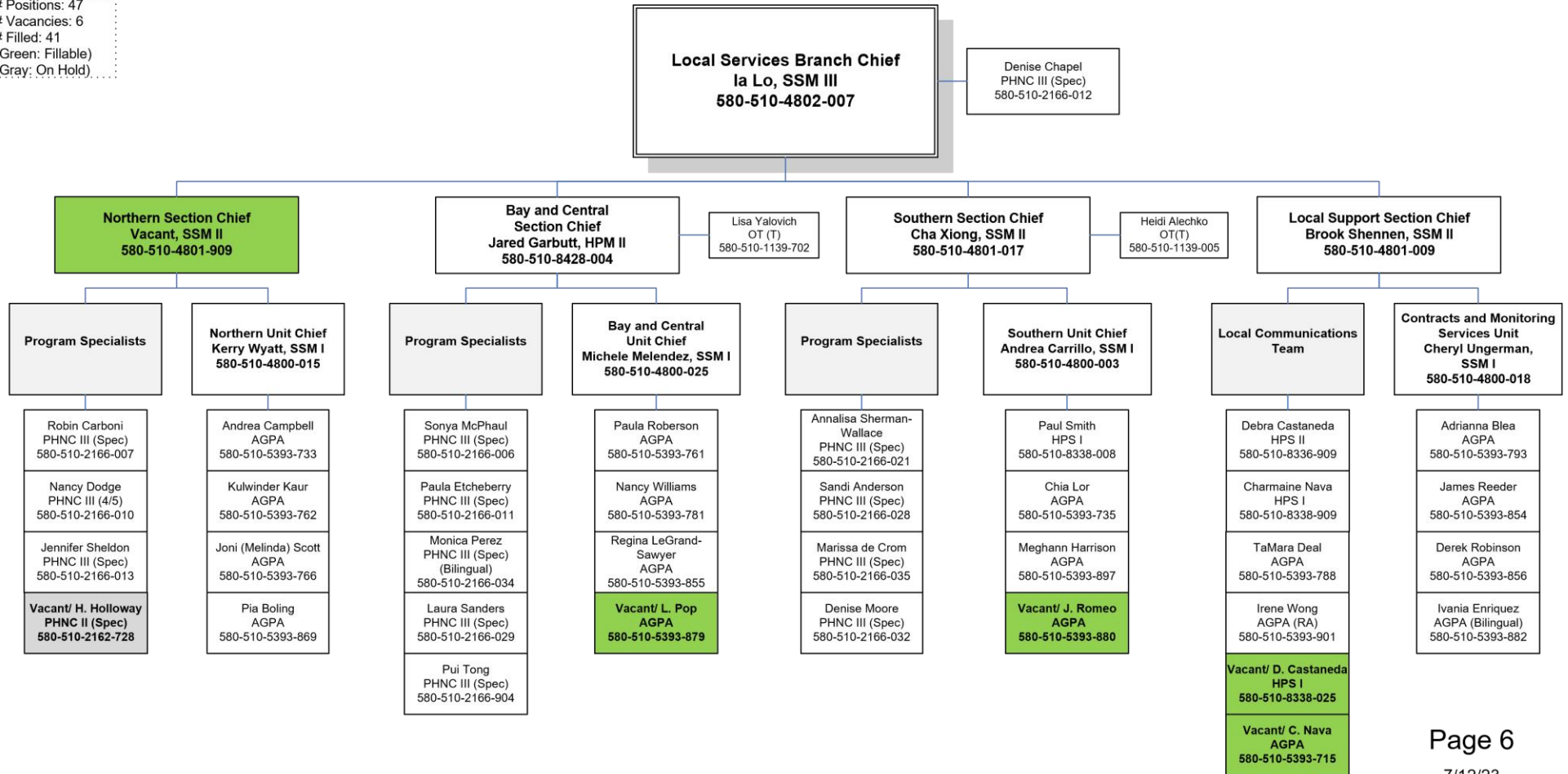




California Department of Public Health
Center for Family Health
Women, Infants, and Children Division
Local Services Branch



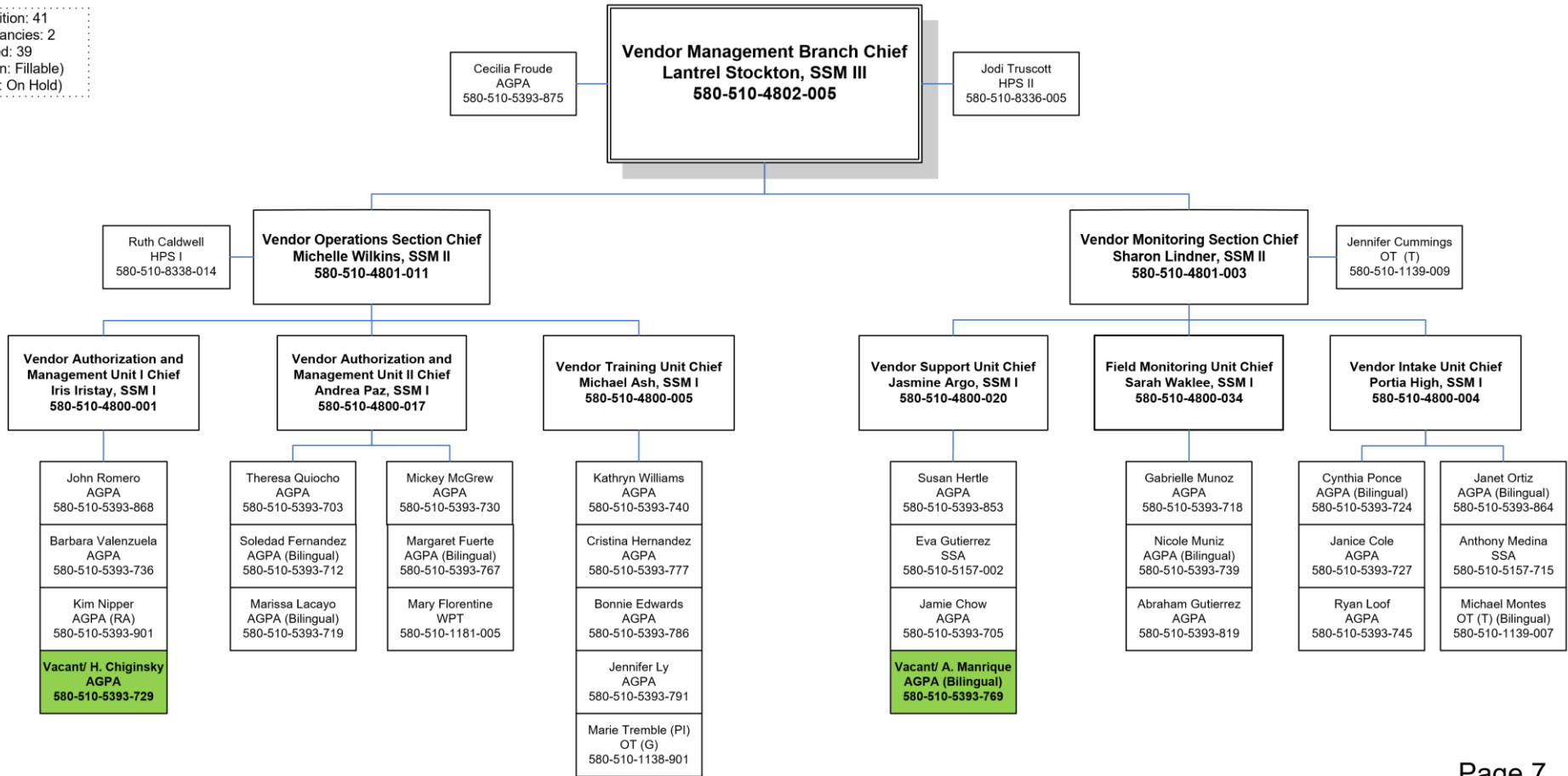
Positions: 47
Vacancies: 6
Filled: 41
(Green: Fillable)
(Gray: On Hold)



California Department of Public Health
Center for Family Health
Women, Infants, and Children Division
Vendor Management Branch



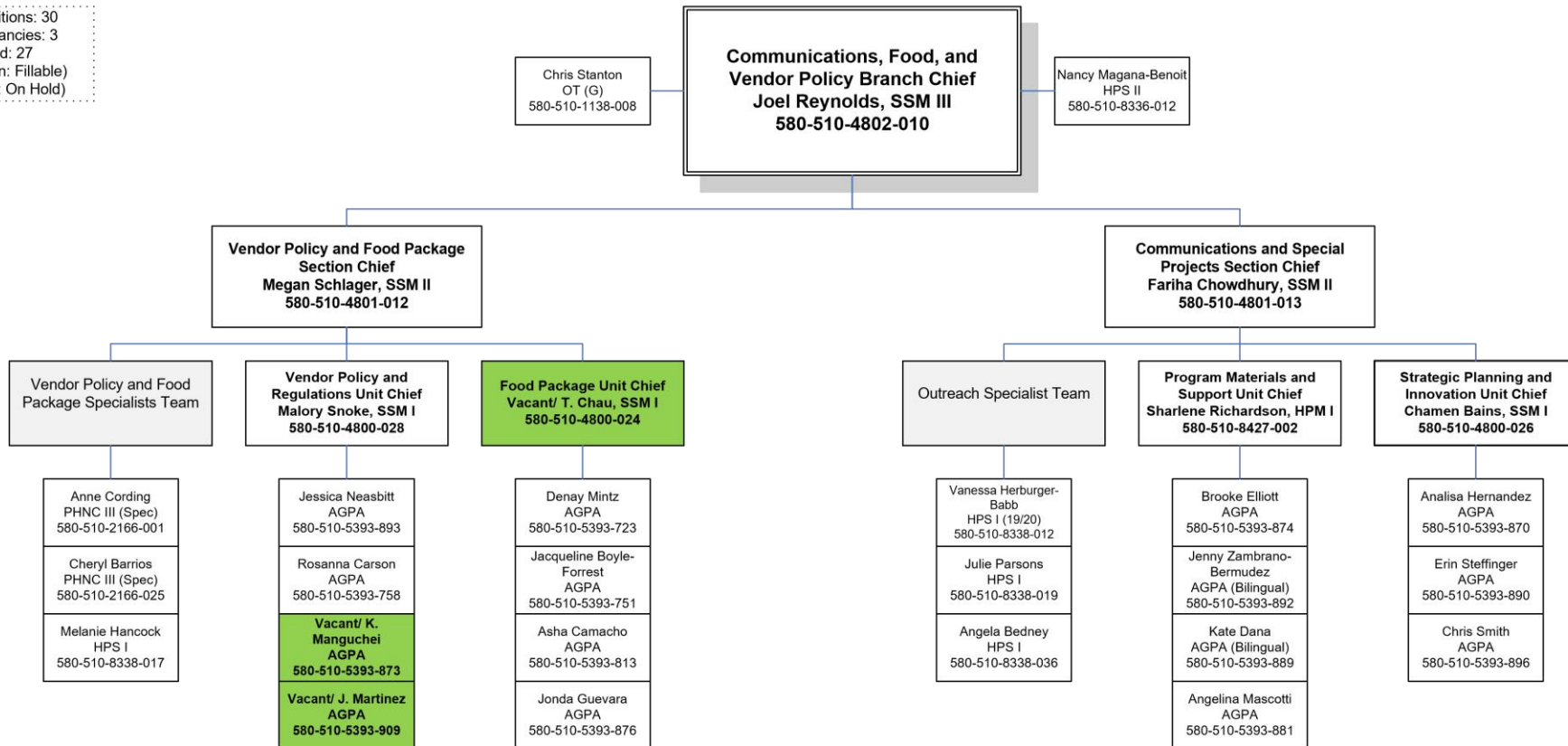
Position: 41
Vacancies: 2
Filled: 39
(Green: Fillable)
(Gray: On Hold)





**California Department of Public Health
Center for Family Health
Women, Infants, and Children Division
Communications, Food, and Vendor Policy Branch**

Positions: 30
Vacancies: 3
Filled: 27
(Green: Fillable)
(Gray: On Hold)



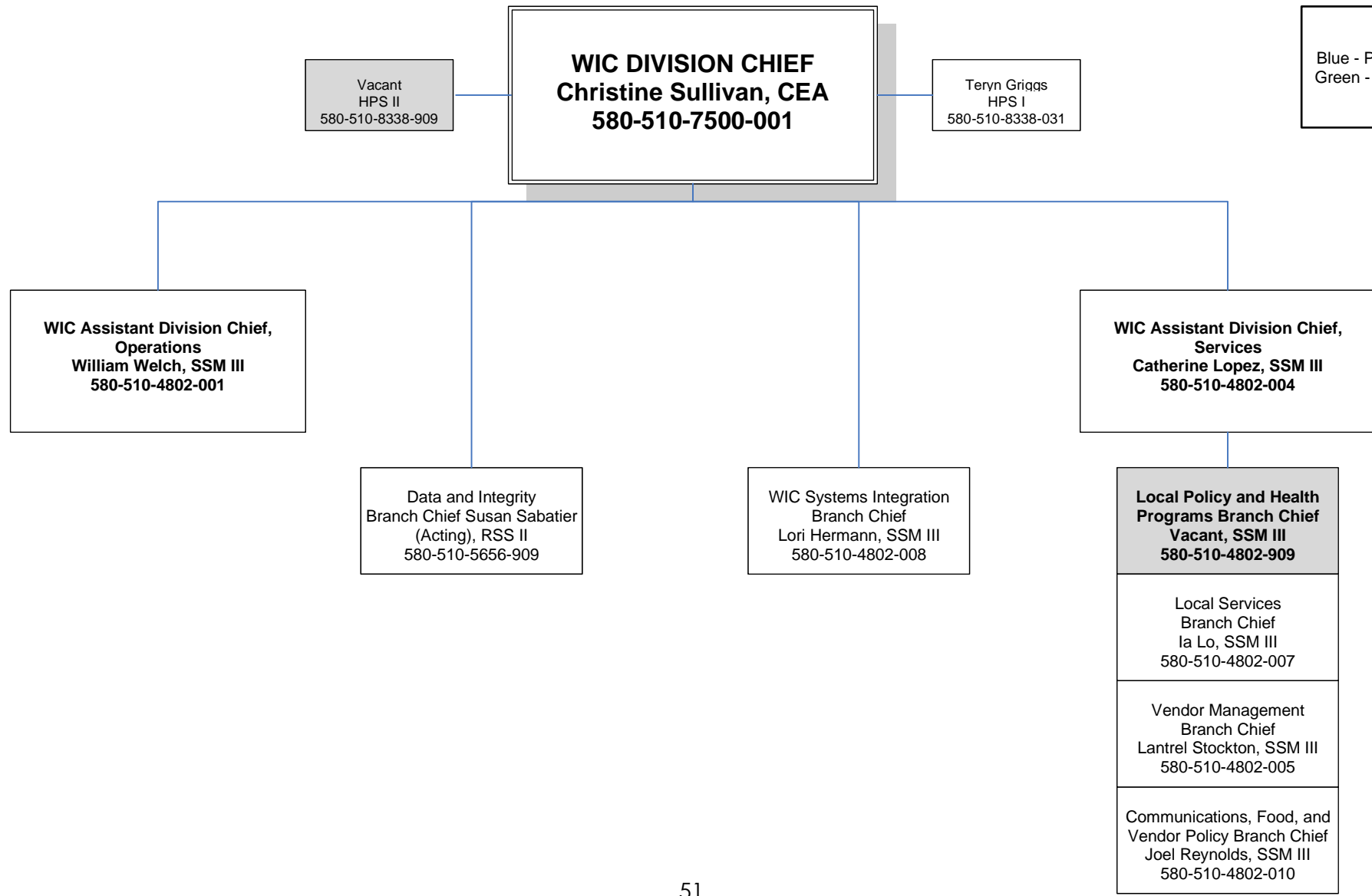


California Department of Public Health
Center for Family Health
Women, Infants, and Children Division
Proposed BCP Positions



FY 2024/25 BCP Positions for CDPH WIC - 17 BCP Positions for CDPH Other - 1 Total BCP Positions - 18
FY 2025/26 BCP Positions for CDPH WIC - 8 BCP Positions for CDPH Other - 1 Total BCP Positions - 9

Legend: Blue - Proposed BCP Positions for FY 2024/25 Green - Proposed BCP Positions for FY 2025/26 White - Existing Positions Gray - Existing Vacancies
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California Department of Public Health
Center for Family Health
Women, Infants, and Children Division
Data and Integrity Branch
Proposed BCP Positions



FY 2024/25
BCP Positions for CDPH WIC - 17
BCP Positions for CDPH Other - 1
Total BCP Positions - 18

FY 2025/26
BCP Positions for CDPH WIC - 8
BCP Positions for CDPH Other - 1
Total BCP Positions - 9

Farahnaz Leyva
SSA
580-510-5157-005

Data and Integrity Branch Chief
Susan Sabatier (Acting), RSS II
580-510-5656-909

Legend:
Blue - Proposed BCP Positions for FY 2024/25
Green - Proposed BCP Positions for FY 2025/26
White - Existing Positions
Gray - Existing Vacancies

Page 3 BCP Positions - 4

Accountability, Integrity Research, and Evaluation
Section Chief
BCP, RSS I
580-510-5647-909

Participant Analysis, Research, and Evaluation
Section Chief
Susan Sabatier, RSS I
580-510-5647-002

Vendor Analysis, Research, and Evaluation
Section Chief
Vacant, RSS I
580-510-5647-003

BCP
HPS I
580-510-8338-909

Program Integrity and Audits
Section Chief
Vacant, SSM II
580-510-4801-014

Vacant
HPS I
580-510-8338-033

BCP
RS II
580-510-5590-909

Christine Pinaglia
RS II
580-510-5590-005

Vacant
RS II
580-510-5590-008

Andrea Ferreira
HPS I
580-510-8338-909

Cavan Donovan
RDS I
580-510-5742-002

Adrian Young
RS III
580-510-5594-002

Chelsea Hart-Connor
RS II
580-510-5590-003

Jessica Dunn
RS II
580-510-5590-009

Vacant/ H. Kim
RS II
580-510-5590-007

Jing Lovinger
RS II
580-510-5590-002

Vacant/ A. Ferreira
AGPA
580-510-5393-775

Jakeem Lewis
RS III
580-510-5605-003

Yoshie Shih
RS II
580-510-5590-006

BCP
RS II
580-510-5590-909

Vacant/ C. Riley
RS I
580-510-5580-005

Vacant
RS I
580-510-5580-006

Program Integrity
Unit Chief
Benjamin Garcia, SSM I
580-510-4800-032

Jill Thompson
AGPA
580-510-5393-771

Carmen Muntean
AGPA
580-510-5393-861

Karina Chan
AGPA
580-510-5393-894

Vacant/ N. Woo
AGPA
580-510-5393-895

Vendor Audits Unit Chief
Vacant, SSM I
580-510-4800-033

Vacant
AGPA
580-510-5393-701

Vacant
AGPA
580-510-5393-702

Vacant
AGPA
580-510-5393-704

Vacant
AGPA
580-510-5393-707



**California Department of Public Health
Center for Family Health
Women, Infants, and Children Division
WIC Systems Integration Branch
Proposed BCP Positions**



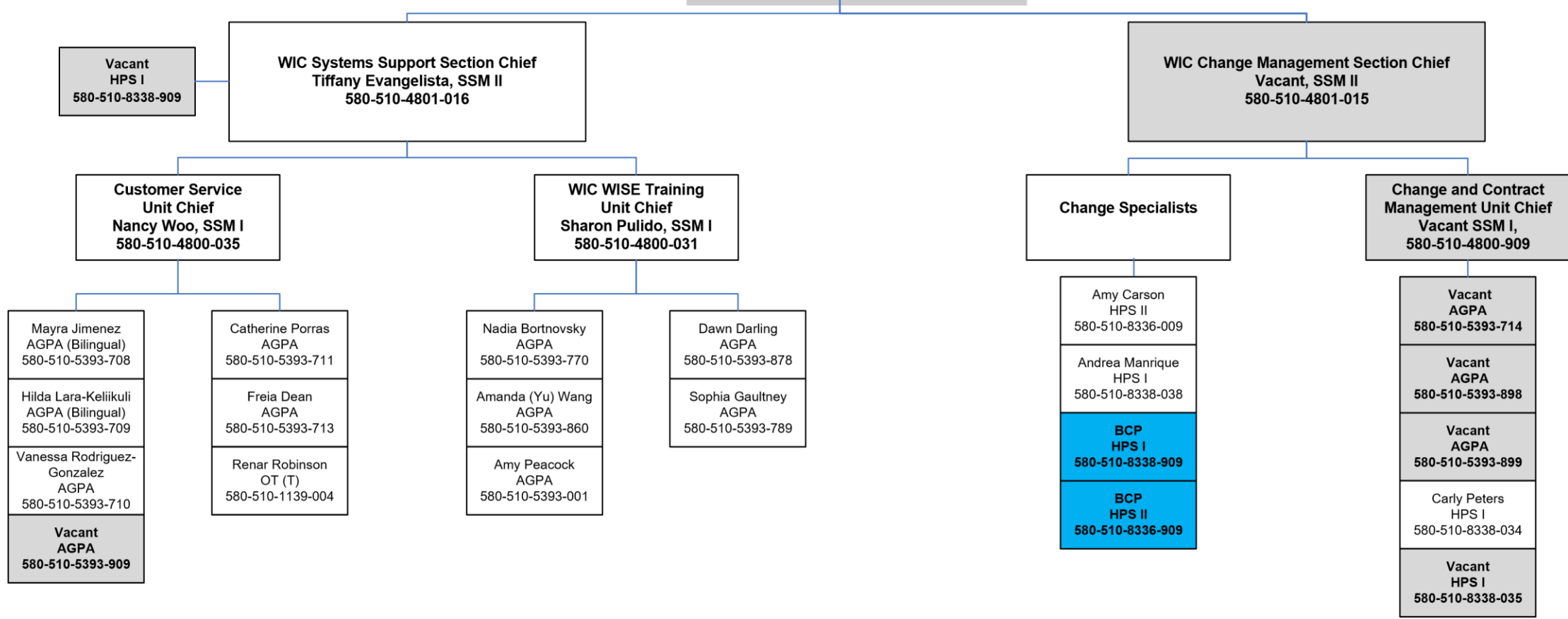
FY 2024/25
BCP Positions for CDPH WIC - 17
BCP Positions for CDPH Other - 1
Total BCP Positions - 18

FY 2025/26
BCP Positions for CDPH WIC - 8
BCP Positions for CDPH Other - 1
Total BCP Positions - 9

Legend:
Blue - Proposed BCP Positions for FY 2024/25
Green - Proposed BCP Positions for FY 2025/26
White - Existing Positions
Gray - Existing Vacancies

Page 4 BCP Positions - 2

**WIC Systems Integration
Branch Chief
Lori Hermann, SSM III
580-510-4802-008**





California Department of Public Health
Center for Family Health
Women, Infants, and Children Division
Local Policy and Health Programs Branch
Proposed BCP Positions



FY 2024/25
BCP Positions for CDPH WIC - 17
BCP Positions for CDPH Other - 1
Total BCP Positions - 18

FY 2025/26
BCP Positions for CDPH WIC - 8
BCP Positions for CDPH Other - 1
Total BCP Positions - 9

Legend:
Blue - Proposed BCP Positions for FY 2024/25
Green - Proposed BCP Positions for FY 2025/26
White - Existing Positions
Gray - Existing Vacancies

Page 5 BCP Positions - 8

**Local Policy and Health Programs
Branch Chief
Vacant, SSM III
580-510-4802-909**

Tina Canales
HPS II
580-510-8338-909

**Local Policy and Training
Section Chief
Kinjal Patel, SSM II
580-510-4801-010**

**Program Development
Section Chief
BCP, SSM II
580-510-4801-909**

**Breastfeeding Support
Section Chief
Elizabeth Crum, HPM II
580-510-8428-006**

Pa Xiong
HPS I
580-510-8338-029

**Local Policy and Regulations
Unit Chief
Margaret Young, SSM I
580-510-4800-021**

**Local Services Training
Unit Chief
Catherine Gray, SSM I
580-510-4800-013**

**Program Development
Unit Chief
BCP
SSM I
580-510-4800-909**

**Breastfeeding Support
Unit Chief
Jeannette Newman-Velez,
SSM I
580-510-4800-027**

**Breastfeeding Peer
Counseling
Unit Chief
Vacant/ K. Young, SSM I
580-510-4800-006**

Dominic Sarallo
AGPA
580-510-5393-754

Kieran Brothers
AGPA
580-510-5393-790

Chen-Chen Lui
AGPA
580-510-5393-883

**BCP
AGPA
580-510-5393-909**

**BCP
AGPA
580-510-5393-909**

**Vacant
HPS I
580-510-8338-037**

Catherine Brown
AGPA
580-510-5393-728

Jessica Favela
Cisneros
(Bilingual) AGPA
580-510-5393-884

**Vacant/ K. Brelje
AGPA
580-510-5393-717**

Jessica Martinez
HPS I
580-510-8338-030

**BCP
HPS I
580-510-8336-909**

**BCP
AGPA
580-510-5393-909**

Jennifer Goldbronn
HPS II (4/5)
580-510-8336-007

Kathryn Brelje
HPS II
580-510-8336-909

Cheryl Bell
PHNC III (Spec)
580-510-2166-024

Valerie Haack
PHNC III (Spec)
580-510-2166-026

**BCP
PHNC III (Spec)
580-510-2166-909**

Stephanie Kwong
PHNC III (Spec)
580-510-2166-036

Donna Vaughan
PHNC III (Spec) (RA)
580-510-2166-901

Phillip Jenkins
HPS I
580-510-8338-021

Annmarie Biedel
HPS I
580-510-8338-909

**BCP
HPS I
580-510-8336-909**

**Vacant/ A. Biedel
AGPA (1/2)
580-510-5393-768**

Thuy Pham
HPS I
580-510-8338-007

Lydia
Hernandez-Luna
HPS I
580-510-8338-020

**Vacant/ M.
Melendez
AGPA
580-510-5393-812**



California Department of Public Health
Center for Family Health
Women, Infants, and Children Division
Local Services Branch
Proposed BCP Positions

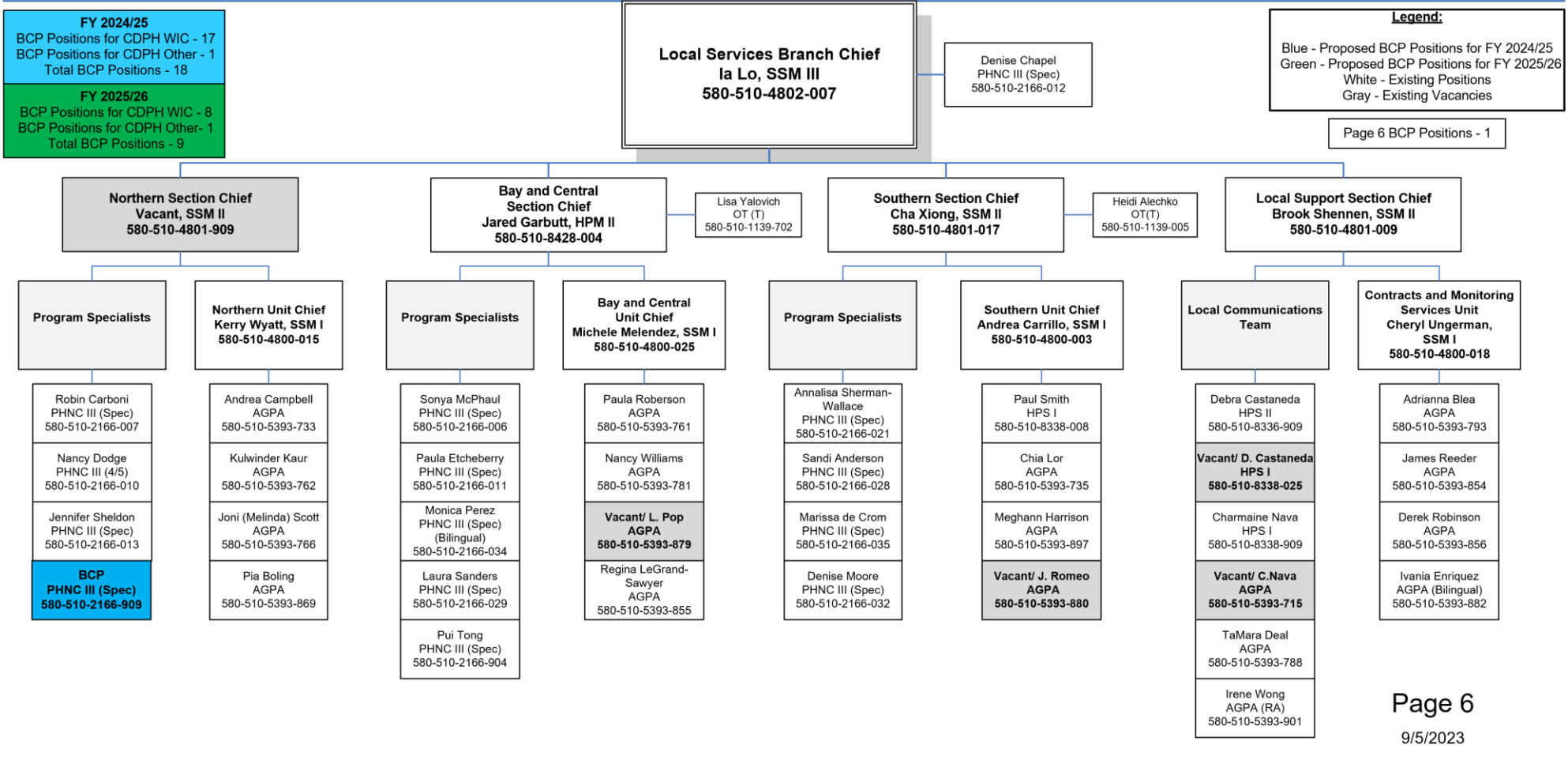


FY 2024/25
BCP Positions for CDPH WIC - 17
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Total BCP Positions - 18

FY 2025/26
BCP Positions for CDPH WIC - 8
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Legend:
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Green - Proposed BCP Positions for FY 2025/26
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Page 6 BCP Positions - 1





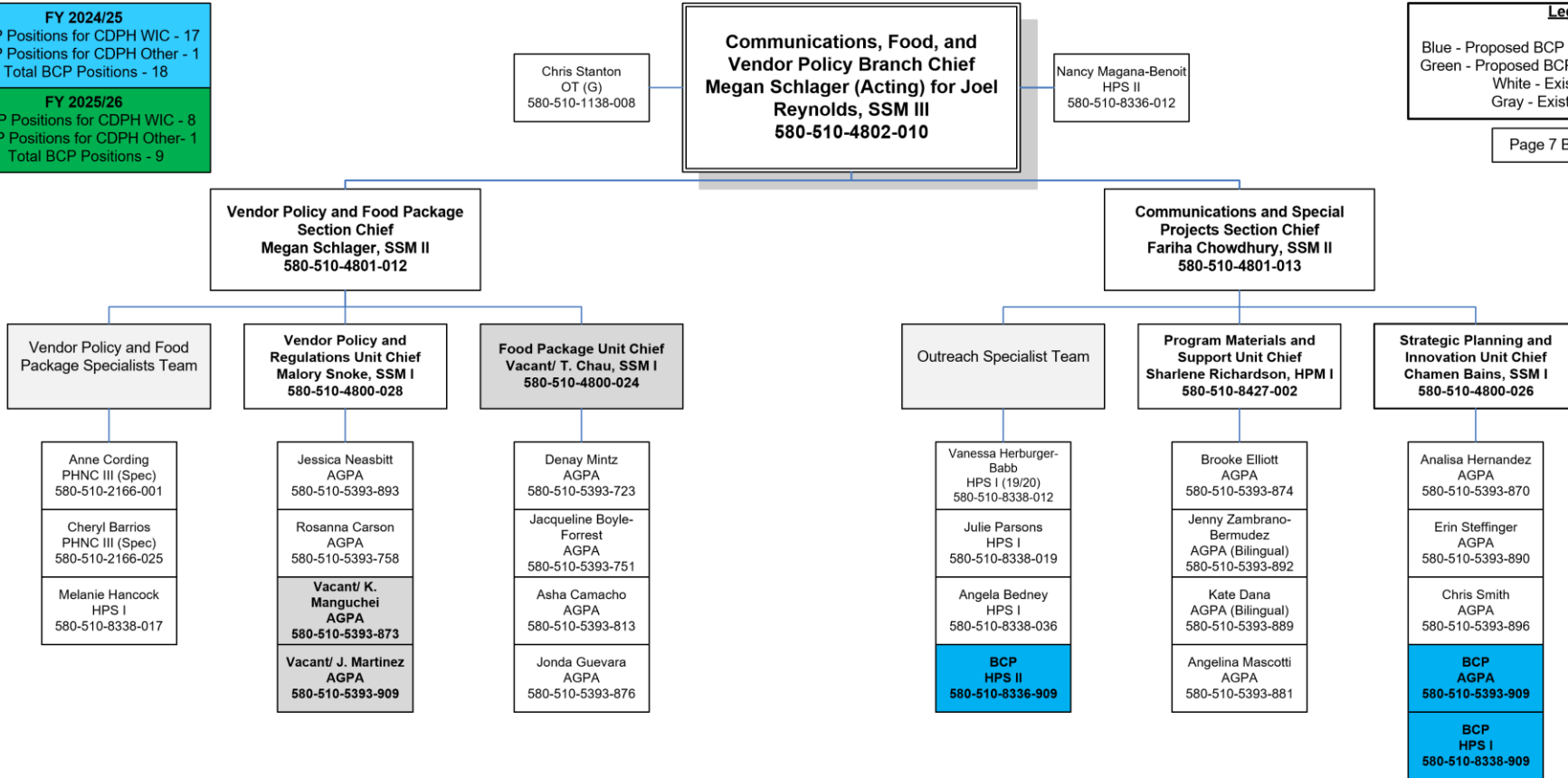
**California Department of Public Health
Center for Family Health
Women, Infants, and Children Division
Communications, Food, and Vendor Policy Branch
Proposed BCP Positions**

FY 2024/25
BCP Positions for CDPH WIC - 17
BCP Positions for CDPH Other - 1
Total BCP Positions - 18

FY 2025/26
BCP Positions for CDPH WIC - 8
BCP Positions for CDPH Other- 1
Total BCP Positions - 9

Legend:
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Green - Proposed BCP Positions for FY 2025/26
White - Existing Positions
Gray - Existing Vacancies

Page 7 BCP Positions - 3



California Department of Public Health
Center for Family Health
Women, Infants, and Children Division
Operations
Proposed BCP Positions



FY 2024/25
BCP Positions for CDPH WIC - 17
BCP Positions for CDPH Other - 1
Total BCP Positions - 18

FY 2025/26
BCP Positions for CDPH WIC - 8
BCP Positions for CDPH Other - 1
Total BCP Positions - 9

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Page 8 BCP Positions - 1

