

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

Fiscal Year 2025-26	Business Unit Number 5180 0530	Department California Department of Social Services California Health and Human Services Agency, Office of Technology and Solutions Integration
Hyperion Budget Request Name 0530-008-BCP-2025-GB 5180-103-ECP-2025-GB 5180-119-BCP-2025-GB		Relevant Program or Subprogram Multiple Programs

Budget Request Title

Child Welfare Services – California Automated Response and Engagement System

Budget Request Summary

The Office of Technology and Solutions Integration (OTSI) requests a total of \$256,469,000 (\$129,941,000 General Fund, \$125,588,000 federal funds, and \$940,000 reimbursements) for fiscal year 2025-26; 3 new, permanent positions for the Department of Social Services; provisional language to increase project expenditure up to an additional \$47,294,000 (\$23,647,000 General Fund) following contract negotiations, and up to an additional \$45,583,000 (\$22,792,000 General Fund) utilizing prior year savings; and an increase in expenditure authority for OTSI of \$150,107,000 for the Health and Human Services Automation Fund.

Requires Legislation (submit required legislation with the BCP) <input type="checkbox"/> Trailer Bill Language <input type="checkbox"/> Budget Bill Language <input checked="" type="checkbox"/> N/A	Code Section(s) to be Added/Amended/Repealed N/A	
Does this BCP contain information technology (IT) components? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO James Duckens	Date 1/10/2025

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

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

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

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

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

Prepared By Peter Bedell	Date 1/10/2025	Reviewed By Mike French	Date 1/10/2025
Department Director Adam Dondro	Date 1/10/2025	Agency Secretary Kim Johnson	Date 1/10/2025

Department of Finance Use Only

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

Principal Program Budget Analyst Kia Cha	Date submitted to the Legislature 1/10/2025
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A. Problem Statement

The Office of Technology and Solutions Integration (OTSI) requests a total of \$256,469,000 (\$129,941,000 General Fund, \$125,588,000 federal funds, and \$940,000 reimbursements) for fiscal year 2025-26, along with 3 new, permanent positions for the Department of Social Services (CDSS). Additionally, provisional language is requested to increase project expenditure up to an additional \$47,294,000 (\$23,647,000 General Fund) following contract negotiations, and an additional \$45,583,000 (\$22,792,000 General Fund) utilizing prior year savings. The requested funding provides the resources, as outlined in Special Project Report (SPR) 6, to continue the design, development, and implementation activities for the Child Welfare Services – California Automated Response and Engagement System (CWS-CARES) and CARES-Live. OTSI also requests an expenditure authority increase of \$150,107,000 from the Health and Human Services Automation Fund.

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

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

On May 27, 2021, the project selected Resource Family Approval (RFA) Application Submission, Review, and Approval process as the greenfield demonstration module for the CWS-CARES. The development and functional testing of planned feature sets was completed on December 31, 2021, and the RFA Application process went live on January 31, 2022, with Fresno County being the first of five counties to receive the RFA rollout. On February 14, 2022, Santa Clara became the second county to go live with the RFA Application process. The remaining counties (Placer, Riverside, and Contra Costa) went live on February 22, 2022.

SPR 6, approved on May 12, 2023, describes the CWS-CARES project status and updated plan for the CWS-CARES Design, Development & Implementation (DD&I) activities.

During 2023-24, the project had significant accomplishments, including the following:

- Completing the California Department of Education and California Department of Developmental Services data exchanges for CWS-CARES V1;

- Implementing vertical pods to integrate teams to focus on specific service areas starting early in the design phase, making sure there is a shared understanding from the beginning, reducing the need for re-transmission of knowledge, and facilitating collaboration among experts in data, design, business analysis, domain research, and architecture;
- Completing the first round of Extended User Scenario Testing (EUST);
- Developing Word and PDF forms for counties;
- Successfully converting data from over 75 million documents, receiving positive feedback from the counties;
- Developing the initial foundation for single sign-on so county users only need to sign into one system to streamline the user experience;
- Rolling out 13 active Microsoft Teams channels for 57 out of 58 counties and interface partners to allow seamless information sharing;
- Establishing 58 organization implementation teams who have facilitated more than 600 meetings with counties for go-live readiness;
- Providing CWS-CARES analytics transition workgroup training for a 16-county cohort and an 11-county cohort; and
- Implementing the CWS-CARES compass executive summary and the CWS-CARES explorer newsletter to provide regular updates for our external audiences and initiating the CWS-CARES stakeholder briefing series.

As mentioned above, the project has seen notable successes. However, completion of EUST 1 in March 2024 revealed the need for an updated design approach to better capture and represent user needs. Accordingly, in July 2024, the project adopted a holistic design approach to improve efficiency, reduce rework, and keep the project on track. This approach centers on designing related groups of milestone functionality by process areas rather than designing by individual milestones. Holistic design will address the needs and expectations of users by considering the larger ecosystem in which the product exists and the relationships between functional areas of the product.

In the upcoming fiscal year, the project will prioritize developing training materials aligned with key milestones. Simultaneously, other activities will support product development, including data conversion from legacy systems to new formats, interface development to support seamless communication and data exchange, strategic communications for managing stakeholder engagement and updates, form creation for both digital and physical use, integration with external systems for compatibility and compliance, and identity management processes covering user authentication, authorization, and access control.

Resource History
(Dollars in thousands)

Program Budget	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Authorized Expenditures	102,620	44,256	54,418	91,000	109,273*	128,818**	\$173,410***
Actual Expenditures	54,537	33,164	39,228	80,081	129,952	139,122	30,096
Revenues	-	-	-	-	-	-	-
Authorized Positions	72	72	72	72	76	91	96
Filled Positions	63	55	58	63	71	78	85
Vacancies	9	17	14	9	5	13	11

Note: Table includes CARES-Live expenditures. Actuals for 2023-24 and 2024-25 reflect expenditures as of December 2024.

*The total budget requested for 2022-23 was \$144,034,630. Of the requested amount, \$34,762,000 was held in provisional language.

** The total budget requested for 2023-24 was \$200,278,000. Of the requested amount, \$70,100,000 was held in provisional language.

***The total budget requested for 2024-25 was \$225,480,000. Of the requested amount, \$52,070,000 was held in provisional language.

B. Justification

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

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

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

The project has also conducted-the legislatively mandated monthly meetings with the Legislative Analyst's Office, legislative staff, California Department of Technology (CDT), California Department of Finance, CWDA, and other stakeholders to review project status.

This request is for funding for state, county, and vendor resources; hardware/software; and core constituent participation to continue the DD&I of the CWS-CARES project to replace the existing legacy system.

PROJECT TEAM STAFFING

The project currently has 96 permanent project staff positions (86 OTSI and 10 CDSS) performing critical work to the successful development and implementation of the CWS-CARES.

OTSI Staffing – \$15,751,776 (86 existing positions)

The result of a prior staffing needs analysis identified the right resources in the required roles by functional areas throughout the project. This was done in consideration of the CWS-CARES V1 scope, along with time-based expectations, and the required knowledge, skills, and abilities to deliver the stated goals and objectives of the project. This BCP requests continued funding for those 86 permanent positions.

CDSS Staffing – \$1,866,500 (10 existing and 3 new positions)

CDSS received 10 positions beginning in the 2023-24 Budget. This BCP requests continued funding for those 10 permanent positions plus funding and position authority for an additional 3 positions previously identified and approved in SPR 6. The Child Welfare System Branch, under the CDSS Children and Family Services Division, is part of the CWDS organization and works in direct partnership with the OTSI in the development, design, and implementation of the CWS-CARES. These resources will aid in the effective statewide adoption and use of the CWS-CARES by current and new user entities, support compliance and data quality monitoring, and collaborate with counties and tribes on the decommissioning of external systems. The resources will continue to strengthen the collaboration between the CWDS, the CDSS, and users to deliver a complete, effective, and compliant CCWIS in the most expeditious manner possible.

The requested additional position resources include:

1 Associate Governmental Program Analyst (AGPA) – Project Oversight

The Administration for Children and Families has strongly advised the Department to exercise more rigorous project oversight primarily to improve the quality of project documents submitted to them. To achieve the quality of such comprehensive documents, the Fiscal Monitoring Unit's (FMU) workload must expand to monitoring project spending and reviewing project status dashboards, reports, and plans in much more depth throughout the federal reporting year. The next federal reporting document requiring in-depth review is due in February 2025. With current resources, this can only happen at the cursory level, which has proven unsatisfactory. Also, per 2 CFR § 200.1, CDSS is responsible, as the pass-through entity, for funds provided for federally-funded programs, for the oversight of reimbursements claimed for those programs. To manage these fiscal oversight responsibilities and avoid financial penalties and disallowances, the FMU must review all child welfare related Advance Planning Document (APD) submissions thoughtfully and thoroughly. The unit stewards more than \$25 million in state and federal funding each year in APDs alone. The team's primary workload, the review and processing of these county requests for equipment, software and services supporting the child welfare program has increased by 134 percent with no additional resources.

2 AGPAs – Child Welfare Contributing Agencies

Federal regulations (45 CFR 1355.52(e)(1)(ii)) require that the CWS-CARES share information with each of California's 700 child welfare contributing agencies (CWCA) (e.g. Foster Family Agencies, Short-Term Residential Therapeutic Programs, etc.) in an automated fashion. To support the exchange of data, beginning in Version 2 of CWS-CARES, CDSS-Child Welfare System Branch (CWSB) must have a data-sharing agreement in place with each CWCA. Effective June 30, 2022, the Department is required by WIC Section 16501.95 to conduct specific activities related to CWCA's, including determining how data will be exchanged, what data will be exchanged, and

how frequently it will be exchanged, which may vary for each CWCA. Due to the sheer number of CWCA's the CDSS-CWSB must engage with, it is not possible for current staff to absorb this workload. The resources are needed to begin developing policies and business processes ahead of stakeholder outreach and data sharing agreement initiation with each of the CWCA's. There is a significant fiscal impact to the General Fund if the CWS-CARES does not meet federal requirements. The state may be subject to recoupment of approximately 20 percent of the total project cost, dating back to the development of the CWS/CMS. The minimum estimated General Fund risk is \$175 million for CWS-CARES.

CWS-CARES Project Team Staffing	2025-26 CARES Costs	2025-26 CARES-Live Costs
CARES/CARES-Live Positions (86)	\$13,383,550	\$2,368,226
OTSI Positions	\$13,383,550	\$2,368,226
CARES/CARES-Live Positions (13)	\$1,866,500	\$0
CDSS Positions	\$1,866,500	\$0

CONTRACT SERVICES – \$211,773,544

Contract Support Services: \$200,197,588

The project requests continued funding for contract services associated with the CWS-CARES project's DD&I efforts and ongoing support of the CARES-Live activities. The OTSI, in collaboration with CDSS and CDT, successfully renegotiated with the Platform-as-a-Service Systems Integrator (PaaS SI), Product Value Services (PVS), and California Data Infrastructure (CDI) vendors. The purpose of these negotiations was to clarify scope, strengthen the role and contractual responsibility of the PaaS SI, address resource deficiencies, and increase accountability through a revised work order authorization process that more clearly ties compensation to deployable functionality. To date, the state has completed negotiations and the resulting contract amendments for PaaS SI, PVS, and CDI, and the requested 2025-26 budget is based on these negotiations.

Additionally, consistent with SPR 6, the project will begin ramping up training activities starting in 2025-26 in anticipation of CWS-CARES V1 implementation in fall 2026. Specifically, beginning in spring 2026, the project is expected to start Train-the-Trainer activities, which will increase implementation and training delivery services costs. While the project continues to strategize with key stakeholders on how to deliver these services efficiently, effectively, and economically, the project is considering leveraging the Regional Training Academies, the incumbent implementation services vendor, or conducting a new procurement to solicit for these services.

County Regional Training Academy Services – \$945,627

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

- Leverages benefits of each training organization/team and can be customized to meet the needs of each Org, providing an optimal training delivery approach.
- Enables training tailored to meet the needs of Orgs based on Org and RTA trainers' knowledge of and experience with Orgs.

- Optimizes training delivery by capitalizing on both the vendor's expertise in the CWS-CARES and the Orgs/RTAs CWS/CMS and county experience.

County Consultant Services: \$10,630,329

The project requests funding to align with the executed and projected county consultant contract amounts for 2025-26. County consultants are essential contributors as subject matter experts (SME) to the CWS-CARES service areas and will take part in every aspect of the Service Delivery Life Cycle (SDLC) to make sure the CWS-CARES solution meets the child welfare services stakeholder needs and business practice model.

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

CWS-CARES Contract Services	2025-26 CARES Costs	2025-26 CARES-Live Costs
Development Services	\$188,376,414	\$0
PaaS SI	\$79,707,673	\$0
CDI	\$37,670,869	\$0
PVS	\$14,345,822	\$0
Independent Advisor	\$468,720	\$0
Implementation Services	\$47,294,271	\$0
Financial Management	\$851,656	\$0
QA Testing	\$2,413,728	\$0
V1-EUST 4 Security Testing Services	\$450,000	\$0
SDM Interface Services	\$386,969	\$0
Case Management	\$4,786,706	\$0
Project Support Contracts	\$945,627	\$3,429,530
Production Support Services	\$0	\$1,735,128
Site Reliability 2	\$0	\$1,694,402
Regional Training Academy Services (Bay Area)	\$128,983	\$0
Regional Training Academy Services (Central Area)	\$144,875	\$0
Regional Training Academy Services (Northern Area)	\$102,639	\$0
Regional Training Academy Services (Southern Area)	\$238,746	\$0
LA County Training Services	\$301,299	\$0
CPOC Training Services	\$29,085	\$0
Project Management Services	\$6,567,457	\$111,066
IV&V	\$1,224,671	\$0
IV&V Services (Reprocurement)	\$209,496	\$0
PTMSS	\$1,367,142	\$0
ServiceNow3 Services	\$187,684	\$46,921
Splunk ENS Services	\$227,423	\$64,145
Splunk Services 3 (Reprocurement)	\$77,400	\$0
Strategic Communication	\$2,863,279	\$0
Technical Advisor Services	\$410,362	\$0
Operations	\$1,713,120	\$0
Service Desk Services	\$1,713,120	\$0
County Consultants	\$10,349,124	\$281,205

CWS-CARES Contract Services	2025-26 CARES Costs	2025-26 CARES-Live Costs
CWDA - CC2, 19, 24, 29 & M&O02	\$148,046	\$6,169
CWDA - CC2, 19, 24, 29 & M&O02 (Reprocurement)	\$1,520,547	\$63,356
CWDA - CC05 & M&O01	\$737,586	\$0
Kern County - (CC12)	\$158,224	\$0
Kern County - (CC12) (Reprocurement)	\$69,991	\$0
Los Angeles County - (CC15)	\$102,511	\$5,395
Los Angeles County - (CC15) (Reprocurement)	\$136,825	\$7,201
Los Angeles County - (CC16)	\$291,401	\$0
Los Angeles County - (CC17)	\$333,038	\$0
Los Angeles County - (CC18)	\$291,401	\$0
Los Angeles County - (CC33)	\$141,355	\$141,355
Madera County - (CC03)	\$161,317	\$0
Monterey County - (CC09)	\$261,690	\$0
Placer County Consultant (CC25)	\$298,993	\$0
Riverside County - (CC08)	\$280,689	\$0
Riverside County - (CC20)	\$205,955	\$10,840
Sacramento County - (CC04)	\$291,401	\$0
Sacramento County - (CC11)	\$183,458	\$0
San Bernardino County - (CC14)	\$181,260	\$31,987
San Francisco County - (CC07)	\$283,149	\$14,903
Stanislaus County - (CC01)	\$230,039	\$0
Stanislaus County - (CC10)	\$277,222	\$0
Yolo County - (CC13)	\$299,190	\$0
County Consultant Services (CC06)	\$291,401	\$0
County Consultant Services (CC21)	\$291,401	\$0
County Consultant Services (CC22)	\$291,401	\$0
County Consultant Services (CC23)	\$291,401	\$0
County Consultant Services (CC26)	\$291,401	\$0
County Consultant Services (CC27)	\$291,401	\$0
County Consultant Services (CC28)	\$291,401	\$0
County Consultant Services (CC30)	\$291,401	\$0
County Consultant Services (CC31)	\$291,401	\$0
County Consultant Services (CC32)	\$291,401	\$0
County Consultant Services (CC34)	\$291,401	\$0
County Consultant Services (CC35)	\$258,428	\$0
Total	\$ 207,951,742	\$ 3,821,802

HARDWARE/SOFTWARE – \$60,973,162

Salesforce subscription services are required for the design and development activities of the CWS-CARES. The state expects to increase license use incrementally beginning in April 2026 through 2027-28. The state also plans a hardware refresh in 2025-26. The Hardware/Software line item has increased as the state has assumed responsibility for the procurement of software previously purchased under a vendor contract.

CWS-CARES Hardware and Software	2025-26 CARES Costs	2025-26 CARES-Live Costs
Hardware	\$574,014	\$99,086
Notebook Refresh	\$495,914	\$99,086
Miscellaneous Hardware Items	\$78,100	\$0
Software	\$59,977,101	\$322,962
Salesforce Licenses	\$ 48,308,447	\$0
Okta	\$1,502,681	\$0
OwnBackup	\$1,493,910	\$0
Snowflake	\$1,243,000	\$0
Talend Y4S08 CARES	\$785,667	\$0
Adobe AEM & Load Balancers	\$562,410	\$0
Copado	\$335,188	\$0
Adobe Sign	\$334,226	\$0
Splunk Cloud	\$311,478	\$0
Palo Alto Networks	\$236,113	\$0
Splunk Observability	\$195,987	\$0
Checkmarx	\$176,860	\$0
Atlassian Jira	\$171,578	\$16,698
Qualtrics XM Platform	\$151,250	\$0
SQLDBM	\$148,451	\$0
Miro Enterprise	\$143,617	\$0
Microsoft 365	\$103,575	\$0
ServiceNow	\$504,321	\$126,080
New Relic	\$0	\$180,183
Additional Software Under \$100k	\$3,268,341	\$0
Total	\$60,551,115	\$422,048

OPERATING EXPENSES & EQUIPMENT (OE&E) – \$22,624,537

The project requests funding for services provided by CDT for processing IT contracts and executing purchase orders and services provided by the State Data Center. The requested funding also includes costs associated with enterprise services, the Department of General Services, and other OE&E costs for OTSI and CDSS in 2025-26.

CHAPTERED LEGISLATION (AB 2309 and AB 161) - \$15,015,000

The California State Legislature approved funding for the project to design and implement specific automated functions that are new for CWS-CARES including the permanent foster care rate structure (Chapter 46, Statutes of 2024) and reporting requirements related to Chapter 780, Statutes of 2022. This functionality is in scope for CWS-CARES Version 1. Funding for this legislatively mandated functionality was approved as part of CDSS's local assistance budget from previous budget cycles and is not included in the project funding requested in this budget change proposal (for additional details see footnote to Attachment 1). However, OTSI is requesting expenditure authority for the Health and Human Services Automation Fund for 2025-26 for the previously approved funding.

CORE CONSTITUENT PARTICIPATION – \$35,457,147

In SPR 6, the project established a CCP workgroup to assess the prior CCP model and cost allocation methodology. The goal of the workgroup was to develop a more efficient and streamlined model that supports a stronger user engagement model. This model factors in holistic design and updated schedule (e.g., earlier feedback in design and build and an increase in the duration of EUST 3 from 4 to 6 weeks), with corresponding resources for sufficient participation by core constituents in the counties and tribes. This participation is part of the project's user-centered design model to secure county and tribal engagement throughout the transition process from the CWS/CMS to the CWS-CARES. This effort is a critical component to the success of the project. The CCP cost estimate is consistent with the amount included in SPR 6 and aligns with the CWS-CARES V1 SDLC activities, including the following:

- **External Systems**

Each county with an external system has been allocated hours for their research and SDLC activities, which include context setting, prioritization, discovery, deep dives, iterative build, deployment to the readiness environment, and deployment to production. The counties will also be required to perform testing and validation of the Salesforce application. In some instances, data conversion may be necessary.

- **Data Clean-Up and Validation**

All counties will be trained on the data clean-up tool that has been adopted by the project and will perform targeted data clean-up of the CWS/CMS data. Core constituents and counties with external systems must perform validation of the Salesforce application for each testable increment.

- **Active Directory Integration**

The goal of Active Directory Integration is to develop a single sign-on for counties to access CWS-CARES. This effort will require participation from all counties and tribes. The allocation for this effort is necessary, as each county will engage the project's technical team to integrate the Okta Platform for Identity and Access Management with their county Active Directory or their county Okta environments.

- **Project Meetings**

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

- **Research**

The core constituents participate, and have been heavily involved in, research activities for the service areas (e.g., Intake, Case Management, Courts). This research precedes the discovery portion of the SDLC. The research includes the incorporation of policy, value hypothesis, building block, and domain model generation. This research leads to the development of epics and user stories that can be used by the PaaS SI and CDI vendors to perform prototyping and build activities.

- **SDLC**

The county SMEs will be assigned to the project's Service and Process areas for specific Milestones to be developed in a holistic fashion. This will allow vendors in each area to have county SMEs available to provide necessary feedback for research and requirements gathering. Additionally, the county and tribal SMEs will provide feedback during the holistic

design, build, and test phases. The early SME feedback is crucial so that adjustments can be made in the design or build phases so that any rework can be prevented or minimized.

- **Implementation**

Counties and tribes are actively engaged in implementation activities and these activities will continue to increase throughout the build of the CWS-CARES. The activities include but are not limited to, readiness assessments, organizational change management, training, and support. The counties and tribes provide feedback using various methods including via meetings, review of software and training material, etc.

INDEPENDENT PROJECT OVERSIGHT CONSULTANT (IPOC) CONTRACT SERVICES – \$900,000

The CDT conducts independent project oversight on medium and high-criticality reportable IT projects for departments and constitutional offices. The IPOC staff embedded in the project review and monitor project health; create project oversight reports; escalate project risks and issues; and assist project staff in developing appropriate risk and issue mitigation strategies. The IPOC staff provides feedback to departments to help plan and monitor projects and to bring projects to successful deployment.

C. Departmentwide and Statewide Considerations

The CWS-CARES project is focused on meeting technical and business objectives to do the following:

- Improve service delivery and outcomes
- Allow more timely system enhancements to support changes in CWS practice
- Achieve CCWIS requirements to maintain Federal Financial Participation funding and avoid federal non-compliance penalties

Business Objectives:

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

Technical Objectives:

- Replace the proprietary CWS/CMS with a Platform as a Service solution that meets current business practice needs
- Develop application programming interfaces utilizing a new state-managed infrastructure to facilitate data conversion from CWS/CMS, to provide a data exchange gateway and to

house a database and analytics software used to track and measure child welfare outcomes

- Use Agile iterative software development techniques and evaluate opportunities for production release of functionality, in between planned releases, that would be valuable to users
- Establish a CDI to maximize state independence and control of vital assets and to provide more complete, timely, accurate, and consistent data

D. Outcomes and Accountability

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

- Continue development of a CCWIS-compliant solution that is comprised of the Salesforce platform for operational applications and the CDI to manage data quality, enforce business rules, manage content, control data exchange with third parties, monitor program trends, and evaluate program outcomes.
- Continue utilizing subject matter expertise from additional county consultants and financial management services to further discovery and validation.

E. Implementation Plan

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

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

F. Supplemental Information (If Applicable)

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

An organization chart can be provided upon request.

BCP Fiscal Detail Sheet

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

BR Name: 0530-008-BCP-2025-GB

Budget Request Summary

Operating Expenses and Equipment

Operating Expenses and Equipment	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
5301 - General Expense	0	45,758	45,758	45,758	45,758	45,758
5340 - Consulting and Professional Services - External	0	103,057	103,057	103,057	103,057	103,057
5344 - Consolidated Data Centers	0	845	845	845	845	845
539X - Other	0	447	447	447	447	447
Total Operating Expenses and Equipment	\$0	\$150,107	\$150,107	\$150,107	\$150,107	\$150,107

Total Budget Request

Total Budget Request	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
Total Budget Request	\$0	\$150,107	\$150,107	\$150,107	\$150,107	\$150,107

Fund Summary

Fund Source

Fund Source	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
State Operations - 9745 - California Health and Human Services Automation Fund	0	150,107	150,107	150,107	150,107	150,107
Total State Operations Expenditures	\$0	\$150,107	\$150,107	\$150,107	\$150,107	\$150,107
Total All Funds	\$0	\$150,107	\$150,107	\$150,107	\$150,107	\$150,107

Program Summary

Program Funding

Program Funding	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
0290 - Office of Technology and Solutions Integration	0	150,107	150,107	150,107	150,107	150,107
Total All Programs	\$0	\$150,107	\$150,107	\$150,107	\$150,107	\$150,107

Personal Services Details

Positions

Positions	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
5393 - Assoc Govtl Program Analyst (Eff. 07-01-2025)	0.0	3.0	3.0	3.0	3.0	3.0
Total Positions	0.0	3.0	3.0	3.0	3.0	3.0

BCP Fiscal Detail Sheet

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

BR Name: 5180-103-ECP-2025-GB

Budget Request Summary

Operating Expenses and Equipment

Operating Expenses and Equipment	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
54XX - Special Items of Expense	0	256,469	0	0	0	0
Total Operating Expenses and Equipment	\$0	\$256,469	\$0	\$0	\$0	\$0

Total Budget Request

Total Budget Request	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
Total Budget Request	\$0	\$256,469	\$0	\$0	\$0	\$0

Fund Summary

Fund Source

Fund Source	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
Local Assistance - 0001 - General Fund	0	129,941	0	0	0	0
Local Assistance - 0890 - Federal Trust Fund	0	125,588	0	0	0	0
0995 - Reimbursements	0	940	0	0	0	0
Total Local Assistance Expenditures	\$0	\$256,469	\$0	\$0	\$0	\$0
Total All Funds	\$0	\$256,469	\$0	\$0	\$0	\$0

Program Summary

Program Funding

Program Funding	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
4270037 - County Administration and Automation Projects	0	256,469	0	0	0	0
Total All Programs	\$0	\$256,469	\$0	\$0	\$0	\$0

Attachment 1 – Project Budget Detail

2025-26 Budget Change Proposal - CWS-CARES

Project Budget Detail

Budget Category	2025-26 Proposed CWS-CARES Costs	2025-26 Proposed CARES-Live Costs	2025-26 Total Proposed Costs
CWS-CARES Project			
OTSI Personal Services	13,383,550	2,368,226	15,751,776
Hardware/Software	60,551,115	422,048	60,973,163
Contract Services	207,951,742	3,821,802	211,773,544
CARES Development Services	188,376,414	0	188,376,414
Project Support Contracts	945,627	3,429,530	4,375,157
Project Management Services	6,567,457	111,066	6,678,523
Operations	1,713,120	0	1,713,120
County Consultant Services	10,349,124	281,205	10,630,329
OE&E	12,615,761	9,893,275	22,509,037
OTSI Other OE&E (Gen Exp., Travel, and Facilities)	1,980,685	1,496,031	3,476,716
DGS Fees	816,078	1,391,327	2,207,405
Enterprise Services	5,799,938	1,838,595	7,638,532
Data Center Services	4,019,061	5,167,323	9,186,384
**Chaptered Legislation	15,015,000	0	15,015,000
Total OTSI Spending Authority	309,517,168	16,505,351	326,022,519
CWS-CARES Project			
CDSS Personal Services	1,866,500	0	1,866,500
CDSS Other OE&E (Gen Exp., Travel, and Facilities)	115,500	0	115,500
Core Constituent Participation	35,457,147	0	35,457,147
IPOC Contract Services	900,000	0	900,000
<i>*Tribal Participation (Non-Add Line)</i>	<i>100,000</i>	<i>0</i>	<i>100,000</i>
Total CDSS Local Assistance	38,339,147	0	38,339,147
Total Project Budget	347,856,315	16,505,351	364,361,666

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

** Chaptered Legislation (AB 2309 and AB 161) currently budgeted at \$5,611,000 in 2024-25 and \$9,404,000 in 2025-26.

Attachment 2 – CDSS Workload Analysis

**CHILD WELFARE DIGITAL SERVICES
CHILD WELFARE SYSTEM BRANCH
FISCAL OVERSIGHT AND STAKEHOLDER AGREEMENTS SECTION
FISCAL MONITORING UNIT**

Task I.D. #	Activity/Task Name Description	Units	Hours	Basis for Workload	Total Hours	Staff Being Requested
1	Closely monitor the project's vendor burn down rates and funding conditions. Provide detailed review of project reports and dashboards for clarity, consistency, and accuracy.	39	3	Task expansion	117	
2	Update TA tools annually and lead proactive outreach to counties/tribes to provide TA tools.	7	6	New	42	
3	Manage increase in county APD submissions due to collaboration with OTSI counterparts and external system acquisitions.	15	2	Task expansion	30	
4	Monitor project budget and spending plan.	52	2	Task expansion	104	
5	Record Modernization Project: One-time analysis, scanning, and organization of files spanning the lifecycle of the CWS/CMS and CWS-CARES.	373	1	Based on the amount of physical documentation for the project	373	
6	Record Modernization Project: Ongoing electric file organization and communications with the site record retention liaison.	1	29	New	29	
7	Represent CDSS at regular Risk and Issues meetings for the project. Assist in analyzing and researching risks related to project management and report to leadership. Review monthly reports on the project's status and respond on CDSS' behalf to identified concerns.	28	2	Task expansion	56	
8	CFSD Contract Involvement: One-time analysis and review of all division contracts and their associated responsibilities and affect to CWSB.	150	1	New	150	

Task I.D. #	Activity/Task Name Description	Units	Hours	Basis for Workload	Total Hours	Staff Being Requested
9	CFSD Contract Involvement: Ongoing/quarterly analysis and review of all division contracts, new agreements, and their associated responsibilities and affect to CWSB.	38	4	New	152	
10	Cost Allocation Research and Creation: CWS-CARES post V1, CARES maintenance and operations, and Tribal	4	120	New	480	
11	Thoroughly review annual and as-needed federal reporting documents for clarity, consistency, and accuracy.	6	20	Task expansion	120	
12	Business process automation, including: tools research, training, and configuring the tools to automate business processes.	3	40	New	120	
13	Lead the development and delivery of APD TA for CWS-CARES implementation and M&O.	30	1	New	30	
14	Initiate data sharing agreements with CWS-CARES interface partners	12	29	New	348	
TOTALS:					2,151	1.0 AGPA

**WORKLOAD ANALYSIS
CHILD WELFARE DIGITAL SERVICES
CHILD WELFARE SYSTEM BRANCH
FISCAL OVERSIGHT AND STAKEHOLDER AGREEMENTS SECTION
FISCAL MONITORING UNIT**

Task I.D. #	Activity/Task Name Description	Units	Hours	Basis for Workload	Total Hours	Staff Being Requested
1	Define and document business processes related to CWCA relationship development and management.	1	409	New	409	
2	Establish and manage relationships with CWCA stakeholders. Collaborate with county child welfare departments and Title IV-E Tribes to promote stakeholder relationships. Serve as the initial point of contact for CWCA inquiries.	Ongoing	1,106	New	1,106	
3	Collaboratively research, develop, finalize, and publish criteria and policies to enforce CWCA requirements. Update and expand on CWCA definitions, including what child welfare information is "relevant" for data sharing purposes.	36	2	New	72	
4	Negotiate with CWCAs to determine the type, frequency, security and timeliness standards for data sharing. This would also include a list of required data elements for exchange.	1	768	New	768	
5	Develop data sharing agreement templates.	3	38	New	114	
6	Initiate data sharing agreements with each CWCA.	140*	7	New	980	

Task I.D. #	Activity/Task Name Description	Units	Hours	Basis for Workload	Total Hours	Staff Being Requested
7	Monitoring CWCA compliance with data sharing requirements.	Ongoing	170	New	170	
8	Collaborate with the project and stakeholders to determine a phased implementation approach for CWCA data exchanges.	1	222	New	222	
TOTALS:					3,841	2.0 AGPA

*Number per year, assuming a 5-year phased roll out.