STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
DF-46 (REV 03/25)

Fiscal Year	Business Unit Number	Department
2026-27	4300	California Department of Developmental Services

Hyperion Budget Request Name	Relevant Program or Subprogram
4300-001-BCP-2026-GB	414900 Program Administration / 4140015 Operations

Budget Request Title
Life Outcomes Improvement System

Budget Request Summary
The Department of Developmental Services requests $14.6 million ($5.7 million General Fund) for one-year limited-term resources equivalent to 20 positions along with contract costs and resources for regional center positions related to data analysis, migration, and governance workload needed to continue the planning phase of the Project Approval Lifecycle process on the Life Outcomes Improvement System (LOIS) project.

Requires Legislation (submit required legislation with the BCP)	Code Section(s) to be Added/Amended/Repealed
☒ Trailer Bill Language ☐ Budget Bill Language ☐ N/A	

Does this BCP contain information technology (IT) components? ☒ Yes ☐ No *If yes, departmental Chief Information Officer must sign.*	Department CIO Jim Switzgable	Date 1/9/2026

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. 4300-064 (LOIS), 4300-063 (SOPSM)

Approval Date: 7/25/2025 (LOIS)
1/9/2022 (SOPSM)

Project Approval Document: Stage 1 Business Analysis

Total Project Cost: TBD

If proposal affects another department, does other department concur with proposal? ☐ Yes ☐ No
Attach comments of affected department, signed and dated by the department director or designee.

Prepared By	Date	Reviewed By	Date
John Wood	1/9/2026	Jim Switzgable	1/9/2026
Department Director	**Date**	**Agency Secretary**	**Date**
Pete Cervinka	1/9/2026	Kim Johnson	1/9/2026

Department of Finance Use Only

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

Principal Program Budget Analyst	Date submitted to the Legislature
Christopher Odneal	1/9/2026

A. Problem Statement

The Department of Developmental Services administers the Lanterman Act, supporting individuals with intellectual and developmental disabilities to achieve their goals. There are 21 regional centers across California, supporting over 500,000 individuals. Individuals who apply for services at regional centers are evaluated for eligibility and supports during the development of their Individual Program Plan (IPP) to determine the necessary services to achieve their personal goals. The regional centers are responsible for providing an array of services including outreach, intake, diagnosis/assessment, preventative services, placement, individual program planning, advocacy, monitoring/evaluation, case management, and other services as required to achieve objectives in the individual's IPP. A primary function of regional centers is the purchase of services for individuals from approved service providers. Additional services are available through state operated programs.

Individuals supported directly by the Department receive internal clinical and professional services, as well as medical/clinical/ancillary services and supports based on their individual needs. Services may also include the use of local community medical, psychiatric, social services, or specialized acute hospital services for complex medical/surgical needs, clinical laboratory, and other diagnostic services.

All the activities above are coordinated, tracked, and paid for with decentralized case management systems, a fiscal system that was developed in the 1980s, separate cost recovery systems for regional centers and state-operated programs and federal claims through the Department of Health Care Services (DHCS), and manual coordination of information.

This budget change proposal requests continuation of planning positions and funding for the Life Outcomes Improvement System (LOIS) project. LOIS will replace and consolidate the existing decentralized and outdated systems with a modern integrated case management, clinical, and fiscal systems. Details of the major existing systems and some of their limitations are provided as Attachment B. LOIS will provide the necessary case management and clinical software supports to effectively and fully support the services provided to individuals.

Information Technology Division Resource History

(Dollars in thousands)

Program Budget	2021-22	2022-23	2023-24	2024-25	2025-26*
Authorized Expenditures	$7,649	$8,822	$11,021	$11,216	$11,823
Actual Expenditures	$7,094	$8,110	$10,300	$11,574	TBD
Revenues	N/A	N/A	N/A	N/A	N/A
Authorized Positions	77.0	88.0	106.0	103.0	104.0
Filled Positions	64.8	73.7	98.0	102.0	TBD
Vacancies	12.2	14.3	8.0	1.0	TBD

B. Justification

The Department is requesting one-year limited-term resources equivalent to 20 positions and additional resources which will allow the Department to continue the Project Approval Lifecycle (PAL) activities, prepare the solicitation, and plan for implementation of the solution provided by the awarded systems integrator. The requested resources include positions that understand case management and fiscal requirements, and can develop detailed requirements/user stories, support Organizational Change Management (OCM), and conduct the procurement, design, development, testing, training, and implementation.

Additionally, the Department is requesting resources dedicated at each regional center to support the project:

- Equivalent to one (1.0) Research Data Specialist (RDS) II position for each regional center to lead the effort of end-to-end data analysis, data profiling/cleansing and validation services, data migration/conversion planning and activities, and data governance framework establishment for the project.
- Equivalent to one (1.0) RDS I position for each regional center to assist the lead (RDS II) with end-to-end data analysis, data profiling/cleansing and validation services, data migration/conversion planning and activities, and data governance framework establishment for the project.
- $200,000 annually per regional center for subject matter experts (SMEs) during planning.

Resources totaling an estimated $3.2 million also are requested to continue consulting services to assist with the PAL process, OCM, and Data Management services. These consulting services originally were procured in 2023 utilizing American Rescue Plan Act of 2021 funding. The Project Manager and Business Analysis services develop the documentation and approvals for the PAL. OCM is needed for managing change with department staff, regional centers, vendors, and individuals. Data Management services are required to evaluate the quality of data from the regional centers and determine and execute the data cleanup strategy.

The Department also proposes trailer bill language to designate LOIS as the primary case management and fiscal system for all regional centers, replacing existing systems. The language would require regional centers to obtain the Department's approval before procuring new IT solutions, subject to dollar thresholds set by the Department.

Each requested position on the table below performs specific roles and duties on the project as detailed in the attached workload analysis.

The Department requests the following resources:

LOIS	Count	Classifications (or equivalents)	Division
Project Director	1.0	ITM I	ITD
Project Manager	3.0	ITS II	ITD
Business Analyst	3.0	ITS II	ITD
Technical Architect	3.0	ITS II	ITD
Contract Manager	1.0	ITS I	ITD
Project Support	1.0	ITS I	ITD
Software Engineer	1.0	ITS I	ITD
ServiceNow Support	1.0	ITS I	ITD
Product Owner	1.0	RDS III	CAYAS
Program Support	1.0	Supervisor I	CAYAS
Program Support	1.0	CPS III	WARD
Program Support	2.0	CPS III	CSD
Program Manager	1.0	Supervisor II	DCAR
Total State Positions	**20.0**		

Regional Center			
Data Analysis and Regional Center Staff Resources, incl SMEs	$ 7,255,000		
Consulting Service			
Project Management (PM)_& Business Analyst (BA) Services (S2AA, S3SD, S4PRA)	$ 1,300,000		
Organizational Change Management	$290,000		
Data Management Services	$507,000		
Legacy Systems Analyst	$175,000		
CMS PAPD & IAPD Manager (CMS Support)	$250,000		
California Department of Technology (CDT) & STP Services	$ 660,000		

C. Departmentwide and Statewide Considerations

The Department is responsible for overseeing the provision of services and supports to roughly 500,000 individuals with intellectual and developmental disabilities. The provision of these services in California is supported by aged information technology systems. Modernizing the 45-year-old systems will improve the accuracy of information monitored by the Department and used by regional centers and state-operated programs to support individuals. The modernized system also will allow individuals to access their own information. The Department is adhering to the state's prescribed PAL process for new information technology projects and is collaborating with CalHHS, CDT, DHCS, and the Department of Finance.

D. Outcomes and Accountability

With the requested funding and resources, the Department will continue through the PAL stages for the LOIS project.

Projected Outcomes

LOIS Workload Measure	2022-23 (Completed)	2023-24 (Completed)	2024-25	2025 - 26	2026 - 27	2027 -28
S1BA Approval	X		Updated	Updated		
Onboard New staff	X			Updated		
Onboard PM & BA Contractors	X			Updated		

Complete Mid-Level Requirements	X				Updated							
Complete RFI	X				Updated							
Complete Market Research		X			Updated							
S2AA Approval		X	Updated									
Complete Procurement Level Requirements		X			Updated							
Complete SOW					Updated							
S3SD Approval					X							
S3 Required Project Plans		X			X							
Solicitation Released							X					
S4 Required Project Plans							X					
S4 PRA Approved											X	
Contractor Onboard											X	

E. Implementation Plan

LOIS Project

- Release RFP – mid 2026/27
- Contract award –2027/28

F. Supplemental Information

A Planning Advance Planning Document and Implementation Advance Planning Document manager will provide Certification Consultant Services for LOIS to request approvals of federal advance planning documents and federal financial certification documents to receive enhanced federal funding. The Department has requested funding from the Centers for Medicare and Medicaid Services for the planning, development, and implementation of this project. The Planning Advance Planning Document was approved by the Centers for Medicare and Medicaid Services in August 2025. The project may receive federal funding for approximately 90 percent of the planning effort's eligible costs and 75 percent of eligible implementation costs.

Please see Attachment A - Workload Analysis

Please see Attachment B - Description of Current Systems and Their Limitations

Attachment A

WORKLOAD ANALYSIS
Information Technology Division
1.0 IT Manager I - Project Director

Tasks	Annual Hours	FTE
• Support Project Team to clear barriers to success and take actions to ensure projects progress effectively and deliver quality solutions that meet DDS strategic and tactical objectives. • Partner with stakeholders across DDS to provide direction and translate strategic priorities/goal into defined tactical action plans and milestones. Work with cross functional leaders to understand and influence business strategy, set priorities, and define technology goals	300	
• Provides overall project leadership to ensure the project objectives are met. • Approves requests for procurement changes and ensures approved changes have been incorporated into procurement documents in a timely manner. • Reviews and approves project documents prior to sending to control agencies. • Project direction and guidance on project related activities. • Reviews and approves project deliverables. • Approves requests for project changes and ensures approved changes have been incorporated into project documents in a timely manner.	700	
• Evaluate the performance of employees to ensure acceptable job performance and works with each employee to develop required skills to meet and exceed job requirements. • Assign projects, monitor and evaluate the performance of unit staff, and review and/or prepare training plans. • Handle all project administrative matters, including but not limited to personnel, contracts, budgeting, and reviews and approves unit purchasing requests. Design and implement plans to train staff in supported and planned technologies and methods as defined in the DDS Enterprise Technology Architecture. • Develop staff through coaching, provide timely performance feedback and assessments and establish performance and development plans. Mentor current and future leaders, ensuring a constantly rising bar in technical excellence and professional growth.	600	
• Represent project to the executive team and key external partners such as CDT, CalHHS, and working together with other CalHHS departments. • When relevant, make presentations and support reportable projects through CDT's PAL process. • Embrace and demonstrate a culture of change and innovation which constructively challenges the status quo and leads to prudent experimentation. Have a growth mindset with the ability to adopt new practices and spearhead adoption.	200	

• Oversee the quality, delivery, performance, cost and scope for data engineering initiatives.		
ITM I Total	**1,800**	**1.0**

WORKLOAD ANALYSIS
Information Technology Division
3.0 IT Specialist II - Project Manager

Tasks	Annual Hours	FTE
Define, clarify, and approve business rules, business requirements, and workflows specific to waiver processes. Liaison with existing subject matter experts as needed to refine business documentation. Develop, update, and maintain project documentation: action items, risks and issues, mitigation strategies, project sponsor decisions, project management plans, memos, etc.	900	
Participate in regular staff meetings (Departmental, Division, Section), project meetings (weekly status, weekly data governance, monthly steering committee, agency/CDT updates), and procurement specific meetings (RFP development, evaluation and scoring, confidential discussions and demonstrations). Prepare for assigned agenda items and status updates. Assist with and facilitate project communications via project meetings, presentations, and status reports. Administrative duties, such as scheduling meetings, meeting minutes, prepare and review material, hiring contractors, staff, budgets, and project expenditures. Work on program specific findings as noted in Oversight and Validation & Verification Findings and Reports.	1,350	
Work with data governance and conversion preparation team(s) to define data element descriptions and business rules specific to legacy data as well as enterprise-wide data governance.	750	
Track and maintain a list of changes, updates, enhancements, and ad-hoc report requests made to the existing system and update the as-is documentation over the course of the procurement.	600	
Support procurement activities: respond to vendor questions, review draft proposals, score, and evaluate final proposals, and attend product demonstrations. Complete assigned project activities, such as procurement activities, adaptive/iterative development assignments, and testing scripts and testing activities.	1,200	
Work with Organizational Change Management team to develop materials and communicate change to stakeholders, including regional centers and internal departmental staff.	600	
ITS II Total	**5,400**	**3.0**

Attachment A

WORKLOAD ANALYSIS
Information Technology Division
3.0 IT Specialist II - Business Analyst

Tasks	Annual Hours	FTE
Perform duties as business information system lead by working with program staff and subject matter experts to capture and document business requirements. Maintain system documentation. Create, maintain, and update analysis documentation. Decompose legacy system job steps and existing program functionality. Create business process workflows and assist with the creation of system documentation. Responsible for defining, clarifying, and approving business rules, business requirements, and workflows specific to waiver processes. Utilize standard iterative project management and systems development lifecycle methodologies, such as Agile Scrum, Kanban product delivery, and iterative development to achieve project objectives and continuously meet customer needs.	1,350	
Coordinate and monitor modification to business practices.	600	
Advise project team on waiver program enhancements/changes. Work with Data Governance on data definitions and data classifications.	1,350	
Administrative duties, such as scheduling meetings, meeting minutes, prepare and review material, hiring contractors, staff, budgets, and project expenditures. Act as an ongoing point of contact and facilitate communication between business program and technical staff; externally with the Department of General Services and DHCS. Participate in on-going project meetings. Work with stakeholders to meet project deliverables and due dates. Report project risks to Project Manager using standard project management methodologies.	1,350	
As needed, complete project management and procurement activities including the creation of project management plans, PAL documents, statements of work, requirements, minimum qualifications, proposal evaluation and scoring, vendor demonstration.	750	
ITS II Total	**5,400**	**3.0**

3.0 IT Specialist II - IT Technical Architect

Tasks	Annual Hours	FTE
Document systems architecture and all interfaces with the DSMP system, both internal and external. Create system hardware and software documentation. Produce and maintain technical system documentation. Responsible for defining, clarifying, and approving technical requirements. Work with program on data definitions and data classifications. Advise project team on DSMP program enhancements/changes.	1,500	
Act as a lead in identifying and tracking the technical issues and risks associate with the DSMP systems. Assist in solving technical issues related to the DSMP system. Develops and maintains a thorough knowledge of stakeholder and project business processes and the data created and required. Acts as a technical resource for application and data users, developers and system analysts, and other information technology (IT) staff.	1,500	
Provide oversight for the new solution so that it meets the Department's Enterprise Architecture program requirements.	600	
Complete and maintain the Information Systems Security Plan. Assist in information security assessments. Liaison between the Information Security Officer (ISO) and the Privacy officer so that all security aspects for the data and systems comply with the appropriate Departmental, State, or Federal requirements.	300	
Act as the departmental technical liaison to the DSMP solution vendor. Provide technical oversight. Assist with and participate in project communications via project meetings, presentations, and status reports.	900	
Administrative duties, such as scheduling meetings, meeting minutes, prepare and review material, hiring contractors, staff, budgets, and project expenditures. Participate in procurement activities including statements of work, requirements, minimum qualifications, proposal evaluation and scoring, vendor demonstration.	600	
ITS II Total	**5,400**	**3.0**

Attachment A

<u>WORKLOAD ANALYSIS</u>
Information Technology Division
1.0 IT Specialist I - Contract Manager

Tasks	Annual Hours	FTE
Manage contract terms and service delivery for the Project Management/Business Analysis, Organizational Change Management, Data Management Services, SI vendor, including developing and executing contract amendments and work authorizations; processing invoices; managing contract costs and budget appropriation; and coordinating service level agreement reporting and escalation.	1,200	
Provide contract and vendor support for the DDS ITD portfolio of projects and future system replacements or implementations.	400	
Plan and coordinate budget appropriations for the Project Management/Business Analysis, Organizational Change Management, Data Management Services, SI vendor contract.	200	
ITS I Total	**1,800**	**1.0**

WORKLOAD ANALYSIS
Information Technology Division
1.0 IT Specialist I - Project Support

Tasks	Annual Hours	FTE
Assist PM and BA leads with defining, clarifying, and approving business rules, business requirements, and workflows specific to waiver processes. Liaison with existing subject matter experts as needed to refine business documentation. Develop, update, and maintain project documentation: action items, risks and issues, mitigation strategies, project sponsor decisions, project management plans, memos, etc.	350	
Assist the PM and BA leads with regular staff meetings (Departmental, Division, Section), project meetings (weekly status, weekly data governance, monthly steering committee, agency/CDT updates), and procurement specific meetings (RFP development, evaluation and scoring, confidential discussions and demonstrations). Assist PM assigned agenda items and status updates. Assist with and facilitate project communications via project meetings, presentations, and status reports. Assist PM with administrative duties, such as scheduling meetings, meeting minutes, prepare and review material, hiring contractors, staff, budgets, and project expenditures. Assist PM with work on program specific findings as noted in Oversight and Validation & Verification Findings and Reports.	400	
Assist PM and BA leads with data governance and conversion preparation team(s) to define data element descriptions and business rules specific to legacy data as well as enterprise-wide data governance.	250	
Assist PM and BA leads track and maintain a list of changes, updates, enhancements, and ad-hoc report requests made to the existing system and update the as-is documentation over the course of the procurement.	200	

Assist PM and BA leads support procurement activities: respond to vendor questions, review draft proposals, score, and evaluate final proposals, and attend product demonstrations. Complete assigned project activities, such as procurement activities, adaptive/iterative development assignments, and testing scripts and testing activities.	450	
Assist PM and BA leads with Organizational Change Management team to develop materials and communicate change to stakeholders, including RCs and internal departmental staff.	150	
ITS I Total	**1,800**	**1.0**

WORKLOAD ANALYSIS
Information Technology Division
1.0 IT Specialist I - Software Engineer

Tasks	Annual Hours	FTE
• Perform software engineering activities for the current system and development to transition to the new solution. • Perform and maintain subject matter knowledge of current software development, data platform, and infrastructure. • Participate with the branch teams in innovative solutions development to implement best practices, ensure the capability of the current system, and transition to new solutions. • Develop standards and maintain documentation on software engineering, data, and architecture, including diagrams and models and technical support protocols. • Perform analysis and identify potential technical impacts, system deficiencies, and findings not documented or vetted due to exceptions and managing of a distributed system. • Develop and maintain a thorough knowledge of business processes and requirements pertaining to software development.	650	
• Act as a software engineer for the project team on planning activities, including development, conversation of data, testing, and integration of systems. • Advise the project team on ongoing software enhancements or changes that may impact planning activities. • Provide guidance and training to analysts and the development team as needed.	350	
• Assist in information security assessments. • Understand all security aspects for the data and software and comply with the appropriate data and privacy requirements and guidelines for the state, federal, and department.	250	
• Participate in project meetings, communications, presentations, and status reports.	250	
• Work with technical architect and subject matter experts, program, and stakeholders on data definitions and data classifications.	200	

• Administrative Duties as needed.	100	
ITS I Total	**1,800**	**1.0**

WORKLOAD ANALYSIS
Information Technology Division
1.0 IT Specialist I - ServiceNow Platform Support

Tasks	Annual Hours	FTE
Lead system support for the development platform. Set up, enhance, and maintain configurations, users, setup workflows, and notifications. Provide advanced technical support to HQ, SoCal HQ, Developmental Centers, and STAR Homes with particular concern for program specific needs.	450	
Perform the most complex data configuration and programming tasks using the Department's ServiceNow application, other approved lo code / no code platforms, system tools and utilities. These tasks typically include performing advanced level analysis, design, coding, testing, reporting and documentation in support of automated processes, service mapping and discovery solutions. Provide first and second level implementation support for program implementation.	450	
Design, build and maintain interfaces to other department-hosted and cloud-based systems, applications, and processes dependent on application processes and data. Independently work on customer requests to perform advanced level data configuration tasks using administration and configuration tools. Interact extensively with other support staff, vendors, and customers to successfully complete the requests. Create custom reports for analysts and management. Monitor system health.	360	
Perform software product/application installations, work closely with technical teams and customers to implement and maintain the application infrastructure/architecture. Verify applications work on the vendor supported web browsers and operating systems. Utilizing hardware and software utility tools as necessary to maintain systems and diagnose network problems.	360	
Documents and maintains operational procedures, release management, and technical system documentation. Maintain written business solutions and application systems procedures and protocols. Provide training templates, and tools to end users and IT personnel on ServiceNow.	180	
ITS I Total	**1,800**	**1.0**

Attachment A

WORKLOAD ANALYSIS
Children, Adolescents and Young Adults Services Division (CAYAS)
1.0 Research Data Specialist III - Product Owner

Tasks	Annual Hours	FTE
Product Owner	600	

• Engage program staff and align business needs and program expectations with requirements and product features. Map requirements to current policies for children and youth • Handle the more complicated, sensitive issues affecting business needs and system requirements and develop policy recommendations or solutions. • Prioritize features • Strategic Planning • Brief division and department leadership on progress • Modify or create new policies based on to-be analysis outcomes. • Escalate and manage multiple interpretations of a single policy (understanding/operation may differ between RCs)		
Monitor transfer of ESR functionalities to LOIS project • Work with CAYAS data team on Data Analysis, Data validation • Assist with data cleanup	350	
Staff supervision • Lead a team of children and youth program SMEs in CAYAS that work on the LOIS project • Expert level programmatical knowledge of Fiscal processes, both at the RC and Department levels • Provide supervisory support in interpreting and converting stakeholder concerns into project impacts, risks, issues, or requests for change; and responding to stakeholder concerns with appropriate terminology and 'RC/vendor/consumer speak'. • Provide lead direction in monitor regulation change for project impacts	450	
Procurement • Assist in the development of the Scope of Work • Assist in development of the contract. • Assist in pre-solicitation and evaluation. • Assist is Q/A responses. • Assist in evaluation, interview and Best and Final Offer (BAFO)	400	
RDS III Total	**1,800**	**1.0**

Attachment A

<u>WORKLOAD ANALYSIS</u>
CAYAS
1.0 Staff Supervisor I - Program Support

Tasks	Annual Hours	FTE
Provide expertise in incorporating a portal for Early Start self-referrals by parents, caregivers, and all other community members. Initiate and lead workgroups to address open issues pertaining to a mobile app as an option for self-referrals.	200	

Serve as the subject matter expert on Early Start and Lanterman Act programs enabling statutes, regulations, and monitoring procedures.	600	
Handle program-related issues affecting the LOIS project and develop policy recommendations or solutions. Brief division and department leadership on progress and for required federal reporting	400	
Testing/Training • Assist in the development of the test and training plans. • Assist in development of the scenarios and outcome criteria. • Monitoring of test completion and test defect tracking • Monitoring of training activities and attendance from RCs and DDS • Assist in training Q/A responses. • Assist in lessons learned and continuation trainings.	300	
Stakeholder engagement • Monitor mailbox. o Policy questions o Distribution lists and notification emails • Communication o Updates to DDS website information o Creation of Notices and monthly bulletins o Webinar's coordination and content development o Develop content and validate FAQs. o Event coordination, where participants may include RC, ARCA, Service Providers, Consumers and Advocacy Groups. o Escalating issues/tasks • Assist Organizational Change Management Team o Assist with surveys. o Assist with presentations. o Assist with change strategy.	300	
Supervisor I Total	**1,800**	**1.0**

Attachment A

<u>WORKLOAD ANALYSIS</u>
Waiver and Rates Division (WARD)
1.0 Community Program Specialist (CPS) III – Program Support

Tasks	Annual Hours	FTE
Product Owner • Define Product Vision • Strategic Planning • Create and Prioritize Backlog	400	

• Refine Backlog Item • Engage Stakeholders and align expectations. • Plan Sprints and clarify requirements. • Manage release and coordinate delivery, • Gather user Feedback and validate features, • Monitor progress		
Monitor state policies including: • Handle the more complicated, sensitive issues and develop policy recommendations or solutions. Brief division and department leadership on progress • Map requirements to current policy • Identify gaps between policy and current business practices. • Escalate and manage multiple interpretations of a single policy (understanding/operation may differ between RCs) • Modify or create new policies based on to-be analysis outcomes. • Monitor regulation change for project impacts	400	
Oversee Provider and Consumer Updates • Serve as the subject matter expert on regional center operations and services, including vendor management and waiver enrollment. • Knowledge of SANDIS and UFS • Define the requirements of the system for business need tied to the regulations. • Developing requirements • Ensuring requirements are included in the system. • Expert level programmatical knowledge of Fiscal processes, both at the RC and Department levels • Interpreting and converting stakeholder concerns into project impacts, risks, issues, or requests for change • Responding to stakeholder concerns with appropriate terminology and 'RC/vendor/consumer speak'.	600	
Procurement • Assist in the development of the Scope of Work • Assist in development of the contract. • Assist in pre-solicitation and evaluation. • Assist is Q/A responses. • Assist in evaluation, interview and Best and Final Offer (BAFO)	100	
Data Management • Data Analysis • Data validation • Assist with data cleanup	300	
CPS III Total	**1,800**	**1.0**

Attachment A

<u>WORKLOAD ANALYSIS</u>
Community Services Division (CSD)
2.0 CPS III – Program Support

Tasks	Annual Hours	FTE
Product Owner • Define Product Vision • Strategic Planning • Create and Prioritize Backlog • Refine Backlog Item	1,200	

• Engage Stakeholders and align expectations. • Plan Sprints and clarify requirements. • Manage release and coordinate delivery, • Gather user Feedback and validate features, • Monitor progress		
Monitor state policies including: • Handle the more complicated, sensitive issues and develop policy recommendations or solutions. Brief division and department leadership on progress • Map requirements to current policy • Identify gaps between policy and current business practices. • Escalate and manage multiple interpretations of a single policy (understanding/operation may differ between RCs) • Modify or create new policies based on to-be analysis outcomes. • Monitor regulation change for project impacts	400	
Oversee Provider and Consumer Updates • Serve as the subject matter expert on regional center operations and services. • Expert level programmatical knowledge of Fiscal processes, both at the RC and Department levels • Interpreting and converting stakeholder concerns into project impacts, risks, issues, or requests for change • Responding to stakeholder concerns with appropriate terminology and 'RC/vendor/consumer speak'.	400	
Procurement • Assist in the development of the Scope of Work • Assist in development of the contract. • Assist in pre-solicitation and evaluation. • Assist is Q/A responses. • Assist in evaluation, interview and Best and Final Offer (BAFO)	400	
Data Management • Data Analysis • Data validation • Assist with data cleanup	1,200	
CPS III Total	**3,600**	**2.0**

Attachment A

<u>WORKLOAD ANALYSIS</u>
Division of Community Assistance and Resolutions
1.0 Supervisor II - Program Manager

Tasks	Annual Hours	FTE
Monitor state policies including: • Lead in modifying or creating new policies based on to-be analysis outcomes. • Lead in Monitor regulation change for project impacts	200	

Consumer Updates • Programmatical expert of Case Management processes at the RC, including Service Coordinator management. • Interpreting and converting stakeholder concerns into project impacts, risks, issues, or requests for change o Responding to stakeholder concerns with appropriate terminology and 'RC/vendor/consumer speak'.	200	
Understanding business vision for the consumer and DDS • Knowledge of SANDIS and UFS o Define the requirements of the system for business need tied to the regulations. • Developing requirements • Ensuring requirements are included in the system. o Updating regs and issuing directives o Providing guidance documents o Change management o Assist in the Development and review of mid-level and detailed requirements. o Maintain in depth knowledge of mid-level and detailed requirements. • Assisting with market research o Assist in development of market research. o Ensuring programs needs are met. o Evaluate potential solutions. o Assist in development of market research report.	300	
Organizational Change Support • Assist in the development of organizational awareness and outreach documentation for consumers. • Identify outreach channels, including coordination with regional center programs. • Monitoring community feedback from both regional centers and consumers • Support Help Desk/Support Desk general consumer inquiries • Assist in lessons learned and implementation readiness for new feature releases.	100	
Understanding business vision for the consumer and DDS • Knowledge of SANDIS and UFS o Define the requirements of the system for business need tied to the regulations. • Developing requirements • Ensuring requirements are included in the system. o Updating regs and issuing directives o Providing guidance documents o Change management o Assist in the Development and review of mid-level and detailed requirements.	400	

○ Maintain in depth knowledge of mid-level and detailed requirements. • Assisting with market research ○ Assist in development of market research. ○ Ensuring programs needs are met. ○ Evaluate potential solutions. ○ Assist in development of market research report.		
Testing/Training • Assist in the development of the test and training plans. • Assist in development of the scenarios and outcomes. • Monitoring of test completion and test defect tracking • Monitoring of training activities and attendance from RCs and DDS • Assist in training Q/A responses. • Assist in lessons learned and continuation trainings.	200	
Data Management • Assist with Data Analysis • Assist with Data validation. • Assist with data cleanup.	100	
Stakeholder engagement • Monitor mailbox. ○ Policy questions ○ Distribution lists and notification emails • Communication ○ Updates to DDS website information ○ Creation of Notices and monthly bulletins ○ Webinar's coordination and content development ○ Develop content and validate FAQs. ○ Event coordination, where participants may include RC, ARCA, Service Providers, Consumers and Advocacy Groups. ○ Escalating issues/tasks • Assist Organizational Change Management Team ○ Assist with surveys. ○ Assist with presentations. ○ Assist with change strategy.	300	
Supervisor II Total	**1,800**	**1.0**

BCP Fiscal Detail Sheet

BCP Title: Life Outcomes Improvement System (LOIS) and State Operated

Programs Systems Modernization (SOPSM)

BR Name: 4300-001-BCP-2026-GB
Budget Request Summary

Personal Services

Personal Services	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
Positions – Temporary	0.0	20.0	0.0	0.0	0.0	0.0
Total Positions	**0.0**	**20.0**	**0.0**	**0.0**	**0.0**	**0.0**
Earnings - Temporary	0	2,235	0	0	0	0
Total Salaries and Wages	**$0**	**$2,235**	**$0**	**$0**	**$0**	**$0**
Total Staff Benefits	0	1,331	0	0	0	0
Total Personal Services	**$0**	**$3,566**	**$0**	**$0**	**$0**	**$0**

Operating Expenses and Equipment

Operating Expenses and Equipment	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
5301 - General Expense	0	40	0	0	0	0
5302 - Printing	0	20	0	0	0	0
5304 - Communications	0	20	0	0	0	0
5306 - Postage	0	20	0	0	0	0
5320 - Travel: In-State	0	60	0	0	0	0
5322 - Training	0	20	0	0	0	0
5324 - Facilities Operation	0	220	0	0	0	0
5340 – Consult and Prof Svcs - Interdepartmental	0	660	0	0	0	0
5340 – Consult and Prof Svcs - External		2,522	0	0	0	0
5346 - Information Technology		240	0	0	0	0
54XX – Special Items of Expense	0	7,255	0	0	0	0
Total Operating Expenses and Equipment	**$0**	**$11,077**	**$0**	**$0**	**$0**	**$0**

Total Budget Request

Total Budget Request	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
Total Budget Request	**$0**	**$14,643**	**$0**	**$0**	**$0**	**$0**

Fund Summary

Fund Source

Fund Source	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
State Operations - 0001 - General Fund	0	2,867	0	0	0	0
0995 - Reimbursements	0	4,521	0	0	0	0
Total State Operations Expenditures	**$0**	**$7,388**	**$0**	**$0**	**$0**	**$0**
Local Assistance - 0001 - General Fund	0	2,815	**0**	0	0	0
0995 – Reimbursements	0	4,440	0	0	0	0
Total Local Assistance Expenditures	**$0**	**$7,255**	**$0**	**$0**	**$0**	**$0**
Total All Funds	**$0**	**$14,643**	**$0**	**$0**	**$0**	**$0**

Program Summary

Program Funding

Program Funding	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
4140015 - Operations	0	7,255	0	0	0	0
4149001 - Program Administration	0	7,388	0	0	0	0
Total All Programs	**$0**	**$14,643**	**$0**	**$0**	**$0**	**$0**

Personal Services Details

Positions

Positions	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
TH00 – Temporary Help (Eff. 07-01-2026) (LT 06-30-2027)	0.0	20.0	0.0	0.0	0.0	0.0
Total Positions	**0.0**	**20.0**	**0.0**	**0.0**	**0.0**	**0.0**

Salaries and Wages

Salaries and Wages	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
TH00 – Temporary Help (Eff. 07-01-2026) (LT 06-30-2027)	0	2,235	0	0	0	0
Total Salaries and Wages	**$0**	**$2,235**	**$0**	**$0**	**$0**	**$0**

Staff Benefits

Staff Benefits	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
5150350 - Health Insurance	0	201	0	0	0	0
5150500 - OASDI	0	171	0	0	0	0
5150600 - Retirement - General	0	702	0	0	0	0
5150800 - Workers' Compensation	0	36	0	0	0	0
5150820 - Other Post-Employment Benefits (OPEB) Employer Contributions	0	67	0	0	0	0
5150900 - Staff Benefits - Other	0	154	0	0	0	0
Total Staff Benefits	**$0**	**$1,331**	**$0**	**$0**	**$0**	**$0**

Total Personal Services

Total Personal Services	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
Total Personal Services	**$0**	**$3,566**	**$0**	**$0**	**$0**	**$0**

Attachment B

Description of Current Systems and Their Limitations

Current Uniform Fiscal System (UFS) and eBilling:

Current law requires regional centers to use a uniform accounting system to support continuity and standardization of accounting processes. In 1984, UFS was implemented at each regional center. UFS is an extremely complex legacy accounting system that requires modifications to meet regional center business needs. UFS also interfaces with each regional center's case management system to coordinate service authorizations with invoices and payments. The Department maintains fixes and enhancements with a development copy in its headquarters office. Changes then are updated from Headquarters to the regional center production copies on a coordinated schedule.

The Department developed the web-based eBilling software used by community vendors to complete and submit invoices for services provided. The data from eBilling flows into UFS for approval and payment. UFS contains more than 2,948 programs and 736,341 lines of code. Data from each regional center instance of UFS is transmitted monthly to the Department where it is used for program monitoring, legislative reporting, and federal reimbursement billing.

The UFS is a mission critical fiscal application, used for purchase of services authorizations, tracking, and maintenance. Modernizing the legacy system will accommodate ever-evolving regional center needs, such as multiple service delivery models, new programs, and increasing expenditures. Replacement of UFS will provide the fiscal capabilities to properly implement rate reform; track, claim, and report expenditures; associate expenditures with individual cases; and provide modern reporting and analytics capabilities. Regional centers continue to struggle with inflexible technology; outdated workflows that require inefficient and time-consuming processes; and insufficient system security and accounting controls to adequately safeguard sensitive and confidential information.

Current Case Management System (coordinated through SANDIS):

The San Diego Regional Center created a case management system called SANDIS in the late 1980s using the platform for UFS. Over time, this became the solution that all regional centers use to collect and submit required monthly data to the Department. As regional centers identified additional case management needs, several regional centers developed their own case management systems and there now are six of them. All regional centers are required to submit their data to the Department through SANDIS, so other systems have interfaces to transfer required data through SANDIS.

These SANDIS implementations are managed as independent system environments. They do not interface or allow for centralized core business rule management and integration of case management data across all regional centers. Because several regional centers have now implemented alternative case management systems in the past 40 years, there are disparate data sources, poor data integrity, and non-standard data. These are difficult to aggregate or utilize for program and monitoring activities. These systems also lack interfaces for individuals and families and service providers to access and update their own information.

Modifications are costly and time-consuming as the legacy systems lack the ability to quickly adapt to the changing needs of the Department and regional centers. Recent examples from late 2024 and early 2025 include difficulty deploying the new IPP template and updated demographic data fields. The environment where each case management system is maintained by the host regional center can create errors with individual application updates. This situation hinders the state's ability to have data that is needed to evaluate program success and architect responsive business strategies in real time. Examples include:

- Inaccurate program participation data
- Delayed updates of individual residential status
- Delayed reporting on equity of services such as by race and ethnicity
- Limited insight into authorized services
- Limited ability for trend analysis
- Inability to tie progress notes to special incident reports
- Delayed enrollment in the federal waiver
- Independent efforts outside the system to collect information for specific needs, without standardized data or security controls.

Additionally, individuals and their families do not have immediate access to information contained in the various case management systems. LOIS will allow individuals, via the web or an app, to access and update their data and information, communicate with their regional center, and see reports. Modernization will provide a high-level of transparency for program monitoring and administration.

Current Federal Programs Information and Billing System (FPIBS)

The Department performs a monthly reimbursement process, coordinated with Department of Health Care Services (DHCS), to invoice the federal government for eligible and qualifying expenditures. The Department's existing federal waiver billing system also was built in the 1980s, originally to support less than 3,000 individuals and one reimbursement authority program. Since then, the regional center population has grown to over 500,000 individuals, and the Department administers more than seven reimbursement authority programs. The waiver reimbursement focuses on five functional process areas:

- Administration functions – such as rate tables and managing reimbursement programs.
- Data intake and verification – receiving monthly data from the regional centers and providing data results.
- Eligibility verification – exchanging individual data with DHCS to determine Medi-Cal eligibility.
- Invoicing – aggregating and filtering individual and claims data for each reimbursement program and generating program-specific invoices and detail files.
- Analytics and reporting.

The Department experiences a variety of challenges with the current system:

- Claiming over $6 billion annually in federal financial participation (FFP) is dependent on regional center data supplier submissions and the UFS. Monthly data transfers do not always meet data quality standards and often require resubmission by the regional centers. In addition, some data sources critical to reimbursement, such as the Medi-Cal match with DHCS, sometimes fail and result in potentially lost FFP reimbursements. In addition, a delay by one regional center causes a delay in reimbursements for all other regional centers.

- Continuing to support FPIBS technology is a risk. FPIBS is maintained by three highly experienced and technical staff in the Information Technology Division (ITD) Waiver Billing Group. These individuals are experts familiar with both the business and technology environment. The Department has found it difficult to recruit staff to support the legacy technology and consulting resources are utilized to support critical business project needs.

- System modifications can be time consuming. As federal reimbursement guidelines, laws, and mandates change over time, the system is difficult to modify.

- Many manual business processes are needed to generate month-to-month and annual comparisons. For example, the Monthly Net Gross Report can be over 140 pages in length with over 2,000 lines that need to be manually corrected to seek the correct reimbursement.

These manual processes also include hundreds of spreadsheets, which are stored on shared network folders and shared spreadsheets.

- FFP programs have different system processes. The 1915(i) and EPSDT invoicing process are performed quarterly, while all other FFP programs are invoiced monthly. As federal authority was added, programs are handled differently, and the supporting long-paid claims data is submitted to DHCS in different formats.

- Flexible and ad-hoc management reports and trend analyses capabilities are not available. When ad hoc reports are needed, staff generate service requests and work with the Data Extract team to provide the necessary data/reports. Depending on the complexity of the request and resource availability, this process may take hours or weeks to fulfill.

- The system was originally designed to support one waiver program (1915c). FPIBS was developed to support a single reimbursement program and has been significantly modified to support other reimbursement programs over the past 40 years. For example, the Master Client component of FPIBS originally was designed to process fewer than 1,000 cases. The Department currently processes millions of claim lines each year.

The system is beyond its maintainable and useful life. A failure risks the ability to claim federal reimbursements and limits the state's ability to enhance existing programs or pursue new federal reimbursements. The Department previously worked toward an interim solution for federal reimbursements (known as the Reimbursement System Project [RSP]) and will use the information from that prior effort to inform the LOIS project.

State-Operated Services Programs

Following the closure of several state-operated developmental centers, a developmental services safety net system has focused on person-centered and trauma-informed supports to prevent or transition individuals from highly restrictive settings. The Department continues to monitor the changing needs of individuals to support development of services and new programs which may require more coordinated clinical services to support individuals. The Department has identified the following challenges with the current legacy clinical record system developed over 30 years ago:

- Current practice tracks an individual's clinical record utilizing a partial electronic and mostly manual process that stores results in a document management system. Staff are required to utilize multiple systems to enter information or view an individual's clinical records, leading to delayed services and treatments.
- Higher risk of increased costs resulting from additional or duplicate tests to determine appropriate medical treatment that could have been avoided if the systems interfaced;
- And an inability to provide secure telehealth as required by state and federal regulations (42 CFR 410.78).