California Department of Social Services

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

Special Project Report 6

May 2023

Version 2.1

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Information Technology Project Request

Special Project Report 6

Executive Approval Transmittal

Agency/State Entity Name
California Health and Human Services Agency/California Department of Social Services

Project Title (maximum of 75 characters)	Project Acronym
Child Welfare Services-California Automated Response and Engagement System	CWS-CARES

FSR Project ID	FSR Approval Date	State Entity Priority	Agency Priority
0530-211	January 10, 2013	1	1

I am submitting the attached Special Project Report (SPR) in support of our request for the California Department of Technology's approval to continue development and/or implementation of this project.

I certify that the SPR was prepared in accordance with the State Administrative Manual Sections 4945-4945.2, my Agency/state entity has considered the cost benefits analysis associated with the proposed project changes and the changes are consistent with our information management strategy as expressed in our current Agency Information Management Strategy (AIMS).

I have reviewed and agree with the information in the attached Special Project Report.

I also certify that the acquisition of the applicable information technology (IT) product(s) or service(s) required by my department that are subject to Government Code section 7405 applying Section 508 of the Rehabilitation Act of 1973 as amended meets the requirements or qualifies for one or more exceptions (see following page).

APPROVAL SIGNATURES					
CDSS Chief Information Officer		**Date Signed**	**OSI Chief Technology Officer**		**Date Signed**
Printed name:	Chad Crowe		**Printed name:**	David Patch	
CDSS Budget Officer		**Date Signed**	**OSI Budget Officer**		**Date Signed**
Printed name:	Andrieu Ching		**Printed name:**	Mike French	
CDSS Program Director		**Date Signed**	**OSI Deputy Director**		**Date Signed**
Printed name:	Jessica Rougeux		**Printed name:**	Cynthia Tocher	
CDSS Assistant Deputy Director		**Date Signed**	**OSI Chief Deputy Director**		**Date Signed**
Printed name:	Dianna Wagner		**Printed name:**	James Duckens	
CDSS Chief Operating Officer		**Date Signed**	**OSI Director**		**Date Signed**
Printed name:	Salena Chow		**Printed name:**	Adam Dondro	
CDSS Chief Deputy Director		**Date Signed**	**Agency Chief Information Officer**		**Date Signed**
Printed name:	Jennifer Troia		**Printed name:**	Adam Dondro	
CDSS Department Director		**Date Signed**	**Agency Secretary**		**Date Signed**
Printed name:	Kim Johnson		**Printed name:**	Mark Ghaly	

Executive Approval Transmittal

IT Accessibility Certification

Yes or No

Yes	**The Proposed Project Meets Government Code Section 7405 / Section 508 Requirements and no exceptions apply.**

Exceptions Not Requiring Alternative Means of Access

Yes or No	Accessibility Exception of Justification
No	The IT project meets the definition of a national security system.
No	The IT project will be located in spaces frequented only by service personnel for maintenance, repair, or occasional monitoring of equipment (i.e., “Back Office Exception”).
No	The IT acquisition is acquired by a contractor incidental to a contract.

Exceptions Requiring Alternative Means of Access for Persons with Disabilities

Yes or No	Accessibility Exception of Justification
No	Meeting the accessibility requirements would constitute an “undue burden” (i.e., a significant difficulty or expense considering all agency resources).
No	No commercial solution is available to meet the requirements for the IT project that provides for accessibility.
No	No solution is available to meet the requirements for the IT project that does not require a fundamental alteration in the nature of the product or its components.

2.1 SECTION A: EXECUTIVE SUMMARY

2.0 Information Technology: Project Summary Package

2.1 Executive Summary

1.	Submittal Date	May 3, 2023

		SPR	PSP Only	Other:
2.	Type of Document	X		
	Project Number	0530-211		

			Estimated Project Dates	
3.	Project Title	Child Welfare Services-California Automated Response and Engagement System Project	Start	End
	Project Acronym	CWS-CARES	07/2013	4/2028

4.	Submitting Agency/state entity	California Department of Social Services

2.1 SECTION A: EXECUTIVE SUMMARY

5.	Reporting Agency/state entity	California Health and Human Services Agency

6.	Project Objectives
	The CWS-CARES Project is focused on meeting technical and business objectives that will: • Improve service delivery and outcomes; • Allow more timely system enhancements to support changes in CWS practice; • Achieve Comprehensive Child Welfare Information System (CCWIS) requirements required to maintain Federal Financial Participation (FFP) funding and avoid federal non-compliance penalties; and • Reduce ongoing maintenance and operations costs. **Technical Objectives:** • Replace the proprietary Child Welfare Services/Case Management System (CWS/CMS) with a Platform as a Service (PaaS) solution that meets current business practice needs; • Develop application programming interfaces (APIs) utilizing a new state-managed infrastructure to facilitate data conversion from CWS/CMS, to provide a data exchange gateway and to house a database and analytics software to track and measure child welfare outcomes; • Use Agile iterative software development techniques and evaluate opportunities for production release of functionality, in between planned releases, that would be valuable to users; and • Establish a CARES Data Infrastructure (CDI) to maximize state independence and control of vital assets and provide more complete, timely, accurate and consistent data.

8.	Major Milestones*	Est Complete Date
	Releases:	
	Submit Draft SPR 6 to the California Department of Technology (CDT)	Completed
	Submit the CWS-CARES Annual APDU	Completed
	Establish Backlog for minimum 2 sprints reviewed by PaaS SI (continuously maintain going forward)	Completed
	Organizational Change Management (OCM) Plan Update (CWS-CARES V1)	Completed
	Submit Final SPR 6 to CDT	Completed
	Establish V1 Data Dictionary / Data Mapping Framework	Completed
	Master Plan for Implementation Update (CWS-CARES V1)	Completed
	CWS-CARES V1 Performance Test Plan	Completed
	Complete CWS-CARES Product Milestone: Service Provider Profile – Jira # CARESV1-526	Completed
	Complete CWS-CARES Product Milestone: Services – Jira # CARESV1-525	Completed
	Complete CWS-CARES Product Milestone: Screening – Jira # CARESV1-524	Completed

2.1 SECTION A: EXECUTIVE SUMMARY

Business Objectives:

- CCWIS Compliance: To ensure retention of FFP 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;
- System Access: Improved CWS worker, Service Provider and Service Organization access to system information through portal and mobile technologies;
- Information Exchange Interfaces: Improved access, accuracy and completeness of data resident in external State/County and business partner repositories;
- Business Collaboration: Improved communication/collaboration and information management between CWS workers, community organizations, service providers and multi-disciplinary teams; and
- Outcome-Driven Planning, Management and Assessment: Improved case management outcome/process planning, management, and assessment/reporting.

Training Plan Update (CWS-CARES V1)	Completed
CWS-CARES Version 1 (V1) Development Progress Demonstration	Completed
Complete Initial Draft CWS-CARES V1 Contingency Plan Risk Scenario Framework	May 2023
Complete PaaS SI V1 contract amendment execution	Jun 2023
Complete CWS-CARES Product Milestone: Investigations: Engagement – Jira # CARESV1-527	Aug 2023
Complete CWS-CARES Product Milestone: Investigations: Determination – Jira # CARESV1-519	Sep 2023
Complete CWS-CARES V1 Pilot Plan	Sep 2023
Complete CWS-CARES Product Milestone: Case Management: Engagement – Jira # CARESV1-520	Jan 2024
Complete CWS-CARES Product Milestone: Placement – Jira # CARESV1-523	Mar 2024
Complete CWS-CARES Product Milestone: Request Determination – Jira # CARESV1-515	Apr 2024
Complete CWS-CARES Product Milestone: Case Management: Engagement and Services – Jira # CARESV1-521	Jun 2024
Complete CWS-CARES Product Milestone: Case Closure – Jira # CARESV1-532	May 2024
Complete CWS-CARES Product Milestone: Warrants – Jira # CARESV1-529	Jul 2024
Complete CWS-CARES Product Milestone: Court Hearing Framework – Jira # CARESV1-528	Aug 2024

2.1 SECTION A: EXECUTIVE SUMMARY

Complete CWS-CARES Product Milestone: Prevention Services – Jira # CARESV1-510	Sep 2024
Complete CWS-CARES V1 Product Milestone: Redetermine Eligibility – Jira # CARESV1-512	Sep 2024
Complete CWS-CARES V1 Product Milestone: Eligibility Programs – Jira #CARESV1-511	Nov 2024
Complete Draft CWS-CARES V1 Cutover Plan	Dec 2024
Complete Draft CWS-CARES V1 Contingency Plan	Dec 2024
Complete CWS-CARES Product Milestone: Other Hearings – Jira #CARESV1-516	Nov 2024
Complete CWS-CARES Product Milestone: Adoption – Jira # CARESV1-531	Feb 2025
Complete CWS-CARES Product Milestone: Case Plan – Jira # CARESV1-522	Apr 2025
Complete CWS-CARES Product Milestone: Aftercare and Re-Entry – Jira # CARESV1-533	Apr 2025
Complete CWS-CARES V1 Product Milestone: Complaints – Jira # CARESV1-505	Apr 2025
CWS-CARES System Technical Recovery Plan	May 2025
CWDS Business Continuity Plan	May 2025
Final CWS-CARES V1 Cutover Plan	Jun 2025
Complete Final CWS-CARES V1 Contingency Plan	Jun 2025

2.1 SECTION A: EXECUTIVE SUMMARY

Complete CWS-CARES Product Milestone: Jurisdiction and Disposition Hearing – Jira # CARESV1-518	Jun 2025
Complete CWS-CARES Product Milestone: Status Reviews – Jira # CARESV1-517	Jun 2025
Complete CWS-CARES V1 Product Milestone: Track Assistance Costs – Jira # CARESV1-506	Jul 2025
Complete CWS-CARES V1 Product Milestone: Maintain Resource Family Home – Jira # CARESV1-508	Jul 2025
Complete CWS-CARES V1 Product Milestone: Track Administrative Costs – Jira # CARESV1-513	Oct 2025
Complete CWS-CARES V1 Product Milestone: Service Delivery Tracking – Jira # CARESV1-507	Oct 2025
Complete CWS-CARES V1 Product Milestone: Legal Action – Jira # CARESV1-504	Oct 2025
Complete CWS-CARES V1 Product Milestone: Federal Reports – Jira # CARESV1-503	Oct 2025
Complete the External Systems disposition planning activities	Oct 2025
Complete CWS-CARES V1 Product Milestone: State Reports – Jira # CARESV1-502	Nov 2025
Complete CWS-CARES V1 Product Milestone: Ad Hoc Reporting – Jira # CARESV1-501	Nov 2025
Complete CWS-CARES V1 Product Milestone: Miscellaneous (Epics with no milestones tagged) –	Jan 2026
Complete CWS-CARES V1 Design, Development, and Validation	Mar 2026
Begin CWS-CARES V1 Post Code Complete Implementation Activities	Apr 2026

		PaaS SI V2 and Maintenance and Operations Contract Award	Aug 2026
		Complete the CWS-CARES V1 Implementation	Oct 2026
		PaaS SI V2 and Maintenance and Operations Contract Execution	Nov 2026
		Decommission the CARES-Live	Jan 2027
		Begin CARES V2 Design, Development, and Validation	Jan 2027
		Complete the CWS-CARES V1 Stabilization	Apr 2027
		Complete CARES V2 Design, Development, and Validation	Feb 2028
		Complete the CWS-CARES V2 Implementation	Apr 2028
		Complete the CWS-CARES V2 the CCWIS Review	Oct 2028
		Complete the CWS-CARES V2 Stabilization	Oct 2028
		Submit Post Implementation Evaluation Report to the CDT	Apr 2029

7.	**Proposed Solution**
	The Child Welfare Services-California Automated Response and Engagement System (CWS-CARES) project will implement a modern web-based computing infrastructure that is flexible, scalable, and based on industry enterprise architecture framework concepts. The CWS-CARES will consolidate functionalities that are in various systems into a single system and include multiple interfaces with other applications thus providing CWS workers with critical case information more efficiently. The CWS-CARES will use a customer relationship management (CRM) based Salesforce solution and will be designed and developed using Agile techniques adopted by the project. CWS-CARES functionality will be released to production at completion of V1 and again at completion of V2.

2.2 SECTION B: PROJECT CONTACTS

Executive Contacts					
	First Name	**Last Name**	**Area Code**	**Phone**	**E-mail**
Agency Secretary	Mark	Ghaly	916	654-3454	Mark.Ghaly@chss.ca.gov
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Budget Officer	Andrieu	Ching	916	653-2422	Andrieu.Ching@dss.ca.gov
CIO	Chad	Crowe	916	651-2929	Chad.Crowe@dss.ca.gov
Project Sponsor	Dianna	Wagner	916	628-9736	Dianna.Wagner@dss.ca.gov

DIRECT CONTACTS					
	First Name	**Last Name**	**Area Code**	**Phone**	**E-mail**
Doc. Prepared by	Hamed	Mahmoud	916	891-3176	Hamed.Mahmoud@osi.ca.gov
Primary Contact	Julie	Murata	916	382-6598	Julie.Murata@osi.ca.gov
Project Management Director	Peter	Bedell	916	621-8416	Peter.Bedell@osi.ca.gov

INFORMATION TECHNOLOGY PROJECT SUMMARY

2.3 SECTION C: PROJECT RELEVANCE TO STATE AND/OR DEPARTMENT/AGENCY PLANS

1.	**What is the date of your current Technology Recovery Plan (TRP)?**	**Date**	7/2018
2.	**What is the date of your current Agency Information Management Strategy (AIMS)?**	**Date**	12/2017
3.	**For the proposed project, provide the page reference in your current AIMS and/or strategic business plan.**	**Doc.**	AIMS
		Page	45

Project	0530-211
Doc. Type	SPR 6

		Yes	**No**
4.	**Is the project reportable to control agencies?**	X	

If YES, CHECK all that apply:

X	**a) The project involves a budget action.**
	b) A new system development or acquisition that is specifically required by legislative mandate or is subject to special legislative review as specified in budget control language or other legislation.
X	**c) The estimated total development and acquisition costs exceed the Department of Technology's established Agency/state entity delegated cost threshold and the project does not meet the criteria of a desktop and mobile computing commodity expenditure (see SAM 4989-4989.3)**
	d) The project meets a condition previously imposed by the Technology Agency.

INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE

2.4 SECTION D: BUDGET INFORMATION

Project			0530-211
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Budget Augmentation Required?					
	No				
	Yes	**X**	**FY 2022/23**	**FY 2023/24**	

							FY 2019/20	**FY 2020/21**	**FY 2021/22**	**FY 2022/23**	**FY 2023/24**
							20,258,818	28,073,687	66,938,963	138,187,824	185,588,440

PROJECT COSTS*

Fiscal Year	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	TOTAL
One-Time Cost	20,258,818	28,073,687	66,938,963	138,187,824	185,588,440	210,787,510	282,039,037	206,259,637	90,775,664	0	**1,228,909,579**
Continuing Costs	0	0	0	0	0	0	0	141,621,307	159,946,486	0	**301,567,793**
Maintenance & Operations	0	0	0	0	0	0	0	0	24,005,939	156,528,131	**180,534,070**

*Historical costs have been updated due to a reconciliation of expenditures and removal of the CDSS State Ops costs that were inadvertently included.

PROJECT FINANCIAL BENEFITS*

Fiscal Year	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	TOTAL
Cost Savings/ Avoidances											
Revenue Increase											

*Figures obtained from the *Net (cost) or Benefit* line in the FAW Alt 1 – Project and Alt 1 Future Ops tabs.

INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE

2.5 SECTION E: VENDOR PROJECT BUDGET

Vendor Cost for FSR Development (if applicable)	N/A
Vendor Name	N/A

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VENDOR PROJECT BUDGET – One-Time Cost

Fiscal Year	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	TOTAL
Prime Vendor Budget*	0	5,772,700	37,296,206	83,960,176	99,076,385	114,239,986	133,223,589	122,778,606	62,110,224	**658,457,872**
Project Management Budget	1,439,865	128,011	1,666,579	1,904,792	4,582,036	3,274,202	3,211,818	1,838,562	1,113,954	**19,159,819**
Independent Oversight Budget	556,328	602,860	93,853	338,093	800,000	800,000	800,000	554,667	288,000	**4,833,800**
IV&V Budget	328,093	440,189	877,225	1,060,965	1,125,572	1,467,309	1,417,925	811,893	421,560	**7,950,731**
Other Budget	4,371,307	2,849,827	5,400,660	9,373,830	16,700,511	16,541,429	24,898,476	28,392,398	5,135,861	**113,664,299**
TOTAL VENDOR BUDGET	6,695,592	9,793,586	45,334,523	96,637,856	122,284,504	136,322,926	163,551,807	154,376,126	69,069,600	**804,066,520**

Historical costs have been updated due to a reconciliation of expenditures.
*The Prime Vendor Budget cost starting with SFY 2020-21 includes costs for the CARES Data Infrastructure, Implementation Services, PaaS Systems Integrator, and Product Value Services contracts. Estimated costs are subject to change through the SPR process.

VENDOR PROJECT BUDGET – Continuing Costs

Fiscal Year	FY 2026/27	FY 2027/28	FY 2028/29	TOTAL
Prime Vendor Budget*	70,213,722	73,023,427		**143,237,149**
Project Management Budget	923,956	1,680,698		**2,604,654**
Independent Oversight Budget	245,333	378,667		**624,000**
IV&V Budget	359,107	554,273		**913,380**
Other Budget	10,230,037	13,720,407		**23,950,444**
TOTAL VENDOR BUDGET	81,972,155	89,357,472		**171,329,627**

Historical costs have been updated due to a reconciliation of expenditures.
*The Prime Vendor Budget cost starting with SFY 2021-22 includes costs for the CARES Data Infrastructure, Implementation Services, PaaS Systems Integrator, and Product Value Services contracts. Estimated costs are subject to change through the SPR process.

VENDOR PROJECT BUDGET – Maintenance & Operations

Fiscal Year	FY 2026/27	FY 2027/28	FY 2028/29	TOTAL
Prime Vendor Budget*		13,679,772	59,419,447	**73,099,219**
Project Management Budget		37,395	224,369	**261,764**
Independent Oversight Budget		0	0	**0**
IV&V Budget		0	0	**0**

2.5 SECTION E: VENDOR PROJECT BUDGET

Other Budget		1,477,430	7,270,812	**8,748,242**
TOTAL VENDOR BUDGET		15,194,597	66,914,628	**82,109,225**

Historical costs have been updated due to a reconciliation of expenditures.
*The Prime Vendor Budget cost starting with SFY 2021-22 includes costs for the CARES Data Infrastructure, Implementation Services, PaaS Systems Integrator, and Product Value Services contracts. Estimated costs are subject to change through the SPR process.

PRIMARY VENDOR HISTORY SPECIFIC TO THIS PROJECT

Primary Vendor	**N/A**
Contract Start Date	**N/A**
Contract End Date (projected)	**N/A**
Amount	**N/A**

2.6 SECTION F: RISK ASSESSMENT INFORMATION

Project	0530-211
Doc. Type	SPR 6

	Yes	No
Has a Risk Management Plan been developed for this project?	X	

General Comment(s)

The previous version of the CWS-CARES Project Risks and Issues Management Plan was included in the project's SPR 4 submission and was approved by the CDT on April 1, 2021 and was subsequently updated in August 2021 to reflect the latest changes to the project's risk management process. All project plans and work products are living documents which are subject to revision based on updated assumptions, risks and findings, as referenced in Section 6.0 Updated Project Management Plan. CWS-CARES Risk Assessment/Management is using the California Project Management Framework (CA-PMF) guidelines and OSI Best Practices that include five processes: Identify Risk, Analyze Risk, Risk Response Plan Execution, Monitoring and Controlling Risks. These processes are defined in the Risk and Issue Management Plan. All open risks and issues are closely monitored and managed using the Jira workflow tool, are reviewed with the project team every two weeks, and are included in the monthly Project Status Report (PSR).

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3.0 Project Background/ Summary

The Child Welfare Digital Services (CWDS) is a partnership of the California Department of Social Services (CDSS), the Office of Systems Integration (OSI), and the County Welfare Directors Association (CWDA), in collaboration with 58 local child welfare agencies, two Title IV-E tribes, and other tribal representatives. The CWDS works closely with other State of California (State) stakeholders including the California Health and Human Services Agency (CalHHS), the California Department of Technology (CDT), and the Department of Finance (DOF). The purpose of the Child Welfare Services-California Automated Response and Engagement System (CWS-CARES) project is to replace the existing legacy child welfare system, the Child Welfare Services/Case Management System (CWS/CMS), with a Comprehensive Child Welfare Information System (CCWIS) compliant system that will support the following objectives: that will support the following objectives:

- **Child Safety**
  The CWS-CARES is a highly regulated, data-intensive, and safety-critical system. Product and technology decisions must put child safety first.

- **Process Efficiency**
  The CWS-CARES will streamline workflows to alleviate the pain points for child welfare workers thereby promoting spending time with children and families and engagement by community partners.

- **Practice Fidelity**
  The CWS-CARES will reinforce the elements of California's Integrated Core Practice Model (ICPM), including behaviors shown by evidence to contribute to better safety, permanency, and well-being outcomes.

- **Policy and Program Alignment**
  The CWS-CARES will support system reform and program goals and enable measuring progress towards those goals.

- **Continuous Improvement**
  The CWS-CARES will provide reliable data services that support data quality monitoring, continuous quality improvement, program evaluation and policy innovation. The system will be sufficiently flexible (configurable) and extensible to keep up as regulations, policies, programs, and practice evolve.

In accordance with Special Project Report (SPR) 5 Condition for Approval #1 (0530-211 CWS-CARES SPR 5 Approval Letter), the SPR 6 describes the CWS-CARES project status and updated plan for Design, Development, and Implementation (DD&I). The SPR 6 also provides updates to the SPR 5 that was conditionally approved by the CDT on May 13, 2022.

The project continues to use a multiple vendor approach in the DD&I of the CWS-CARES. The CWDS will deliver the CWS-CARES operational applications on the Salesforce platform, using an iterative development methodology and user-centered design. In tandem, the CWDS will deliver the CWS-CARES data services on the

CARES Data Infrastructure (CDI). Together, operational applications delivered on the Salesforce platform and data services delivered on the CDI make up California's CCWIS.

Unlike other data services and infrastructure that function as a replica of Salesforce data or a conventional data warehouse, the CDI is a set of managed data services (resources), communicating bi-directionally with Salesforce, designed to maintain high-quality person-centered longitudinal data. The CDI will also produce required federal data extracts/indicators, and reliable practice fidelity and outcome metrics. The CDI will also generate near-real-time operational alerts and recommendations, support data exchanges with the Child Welfare Contributing Agencies (CWCAs) and other partners, enable statewide continuous quality improvement and program evaluation, and maximize the State's independence and control of vital data assets and business rules.

The decision to develop the CWS-CARES in this way addresses the project's biggest challenges to date:

- Effectively integrating the CWS-CARES data with the CWS/CMS (also known as "Legacy Integration Strategy").
- Deploying a holistic product strategy that fosters iterative modular development for release of functionality, in between planned major releases, in response to policy changes and user feedback.
- Achieving stability, performance, scalability, and security of the technical infrastructure.
- Effectively managing multiple contracts and vendors for DD&I and operational capability.

4.0 Proposed Project Change

As anticipated, the project's understanding of the scope and related CWS-CARES needs has been refined considerably since the submission of SPR 5, resulting in many updates and improvements to the plans, approaches, and processes. These improvements increase the probability of success and are important for project efficiency, a quality solution, and user adoption. This document describes the project's progress, improvement, updates, and changes since the submission of SPR 5 in March 2022. Project experience, vendor knowledge and input, engagement with county and tribal partners, and the related increase in understanding regarding project imperatives have informed key decisions. These decisions resulted in changes to project roles, responsibilities and staffing models, the product development lifecycle approach, and the implementation assumptions. This section describes these changes and how they improve efficiency, effectiveness, user adoption, risk sharing/management, and delivery surety. While this section also references high-level impacts to project metrics, sections 4.1 and 4.2 detail these impacts to the project's duration, delivery timing and costs.

On July 21, 2022, the CWDS Board of Directors (BoD) approved the decision to remove the licensing scope from the CWS-CARES and to move it to the CDSS Facilities

Management System (FMS) project. As part of this decision, the BoD indicated that the project would need to build and use interim interfaces for the Licensing Information System / Field Automation System (LIS/FAS) until the FMS is built. The FMS project is moving forward and is currently in Stage 3 of the Project Approval Lifecycle (PAL) process, and the CWS-CARES will include an interim interface to the LIS/FAS. Once the FMS is completed, a new interface will be developed.

The terms defined in the table below may serve as a reminder of the project terminology described herein.

Table 1 - Glossary of Terms

Term	Definition
Greenfield	Because of the complexity and cost of automated data synchronization between CWS-CARES and CWS/CMS (the "legacy system"), CWDS plans two major CWS-CARES releases Version 1 (V1) and Version 2 (V2) to production. However, to test out the new Salesforce PaaS-based approach, including the CDI, along with the accompanying Service Delivery Lifecycle (SDLC), the project first released a "greenfield" module before tackling the bulk of the CWS-CARES functionality. Greenfield modules do not depend on automated data synchronization with legacy systems.
Resource Family Approval (RFA)	A statewide foster caregiver approval process for all caregivers (related and non-related). The RFA program has a single approval standard that replaces the previous multiple processes for licensing foster family homes, approving relatives and non-relative extended family members ("NREFMs") as foster care providers, and approving families for legal guardianship or adoption. Tribally approved homes are not required to adhere to the RFA standards.
Service Delivery Lifecycle (SDLC)	The project's phased approach to system development, consisting of the following four phases: Discovery, Prototyping, Build and Iterate. Reference Figure 1.
Discovery	The goal of Discovery is to write business (user) stories and develop supporting artifacts - such as the detailed domain model, designs (e.g., wireframes) and business rules specifications - working segment

Term	Definition
	by segment each week. Core Product Development Team (PDT) working sessions provide a forum for reviewing work-in-progress artifacts to ensure alignment, build shared knowledge and gather feedback across the PDT. By the end of Discovery, the PDT should be able to make decisions about which of the milestone goals require prototyping to validate user experience (UX) designs and/or technical approaches
Prototyping	The goal of Prototyping is to reduce technical uncertainty, refine designs and inform the writing of technical tasks and subtasks. By the end of Prototyping, the PDT should have estimated the effort associated with each story, drafted supporting technical tasks and subtasks, and determined scope for the Build and Iterate phases. Prototyping may result in limited changes/additions to business (user) stories.
Build and Iterate	The Build and Iterate phases run like standard development sprints as developers deliver business (user) stories and the supporting technical tasks. The goal is to complete End-to-End (E2E) Quality Assurance (QA) Testing, epic by epic, no later than the first week of Iterate. Upon acceptance of delivered epics by the Product Delivery Lead (PDL) and service manager, product features will be available, in the Staging environment, for user feedback. Mechanisms for eliciting user feedback include facilitated workshops and “office hours” sessions to support user exploration on their own.
Value Hypothesis	The Value Hypothesis is a guided conversation that defines top program, practice, and process goals to inform the prioritization of product features within the CWS-CARES. The Value Hypothesis also defines metrics and Key Performance Indicators (KPIs) to be shared with the Domain and Data Architecture teams for inclusion in the CWS-CARES Domain Model.
Milestone	A Milestone is a body of work marking a significant change or stage in development. For the CWS-CARES project, a Milestone consists of a set of Building Blocks (see definition below) grouped

Term	Definition
	around distinct value themes (to be validated during the Value Hypothesis work), used to track progress for oversight agencies and other stakeholders.
Context Setting	Context setting is the first phase of the Service Delivery Lifecycle. Service managers establish the fundamental goals of their Process Areas, map out the main activities and decision points of child welfare work and begin exploring how the CWS-CARES will support them. This is distinct from other phases of the SDLC which will generally focus on a handful of Building Blocks within a Process Area (or a combination of Process Areas).
Building Blocks	A Building Block is a coherent testable unit of work with a clear start/end event and a result of measurable business value. The CWS-CARES Product Roadmap (Attachment 1) includes Product Building Blocks covering Screening, Investigations, Community-based Connection, Case Management (including Adoption and Aftercare), Courts, Eligibility, Resource Family Applications, Licensing, Resource Management and Financial Management.
Service Maps	An artifact that provides a visual representation of a building block that details to-be workflow, applicable policy provisions, pain points and opportunities, and collects all artifacts in one place.
Organization (Org)	The term “Org” is used to represent the organizations, including 58 county child welfare departments, 58 county juvenile probation departments, two Title IV-E tribes, and three CDSS organizations who will be the CWS-CARES end-users.

Roles, Responsibilities and Corresponding Staffing Strategy

The project has improved its resourcing strategy and updated its staffing model and contracts to reflect the current roles and responsibilities.

California originally intended an integrated staffing strategy for CWS-CARES, wherein State personnel would work side-by-side with vendor partners in the development of the solution, resulting in long-term self-sufficiency for CWS-CARES maintenance and

operations through learned knowledge about the development processes, the technology, and its data. Additional training would supplement the knowledge transfer and on the job training to ensure a baseline set of skills and competency for state staff. This approach was to reduce dependency on vendors and allow the State to continue providing high-value services at a lower operational cost. In this model, OSI would perform as the Systems Integrator (SI), managing a multi-vendor consultant team.

Recruiting for these highly skilled resources presented many challenges, most related to supply and others related to the ability for the State to attract these scarce skills. This was equally true for skilled SI capabilities needed to oversee the complex development work. In concert with the State's decision to shift to Platform as a Service (PaaS) technology, the State determined the need for a vendor who could build upon the platform and integrate those components. As such, and with the CDT Statewide Technology Procurement's (STP) support, the State initiated a procurement for a PaaS integrator. The initial contract scope fell short of requiring this same vendor to serve as an "overall" integrator for the end-to-end CWS-CARES solution, the need for which became evident during the Resource Family Approval (RFA) Application Submission, Review, and Approval process greenfield demonstration effort. Subsequently, the State began its efforts to renegotiate the PaaS SI contract to add additional resources and to obtain the required technical and project management skills associated with comprehensive systems integration. Early CWS-CARES Version 1 (V1) design activities identified necessary process changes that shifted design work from the Product Value Services (PVS) vendor to the PaaS SI vendor, which allowed for improved efficiency and throughput. It was also necessary to renegotiate the PVS contract to align the number of resources with the number needed.

These changes extend beyond resource additions; they also include enhanced expectations about the PaaS SI vendor's role as the systems integrator. Part of the amended contracts is a new CWS-CARES Vendor and State RASCI (Attachment 23) that shows what entity is Responsible, Accountable, Support, Consult and Informed (RASCI) for key activities throughout the CWS-CARES Service Delivery Lifecyle (SDLC) (Attachment 2). The RASCI shifted roles to better align with the updated staffing strategy and modified primarily the roles of the State, the PaaS SI vendor and PVS as follows:

- Allocates the responsibility for end-to-end coordination and management of all activities associated with implementing a successful CARES-solution to the PaaS SI vendor, leaving the State with accountability for solution acceptance but not the daily management of all vendors.

- Moves responsibility for the design work from the PVS vendor to the PaaS SI vendor.

- Incorporates CDSS's responsibility for a comprehensive set of user adoption activities.

The lack of contractual relationships between the PaaS SI and the other vendors limits the extent to which the State can enforce its accountability for the end-to-end solution, but the RASCI clearly calls out the expectations, which have been communicated to and

may ultimately require administrative modifications to the other vendor contracts, confirming the understanding and acceptance of the updated roles and responsibilities. Section 5.10 provides additional details on how the State oversees and monitors this work.

The RFA Application process also identified gaps in the user engagement model, leading to the development of a strategic plan to enhance engagement and communications with users that will be led by CDSS as the project sponsor, planned in collaboration with the OSI project team, to build communication and other mechanisms for ensuring that counties and tribes are given comprehensive information and sufficient opportunity to inform the solution's functionality. This is essential, and CDSS is the right organization to manage and support this activity with the county and tribal partners. This action increases the role and staffing of CDSS for the CWS-CARES project.

Finally, the project team has carefully reviewed the existing and required State skill sets to support the changes and to provide sufficient leadership for key activities. For example, it is increasing the number of State Functional Managers (SFMs) for each contract to support improved vendor management and related coordination. These resources will be essential in implementing an improved Work Order Authorization (WOA) process that incorporates fixed price deliverables, managed at the milestone level. This will increase vendor accountability and reduce the daily administrative management. The team is updating the Vendor Management Plan to reflects these improvements.

In short, the CWS-CARES staffing model is considerably different than initially envisioned and allows for an increased chance of success in designing, developing, and delivering a CWS-CARES solution that best meets the needs of children and those who support them.

Product Development/SDLC Changes

The project has refined its scope, and improved its development approach and delivery strategy, using the RFA Application process greenfield lessons learned and the experienced guidance from its vendor partners. These changes will directly improve the quality of the resultant solution.

The project will deliver the core CWS-CARES solution through two versions (CWS-CARES V1 and CWS-CARES Version 2 (V2)) and reflects refinement to the scope as a result of updated understanding of the activities entailed and vendor input. Through CWS-CARES V1, which includes the greenfield module already released, the project intends to build and release "backbone" administrative process capability. Its primary goal is to deliver a compliant 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 Board approval, supports the retirement of the CWS/CMS. The CWS-CARES V2 extends CWS-CARES V1 with data-intensive features supporting the CCWIS compliance, and continuation of interfaces, external systems, and the CWCAs.

The CWS-CARES will continue to follow a user-centered and iterative methodology for product development, in conjunction with the project management methodology outlined

in the CDT's California Project Management Framework (CA-PMF), Project Management Body of Knowledge (PMBOK) and best practices. The project has defined these processes in the CWS-CARES Service Delivery Playbook and SDLC Governance Model, which can be found in the Product Management Plan (Attachment 3). This section describes many of the specific lessons learned and presents the updated SDLC. Retrospectives and a related continuous improvement are a tenet of agile methodologies that have been heavily embraced by the project over the past year. The project anticipates optimizing and solidifying the SDLC and related artifacts over the next six to nine months, while also recognizing its commitment to quality and efficiency will continue throughout the project.

The project's SDLC improvements began during the greenfield demonstration effort. The RFA Application process greenfield initiative confirmed many aspects of the previously updated SDLC process while also informing opportunities for improvement. Confirmed aspects include the benefits of:

- Starting each milestone with a shared understanding of product value (program goals and metrics); those goals serve as "scope guardrails," informing the ongoing prioritization of features (stories) based on value, user feedback and estimates.

- Policy Summaries conducted up front, including review by CDSS program managers, inform the specification of business rule sets.

- Mapping user stories to cross-cutting artifacts, such as Service Maps and Domain Models, provide cohesive business context at the Building Block level.

Data modeling and design activities lead with consideration for the necessary metrics and reports from the start, so that configuration of objects in Salesforce can meet federal and state reporting requirements and also support practice improvement and program evaluation. Regular, cadenced user involvement and feedback, including co-design sessions and hands-on experience with working software ensures that the PDT is getting critical feedback that drives the product's fit, functionality and adoption. Improvements informed by greenfield include:

- A shift to a more continuous Design (Discovery), Prototype, Build and Iterate process to set a steady cadence of planning ceremonies and avoid unmanageable peaks in work for development, quality assurance and product acceptance resources.

- Conducting design work directly on Salesforce to ensure designs discussed with users more closely reflect what is possible on Salesforce, to allow developers to accelerate their work by leveraging the design prototypes, and to reduce unnecessary deviation from designs in the final software delivered.

- The creation of a single repository (Sparx) as the source of truth for data and business rules requirements, to avoid the ambiguity and inconsistencies between multiple artifacts used by designers, analysts, developers, and quality assurance testers.

- Involvement of developers and engineers from the beginning of story drafting and throughout refinement, rather than waiting for one review at the end to gather and answer all questions for clarification. This not only reduced time lost to back and forth negotiating the feasibility of various technical approaches to meeting business needs, but also ensured a shared understanding of the needs by the development teams when it comes time for final review.

- Maintenance of a two-sprint backlog of reviewed stories to allow the developers to maintain momentum if the product delivery team encounters blockers with any given epic or story. This will offer some flexibility to planning scope from sprint to sprint, and the opportunity to respond to user feedback quickly through iteration, without risking the team's ability to deliver on overall goals. The target depth of the backlog will be reassessed after the completion of the first milestone, to determine if it is feasible or beneficial to expand the backlog beyond two sprints.

While having story-level detail across the entire Product Roadmap might promise to lower risk from a level of effort estimation standpoint, it could result in costly rework of stories and supporting artifacts as development proceeds. As outlined in the CARES Product Development Guiding Principles, the project has taken an iterative, user-centered approach that factors regular constituent feedback - based on hands-on experience with working software - into design (and, hence, story writing) for upcoming Milestones. Design includes not only User Experience (UX) Design, but also

- Service Design, that is, the introduction of new business processes to support evolving child welfare programs and practice. Examples of areas where CARES supports the State in breaking new ground include prevention pathways, family teaming, behaviorally based case planning, event- (as opposed to forms-) driven eligibility determination, provider management and integration with county financial systems. This means that user feedback on a given Milestone may call for making not only front-end usability improvements, but also more fundamental process changes, in upcoming Milestones.

- Technical Design, including the evolution of CARES Design Patterns and Shared Services. For example, the project may identify problems, in a given Milestone, with how Person Search and Contact Notes (recording a structured note) work together. Fixing the issues may call for some refactoring of the underlying Salesforce object model or tuning how search results get ordered. As the project proves Design Patterns and stabilizes Shared Services, it can safely put in place a larger backlog of reviewed (build-ready) stories without risking rework and without bogging down design in solving for all CARES use cases up front, without the benefit of user feedback.

The project team was able to incorporate most of the SDLC changes and implemented GF TI 0.1, 0.2 and 0.3 on schedule. The two-sprint backlog was completed in November 2022.

Following greenfield development, which informed some changes that were incorporated during that effort, the team revisited and revised the SDLC in preparation for continued work on CWS-CARES V1. Below is the updated CWS-CARES Service

Delivery Lifecycle diagram, which is also referenced in Attachment 2.

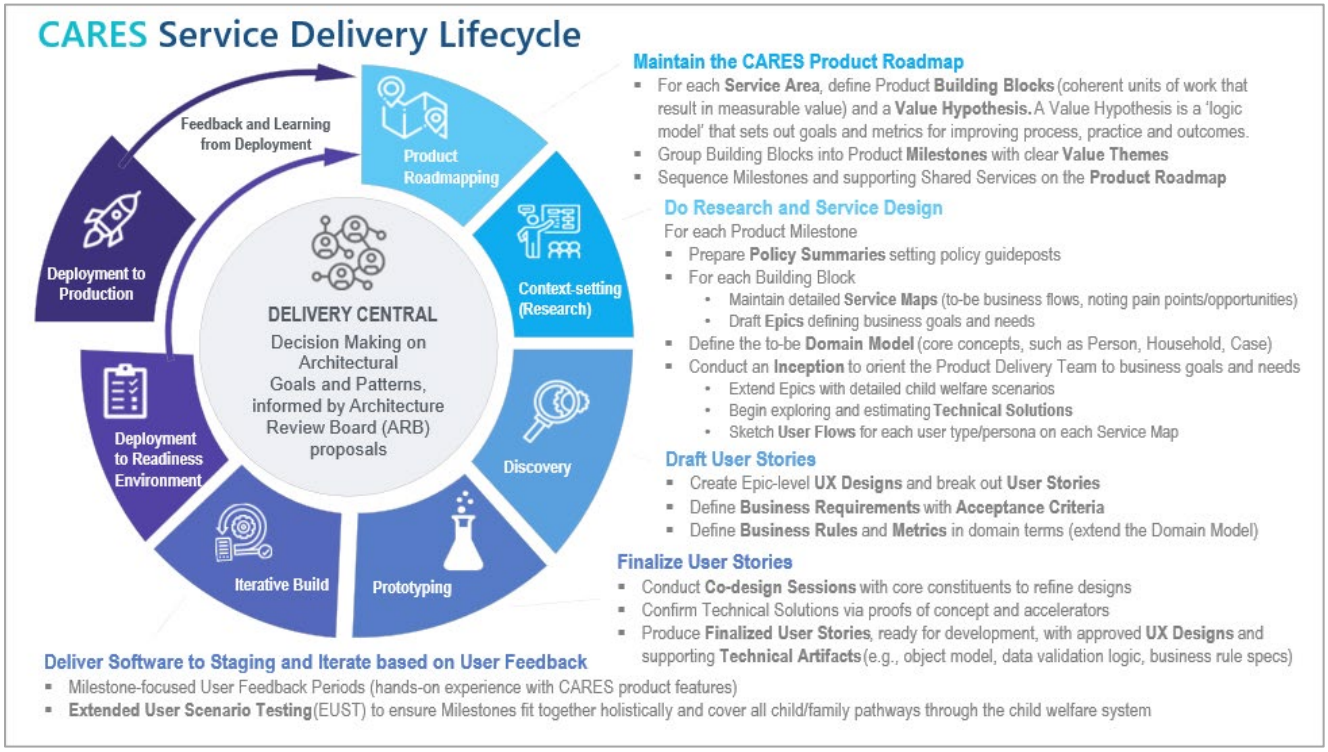


Figure 1 - CWS-CARES Service Delivery Lifecycle

Since development work began on V1, the most substantial change to the SDLC has been to begin technical consultation and exploratory design work during the Context-Setting phase, before Inception. This grants more time to identify and develop common design patterns and components that can be used repeatedly throughout the CWS-CARES, ahead of detailed design work for a Milestone's functionality. Establishing common patterns is critical to:

- Delivering a consistent user experience, which, in turn, contributes to easier training, smoother role transitions and increased worker retention.

- Efficient and thoughtful configuration/development in accordance with the Tier Diagram. Review and approval of common design patterns entails applying the Tier Diagram to strike the right balance between business value, development speed and longer-term maintainability.

- Clarity and consistency across multiple Milestones, of requirements.

Until this shift, the project found that epic/story- level design work could regularly become blocked on one of these potential common patterns. As they have an outsized impact on the overall design of CWS-CARES as a whole, design pattern decisions must include more perspectives, including those of multiple service managers, and take longer to make. Starting earlier on both technical consultation and design work, as soon as service maps and epics are ready, allows more time to make sound decisions and speeds downstream epic/story-level design work.

User feedback is central to the SDLC and critical to user adoption. The CWS-CARES Product Milestones Timeline (Attachment 12) includes four variations of user feedback:

- Co-design with core constituents as part of Discovery (Story Drafting and Story Finalization). Design concepts are presented, feedback is provided, changes are then triaged by the product team to include the changes that are applicable to CARES V1 and what will be reviewed again as the product is further developed.

- Milestone-specific user feedback, based on hands-on experience with working software in the Staging environment. Milestone-specific feedback focuses on usability and confirmation that delivered product features contribute value in accordance with milestone value themes.

- Extended User Scenario Testing (EUST), which uses long-running scenarios to ensure that the CWS-CARES works holistically, across multiple milestones and service areas, to:

    - Support all child and family pathways through the system.

    - Meet the needs of special populations (Indian Child Welfare Act (ICWA), Commercial Sexual Exploitation of Children (CSEC), families receiving prevention services etc.).

- Validation Sprints, to confirm the resolution of prioritized issues identified in EUST.

An improved understanding of user needs, and logical sequencing have resulted in changes to both process and artifacts. For example, over the past year, the project has updated the CWS-CARES Product Roadmap, which codifies the order in which the project will deliver combinations of CARES functionality (building blocks), shared services, and converted data grouped and delivered as milestones. These updates resulted from changes in key project design tools, which collectively inform the CARES Product Roadmap and represent the CARES solution strategy. These include changes to the:

- Product Blueprint, which defined the top-level scope of CWS-CARES and translates CWS objectives into major activities and decision points, organized into process areas, and with the CARES Product Roadmap, guides the project in determining product requirements and setting clear priorities.

- Value Hypotheses, which clearly indicate the expected programmatic and end user value expected for the components.

- Service Maps and Domain Model, which in combination inform wireframing and rapid prototyping on the Salesforce Platform.

One significant shift in how business value is defined, and its delivery grouped on the CARES Product Roadmap. The project has shifted from the use of Testable Increments (TIs) to Milestones. Previously, the project used TIs to sequence the delivery of business value. TIs were a strict, uniform timebox to stay on the 2-year

target. The TI allocated a fixed amount of time to deliver and attempted to level the number/complexity of Building Blocks. While milestones are also time-boxed, they better reflect the full scope of work needed to deliver clear business value whereas TIs prioritized a fixed schedule without clear value delivery. Vendor guidance informed this shift.

Another important update to the solution design process has been the team's development of a "tiered" approach to selecting the specific means through which functionality will be included within the solution. Specifically, in recognition of potential tools and alternatives to Salesforce development that might accelerate or improve CWS-CARES delivery, the CWS-CARES Product Development Guiding Principles (Attachment 4) was revised to include three additional tier options for declarative development and/or accelerators, AppExchange packages, and custom development on the PaaS. Below are the updated tier diagrams:

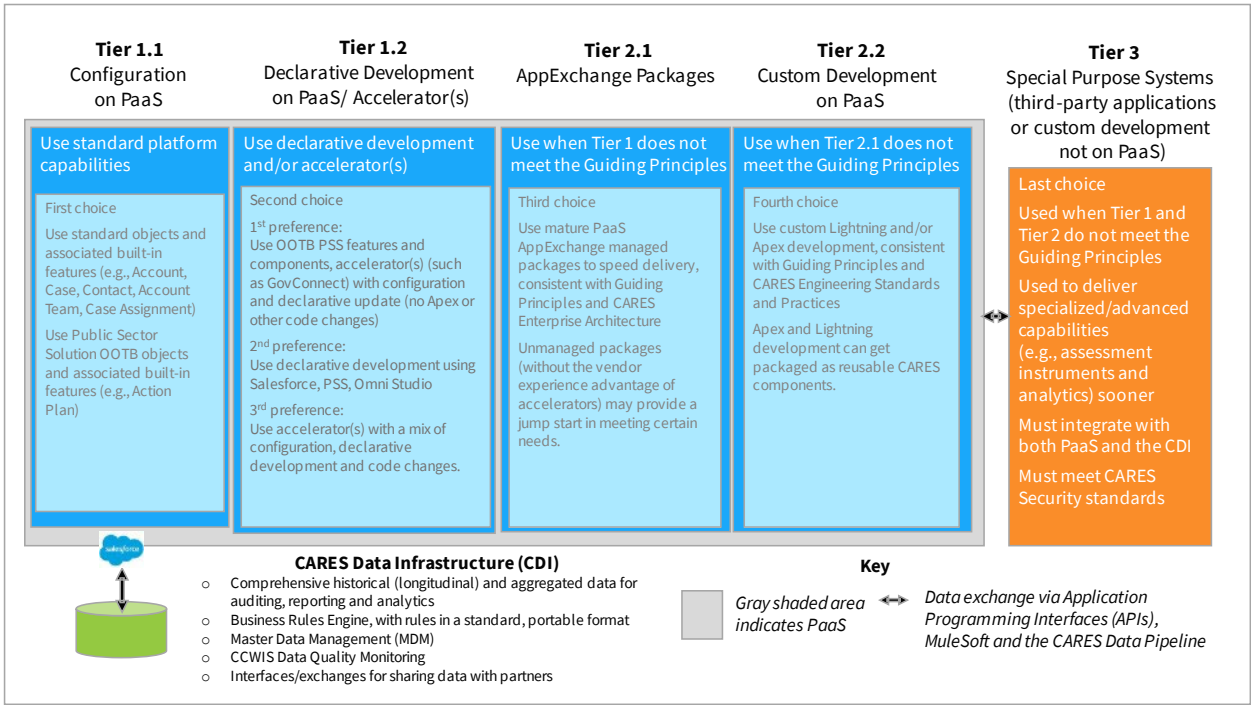


Figure 2 - CWS-CARES Product Development Options with a CRM-based PaaS

Decision Criterion	Tier 1 and/or Tier 2 Configuring and/or Developing on PaaS	Tier 3 Special Purpose Systems (Third-party application or off-PaaS custom development)
Can a viable Tier 1 or Tier 2 approach be demonstrated in a reasonable time period?	Use Tier 1 and/or Tier 2 when viability can be demonstrated in a reasonable time period (ideally within 2 sprints)	Investigate Tier 3 options when Tier 1 and Tier 2 viability cannot be demonstrated in a reasonable time period Account for trade-offs between business value, time to delivery and lifecycle costs, along with the State's ability to influence the third-party product roadmap
Do mature PaaS features meet the requirement, consistent with Guiding Principles?	If yes, then use Tier 1 and/or Tier 2	Use Tier 3 when no mature PaaS features meeting the requirement, consistent with Guiding Principles, exist or such platform features are not anticipated within the next year Account for lifecycle costs and the State's ability to influence the third-party product roadmap

How complex, specialized or advanced is the module?	Use Tier 1 and/or Tier 2 if viable	Use Tier 3 when
		▪ Using other Tiers is not viable because it would result in a module
		  • Entailing burdensome development, maintenance or product iteration, considering project schedule/budget constraints
		  • Exceeding Salesforce governor limits
		▪ The solution has been selected by the program as uniquely supportive of California's child welfare practice
		▪ The third-party service/product can be integrated with PaaS and CDI in a way that meets Guiding Principles (state ownership of longitudinal data, for example) and provides a seamless user experience
		Account for lifecycle costs and the State's ability to influence the third-party product roadmap

Figure 3 - CWS-CARES Decision Making Framework across Tiers

One alternative that could leverage Salesforce functionality that has been previously developed to support similar solutions is a Deloitte Child Welfare accelerator, GovConnect, which is based on the Salesforce platform. This accelerator uses Salesforce technologies, such as Process Builders, Workflows, Aura, and Lightning Web Components (LWCs). GovConnect has been in development for over three years. Currently, GovConnect has 200+ Process Builders, 20+ Workflows, 200+ custom pages, and 1000+ Apex classes. Most of GovConnect (65-75%) is configuration and the remaining (25-35%) is customization (in this case, custom Apex code and custom Aura/LWC components). GovConnect also includes supporting artifacts (such as stories and test scripts) that may be of value to the CWS-CARES.

GovConnect is a collection of pre-built components with potential to speed the delivery of the CWS-CARES GovConnect is not a fully developed product or a Salesforce "managed package" and was developed to support state-administered systems. This tempers the ability to use as developed but could still reduce the amount of time needed to develop the functionality required for the county-administered program.

The project conducted a Fit-Gap analysis that had both functional and technical goals, outlined below. The Functional Fit-Gap sessions, with direct involvement of service managers, looked at the extent to which GovConnect covers the CWS-CARES business requirements documented in 268 epics covering 10 Service Areas (including Reporting). The Technical Fit-Gap looked at how GovConnect works "under the hood" to position the State to mitigate any technical risks.

Functional Perspective

- Determine the extent to which GovConnect features cover the business goals and needs expressed in the CWS-CARES V1 Product Building Blocks and Epics.

- Identify strengths and gaps by Service Area.

- Identify strengths and gaps of the GovConnect Object Model.

- Use Fit-Gap findings to make estimates informing Product Roadmap adjustments and V1 scope refinement.

Technical Perspective

- Identify the technical strengths and risks of GovConnect.

- Make recommendations to mitigate risks.

Based on the assessment and its potential to speed solution delivery, the CWDS BoD agreed, in March 2022, that evaluating and using GovConnect on a case-by-base ("surgical") basis could be beneficial. Its approval to do so is subject to the following conditions:

- Product assessment confirms the value, including the quality of the user experience, provided by those components.

- Technical review confirms that the use of those components upholds the CWS-CARES Product Development Guiding Principles and good engineering practices. For example, some GovConnect components have been built using older Salesforce technologies (Process Builder, for example) expected to reach end-of-life before CWS-CARES V1 gets deployed to Production. In such cases, in accordance with the Tier Diagram, the State would not extend those components, but rather use newer Salesforce technologies to implement the required capabilities.

- Usage will not prevent the use of other accelerators and third-party products, along with new development, in building CWS-CARES.

Given that actual use of GovConnect is not clear, project cost and time estimates do not incorporate the potential efficiencies. However, as the CWS-CARES V1 development progresses, the project will assess the fit of GovConnect components with the CWS-CARES (to-be) business processes as early as the Inception for each Milestone.

The project has also assessed the use of Salesforce Public Sector Solutions (PSS) to reduce customization to meet program needs. The project team, in collaboration with the PaaS SI and PVS vendors, met with Salesforce to conduct a series of deep dives into the current capabilities of PSS, to assess the viability of using it in conjunction with other accelerators such as GovConnect. The project team acknowledges that the PSS solution has improved over the last 18 months and notes the following capabilities as primary drivers for adoption:

- Addition of many new capabilities (some in direct response to the project's feedback regarding lacking features)

- PSS' future roadmap aligns with the CWS-CARES Product Roadmap, minimizing the required customization during CWS-CARES development

- Agreement with Salesforce to make PSS available at no additional cost (pending contract finalization)

- Ability to coexist with other accelerators (i.e., GovConnect)

Based on this assessment, on November 14, 2022, the ELT approved the decision to include PSS in the suite of Salesforce-based technologies and features for the delivery and maintenance of the CWS-CARES.

The project anticipates incorporating other accelerators that deliver value in alignment with the BoD's conditions. In some cases, these may be identified in advance of the planned work on a milestone and considered accordingly. This will allow for sufficient analysis and procurement as needed and will prevent delays that might occur should the team wait until the planned date for initiation of that milestone's inception process. An example of this includes the project's consideration of a 3rd party application for the Case Management Assessment Suite, which supports the states required Child and Adolescent Needs and Strengths (CANS) assessment, as well as an unlimited number of other assessments for ongoing case work.

Quality Assurance and Testing

The project has better defined and reviewed its approach to Quality Assurance and Testing to allow for thorough reviews and ongoing user confirmation of alignment with needs and corresponding value. It has also modified its contracts to increase and hold vendors accountable for delivering the solution in alignment with these communicated needs. The testing activities, roles, timing, and other considerations include:

- Before the start of a given Milestone, vendor QA teams and the State QA team will agree on a Milestone-level Test Plan, documented in Zephyr Scale.

- The PaaS SI and CDI vendors within the PDT will be responsible for testing, including unit, functional and system (integration) testing, in the Development and System Integration Testing SIT) environments.

- The State QA Team will conduct Exploratory Testing, at the story level, in the State QA environment to advise the Service Manager and Product Delivery Lead (PDL) on acceptance at the story level.

- The Service Manager and PDL will conduct acceptance, once any severity 1 or 2 bugs are resolved, at the story level in the State QA environment.

- The State QA team will conduct End-to-End (E2E) Testing, at the epic level, in

the State QA environment. It is critical that the development schedule maintain epic integrity and move completed epics into the State QA environment on a regular basis.

- The Service Manager and PDL will conduct acceptance at the epic level in the Demo environment.

- As epics are accepted by the State, PaaS SI will move them into the Staging environment for Milestone-specific User Feedback activities involving all core constituents. The PDT will synthesize and prioritize user feedback items. The work is being managed using work order authorizations (WOAs) that set the staff capacity for each WOA period.

- Code stabilization is essential before testing the success of related data conversion activities. As such, data conversion testing related to a specific functionality or set of functionalities will lag the development by one sprint. The team acknowledges that there is some risk of rework under this model, but believes it is the most effective way to ensure the integrity of the data conversion testing.

- During Extended User Scenario Testing (EUST) periods core constituents will have the opportunity to work through business scenarios that test dependencies across multiple Milestones and help ensure that:

    - Multiple milestones' functionality, including integration points, interfaces, and reporting, work together holistically.

    - Delivered functionality covers all child and family pathways through the system as well as special populations (e.g., ICWA, CSEC, prevention services recipients).

- There are currently three planned month-long EUST periods. Each EUST period has a companion Hardening sprint, dedicated to fixes and enhancements stemming from user feedback during EUST, and a corresponding Validation sprint. The CWS-CARES V1 Product Milestones Timeline shows all currently planned EUST, Hardening and Validation periods. EUST will take place in the Staging environment using test data geared to the long-running scenarios.

- The project has employed strong discipline in ensuring product quality prior to moving code into subsequent environments. For example, before moving code into the next environment, the PaaS SI vendor will perform automated regression tests for quality and readiness review, which includes exit and entry criteria validation, that must be met and approved by the State and eventually the PDL. Note that it will also run periodic performance and acceptance (Americans with Disabilities Act compliance) tests, providing reports to State QA and the PDL, to ensure the system meets or exceeds industry and project standards.

Disaster Recovery and Business Continuity

The team has better defined its need for a comprehensive Disaster Recovery and Business Continuity Plan. It is critical that procedures and facilities be in place to ensure that, in the event of a disaster or major problems, a mechanism exists to be able to recover from any disruption in service regardless of the level of severity. Adequate backup and recovery mechanisms must be incorporated at all levels that meet the requirements of the CWS-CARES. The State is working with the PaaS SI and the CDI vendors to develop the required Disaster Recovery and Business Continuity plans as well as establishing testing guidelines for regular backup data integrity checks. The team has initiated discussions with OSI and CDSS to gather requirements, including Recovery Point Objective (RPO) and Recovery Time Objective (RTO). The information for the CWS-CARES critical systems is being identified and documented along with contacts for each system should an issue arise. Once the critical systems are identified, the team will evaluate the service level commitments of solution/service provider against the RPO and RTO. As the analysis and development of V1 continues, a comprehensive plan and schedule will be developed by Q2 of 2025 with input, including end user feedback, from all the stakeholders, that will address any gaps found as the Disaster Recovery and Business Continuity plans are developed.

Project Reporting

The project recognizes the essential need to provide a straightforward, quantified way to report on its progress. In addition to standard project status and other narrative reports, the project will have the ability to (1) provide raw data about the status of discrete efforts at any time; (2) Use this data to support operational management and decision-making, by informing adjustments required to adjust or remediate project issues; (3) Aggregate the data and use Earned Value Management (EVM) practices to provide an accurate, easy way to understand the project's efficiency; and (4) Share outcomes related to critical success factors, such as user engagement, process quality, and delivery of business outcomes through an interactive and a comprehensive value demonstration that was held on April 25, 2023. Project reporting relies upon an approved, stable set of baselines related to scope, cost, schedule and expected business value. The project spent much of this period developing that baseline and developing/populating the associated project model, data collection and reporting tools to house and track related performance. The remainder of this section talks about how these components inform and work with one another to support these different but needed lenses through which to manage the project successfully.

The project has embraced a scope-driven approach to determining required skills sets, hours, resources, schedule, and costs. The Independent Advisor has contributed a project estimation tool that provides this quantification based upon assumptions and preliminary decisions about the scope associated with a CCWIS-compliant solution. Negotiations with the primary vendor partners have further refined the project's estimate, leading to a baseline that is captured within the cost estimation tool and will allow for quantification of the project's progress estimate. This baseline is currently referred to as the Government Cost Estimate (GCE), but it includes all resource information, not just cost.

This same scope information is included within the configured Jira tool, which also captures "real time" effort and output data about the project's work. Specifically, the

team has “loaded” the inventories of Building Blocks and Shared Services into Jira, which supports their consolidation into milestones and links them to reference materials, such as External Systems, to be considered by service managers. Configuration changes to Jira align with the improved SDLC and now support logging, tracking, and reporting progress. The team continues to explore Jira and related functionalities/integrations to further enhance its use.

Reports can be developed and generated to provide the Project Director and Project Management team with discrete progress information, which can be used for early identification of schedule, resource, or quality risks. Additionally, the output data can be compared to the expected output as captured within the GCE and using an industry-standard earned value management model, can support efficiency analysis. Specifically, it measures cost, schedule, and quality performance, comparing actual progress to expected progress at a point in time. This is a significant improvement over straight-line tracking of metrics as a function of time or even progress against a product roadmap. Because the project has clearly defined state, county and vendor roles and responsibilities, it can analyze the underlying information to understand if a particular role or related process/activity is contributing to inefficiency.

With all parties agreeing that ultimately the success of this project is defined as the delivery of a CWS-CARES solution that meets programmatic needs, and in recognition of the DOF’s inclusion of provisional Budget Bill Language that makes ongoing funding contingent upon demonstrated success in meeting solution value commitments, the fourth component includes the formal demonstration of process effectiveness, product quality, and user engagement. The project has worked closely with CDT to determine both the content and the timing for the 2022/23 demonstration and will likewise engage with them to do so for the 2023/24 and subsequent years.

Implementation Strategy

Over the past several months, the team has analyzed and updated the CWS-CARES solution implementation strategy. Resultant decisions are different from those made previously and represent an additional change to the project.

The CWS-CARES team initially envisioned a “wave-based modular” approach, but at the request of the BoD, ACYF, county stakeholders and others, the project team conducted a thorough, collaborative analysis of the earlier CWS-CARES implementation assumptions, new factors for consideration, innovative alternatives, and stakeholder perspectives. These updated options took into consideration the following:

- The need for concurrent use of the CWS-CARES and CWS/CMS during the rollout period.
- Lessons learned from other states.
- Unique considerations introduced during the pandemic and now part of the post pandemic work environment.

The evaluation process focused on both rollout and training and included

representatives from the Orgs and project team members, including county consultants, policy and program, implementation, product, technical, project management, and vendors. A series of lab sessions initiated in May 2022 included detailed exploration of the most significant challenges and innovative solutions associated with rollout in general, as well as discussion on defined rollout options. In July 2022, the project held a CWS-CARES Rollout Strategy Workshop with county representatives to discuss the following three rollout options, which included a 9-month extended wave rollout, a 2 to 4-month short rollout, and a single, statewide implementation. The team shared the analysis with Tribal IV-E Agreement Agencies, Tribes through consultation, CWDA, CWDA Operational Implementation Subcommittee and CWDA Children's Committee to obtain their input.

In parallel, the Implementation team held a CWS-CARES V1 Training Approach Lab and concluded a survey in June 2022 to gather input for the training approach. The project team assessed the technical (data), logistical, and staffing impacts of each option, including the related complexity of the training approach for each of the options. In August 2022, the project presented an analysis of the multiple approaches for the CWS-CARES V1 rollout and training, including major challenges and critical considerations to both the ELT and BoD.

The CWDA shared several additional potential alternatives that might mitigate risks associated with the proposed rollout options. These were considered for inclusion and after a detailed, quantitative analysis by the Independent Advisor that provided additional information, regarding the cost, effort, schedule, and risk associated with the rollout options, the team developed, proposed, and obtained BoD approval for a statewide rollout out, preceded by a production pilot. The September 15, 2022, approval was based upon the following features of this option:

- Eliminates the risk to child safety that would have been posed by requiring data to be accessed across two systems.

- Eliminates the need for Orgs to work across two systems, which would have been necessary in a phased go-live approach.

- Supports the primary objective of the CWS-CARES production pilot to mitigate the risk of exposing all end-users to cutover, system, training, business process, or post go-live support challenges not identified during testing or readiness activities.

The project disseminated communication statewide to all the Orgs to share the rollout approach decision. In addition, cost impacts/updates to adding a parallel processing production pilot to the entire state at once option have been completed. There are many components of the production pilot that must be defined in detail to prepare for the pilot. The primary objective of the CWS-CARES production pilot is to mitigate the risk of exposing all end-users to cutover, system, training, business process, or post go-live support challenges not identified during testing or readiness activities. Below is the CWS-CARES Entire State at Once with Pilot timeline diagram that reflects the implementation activities that take place following code complete.

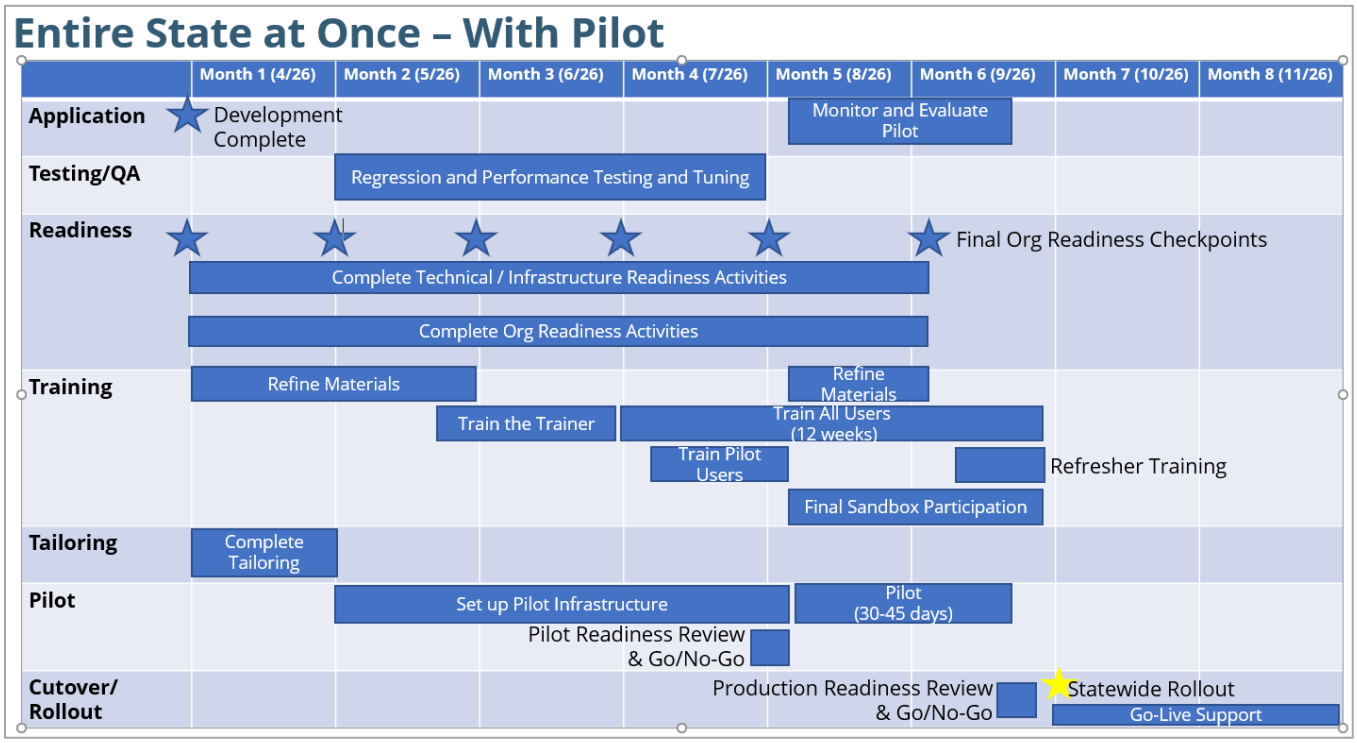


Figure 4 - CWS-CARES Entire State at Once with Pilot Timeline

The project at the request of the BoD began to perform some initial analysis to address components of the pilot that could be framed now. They include:

- Target range of pilot counties
- Method to determine pilot counties
- Confirmation of parallel processing for the pilot
- Pilot duration and impact of pilot on overall project schedule

Target range of pilot counties

The project anticipates that two to five counties will be targeted. Keeping the pilot to a small number will minimize the required manual parallel processing with the CWS/CMS and CWS-CARES. In addition, it will maintain enough participation to achieve pilot objectives.

Method to determine pilot counties

CWDA will facilitate a process to solicit pilot county volunteers, with support from the CARES Implementation Team. The solicitation process includes:

- Communicating pilot county selection considerations, such as size, external systems, external complexities, etc.

- Setting clear expectations for pilot participation.
- Communicating expected end-user impacts.
- Defining level of support to be provided for pilot counties (e.g., financial, resources, support, training).
- Pilot Participation Agreements with participating counties.

Confirmation of parallel processing

The assumption is that all pilot users will perform parallel processing of child welfare data into both the CWS/CMS and CWS-CARES. The CWS/CMS will remain the system of record during the pilot period.

Pilot Duration

It is anticipated that the pilot duration will span 30 to 45 days.

- Pilot preparation and operation will extend the schedule to include a pilot preparation period (duration TBD), plus 30 to 45 days and post pilot remediation period (duration TBD) after development is complete.
- Intention is to keep the post-pilot remediation period as short as possible.
- Pilot exit criteria will be developed to aid the project team and ELT in preparing for the final Board go/no-go decision prior to the statewide rollout

Additional components of the pilot that will require additional analysis include:

- Named pilot counties.
- Pilot county selection criteria, selection process.
- Process for evaluating and prioritizing feedback collected during pilot.
- Defining parallel processing and what is required from county participants.
- Post-pilot remediation period and impact on overall project schedule.
- Target number of pilot end-users.
- Go-live support model.
- Data conversion strategy before, during and after pilot.
- Detailed pilot measurement and reporting structure.
- Definition of pilot exit criteria.

The Implementation Team will develop an initial pilot plan that is scheduled to be delivered in September 2023. The plan will include all components of the pilot including those that require additional analysis. The named pilot counties will be invited to contribute to the refinement of the plan and a strong robust communication plan will be engaged with both pilot and non-pilot counties to ensure buy in and support. In addition, an initial draft of the contingency plan risk scenarios will be developed and delivered in May 2023 to support identification of organizational, operational, and technical risk scenarios that could jeopardize the statewide rollout if they occurred. For each scenario the Contingency Plan will identify the likelihood of the scenario occurring, impact if the scenario occurs, planned mitigation steps to prevent the scenario from occurring, and responses / actions to be taken if the scenario occurs. The initial draft Contingency Plan will be followed by another draft in December 2024 and the final version in June 2025.

Interfaces

In late 2021, the Interface Team expanded the work on understanding and contextualizing the previously identified interfaces. The team, made up of state, vendor (PaaS, CDI, and PVS), and County consultants work closely on analyzing the proposed interfaces, documenting the business functions and needs of the interfaces, and ultimately the development of the interfaces in the CWS-CARES.

Interfaces between the CWS-CARES solution and other existing systems will allow the State to leverage existing data while supporting CWS data exchange requirements. The project is implementing interfaces as part of the CWS-CARES solution to take advantage of data availability and bring the CWS-CARES into the CCWIS compliance with data exchange requirements. The PDT and Interface teams understand that the CWS-CARES must deliver all the CCWIS mandatory interfaces by the completion of the CWS-CARES V2 release.

It is important to note that the Interface Team and the CWS-CARES project understand the overall project risk to interfaces as the project can only control one-half of the interface work, while being dependent on a third-party (state, federal, county, or private partner) to complete the other half of the development work. To address this concern, the team has developed a robust approach to working with our interface partners which includes understanding their time constraints for development activities before formally presenting a new interface to the ELT. By understanding the partner constraints, the project can adequately plan for any possible issues that may arise should the partner not be able to meet the scheduled time.

During the interface research process, prior to the start of context setting in the SDLC, critical tasks and research is performed to help better understand the complexities around the interface. The first step is for the service manager to document and compete the internal Interface Questionnaire (see Interface Management Plan for example). This document helps the team understand the needs, users, business drivers, interface partners, milestones and building blocks, and more for the proposed interface. With this information, the interface team, with support from the service manager begins researching the interface. This includes communication and meetings with the interface partner(s) to gain a better understanding of the interface approach,

any timing, system, or development limitations, as well as documenting a comprehensive level of effort (cost(s), schedule impacts (if applicable), complexity, and more. By working with the interface partner from the beginning of the research phase, the project can better understand the partners needs and constraints around the development approach. While meeting with the interface partners to understand the complexity of the data, discussions are had and documented with reference to the data exchange process and the way in which the interface partner will share data.

The project's Data Management Team, which includes members from the Interface Team, have developed data exchange standards for information exchange between CWS-CARES and partner systems. Reviewing these standards with the interface partners, starting with the research, helps both parties verify conformance and/or mutually resolve any deviations from the standards. The CWS-CARES data exchange standards can be found in the Interface Management Plan and identifies details such as the different supported data exchange mechanisms, transmission protocols, and security controls.

With this information the team will work with the Technology Director, Product Chief, and Product Director to formally prioritize the interface based on the findings from the research completed. Should the interface be prioritized for development in the CARES V1, the interface team in partnership with the service manager will develop a formal Decision-Making Framework (DMF) document and slide deck presentation for the ELT to review and approve.

With the identification of the 38 candidate interfaces (Attachment 5) for the CWS-CARES, the CWS-CARES service managers first prioritized them as: High (15), Medium (9), and Low (14). This initial prioritization allowed the interface team to focus its analysis and consideration on key potential CWS-CARES interfaces. Using a weighted decision matrix and a decision quadrant chart, the team further prioritized the "high" priority interface development. They used the decision matrix to quantify the analysis process, assigning values to each Interface in the context of five decision criteria. These decision criteria include:

Service Manager Priority is a scale of 1 -10, 10 being high and 1 being low.

Partner Readiness assesses the partner agency/organization capacity and availability to provide necessary staff to inform the interface development work. It is scored on an 8-point scale, with 8 being ready and willing to working right away and 1 being that the partner is not ready and does not have time to work with CWS-CARES for one year or longer.

Memorandum of Understanding (MOU)/Data is based on a scale from 6 to 0, with 6 being that an agreement is already in place, 4 and 2 being that a data agreement is needed (either CalHHS Data Sharing Agreement (4) or the Interagency Data Sharing Agreement (IDEA) (2)), and 0 being that no agreement is in place and that a new contract or agreement would need to be completed.

CCWIS mandatory is a three-point scale that identifies the relationship to CCWIS compliance:

- Mandatory – this was given a score of a 9 to denote the critical nature of meeting CCWIS compliance,

- Practicable – this was given a score of 6 to denote that although critical, that it is not needed to meet CCWIS compliance, and

- Optional – this was given a score of a 3 to denote that it is not needed to meet CCWIS compliance, but still adds value to the CWS-CARES.

Level of Existing Artifacts is a scale to understand how much work has already been completed on the interface work up until 2019/20 before the transition to PaaS. This is based on a scale of 3-0:

- 3 – prior technical specifications have been completed and additional interface artifacts are available for review

- 2 – no technical specification documents have been completed, but there is existing documentation of the proposed interface

- 1 – the Service Manager has completed interface questionnaire which helps provide initial context around the interface

- 0 – there are no completed documents on interface (research artifacts or completed interface questionnaire)

The decision matrix (also included in Attachment 6) focuses primarily on business need, while also seeking to inform the level of available information which can inform subsequent analysis. As the associated functionality is identified and evaluated as part of the incremental SDLC process, the level of complexity and partner readiness aspects of the interface will be refined. This will be captured through the MOU/Data Sharing Agreements/Contracts.

CARES V1 Interface Decision Matrix

	Decision Criteria	*Weight*	Interface	Interface	Interface	Interface	Interface	Interface	Interface	Interface	Interface	Interface	Interface	Interface	Interface	Interface	Interface
0.3	Service Manager Value/Priority	10															
0.3	Partner Readiness	8															
0.1	MOU/Data Agreement in Place	6															
0.15	CCWIS Mandatory	9															
0.15	Level of Existing Artifacts	3															
1	Total	36	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Scope/Service Area	Detail															
	TI Impacted/Schedule	Detail															

Figure 5 - Weighted Decision Matrix

To complete the decision matrix, the Interfaces Service Manager, in conjunction with the Interface Project Manager, determined the appropriate values for each of the interfaces identified. These criteria values were then calculated based on the weight of each category and ranked in order from highest to lowest value. This weighting was based on the following:

- Service Manager Team's assessment of value based on Value Hypotheses developed with input from core constituents.

- Partner readiness.
- Existence of MOUs and other data agreements
- CCWIS compliance.

CARES V1 Interface Decision Matrix

	Decision Criteria	*Weight*	LIS (CDSS)	FAS (CDSS)	SDM© (Evident Change)	CECRIS (CDSS)	Regional Center Services (DDS)	Courts	FCED/ CalSAWS	DCSS	CDE - CALPADS	MIS/DSS (DHCS)	Mental Health (Local County Systems)	CDCR	CACI (DOJ)	County Office of Education	CSAR (DOJ)	Background Check (DOJ)
0.3	Service Manager Value/Priority	10	10	10	10	7	8	10	10	7	7	8	9	7	10	9	7	10
0.3	Partner Readiness	8	8	8	8	8	6	8	2	8	6	2	2	6	2	2	2	2
0.1	MOU/Data Agreement in Place	6	6	6	6	6	4	0	2	4	2	4	0	2	0	0	0	0
0.15	CCWIS Mandatory	9	9	9	6	9	9	6	9	6	6	6	9	3	6	6	6	3
0.15	Level of Existing Artifacts	3	3	3	3	2	1	3	3	0	3	3	3	3	2	3	3	2
1	Total	36	36	36	33	32	28	27	26	25	24	23	23	21	20	20	18	17

Figure 6 - High Priority Interface Decision Matrix

With the completed decision matrix, the next step was to document and complete the decision quadrant. The decision quadrant takes the information and outcomes from the matrix and places them on a chart based on the priority (weighted outcome) and the ability to complete the interface in the CWS-CARES V1.

The decision quadrant color coded the interfaces based on the CCWIS requirements, allowing for easy visibility into what is CCWIS mandatory and whether that would be attainable in V1.

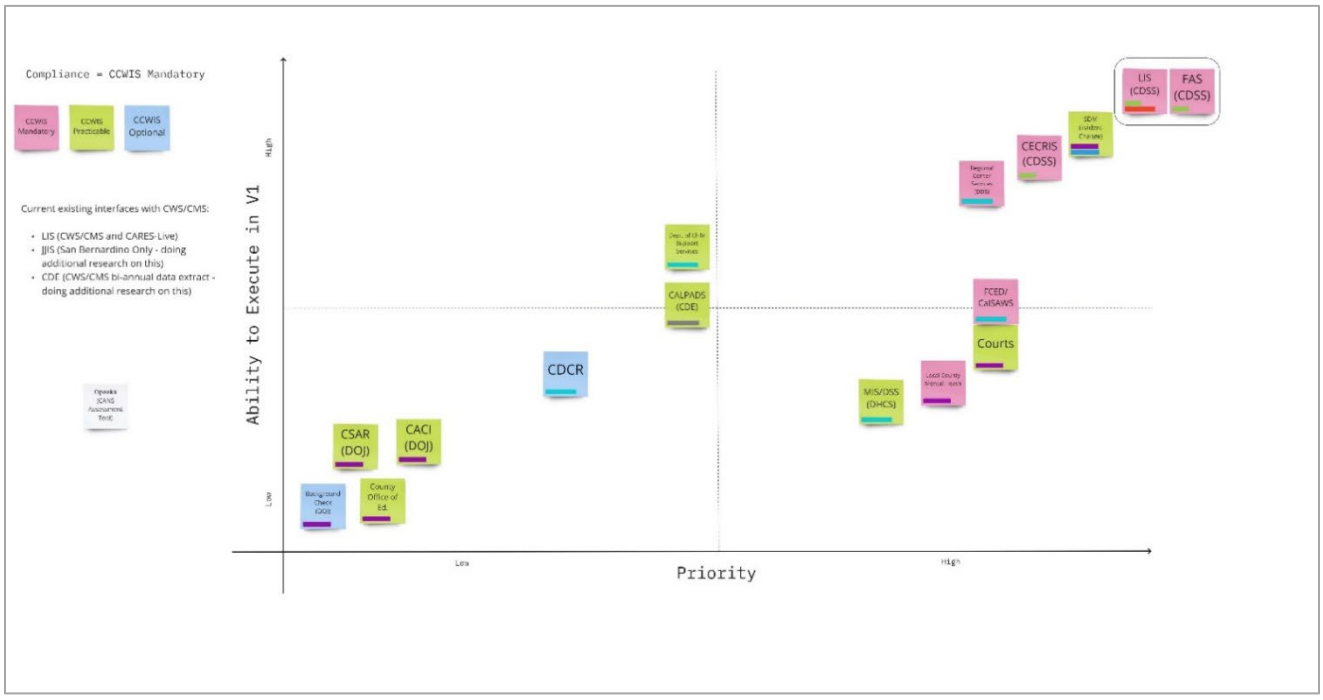


Figure 7 - Decision Quadrant

It is important to note the “Ability to Execute in V1” as the vertical axis on the decision quadrant as some interfaces are more complex in nature and although achievable in the CWS-CARES, they may not be feasible for the CWS-CARES V1 release. The horizontal axis on the decision quadrant refers to the priority/scoring that was

determined using the weighted matrix.

The decision quadrant is a living document and as more information is obtained from the interface partners (other state agencies and counties), some interfaces may change on the quadrant. For the most current version of this chart, please see the Interface Team Miro Board.

Within each card, a tagging feature was added to document what, if any, type of data sharing agreement will be needed.

The candidate interface list (Attachment 5) will continue to be updated in subsequent SPRs to include additional interfaces for the CWCAs, additional information and refinement to previously provided lists and identified interfaces, and any other systems that collect the CCWIS data. For full details, please refer to the Interface Management Plan – Attachment 6.

External Systems

External systems are those tools and technologies used by the counties, in addition to the legacy CWS/CMS solution, that assist in the delivery of child welfare services. They range in type and sophistication, with many of them providing functionality that the project anticipates will be included within the CWS-CARES solution. The county and tribal partners will have a significant role in informing the required analysis.

To address duplicate functionality and provide users with a more seamless operational process, the project team, working with its county and tribal partners, will analyze the functionality associated with these external systems to both inform CWS-CARES development and to determine if/how they will be used after the implementation. Understanding, rationalizing, and planning for the needs captured within existing external systems is equally important as determining the required interfaces. Since the submission and approval of SPRs 4 and 5, the project has made some key process decisions to support the analysis and activities pertaining to external systems.

The project has begun, and will continue to, progressively and iteratively research, understand, and plan for the needs related to external systems through targeted outreach that will fill gaps in the information previously collected through surveys. To date this direct outreach to counties has confirmed a count of 938 unique External Systems, with 803 assigned a preliminary “in scope” or “partially in scope” definition and mapped to corresponding milestones on the CWS-CARES Product Roadmap (Attachment 1). While schedule and cost uncertainties continue to be refined in this area, initial estimates are included in this SPR. The research and planning process, designed to inform the work to be done and related schedule and costs, is as follows:

- Conduct targeted outreach to fill gaps in surveys conducted previously to arrive at a more accurate inventory, mapped to Milestones, with an initial (preliminary) disposition based on in-scope CARES building blocks and epics.
    - **In scope** for the development of CWS-CARES, such that the external system will be accounted for, and associated capabilities developed as part of CWS-CARES V1 or V2.

    - **Partially in scope** for the development of CWS-CARES, such that a portion of the external system will be accounted for and associated capabilities developed as part of CWS-CARES V1 or V2.
    - **Out of scope** for the development of CWS-CARES and will not be included.

- CWS-CARES development for in-scope and partially in-scope systems will follow the Tiered Development Approach. This means that third-party applications currently in use by counties would be candidates for integration with CARES, provided for at Tier 3 (Special Purpose Systems) of the Tier Diagram. The decision to pursue a Tier 3 solution for a given category of external systems would consider potential for acceleration, technical and operational risks of reliance on a third-party offering, and the business value of developing the associated product features on Salesforce and the CARES Data Infrastructure (CDI), more tightly integrated with other CARES capabilities.

- In the course of Context-setting for each Milestone, the external systems team, with participation of service managers and/or SMEs, will conduct an in-depth system walkthrough of selected external systems based on the following criteria:

    - Scale of usage (number of counties utilizing the same system),

    - Identified by core constituents as noteworthy or exemplary,

    - Fulfills program requirements that CWS-CARES must support, and

    - Includes data elements that provide value, with reference to milestone value themes, and warrant inclusion in the CWS-CARES Domain Model. Value themes cover both county and program pain points and goals.

With the external systems initial research and planning activities completed, the external systems team will work on documenting formal findings of the external systems that are proposed and recommended for disposition of in scope external systems to a given Milestone. The external systems team will present the findings for approval of the outcomes, including the recommendation of in-scope, partial scope, and out of scope findings. This will include a detailed understanding of the different data elements and impacts to CWS-CARES should the external system be either added to CWS-CARES, partially added, or marked not in scope. With a decision made, the following activities will take place:

- Share updated disposition decisions with County Directors and develop and formally document expectations and corresponding plans between County Directors and CDSS. The project will document each external system and its disposition regarding the CWS-CARES implementation and the CWS/CMS decommissioning, timelines, support, etc. and will be updated iteratively as external systems research and product development work continues.

- Plan and schedule, with county administrative and technical staff, discussions and activities related to data extract and/or data sharing requirements.

- Plan and schedule, with county administrative and technical staff, required migration and cutover work.

The activities noted above would be joint, multi-disciplinary teams with implementation, technology, product, and county leadership representation. An emerging concept would focus on a logical grouping of counties with similar external systems in scope and may present a good fit for coordinating and supporting all county-specific configuration and migration efforts.

As with forms configuration, the project expects external systems-specific data conversion and data extract development work, as needed, will take place during the following periods, after the Salesforce object model has stabilized and the CWS/CMS data conversion is largely complete:

- Milestones 29 - 32 (July 2024 - Oct 2025)
- County Integration Contingency sprints (Sep 2026 - Nov 2026)
- Hardening sprints (Jan 2026 - Mar 2026)
- Implementation Readiness period (Apr 2026 - Jun 2026)

The project, in collaboration with the PVS vendor, has developed an initial draft of the External Systems Plan (Attachment 7) to describe the current approach for researching, designing, and potentially replacing external systems currently used by organizations. The plan outlines key steps to understand, inventory, and triage the currently implemented external systems utilized in conjunction with the legacy Child Welfare platform across the 58 counties, CDSS, and tribal affiliations, in preparation for the build of and transition to the CWS-CARES. The plan also details the process for working through the external systems via a Service Area driven approach, to streamline the process as follows:

- Volume of external systems (approx. 938 known systems) across the State needs to be split into manageable groupings that can be addressed through an iterative process, thereby facilitating collaboration.
- The CWS-CARES Product Roadmap details milestones that roll up to one primary service area – this approach can therefore align to Epic/Story creation better than a County-driven approach. The service area approach provides for more focused and comprehensive functional review with the business (i.e., service managers), key stakeholders (PaaS SI, CDI, PVS, etc.) and the PDT, resulting in a better understanding of the complexity and requirements related to external systems.

To facilitate the Service Area-driven approach described above, the project has outlined the following five steps:

- Review existing external systems data by service area
- Reconcile this inventory with county SB 272, 2015-16 enterprise systems

reporting

- Host workshops with organizations as needed
- Share and validate information and related findings
- Finalize and present findings and recommendations

Completion of these steps will inform a detailed system walkthrough, performed by the external systems team with a member from the relevant organization, of each system that has been categorized as one of the following: 1) the functionality will be fully provided by CWS-CARES or 2) the external system falls partially within scope of the CWS-CARES or 3) the external system is not in CWS-CARES scope, as defined in V1 Building Blocks and Epics. In addition, the external systems team will complete a detailed analysis that captures documentation on how each of the external systems current functions, along with gaps identified when compared to existing user stories for the build of CWS-CARES. Finally, the external systems team will provide a determination for next steps for adding building blocks for suggested functionality, as reflected in the detailed system analysis. Attachment 8 – External Systems Report provides the list of external systems by Functional Category and by Service Area. The external systems are also reflected at the bottom of the CWS-CARES Product Roadmap (Attachment 1).

Forms Configuration and Reports

While vendor estimates have accounted for forms configuration work through allotment of hours and county allocations have assigned hours to support county participation in these activities, county-specific forms configuration work is not yet planned in detail in the CWS-CARES Master Project Schedule (Attachment 29) or on the CWS-CARES V1 Product Milestones Timeline (Attachment 12). The discussion below explains the project's approach to managing the uncertainty in this area and the expected timing of associated work.

The project has established a forms workgroup to do early research to sort the current working list of 3,764 forms into categories to inform planning. These forms have been mapped to milestones and, in most cases, specific Building Blocks.

- 764 are standard, statewide forms, to be configured by the PaaS SI forms developers.
- 689 are county-specific forms that are essentially duplicates of statewide forms, with county-specific header/logo information. These forms are candidates to be configured by the PaaS SI forms developers.
- 2,311 are county-specific forms not derived from statewide forms. These forms are candidates to be configured by county administrators using CARES content management tooling.

This early research will guide forms design and configuration work in each milestone. Because the ability to populate forms with CARES data depends on a stabilized

Salesforce Object Model, configuration of standard, statewide forms will lag development by one or more sprints. County-specific forms cannot be configured by county administrators until standard, statewide form templates are in place and the required environments, tooling, permissions, and training are ready. The project expects the required tooling to be in place for testing by April 2023. County administrators will configure selected and agreed upon county-specific forms starting in September 2025, initially in conjunction with county administrator training, then through the following periods:

- County Integration Contingency sprints (Sep - Nov 2025)
- Hardening sprints (Jan - Mar 2026)
- The Implementation Readiness period (Apr - Jun 2026)

The project will provide technical support to county administrators as they do this configuration work.

A comprehensive forms re-engineering is not in the scope of this. However, the project will identify opportunities, consistent with schedule commitments, to:

- Redesign, with CDSS approval, statewide forms that do not support current policy or present major pain points (with usability, data quality etc.) in CWS/CMS. Selected (exemplary) county-specific forms may provide a guide to making such improvements.
- Shift from submission-centric integration (with CalSAWS, for example) to event-driven integration (with FCED, for example), such that exchanges of data get triggered by events in the case lifecycle (e.g., a placement or change in household composition) instead of submission of a form.
- Seek policy clarification around which forms must be maintained in hard copy because of auditing or verification (wet signature) requirements.

The Service Manager Team (SMT) has also identified forms that are “jump start” candidates, meaning forms developers can start configuring early, before the milestone where they apply. These forms tend to be well-documented in policy and require wet or electronic signatures:

- RFA forms
- Six core Eligibility forms
- Juvenile Justice/Probation forms for Intake

The project will progressively and iteratively resolve the schedule uncertainty associated with county-specific reports by taking the following approach.

The legacy system has over 58,000 saved Business Objects reports. The Reporting and Analytics service manager, in partnership with the Technology Team, has

determined that this count includes numerous duplicates and one-time-run reports that are no longer used. The team narrowed the scope for further analysis to approximately 1,500 regularly scheduled reports.

These regularly scheduled legacy reports will likely overlap with the CARES metrics/reports already slated for development in each Milestone. These reports are indicated on the Miro Product Roadmap (on the Reporting and Analytics lane) and in corresponding epics in Jira. They include:

- Operational reports (simple process efficiency, timeliness, and compliance metrics), likely implemented on Salesforce.

- Value Hypothesis metrics and KPIs. These include metrics the State has not been able to track (or track accurately) to date. Because of their complexity, these metrics are typically implemented on the CDI and then made available for viewing in Salesforce.

- State Metrics

- Federal Data Extracts and Statewide Indicators

The CWS-CARES metrics/reports are currently based on views in the Snowflake cloud data warehouse. The project is in the process of migrating these views to a more comprehensive, curated “semantic layer,” organized by subject area, on the CDI. This semantic layer is the CWS-CARES equivalent of the Business Objects universes used to build scheduled reports in legacy. The CWS-CARES will equip data consumers, including both county and program constituents, with tools (including Tableau) to build their own ad-hoc reports and pull data extracts. It is highly likely that, between the metrics/reports already slated for development in each Milestone and the CWS-CARES ad-hoc reporting/data extract capabilities, the CWS-CARES will be able to cover the county needs represented in approximately 1,500 regularly scheduled reports.

In January 2023 the project launched an analytics transition workgroup. This body, including members of the legacy Business Objects Workgroup, will augment the Reporting & Analytics SMEs and core constituents. This workgroup meets monthly to assess the extent to which delivered CARES capabilities cover county (and program) needs. This workgroup will also help plan county training and participation in configuring ad-hoc reports and modifying existing county Extract, Transform, Load (ETL) scripts to fill any county-specific gaps.

The project expects that most of this county-specific report configuration and data extract development will take place in tandem with Milestone 31 (Ad-hoc Reports) and in the subsequent county integration, hardening and implementation readiness periods as follows:

- County Integration Contingency sprints (Sep 2026 - Nov 2026)

- Hardening sprints (Jan 2026 - Mar 2026)

- Implementation Readiness period (Apr 2026 - Jun 2026)

Data Conversion

The planned scope for data conversion in the CWS-CARES V1 will include the CWS/CMS and CARES-Live, which includes CANS data and other selected systems.

The Data Conversion Incremental Development process is driven by the CWS-CARES Product Roadmap across multiple Milestones. Data conversion delivery will be operating one sprint behind the application development team. Data analysts will analyze the application user stories delivered in the application sprint and work on the pre-build activities such as conversion impact analysis, user story definition and mapping activities. In the following sprint, conversion team will develop the jobs for the finalized user stories, extract, and profile the data; and test the converted data. Below is a diagram of the planned steps for the execution of each Milestone for data conversion.

The Data Conversion Lead will work with the Product Delivery Team, County Stakeholders, Data Conversion Team, CDI vendor, Salesforce vendor, Data Quality, and Quality Assurance teams throughout each Milestone.

Before the iterative process starts, the initial datasets from legacy systems would be acquired and loaded into a Legacy Staging area in the CDI. This Legacy Staging would mimic the structure of data in legacy systems. The Data Conversion Lifecycle is noted below Figure 8 – Data Conversion Lifecycle for Every Milestone.

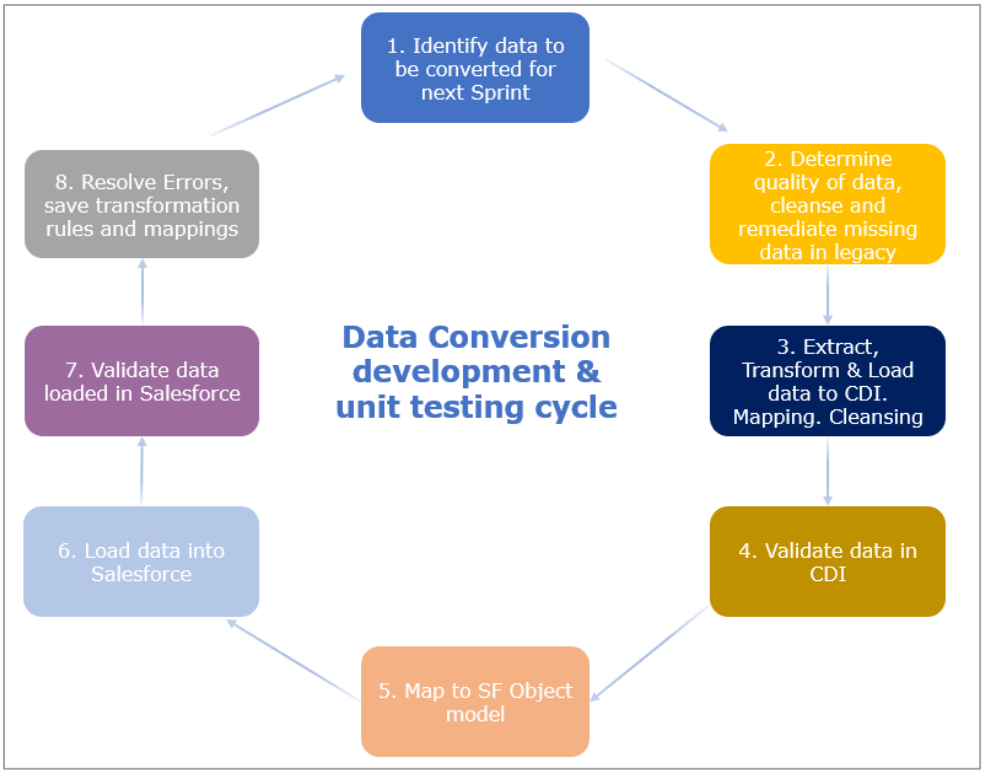


Figure 8 - Data Conversion Lifecycle for Every Milestone

The Data Conversion process above is further illustrated with a process flow view (by Source Systems, CDI, and Salesforce) of activities associated at levels of Application,

Data Repository, and Processes. Figure 9 - Conversion Process Flow below is an alternate view of the Data Conversion approach.

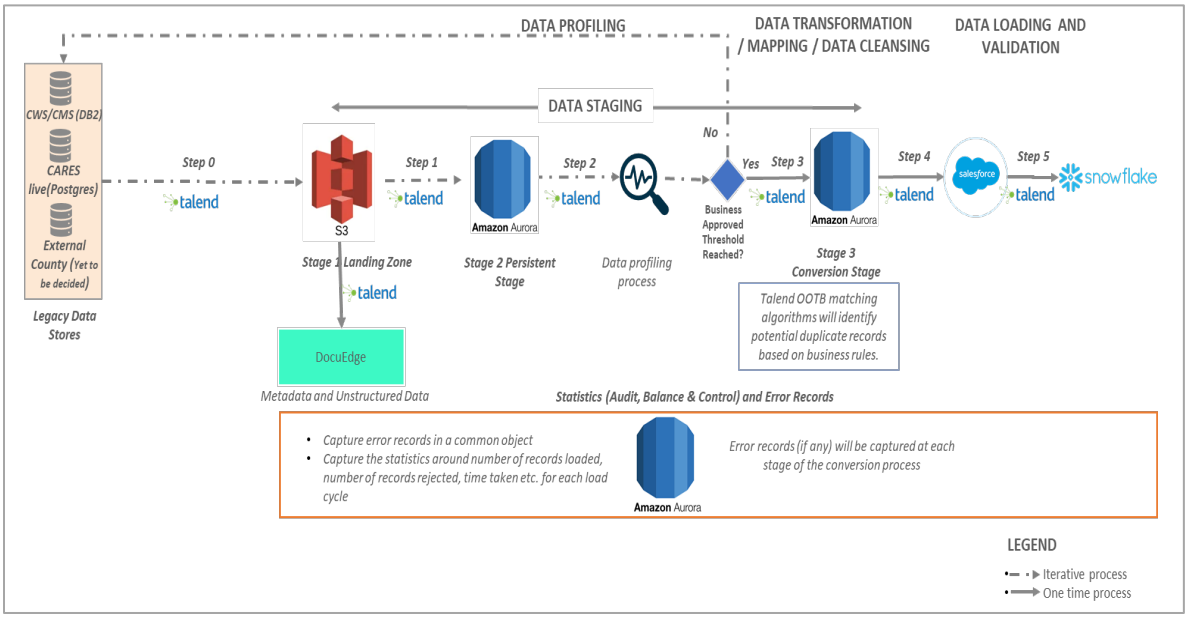


Figure 9 - Conversion Process Flow

The project has established a Data Conversion Workgroup to allow for focused, comprehensive consideration of the data conversion requirements and needs. This workgroup is comprised of representatives from various expertise including data conversion, data quality, product delivery, County SMEs, Salesforce, CDI, legacy teams, security, quality assurance, and other stakeholders. The workgroup meets regularly and discusses status, progress, and issues and risks related to conversion activities throughout the incremental Data Conversion Lifecycle.

The project continues to work with the County Consultants on understanding the steps needed for county readiness for Data Conversion testing. This work will continue throughout the development of the CWS-CARES and data conversion process. In addition, county and CDSS data stewards and SMEs participate in practices and data validation activities where conversion mapping and transformation rules are reviewed and validated according to business practices and other reporting requirements.

Data conversion was not applicable for the greenfield implementation. For V1, the data conversion development is done for each Milestone. County data validation by counties will be performed at a few logical points and will contain data migrated over multiple Milestones. This ensures that the data validation is performed comprehensively, with converted data in all related objects rather than objects just from one milestone. After successful iterations of data conversion of Milestones, mock conversion cycles will be performed several times before cutover. After successful iterations of data conversion for Milestones, mock conversion cycles will be performed several times before cutover. These full-data conversion cycles will be used to prepare for cutover addressing any performance or dependency issues. For V1, Data Migration process including conversion logic and transformations will also consider the existing RFA greenfield data.

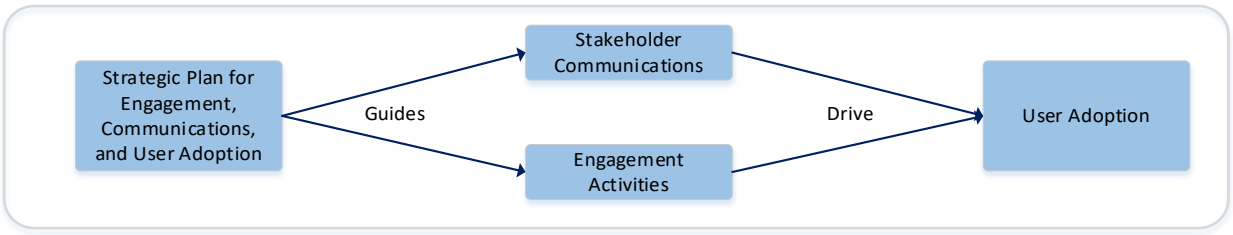
For V2, the scope of data conversion is yet to be determined and assessed. Please refer to the CWS-CARES Data Conversion Plan, Attachment 9 for additional details.

The Cutover process of data conversion has a direct dependency on successful completion of all conversion activities. The project is in the process of formulating a V1 Cutover Plan, with the goal of compressing the cutover (rollout) window and minimizing data synchronization risk.

Communication and User Adoption Strategy

User adoption is essential to the long-term success of the CWS-CARES, and during this period the project identified the need for more structured communications regarding the solution and its development. To effectively inform, design and implement a system that addresses user needs and results in a solution that county and tribal users adopt and value, the CWDS identified the need for a strategic plan and corresponding engagement, communications, and adoption model that holistically informs stakeholder communications and engagement activities. The project conducted a communications assessment and developed a Strategic Plan for User Engagement, Communication and Adoption (Attachment 10), which when combined with associated action plans and the Core Constituent Participation Model (Attachment 11) as further described in Section 5.7.1., informs a comprehensive means to provide partners with the information they need to understand and appropriately engage with the solution design, development, and implementation activities. The strategy identifies the target audiences, their various needs in communication and engagement, and the roles of the State, county, and Title IV-E tribal leadership in this process, meeting both technical implementation and business needs.

To successfully implement the strategy, the CWDS will plan and develop communications that clearly convey project messaging and drive user adoption and engagement. The goal is to deliver a child welfare information system and related transformation support that supports child safety and wellness, provides the operational capabilities to do so, presents functionality in a way that is intuitive and usable by workers, and fully prepares county and tribal users for the transition from current to new ways of accomplishing their important work. Uniform adoption and overall satisfaction are key goals.



This dedicated effort will require additional resources. A new procurement for resources to execute this strategic plan and support this effort is included in Section 5.9. Procurements.

In addition, the 2022-23 enacted budget requires counties to fully implement and utilize the statewide child welfare information system to input the required data elements as

defined in guidance by the CDSS. The trailer bill language was enacted and California Welfare and Institutions Code (WIC) section 16501.5 (d) now includes the following:

> (d) Counties shall fully utilize the functionality provided by the replacement statewide child welfare information system when it has been implemented statewide.
> *(Amended by Stats. 2022, Ch. 50, Sec. 73. (SB 187) Effective June 30, 2022.)*

The CWDA, through its role of county representation and leadership, promotes the CARES adoption in counties utilizing the following strategies:

- Leads discussions with the County Leadership about the CWS-CARES functionality citing the benefits, opportunities, and any operational impacts, such as new business processes etc. The CWDA project leaders provide the CWDS with feedback from the CWDA forums and assists the project with communication and efforts to address their questions or any concerns.
    - For Example: The Child Welfare Directors expressed concerns about the new Resource Family Approval (RFA) Application process Greenfield application during the CWDA Implementation Operational Subcommittee Meeting. The CWDA leadership team worked with the CWDS product team to create an RFA Application process demonstration to address county Child Welfare Directors' concerns. The CWDA scheduled the demonstration at the RFA Subcommittee Meeting so the directors could review the RFA Application process and address any concerns or questions. A productive discussion occurred between the directors and product team, so that the project could move forward, and no further actions were required.
- Requests that the CWDA's project leadership team be allowed a standard agenda item during "county-only time" in all the CWDA forums to answer any questions and allow the counties to address any concerns they may have. The CWDA project leadership team will capture the feedback so that a formal project response can be generated. Distributes the CWS-CARES project information to the attendees of the CWDA forums when it's not possible to be on the agenda for a specific meeting. This material should highlight project activities in an executive level communication and provide contact information for the topics covered in the communications.
- Invites the CWS-CARES core constituent counties to speak at the CWDA or county meetings to share their experiences with the project's development, testing, research, and any readiness activities they may wish to share. The conversation should be aimed at sharing an understanding of the work. Although county challenges should be discussed, this is not a forum for complaints, but rather an opportunity to promote understanding of the project among the counties, which in turn will make it easier for them to adopt the system.
- The CWDA project leadership team will communicate pilot county activities, feedback, advice, and recommendations for readiness that will assist with

preparedness, level setting on the CWS-CARES, and the roadmap in the context of an evolving application. The goal is to promote understanding, readiness, and adoption.

- When applicable, the CWDA through its governance structure, will assist the project in obtaining an all-county consensus for statewide strategies similar to the manner in which the rollout strategy was handled.

- The CWDA project leadership team will promote user adoption by understanding and citing the value of the functionality to be released. The communication should demonstrate how the core counties through user centric design, influenced the building of the application. Value can be demonstrated by comparing functionality to the current system for similar features.

- Ensures that all County Consultants are aware of the latest communications and project status and apply them to their communications with the counties.

In alignment with the action plans referenced above, in January 2023, the CWDS established the Engagement and Adoption (E&A) Team, comprised of State, vendor, and county stakeholders, as a forum to encourage consistent communication for user adoption and stakeholder engagement. This team reviews communications project-wide to drive consistency and is responsible for driving the communications and engagement strategy to promote user adoption. This includes reviewing and updating the Communications and Stakeholder Management Plans, as well as creating the strategy for engaging new user groups as they are identified. In addition, the team will define processes to measure and report on stakeholder engagements with the project. The State also established an Inquiry Response Team to review and approve questions for publishing on the CWS-CARES frequently asked questions (FAQ) page. These FAQs are reviewed weekly and published as appropriate to assist in answering stakeholder questions to support user adoption.

While the CCP model continues to be a core element to user engagement activities throughout the SDLC, the CWS-CARES User Adoption Strategy has been further elaborated upon and is now referenced as a separate attachment (Attachment 32). Through Q2 of 2023, the State will focus on refining the stakeholder impact assessment to define the engagement needs more granularly of individual stakeholders and user groups. Additionally, the State has documented a communications campaign designed to share project updates resulting from the eventual approval of the Special Project Report 6.

4.1. Duration and Timing

The development of the CWS-CARES Product Roadmap (Attachment 1) and the CARES V1 Product Milestones Timeline (Attachment 12) has been incremental and elaborative as the project learns more about the needed functionality, logical sequencing, and user needs. This is generally the case with projects employing an agile methodology, but this period has been particularly important in establishing the baseline. In collaboration with the project team, the PaaS SI vendor presented an updated CARES V1 Milestones Timeline to the project leadership and the CDT

Independent Project Oversight (IPO) in late April 2022. The timeline provided the milestones and building blocks overlaid in a high-level delivery timeline. The presentation of these milestones included the SDLC activities of user story finalization, design, build and test/system integration testing (including conversion), State quality assurance, and core constituent feedback.

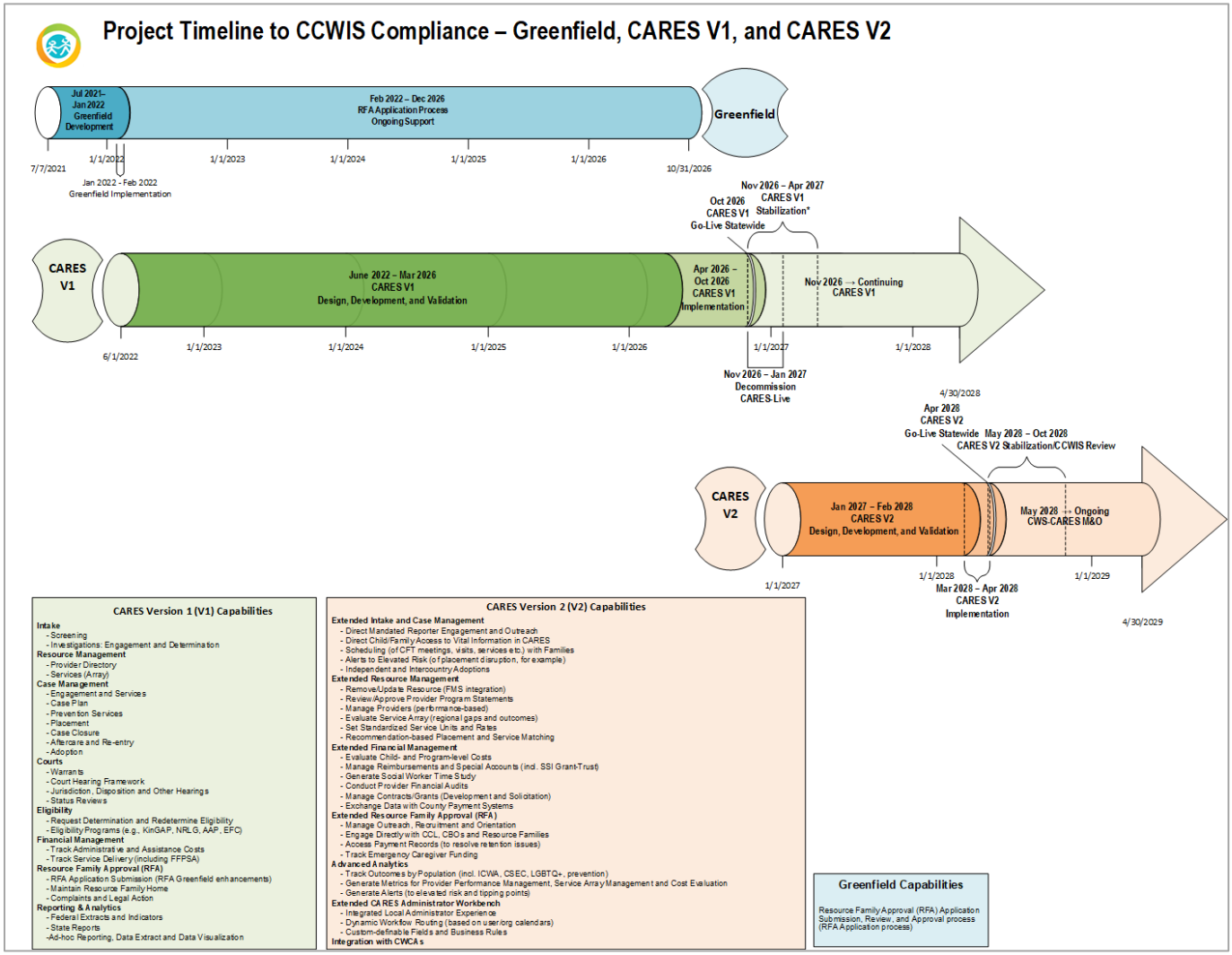
The project is currently managing to this timeline but has further refined it by taking into consideration such items as the stacking, sequencing, and resource constraints. The team shared an updated version with the ELT in late August that incorporates the resequencing, de-stacking, and thoughtful resource planning for the state, county, and vendor teams, as well as the core constituents. County capacity/vacancies have a significant impact on engagement in the solution development approach and the timeline needed to take this into account. The project has made some changes to address recent schedule adjustments. The PVS team is working to complete user feedback earlier in the milestones and resources have been added to identify conversion requirements based on the legacy system data earlier in the milestones. These two measures should reduce the risk that new essential user stories are identified late in the milestones that would necessitate the extension of the milestone completion dates.

The project timeline includes configuration of the standard statewide forms but does not account for the work associated with configuration of county specific forms. As discussed above, the project has established a forms workgroup to assist with planning and managing the work in collaboration with counties, and to start forms configuration ahead of milestone specific SDLC activities. The project expects that there will be a significant number of county specific forms required and is building the capability into the solution to allow for counties to build their own forms or extend the state forms for their own use. Some counties are likely to be able to put resource capacity in place to take on some or all of that work. Other counties are likely to need help building out their specific forms. There is schedule (and potentially cost) risk associated with getting county specific forms completed. The project expects that most of this county-specific forms and report configuration work will take place in tandem with Milestone 31 (Ad-hoc Reports) and in the subsequent County Integration, Hardening and Implementation Readiness periods. The forms development team expects to pilot the forms configuration toolkit with selected county administrators between September and December 2023. The external systems research and planning efforts described above have been accounted for in the timeline. The implementation requirements and schedule impacts will be assessed as external systems capabilities are determined to be fully or partially absorbed into CARES. The project took a conservative approach in factoring development aspects of the CWS-CARES. As explained in Section 4.0, an accelerator that introduces potential efficiencies and speed to solution delivery is considered, but not factored into the timeline due to the assessment that is required regarding fit for purpose as early as the Inception stage for each product milestone. In the scenarios where the accelerator GovConnect is selected, this could result in pulling in the schedule and cost savings.

The proposed changes were also shared with the CDT IPO and the Independent Verification and Validation (IV&V). The collective changes described below resulted in a shift of the project end date from April 2026 to April 2028.

- CARES V1 Design, Development, and Validation duration was extended from 20 months to 46 months
- CARES V1 Implementation was reduced from 11 months to 7 months
- CARES V2 Design, Development, and Validation duration was extended from 10 months to 14 months
- CARES V2 Implementation was reduced from 10 months to 2 months

Figure 10 (Attachment 13) provides a high-level view, with more details available in the CWS-CARES Product Roadmap (Attachment 1), the CWS-CARES V1 Product Milestones Timeline (Attachment 12), and the CWS-CARES Entire State at Once with Wave 0 Timeline (Figure 4).



The overall project timeline is an estimate and as the project continues to refine V2 scope through the SDLC, it may be adjusted through the annual SPR process.

Figure 10 - CWS-CARES Project Timeline

Although recent Milestones Timeline re-sequencing, de-stacking and tracking efforts went a long way towards mitigating the risk of core constituent and State resource

bottlenecks, there are still several potential “hotspots” on the Milestones Timeline. The project has identified mitigations for each of these remaining intervals of concern:

Table 2 - Potential Timeline Hotspots

Potential Hotspot	Concerns	Mitigations
April - June 2024	18 milestones (5 Service Areas) running concurrently • 6 Case Management (CM) • 5 Courts • 2 Eligibility • 2 Financial Management (FM) • 3 RFA	The CM, Courts, and Eligibility milestones are organized into 3 CM, 2 Courts and 2 Eligibility tracks, which spread out the impact on service managers/SMEs and core constituents. For FM, the FM PVS pod has started Context-setting already, over a year in advance of when the “money” (cost tracking) milestones (23, 23.1, 24) start on the timeline. This is because FM entails extensive service redesign (changes to how the business of child welfare gets done in California), with attendant policy coordination and change management challenges. For RFA, 2 tracks run in parallel. Milestone 27 (Complaints) has an extended (6+ - month) Build period, which will not require intensive county participation. Of the 18 Milestones, 3 are in Metric/Report Build (on the CDI), which will not require intensive county participation.
Oct 2024 - Feb 2025	16 milestones running concurrently • 3 Reporting and Analytics • 3 CM • 3 Courts • 2 Eligibility • 3 RFA • 2 FM • 1 Miscellaneous (contingency for missed Epics, including for cross-cutting technical	The 3 Reporting & Analytics Milestones are focused on federal, state, and ad hoc reporting. The bulk of the work to build and test these data extracts and metrics and build the “semantic layer” (curated datasets) on the CDI will have been done by then. These milestones are about report refinements and pulling it all together in unified dashboards. For CM, all 3 milestones are on different tracks in different SDLC phases. For Eligibility, both milestones are in their last months of QA and User Feedback. Although this is not ideal, Milestone 20 (Redetermine Eligibility) will be covering much of the same ground as Milestone 19 (Request Eligibility Determination). For RFA, Milestone 26 (Maintain Resource Family Home) has an extended Context-setting

	components not tagged to a specific Milestone)	period to provide for more efficient co-design sessions.
April 2025	11 Milestones running concurrently	Of the 11 milestones, 2 are in User Feedback, 4 are in Metric/Report Build, 1 is in Data Conversion, and 4 are in the SDLC (Discovery/Build) cycle. The fact they are in different SDLC phases alleviates most stacking concerns.

4.2 Overall Project Cost

As described above, lessons learned through the project's RFA Application process effort, new information gathered through ongoing project research, and consultation with our experienced Independent Advisor, solution delivery partners and constituents have resulted in a determination that resources needed to deliver the CARES solution will be greater in number and duration than initially estimated. Summarily, this is a function of the improved understanding of needs, scope, process, structure/accountability, and schedule. Each of these factors have contributed to the timeline and cost increases as follows:

1. **Scope Clarification, Elaboration and Expansion** - Section 4.0, Proposed Project Change, details the many ways that the team has improved its understanding of scope needs through its daily activities and interactions, which is consistent with an agile approach and elaborative discovery. These include work related to:

    - Implementation – Since submission of the SPR 5 and through a structured, quantitative analysis process, the team determined that an alternative approach (statewide rollout) than initially envisioned (implementation waves) could reduce risk to child safety and eliminate the inefficiencies, workload burden, and potential inaccuracies (and corresponding child risk) associated with a wave-based approach, which would have program activities being captured across both the legacy and the new system. The Independent Advisor-supported analysis and the BoD approved approach, which incorporates a short pilot period to mitigate the usual risks and issues that can accompany a cutover, allowed for a more complete determination of scope and related resource usage.

    - Communication and User Adoption – It became abundantly clear that additional resources, focused on constituent communications, change management, business process re-engineering support, training and overall support will be needed for this effort. In addition to the feedback provided related to the RFA effort, the ELT has confirmed, as did ACYF through its site visit, the need for a comprehensive program and related resources. DSS is leading this effort, which will require significant new vendor and state team resources. These costs are new and are captured within this SPR.

- External Systems – The team launched its analysis of the large set of external systems used by constituents to augment the existing CMS/CWS legacy solution, which is leveraged in different ways by our users. This analysis work, described in Section 4, requires considerable resources that were not fully captured in the SPR 5. To date, 938 unique systems have been identified, with 803 preliminarily determined to include functionality that is either partially or fully intended for inclusion within the CARES solution. Detailed analysis of each and ensured inclusion of the functionality itself into the final CARES solution will be a resource intensive activity requiring extensive constituent engagement. The costs included within this SPR represent the best estimate based upon today's knowledge, which will be improved upon through the incremental approach related to solution development.

- Interfaces – Since the last SPR submission, the CARES team has considerably improved its understanding of the required interfaces to the CARES solution through a collaborative and structured analysis and rationalization process. While the detailed complexity analysis and development costs will be finalized as part of the incremental research and inception process, SPR 6 includes the additional scope required to conduct that analysis, as well as initial related funding requests based on its determination of the 38 candidate interfaces

- Forms, Configuration and Reports - Forms analysis is an ongoing, incremental activity as well. Through a dedicated forms workgroup, the team seeks to sort, categorize and rationalize the nearly 3,650 forms that have been identified to date. Section 4.0 provides the detailed process that is underway and will subsequently establish the needed forms templates to be configured either by the PaaS SI vendor or by county administrators, depending on whether the form is statewide or county-specific. Updated assumptions about the costs included within this SPR include the analysis, configuration, testing, etc. and related technical assistance (for counties) required for this significant undertaking. There are also approximately 1,400 regularly scheduled reports, culled by the team from an initial universe of 58,000 saved Business Object reports, that will need to be implemented within the CARES solution. Additional reports related to the CARES solution and/or supporting program performance analysis will also be developed. The updated costs (assumption based) captured in SPR 6 were not included in prior SPRs.

- Disaster Recovery and Business Continuity – In the time since the submission of SPR 5, the team has gained a greater understanding of the planning needed to determine the ultimate approach to this critical area, which has a strong dependency on the solution itself. These estimated costs were not captured within earlier SPRs. These needs are extensive, as would be expected through a dispersed, county administered program model. The planning needs represent additional scope and related costs within this SPR.

- Maintenance and Operations – The project's unique "2 release" model requires V1 continuing operational support during the V2 development work. This was not previously identified, quantified or requested, and is included within this SPR.

- Vendor Management in a multi-vendor environment – The work done by the multiple state and vendor teams on this effort is highly interdependent and will require a fastidious and somewhat administratively, resource intensive approach to coordination and management. This will require additional vendor and state resources, which are captured within this SPR. This is a key lesson learned.

- Project Reporting – As with vendor management, the many parallel and interdependent activities on this project will require a significant set of vendor and state project management resources working together, using new tools and approaches, to ensure an ongoing understanding of status, value delivered, resource needs/usage, schedule alignment and remediation, and cost management. The incorporation of the earned value management approach, coupled with the reliance upon a standard FPE-based approach and related tools to provide that data-supported analysis, does represent essential scope that was not initially anticipated but that will contribute to the necessary risk-management needs for this effort. The costs associated with this scope are captured within this SPR.

2. **Process/Resource changes, additions and improvements needed for efficient and quality design and development -** Combined with the identification of new processes related to scope elaboration and expansion as described above, the lessons learned through RFA, daily operations and the insight and consultation and recommendations with/from vendor (delivery and IA) partners and oversight organizations, have resulted in significant process developments, additions, and improvements. These changes are essential to delivering the required solution in a risk mitigated way that supports child safety and expansive user adoption. The team has modified and/or extended some of its SDLC processes to account for an improved understanding of how to best conduct research and design work and has gained a better understanding of the actual approach and work needed to develop functionality. It also has identified and added significant systems integration components which will be further discussed below. These process changes and the corresponding resource needs align with the IA's original and updated resource model.

3. **Related and necessary changes to project structure, accountability roles, responsibilities and staffing to ensure the State has the skills and experience needed** - Scope expansion, process adjustments, and the overarching changes to project structure and roles described in Section 4.0 have resulted in changed needs for resources. Most notably, the project has identified additional skill sets and resources to support the improved SDLC and overall systems integration management work. To quantify these updated process and role resource needs, and to ensure a comprehensive understanding of the related resource needs, the team updated its RASCI chart to clearly articulate the skill sets and accountability for related work within the major project areas. This was used to inform the contract discussions and updates. The IA was closely involved in this effort, which has resulted in a resource model that, while an increase in cost and effort, more accurately aligns with successful benchmark projects used to estimate the overall needs.

4. **Schedule changes –** The expanded scope, process and resource needs have resulted in changes to the projected CARES schedule. Activities required to support readiness, implementation, SDLC changes, scope additions, etc. have increased the work and the length of time that state, vendor, and constituent resources will be needed from that estimated in earlier SPRs. These changes are all necessary for increasing the probability of success and user adoption. Shifts made in the product development schedule to accommodate the essential participation of constituents were necessary and significant and do have a notable impact to costs. Without these changes, the constituents were not confident that they could provide the necessary input and support while also adequately supporting their core responsibilities, which could compromise the overall project goals and needs, and more critically, child safety. Upon identifying the required scope, process, roles, responsibilities and accountability needs generated through the extensive consultation and analysis work, the project team was able to update both its vendor, state, and constituent staffing needs.

5. **Vendor Contracts and Negotiations –** While the majority of vendor contracts have been adjusted to support the updated project needs, the PaaS SI and PVS contracts are the most critical for product delivery and required extensive changes to scope and accountability. Specifically, the State renegotiated:

    - The expected leadership role and accountability, to the extent possible given the lack of contract privity between PaaS SI and the other vendors, for delivery of the end-to-end solution by the PaaS SI, including operational management for other vendor activities

    - The realignment of roles related to the SDLC which supported the improved processes and better leveraged the PaaS SI technical design experience while increasing the critical user research and engagement role for PVS

    - The contract type, shifting from a straight time and materials contract to one that better reflected expectations and accountability for specific outcomes. This includes a fixed price WOA model that is structured to align with the product roadmap and related objectives

    - Payment points that reflect the interdependence between the PaaS SI and PVS roles to ensure that what is designed and built reflects the articulated user needs before payment is made

    - Effective use of offshore resources, timing and amount of rate escalation, terms and conditions related to use of proprietary acceleration tools, and other contract terms and conditions

    These negotiations took extensive effort to ensure that the vendors understood expectations and accepted the responsibilities and accountability, that their resource estimates were aligned with the actual work to be performed, and that the contracts increased accountability specific to collaboration, thought leadership and outcomes. There is a cost for this this level of accountability, but it appropriately the risk from the state to the vendor, who has the necessary skills and experience to be

accountable for the required work. These are essentially “agile burn down” contracts that are heavily guided through many different ways of ensuring vendor performance and accountability. The amended contracts now align with the IA’s Government Cost Estimate while recognizing that the actual effort to be provided will be determined at the WOA-level and informed by the incremental research and inception findings.

It’s also important to note that with support by the CDT STP and input from the Independent Advisor, the negotiations team was able to effectively analyze and reduce the contract totals. For example, the PaaS SI estimation model included assumptions that were not consistent with the state’s understanding of need, and the corresponding level-of effort estimates were excessive. The state was also thorough in its evaluation of rates and escalations, ensuring that they were fair and reasonable based both on market comparisons and direct evaluation against rates charged, by these same vendors, for similar work on other state projects. It is estimated that through this type of detailed analysis and negotiation, the state was able to reduce the vendor’s agreed upon contract value for CWS-CARES V1, when compared to their initial proposal, significantly without increasing state risk. The project will conduct a competitive procurement for CWS-CARES V2 services and M&O.

6. **State Staffing** – As an outcome of the staffing needs analysis required by the CDT approval condition to the project’s SPR 5, the project is requesting 10.0 positions for OSI state staff, 12.0 new positions for CDSS state staff and position authority for 5.0 current state operations positions to be moved to the project budget as dedicated project resources. These positions were identified in consideration of the project's planned activities and workload for the remainder of CWS-CARES Version 1 (V1) development and implementation activities in conjunction with the planned vendor contract modifications. These new positions are reflected in the FAWs. Further detail regarding these positions is described in section 5.6.

7. **Core Constituent Participation (CCP) Model** – This SPR reflects the revised CCP model and cost allocation methodology (Attachment 11), which aligns with the improved SDLC, updated Product Milestones Timeline (Attachment 12) and overall Project Timeline (Attachment 13). Based on the scope clarification, elaboration and expansion described above, the CCP updated costs now include initial assumptions related to external systems, interfaces, and the updated implementation approach. The CCP model remains consistent with statutory requirements that CWDS partners with the counties to ensure that county resources are part of the CARES development process. It also follows the CDSS Tribal Consultation Policy which requires the CWDS to consult with tribes to ensure the system meets the unique needs of tribes. Further, the Title IV-E tribes are new system users. The CWS-CARES implementation promotes compliance with child welfare federal and state regulations specific to Indian children and families. As such, user business processes and practices inform the building of CARES, and effective collaboration will foster statewide adoption and utilization of the system by existing and new user groups.

The CWS-CARES Changes Table (Attachment 14) summarizes how each of these sets of changes have impacted cost elements for the project structure, resources, and processes and is essential to understanding the proposed changes.

The project is updating the budget and timeline to reflect the project's approach as it is today, and the FAWS (Appendix A) are structured accordingly by:

- Decoupling the Request for Proposal (RFP) 7.5 and CARES-Live costs from the CWS-CARES project costs
- Displaying one-time CWS-CARES project costs
- Displaying continuing CWS-CARES project costs (versus one-time)
- Displaying Maintenance and Operations (M&O) costs

Decoupling RFP 7.5 and CARES-Live Costs:

There have been significant changes in the State's approach to development of CWS-CARES. Some of the costs associated with previous State decisions regarding approach and iterations of development that preceded the current CWS-CARES V1 and V2 strategy were related to the project's status as the first State "Agile Demonstration" project and are not attributable solely to the development of CWS-CARES. As such, this SPR serves as memorialization of discussions between the CalHHS, California Government Operations Agency, CDT, and DOF to more accurately display the cost of the current CWS-CARES project effort.

State Fiscal Year (SFY) 2013/14 was the first iteration when the RFP 7.5 requirements were written. In SFY 2015/16, prior to release of the RFP, the project strategy shifted to become an Agile Demonstration project. This consisted of a digital services approach, which was a new opportunity to procure and implement the new system in a manner which delivered business value early and often. This new approach received support from many state and federal government stakeholders. The custom development work that resulted from this approach was deployed to production in SFY 2018/19, which is known today as CARES-Live and remains in production for county use until it is replaced by the CARES V1.

The table below depicts project costs from these previous approaches, which will be decoupled from the current CWS-CARES project costs in the FAWs Workbook #1. During the RFP 7.5 period, approximately $13.8 million was expended. The costs for CARES-Live through January 2027, when the system is scheduled to be decommissioned, is estimated at $236 million. In alignment with direction from the

ACYF, beginning in June 2019 the CARES-Live moved to maintenance and operations non-CCWIS status and the cost allocation was adjusted based on this directive.

Table 3 - RFP 7.5 and CARES-Live Expenditures and Projections

SFY	RFP 7.5 Expenditures	CARES-Live Expenditures and Projections
SFY 2013/14	$4,217,826	$0
SFY 2014/15	$7,743,856	$0
SFY 2015/16	$1,840,597	$6,898,806
SFY 2016/17		$23,904,751
SFY 2017/18		$48,220,181
SFY 2018/19		$56,284,304
SFY 2019/20		$12,905,391
SFY 2020/21		$11,249,230
SFY 2021/22		$11,453,290
SFY 2022/23		$12,597,998
SFY 2023/24		$14,691,320
SFY 2024/25		$14,576,093
SFY 2025/26		$14,973,479
SFY 2026/27 (July 2026 - Jan 2027)		$9,435,045
Total CARES-Live Costs/ Projections	**$13,802,279**	**$237,189,888**

CWS-CARES Project Costs

The CWS-CARES project costs reflected in the FAWs Workbook #2 consist of both one-time project costs and continuing project costs.

One-time CWS-CARES Project Costs:

This set of costs begins in SFY 2018/19 when it became evident that continued custom development to replace the CWS/CMS would significantly extend the project timeline. As such, the project conducted an evaluation of Platform as a Service (PaaS) proof of concepts and market research as a possible alternative to accelerate digital service delivery. In August 2019, the project chose Salesforce as the PaaS and began planning for transition with this new strategy. The Office of the Agency Information Officer led a taskforce to address the concerns expressed regarding timing of delivery and overall project cost. Several alternatives were presented to the BoD, including delivering functionality to the counties in one implementation versus incremental delivery. An option was selected to deliver CWS-CARES V1 (replacing the CWS/CMS core functionality) and V2 that extends V1 functionality with data intensive features that meet the CCWIS compliance.

On October 15, 2020, an agreement was reached between all governance entities (CDT, DOF, CHHSA, including CDSS, CWDA, and OSI) regarding the project's

approach to build and implement the new CWS-CARES solution. This is referenced as the “CWS-CARES Path Forward” agreement. The agreement also outlined the greenfield module requirements for the project to demonstrate development capability and delivery to a subset of counties. In adherence to this agreement, the project re-released the CWS-CARES solicitations with a goal to begin design, development and implementation (DD&I) activities for greenfield in April 2021, after the vendors were onboarded. This strategy is further explained in the SPR 4 along with the then estimated project cost to this set of work, as well as V1 and V2, which was approximately $911.4 million at such time. This estimate lacked input from the vendors regarding level of effort relative to scope, did not accurately include many items as outlined above in this section and was prior to the strategy shift to a vendor model for the end-to-end SI management.

The project one-time costs in the FAWs Workbook #2 include planning and DD&I costs beginning July 2019 through the statewide implementation of CARES V1 in October 2026. Design and development for CARES V2 is also considered one-time project costs.

Continuing Project Costs:

Continuing project costs are defined as costs after the CWS-CARES V1 DD&I. Such costs are factored in after V1 statewide go-live rollout and begin with the support/stabilization period up until the CWS-CARES achieves CCWIS compliance in V2. The time period for V1 continuing costs is November 2026 through April 2028. For V2, the continuing cost period is March and April 2028. This is because the implementation of V2 is not considered one-time project costs; it is simply an extension of CARES functionality to an extended user base (the CWCAs).

M&O Costs:

Previous project SPRs did not include M&O costs beyond the project end date. The FAWs Workbook #2 now reflects costs from the end of the project through one full SFY of M&O ending in June 2029.

Within in the project’s budget are unique factors that have significant impacts, such as county involvement. The CWS-CARES project budget is unique due to statutory requirements (AB 1603, 2015-16, Section 26) which mandates that:

The State Department of Social Service and the Office of Systems Integration (OSI), in collaboration with the County Welfare Directors Association (CWDA), shall seek resources to enable the necessary level of engagement by the counties in the CWS-NS agile development and maintenance process to prevent the disruption of services to family and children at risk. This shall include, but not be limited to, timely and expeditious execution of contracts and contract amendments for participation in this effort, effective monitoring and evaluation of the CWS-NS effort, and implementation of mitigation strategies for risks and issues arising in the procurement, development, implementation, or operation of digital services pursuant to this section.

Accordingly, the project continues to budget for county engagement through the end of the project as depicted in the table below. For further information regarding such county involvement, see section 5.7.

The project budget reflects costs for the Core Constituent Participation[1] based on the new model and cost methodology. The costs in this category increased in FY 2023/24 as the project is executing upon on the SDLC and conducting sessions with the core constituents in multiple service areas for user-centered design and development activities for the CWS-CARES V1.

Table 4 - County and Tribal Engagement

SFY	Core Constituent Participation	County Consultants	CWDA Consultants	Total County Involvement
2013/14	$0	$686,781	$403,661	$1,090,442
2014/15	$0	$762,890	$453,829	$1,216,719
2015/16	$0	$825,615	$416,127	$1,241,742
2016/17	$818,150	$1,465,583	$482,757	$2,766,490
2017/18	$2,558,138	$1,899,075	$612,962	$5,070,175
2018/19	$2,898,825	$1,681,779	$869,451	$5,450,055
2019/20	$2,499,907	$1,824,570	$1,181,142	$5,505,619
2020/21	$1,980,439	$1,482,938	$1,239,691	$4,703,069
2021/22	$2,093,978	$2,267,961	$1,035,415	$5,397,354
2022/23	$10,000,000	$3,236,338	$2,013,789	$15,250,127
2023/24	$23,000,000	$5,442,792	$2,380,000	$30,822,792
2024/25	$30,822,770	$6,767,619	$2,567,500	$40,157,889
2025/26	$35,557,146	$6,976,832	$2,564,520	$45,098,498
2026/27	$36,250,596	$6,990,650	$2,564,520	$45,805,766
2027/28	$18,040,409	$5,956,658	$2,214,580	$26,211,647
2028/29	$0	$1,136,000	$464,880	$1,600,880
Total Expenditures and Projections	**$166,520,358**	**$49,404,082**	**$21,464,823**	**$237,389,263**

Note: Actual expenditures for SFYs 2013/14 - 2021/22. Actual expenditures and projections are used for SFYs 22/23 - 2028/29. Of the total county involvement cost estimate, $24,585,407 is CARES-Live costs.

While all the factors identified above are critical to improving the probability of success and ensuring proper user engagement and participation, they also increase the estimated overall project cost. Additionally, one-time costs for DD&I were also driven up by extensions to the timeline discussed above to ensure proper user engagement, and extensive testing. The project cost is more effectively understood through its component parts, which include major cost drivers that often aren't included in project costs, or are much smaller components, including:

[1] County participation is now referred to as Core Constituent Participation to reflect the inclusion of the Tribal Core Constituents in this cost section

- $224 million for CWS-CARES V1 implementation through go-live and stabilization, necessary for the approved approach which minimizes risks to child safety.
- $237 million for County and Tribal involvement
- $194 million for Salesforce licenses

DD&I costs include these items, as well as the major vendor and state staffing costs. The CWS-CARES V1 and V2 costs have been broken down into one-time costs, continuing costs, and M&O costs.

- Major cost drivers for one-time project costs roughly include:
    - County and Tribal involvement (including County Consultants) for CWS-CARES V1 and V2: $185 million
    - State and county project planning activities: $48 million
    - State and vendor staff research, design, development and implementation readiness activities for CWS-CARES V1 and V2 (operational application on the Salesforce platform): $678 million
        - Of this amount, $89 million is for the Salesforce environments and licenses fees
    - Development for CDI: $123 million
    - Implementation of CWS-CARES V1 (only), less County and Tribal involvement stated above: $138 million

- Major cost drivers for continuing project costs roughly include:
    - County and Tribal involvement: $21 million
    - State and vendor support of CWS-CARES V1 (operational application on the Salesforce platform that is in production until V2 implementation): $144 million
    - CDI support of CWS-CARES V1 until V2 implementation: $19 million
    - Implementation of CWS-CARES V2 (in conjunction with V1 support; less County and Tribal involvement stated above): $35 million
    - Salesforce continuing license fees: $70 million
    - State Data Center, DGS and IPOC fees: $13 million

- Total M&O costs:
    - The FAWs depict a 14-month period as one full state fiscal year of M&O is required for reporting.

Total Project Cost

The cost estimate for full-year funding for CWS-CARES and CARES-Live in SFY 2022-23 is $150,785,822 and $200,279,760 in SFY 2023-24 requiring both a current year and budget year budget request in the spring budget process. The project acknowledges that future funding will require ongoing proof of delivery and a review of the cost base, as stated in the CWS-CARES Path Forward agreement (reference CWS-CARES SPR 5, Attachment 1, for further information), and CDT and DOF will require demonstration of progress, business value delivery, and success in meeting commitments prior to

approval of further funding in accordance with the standard Budget Change Proposal (BCP) process.

The Rough Order of Magnitude (ROM) for the CWS-CARES budget for SFY 2022/23 and SFY 2023/24 is displayed below and aligns with the revised budget included with this submission. The SFY 2022/23 and SFY 2023/24 CWS-CARES budget supports activities that are primarily focused on the DD&I of the CWS-CARES V1. The revised budget amounts include increased costs for additional resources on the primary contracts and state resources to support CARES V1 DD&I and new ancillary procurements.

Table 5 - Rough Order of Magnitude (ROM)

Category	SFY 2022-23	SFY 2023-24	Variance	Budget Change Description
CWS-CARES Costs				
PaaS System Integrator	$45,174,265	$42,000,625	-$3,173,640	The decrease is due to renegotiated contract costs to support CWS-CARES V1 activities.
Core Constituent Participation	$10,000,000	$23,000,000	$13,000,000	The increase supports additional resources that align with CWS-CARES V1 SDLC activities.
Product Value Services	$17,547,883	$20,518,757	$2,970,874	The increase is due to an increase in resources to support CWS-CARES V1 activities.
CDI Services	$14,120,303	$27,257,003	$13,136,700	The increase is due to an increase in resources to support CWS-CARES V1 activities.
Other State Goods and Services	$10,505,806	$13,650,545	$3,144,739	The increase is due to additional operating expenses and equipment (OE&E) costs associated with the 5.0 new OSI positions, 5.0 new CDSS positions, and permanent position authority for 5.0 current CDSS positions, DGS fees, and Enterprise Services in support of CWS-CARES V1 activities
State Personal Services	$9,994,978	$13,605,510	$3,610,532	The increase is due to budget letter adjustments as well as 5.0 new OSI positions, 5.0 new CDSS positions, and permanent position authority for 5.0 current CDSS positions.
Implementation Services	$7,117,725	$9,300,000	$2,182,275	The increase is due to an increase in resources to support CWS-CARES V1 activities and the “Entire State at Once” implementation approach.
Professional Services*	$7,807,231	$15,809,448	$8,002,217	The cost increase includes estimated costs for four new

Category	SFY 2022-23	SFY 2023-24	Variance	Budget Change Description
				contracts (SDM Interface Services, Technical Advisor, Strategic Communication, Engagement, User Adoption Services, and Case Management Assessment Services).
Salesforce Licenses	$9,438,895	$9,760,548	$321,654	The increase is due to renegotiated contract costs and additional products.
County Consultants	$4,870,450	$7,398,671	$2,528,221	The cost increase is due to additional county consultants as well as adjustments to align with executed contracts.
Data Center Services	$1,610,289	$3,287,333	$1,677,044	The increase is due to additional environments and services in support of CWS-CARES V1 and central processing unit (CPU) and storage costs to support data and document conversion from CWS/CMS.
CWS-CARES Total	**$138,187,824**	**$185,588,440**	**$47,400,616**	
CARES-Live Costs				
Other State Goods and Services	$2,806,291	$3,184,559	$378,268	The increase is due to OE&E and DGS fees associated with services in support of V1.
State Personal Services	$2,356,700	$2,682,577	$325,877	The increase is due to budget letter adjustments.
Professional Services*	$4,064,793	$3,469,063	-$595,731	The decrease is due to the reprocurement of the CARES-Live Production Support Services contract.
County Consultants	$379,677	$424,121	$44,445	The increase is due to additional county consultants as well as adjustments to align with executed contracts.
Data Center Services	$2,990,537	$4,930,999	$1,940,462	The increase is due to additional environments and services in support of CARES V1 and CPU and storage costs to support data and document conversion from CWS/CMS.
CARES-Live Total	**$12,597,998**	**$14,691,320**	**$2,093,322**	
Project Total	**$150,785,822**	**$200,279,760**	**$49,493,938**	

* Estimated costs are subject to change through the annual SPR process.

**Professional Services include Service Desk Services, Testing Services, Independent Advisor, IV&V, and Project Management contracts.

5.0 Project Status

Since the submission of the SPR 5, the CWS-CARES 0.3, 0.4 and 0.5 releases for the RFA Application process were released to the production environment in March, May, and June 2022, respectively. The CWS-CARES 0.3 Release included the addition of KPI Measurement dashboards, other enhancements (e.g., home assessment status is now visible on the applicant portal), and defect fixes to the RFA Application process features. The CWS-CARES 0.4 Release focused on over twenty user feedback items, including the ability to save an application while it is being entered into the system, effectively allowing users to resume a paused entry. The CWS-CARES 0.5 Release addressed dashboard enhancements for KPI Measurements, design enhancements, and functional enhancements based on user feedback, such as additional references, recall or reassignment of application, as well as indication for Tribal Affiliation of applicant and child. With each release the project team supported implementation activities for the pilot counties, including developing and delivering training material. The RFA Application process is considered complete and is being supported through the release of minor enhancements and fixes. Table 6 below reflects the planned features and changes based on user feedback.

Table 6 - RFA Application Process Releases

Release Number	Release Date	Release Functionality
CWS-CARES Release 0.1	1/31/2022	RFA Application process module into the Production Environment for use by Fresno County, the first of five counties. Contained functionality for processing RFA Applications and supplemental documentation, reporting/dashboards, and the Applicant interface through the RFA Application process.
CWS-CARES Release 0.2	2/14/2022	RFA Application process to Santa Clara County. Addressed two KPI Measurement dashboards and bug fixes.
CWS-CARES Release 0.2	2/22/2022	RFA Application process to Contra Costa, Placer, and Riverside counties
CWS-CARES Release 0.3	3/16/2022	The addition of KPI Measurement dashboards, other enhancements (e.g., home assessment status is now visible on the applicant portal), and defect fixes to the RFA Application process features.
CWS-CARES Release 0.3.2	3/22/2022	Addressed an error and bug fixes.
CWS-CARES	5/16/2022	Addressed two KPI Measurement dashboards,

Release Number	Release Date	Release Functionality
Release 0.4		over twenty enhancements based on user feedback, and bug fixes. User feedback items included the ability to save an application while it is being entered into the system and effectively allowing users to resume a paused entry.
CWS-CARES Release 0.5	6/15/2022	Addressed four dashboard enhancements for KPI Measurements, design enhancements, and functional enhancements based on user feedback, such as additional references, recall or reassignment of application, as well as indication for Tribal Affiliation of applicant and child.
CWS-CARES Release 0.6	9/21/2022	Addition of new reports and functional enhancements.
CWS-CARES Release 0.7	12/15/2022	Improves the performance of the CWS-CARES RFA Application process with the addition of new reports and functional enhancements to the RFA features.
CWS-CARES Release 0.8	3/22/2023	The purpose of this release is to primarily deliver fixes for known issues, enhancements to backend functionality, and security improvements.

As the product development teams supported the implementation of enhancements and fixes to the RFA Application process, the project continued to refine how user metrics are being captured in the CWS-CARES and subsequent CWS-CARES V1 and V2 releases. The learnings from the RFA Application process volumes and statuses will inform reporting design for additional functionality and feature-sets in the future. The data below provides the login and usage reports for the RFA Application process greenfield module as of October 7, 2022. The Okta login and account data is from Splunk, and the RFA application data is from the CWS-CARES Production KPI report. The RFA Application data does not include applications which are in draft status or have been deleted.

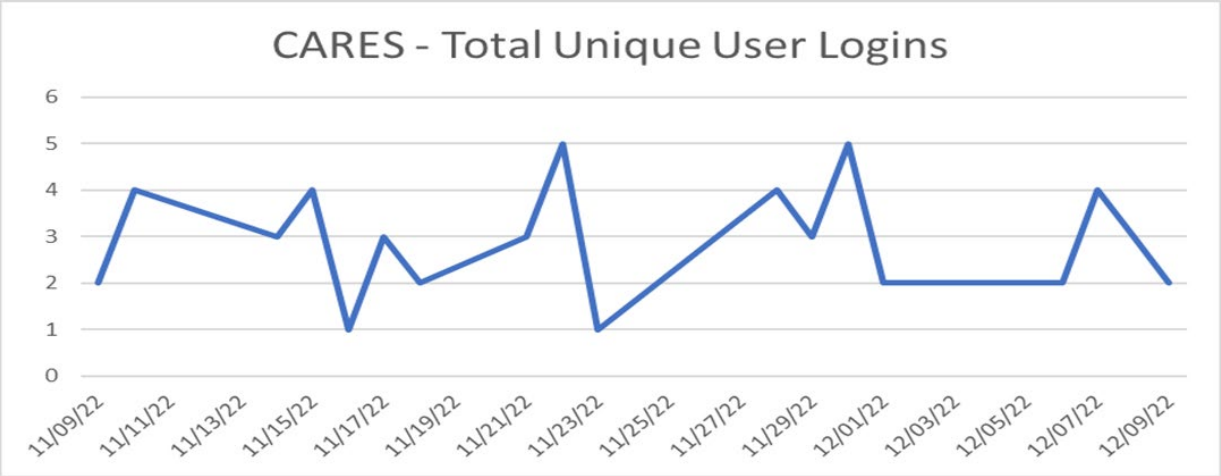


Figure 11 - CWS-CARES Total Unique User Logins

Table 7 - CWS-CARES Total User Accounts

County	**Total Accounts** as of EOD 11/25/22	**Active (Registered)** as of EOD 12/02/22	**Pending Registration** as of EOD 12/02/22
Contra Costa	25	21	4
Fresno	51	45	6
Placer	18	17	1
Riverside	11	11	0
Santa Clara	17	17	0
Grand Total:	**122**	**111**	**11**

Table 8 - RFA Applications by Status and County (as of 12/02)

County	**Received**	**Pending**	**Probation**	**Adjudicated**	**Total**
Contra Costa	5	13		1	19
Fresno	310	1	2	1	314
Placer	8	1	8		17
Riverside	3				3
Santa Clara	11			8	19
Grand Total:	**337**	**15**	**310**	**10**	**372**

In October 2020, a CWS-CARES Path Forward agreement (referenced in the project's previous federal and State approval documents, the IAPDU (November 2021) and the SPR 5, respectively) was memorialized in conjunction with the project's governance entities, including the CDT, and included a high-level agreement outlining the project's initiative to demonstrate progress and success in meeting development milestone commitments, as well as proof of delivering program value. As a result, both the Greenfield Development Progress Evaluation and the CWS-CARES V1 Development Progress Evaluation milestones were established. The purpose of these demonstrations was to offer the CDT an opportunity to evaluate the project's performance and success in meeting delivery commitments while also serving as a basis for determining future project funding.

The first greenfield development progress evaluation occurred on October 21, 2021, and the second evaluation was completed on January 26, 2022. The first evaluation provided an opportunity for key project stakeholders, namely, county representatives, to offer feedback on the completed RFA Application process, including the pilot county experience. The second evaluation event featured presentations covering updated RFA Application process delivery status, CWS-CARES V1 transition planning, and an updated SFY 2021-22 expenditure forecast. The pilot county participants in attendance expressed that the current RFA Application process functionality provided nominal value as delivered and indicated their preference for the continued use of existing systems/process over the CWS-CARES greenfield product until a full replacement was available. In alignment with the project roadmap, full RFA functionality will be delivered in CWS-CARES V1, and the project team will complete analysis of RFA related external systems functionality at that time.

On April 30, 2022, Riverside County concluded their pilot participation of the RFA Application process and will continue to use the third-party solution that is already in place until the CWS-CARES V1 implementation occurs. However, Riverside County would like to continue participation in future development discussions and be included in future conversations related to needs of the RFA program. Riverside has a very robust Efforts to Outcomes (ETO) database currently used to track data related to RFA activities. While the current CWS-CARES RFA Application process does not meet all data reporting needs at this time, the county is committed to continue contributing to the development of the RFA. During the progress evaluation, the project also highlighted the learnings and adjustments that will be made to advance the solution architecture work and to conduct further confirmation, elaboration, and allocation of the project's scope in advance of formally initiating the CWS-CARES V1 work.

Following the completion of the second greenfield Development Progress Evaluation on January 26, 2022, the CWS-CARES project received a subsequent guidance letter issued by the CDT that established conditions for starting CWS-CARES V1 solution development activities. The letter stated that the project would need to develop a comprehensive mechanism to ensure effective communication throughout DD&I and post-implementation activities and ensure user adoption expectations are acknowledged and supported by the counties. Since issuance of the guidance letter, the project has worked diligently to develop an engagement model to share with CDT prior

to being implemented and before CWS-CARES V1 activities started. The project was not able to complete the activity prior to the start of CWS-CARES V1 activities but provided a draft to the CDT on September 8, 2022.

Beginning in February 2022, the project conducted Event Storming for Screening, which is the first step of the Intake process. Event Storming is a series of intensive workshops designed to build a shared, in-depth understanding of to-be work processes (depicted on Service Maps) and current obstacles to meeting program goals. Event Storming helps ensure that CWS-CARES functionality accounts for all possible child and family pathways through the system, covers all populations served and supports new policies. Screening Event Storming, facilitated by the Intake Service Manager and the PVS team, involved nearly 100 participants, including County Consultants, CDSS program partners and technical vendor staff. This round of Event Storming culminated in breaking Screening epics out into specific, prioritized stories to guide software development on both Salesforce and the CDI.

Design and prototyping for the CWS-CARES V1 began in March 2022. These activities continued in parallel with the refinement of business requirements for Intake and Screening processes leading up to the development efforts for the CWS-CARES V1 to begin in June 2022. The project continued to refine the project schedule to ensure input and dependency considerations.

In support of the product build, the project made progress in the following key areas in preparation for the start of CWS-CARES V1 development: solution architecture, confirmation, and elaboration of the CWS-CARES V1 scope, as well as refinement of product roadmap and development milestones. In support of the product build, the technology teams completed the following:

- Developed the System Security Plan
- Implemented Business Rules Engine
- Implemented Master Data Management
- Implemented Content Searching/Indexing
- Extended Reporting/Analytics capabilities to support V1/V2 functionality
- Extended Data Pipeline for V1/V2 objects
- Extended infrastructure to support additional services for V1/V2 functionality
- Extended data exchanges/interfaces architecture to support V1/V2 interfaces
- Implemented data masking/obfuscation
- Conducted ongoing security scanning and hardening
- Researched implementation of Salesforce’s Private Connect when it is released for Salesforce Government Cloud Plus (ETA 2023)

- Implemented and consolidated RFA/V1 environments as needed

- Enhanced Development Pipeline (incorporating additional security scanning tools and more automated testing)

Additionally, the team finalized the first set of business requirements in the form of user stories in preparation to start the development on June 20 for the first three milestones: Screening, Service Provider Profile, and Services. The Product Team also focused on refinement of the product roadmap for CWS-CARES V1 with special focus on confirming the milestones that will be used to measure product development progress. Based on the improvements identified during greenfield development, the project completed analysis and proposed changes that should be made to the project's workflow tool used for capturing metrics related to the build of CWS-CARES V1. With the overview of changes provided to the CDT IPO and the CWDS Deputy Director in April, the team began implementing updated product development milestones and progress reporting metrics during May 2022.

In tandem with confirming the project milestones and product roadmap for CWS-CARES V1, the team conducted a feasibility analysis of delivering the Family First Prevention Services Act (FFPSA) functionality in CWS-CARES sooner than the projected CWS-CARES V1 rollout. The BoD approved start of the detail analysis in October 2021. This analysis was sequenced after the design, development, and delivery of the RFA Application process as to avoid competing resource constraints on the RFA Application process that was already underway. Following the development of the RFA Application process, the detailed analysis continued to identify alternatives and impacts regarding FFPSA functionality implementation. The analysis was presented at the BoD meeting on May 19, 2022. After further examining cost and significant impacts to the overall project timeline, on June 13, 2022, the BoD determined it would not be feasible and voted to not pursue earlier implementation of FFPSA functionality.

On June 20, 2022, the project began development of the CWS-CARES V1, starting with Milestone 3: Screening. This milestone delivers the functionality required to receive a Hotline call (Intake Request), gather initial person and allegation information (for families without system involvement history, initially), determine whether the call meets criteria for investigation, determine the response time required (under State response time policies) and then send a Referral to Investigations. This milestone also emphasizes pathways to preventative services, including Prevention Services (under the FFPSA) and Community-based Connection. Community Based Connection links families with community-based preventative supports and services without creating unnecessary child welfare history. This milestone also marks the establishment of a new CWS-CARES person and group-centered model representing children, families, family networks and households. During the first month of development, the teams developed the feature-set to document the caller's information and the content of the call itself. In the following months, the teams tested that functionality and began developing the feature-set for the Hotline worker to determine what response, if any, is necessary for the call.

The following month, the project team started work in the Resource Management / Financial Management Service Area, beginning with story development for the CWS-

CARES V1, Milestone 1: Service Provider Profile and Milestone 2: Services. Milestone 1 delivers the capability to add and update service provider profile information, while Milestone 2 delivers the capability to add and update service information in a standardized array to lay the groundwork for tracking costs and outcomes to services in Milestone 23.1: Track Service Delivery. Additionally, the Intake Inception session for Milestone 4: Investigations: Engagement was conducted on July 13, followed by another Intake Inception session for Milestone 5: Investigations: Determination on August 18. The first CWS-CARES V1 retrospective was conducted on August 19, to gather feedback and discuss what went well and what could be improved for subsequent build milestone development activities.

The set up and provisioning of many of the V1 environments (development, integration, system integration testing, quality assurance, data conversion) were completed in August. Data Conversion analysis and development work is in progress for Milestones 1, 2, and 3. Conversion of an initial dataset from the CWS/CMS is planned for the September/October timeframe. Along with those activities, a county participation data conversion kick-off meeting was held in September. The proof of concept for document conversion was completed on August 26. A total of 1 million documents were successfully converted from CWS/CMS production environment to CDI. A plan for converting the 70 million documents in CWS/CMS is being developed. All converted documents will be indexed and accessible through associated records in Salesforce.

The project continued work to support the CWS-CARES V1 development effort, develop a more informed total project budget and CWS-CARES V1 schedule/roadmap, and finalize agreements within the State. The agreement within the State occurs through the SPR process. Approval of this SPR, estimated in February 2023, provides the State agreement that is needed to contribute to the development of the Annual APDU.

5.1 Benefits Achieved to Date

CWS-CARES is unique in the following (and many other) ways:

- Functionality that relies on data synchronization with the CWS/CMS solution cannot reasonably be released to end users for operational use without (1) requiring that all county and tribal system users currently work across two or more systems, potentially impacting both productivity and quality and/or (2) putting child safety at risk.

- How counties and tribes use the existing legacy CWS/CMS solution use the legacy CWS-CMS solution differs, by entity, which also includes leveraging a varied set of external systems to complete their work, some of which are unique by entity.

- Child welfare data intersects with many other State programs and needs to be organized and available to inform and support holistic needs for this population.

- Variability in existing processes and systems requires an aggregated understanding of need which can only be gained through intensive user engagement, which must be balanced with their daily, operational workload and

priorities in serving children and their families.

- The project is uniquely complex from a solution, delivery, and vendor strategy.

With all this in mind, there is tremendous program involvement in addressing/understanding the complexity and optimizing those factors that will be essential for that delivery. The project can confidently point to its investment and success in establishing, improving, and aligning critical success factors that:

- Reduce risk to overall cost, schedule, and quality by:
  - Increasing the availability and accountability of skilled, experienced resources.
  - Establishing more effective, end to end delivery processes that minimize time lost through multi-vendor contention.
  - Understanding scope and the logical delivery that prevents unnecessary expenditures related to knowledge gaps and/or rework.
  - Limiting the potential for the emergence of new external systems that must be included in the analysis/lead to a need for unanticipated integrations or the development strategy have been designed to bring the best resources use of duplicative functionality.

- Support User Adoption by:
  - Better aligning scope delivery and schedule with their expressed capacity and availability, resulting in increased potential for engagement.
  - Establishing a formalized Communications, User Engagement and Organizational Change Management User Engagement, Communications and Adoptions approach, which includes organizational change management, to provide extensive opportunities for user participation is essential to that in the project.
  - Creating formal language related to adoption expectations.

- Increase transparency and accuracy for project planning and progress reporting through:
  - A data-driven model and set of tools and processes that are based on scope and provide for the related analysis of cost, schedule, and quality.
  - A comprehensive set of means for tracking and measuring operational progress, solution status, and value delivery.

In terms of value delivery, the RFA Greenfield effort, discussed extensively early in the document, has created business value as evidenced by/in the following ways:

- Adopted by 4 of 5 pilot counties, as expected. (One pilot county is using Efforts to Outcomes (ETO) and was not expected to adopt RFA Greenfield.)

- Delivered a set of the RFA reports that enable tracking cycle times through the application approval (adjudication) process. Although it is too early to compare the RFA greenfield statistics to a reliable baseline in each county, the ability to monitor the process, track basic product metrics and generate summary RFA reports is in place.

- Proved the CARES Data Pipeline, which enables organizing CARES data longitudinally t produced accurate RFA reports.

- Proved the success of CARES Content Management using DocuEdge and Adobe Experience Manager (AEM).

- Delivered an early version of an Applicant Portal. Although counties have not adopted this technology because of concerns about their ability to support users, the resulting portal framework will speed development of a full-featured Applicant Portal in V1.

The Administration on Children, Youth and Families (ACYF) Technical Assistance Monitoring Review of the RFA functionality affirmed that it provides an improved person-search feature that allows users to make timely and more informed decisions. This feature provides a more efficient workflow than legacy options and should result in improved data quality through reduction of duplicate person, resource, and case records. It was also acknowledged that the user interface is helpful in that it has tool tips, error messages, and simple visuals free of distractions that diminish the user experience. The user dashboard includes real-time updates and provides easy access to information to improve efficiency.

Other benefits achieved include the progress the project made in program architecture. In June 2022, the project conducted a program architecture demonstration as required by the CDT to provide detailed updates and demonstrations of the technical tools that were established in preparation for CWS-CARES V1 development. The review included: application architecture, design pattern library, business rules engine, reporting and analytics, data conversion and security approach.

5.2 Implementation and Training

The first iteration of the CWS-CARES Master Implementation Plan was completed in August 2021 and explained how the Implementation Team will manage and engage with Orgs in preparation for implementation, during implementation, and post go-live. The plan addresses how organizational readiness will be assessed for each of the orgs. The second iteration of the plan was reviewed and approved by the ELT on December 20, 2021. It provides a detailed strategy for implementation of the RFA Application process to the five pilot counties. Currently, the third iteration of the CWS-CARES Master Implementation Plan (Attachment 15) was finalized on August 1, 2022.

This iteration of the plan incorporated the following process undertaken to identify a recommended rollout and training approach to the ELT:

- The CWS-CARES V1 roll out approach options explored - The Implementation Team organized three labs to gather input into evaluating CWS-CARES V1 roll out options. Options explored include a statewide rollout, a 2-to-3-month rollout, a 6 to 9+ month rollout, and an option to combine a non-production and/or production pilot to the chosen roll out option. The CWS-CARES V1 roll out approach labs were a series of interactive workshops with Org and CWDS project participants focused on analyzing impacts such as training, external

systems, and child safety related to the statewide roll out of CWS-CARES. The lab format was intended to generate breakthrough thinking, innovative ideas, collaboration, and thorough interaction with the issues at hand. The final lab in the series was an opportunity to gain consensus for a recommended V1 rollout approach.

- The CWS-CARES V1 training approach options explored - The Training Team organized two labs, a survey, and a series of discussions to gather input from the Orgs, the Regional Training Academies (RTAs), the Chief Probation Officers of California (CPOC), and the CDSS Training Support Unit to gather input into CWS-CARES V1 training options. Under the current training model RTAs train CWS/CMS county child welfare, a CPOC contractor trains all CWS/CMS Probation users, and the CWDS Implementation Services contractor provides a Train the Trainer (TTT) approach for CWS-CARES V1. The RFA training assessment determined that the pilot counties preferred to leverage the RTAs to support their training needs due to resource constraints. Due to the small number of end users within the RFA pilot counties, the implementation contractor performed all RFA end user training. However, the sentiment from the pilot counties as well as feedback from Orgs was cause for the CWS-CARES V1 statewide training approach to be re-examined to ensure that the approach feeds into a plan that can adequately meet the needs of the Orgs.

In preparation for implementation of the RFA Application process, the Implementation Team focused on developing the following areas to ensure a successful implementation with acceptance and buy-in from the five pilot counties, the CDSS, and the CWDA. The RFA Application process was rolled out to the five pilot counties from January 2022 to February 2022. Although the Implementation and Training teams have supported four minor RFA releases from March 2022 to June 2022, they have shifted focus to prepare for CWS-CARES V1 implementation. The Implementation Team will apply lessons learned and Org input to the following areas to scale up in preparation for CWS-CWS-CARES V1. Future iterations of the CWS-CARES Master Implementation Plan will include a strategy for statewide implementation of the CWS-CARES V1 and ultimately CWS-CARES V2.

Organizational Assessment: In October 2021, the Implementation Team conducted the assessment with each of the five RFA pilot counties. The assessment captured uniqueness, needs, and strengths of each Organization. The assessment collected different categories of information as it relates to different aspects of the county including demographic, training, OCM, and technical. The Implementation Team led the development of a web-based repository tool and used it to store select assessment data gathered from the counties. The information gathered from the assessment was used to develop a detailed RFA implementation strategy to support the OCM, training, and implementation readiness activities for each of the five pilot counties.

Prior to CWS-CARES V1 implementation, the Implementation Team will complete the assessment with all Orgs.

CWS-CARES Readiness Environment: The Implementation Team established a Readiness Environment to support RFA implementation readiness activities and to

prepare and assess county readiness prior to go-live. Select county users (e.g., Implementation Coordinator, OCM Coordinator, Training Coordinator) accessed the Readiness Environment prior to RFA go-live. The Implementation Team and selected participants from the five pilot counties used the CWS-CARES Readiness Environment to review features and functionality and to validate how users and business processes may be impacted. The CWS-CARES Implementation Team worked with the RFA pilot counties to prepare for cutover and implementation leveraging the CWS-CARES Readiness Environment for evaluation as well as other "readiness" criteria. The ELT approved the Readiness Environment Org Engagement Plan on December 13, 2021.

Based on lessons learned from RFA, the Implementation Team will explore the option of having a Sandbox type environment to allow Orgs an opportunity to gain exposure and have a hands-on experience with the product prior to CWS-CARES V1 go-live.

Organizational Change Management:

The Implementation Team worked with each of the RFA pilot counties to document their as-is RFA Application. The Implementation Team iteratively developed to-be business processes. This was done by documenting to-be business processes one TI behind development. The OCM Plan for the RFA process was approved by the ELT on December 20, 2021.

There is a continuous effort underway to analyze the CWS-CARES product functionality and impacted user groups to ensure implementation strategies and communications are aligned. The team continues to identify and understand Orgs that will be using the CWS-CARES and/or receiving data from the CWS-CARES (reporting). The team is currently developing an Org engagement plan and an As-Is and To-Be approach in collaboration with the Product Team for CWS-CARES V1.

The Implementation Services Vendor will leverage additional OCM tools, such as Change Scout, which is a comprehensive, digital change management platform that will manage transformation through data-driven assessment, analysis, and stakeholder engagement.

CWS-CARES Training: The Implementation Team developed a training approach for the RFA Application process. The RFA Application process training plan was approved by the ELT on December 20, 2021. The project utilized the CWS-CARES Training Environment to support training needs and reinforce CWS-CARES functionality during roll out. Training for the RFA Application process was conducted with all end users in a phased approach from January 2022 through February 2022 with the five pilot counties. The CWS-CARES Training Environment continues to be available to RFA pilot counties to support internal training needs and reinforcement of RFA process functionality.

As aforementioned, the team explored the CWS-CARES V1 training approach and presented options with a recommended hybrid training approach to also include Regional Training Academy (RTA) and designated county training staff in delivery of CARES V1 training to ELT in August 2022. The ELT requested that the Implementation Team collaborate with the Independent Advisor to explore alternatives to three

components of the training approach recommendation, including: 1) use of the RTAs for training delivery since these resources are higher cost, 2) the ratio of instructors to learners for instructor-led training and 3) the total duration for training delivery statewide. As a result of this collaboration, the CARES Project team agreed to move forward as follows:

- Continue to plan for inclusion of the RTAs in training delivery. CDSS will work with the RTAs to explore an alternative rate structure for the CARES training delivery. This will support the delivery of training that is contextualized based on how staff work today, how CWS/CMS is used today, and how that will change with CARES.

- Ratio of instructors to learners will be 1:10, because of the lab-style, hands-on format of instructor-led training. This will support the ability for instructors to provide support for learners who have questions or need extra help and allow for the appropriate level of attention for learners to gain proficiency using CARES.

- Duration of instructor-led training will be within 12-weeks prior to go-live, with an assumption that those staff who complete training 2 to 3 months ahead of go-live will complete a refresher training “just-in-time" prior to go-live. This enables the total number of training resources required to deliver statewide training to be significantly reduced, thereby reducing the risk of onboarding a higher number of resources to deliver CARES training.

CWS-CARES Support Model: The Incident Management Plan and Service Level Objectives were re-evaluated and updated for CWS-CARES. This information supported the RFA Command Center Plan. The command center is a centralized operational support hub available to Orgs immediately after go-live. The command center was established to support the RFA rollout. The RFA Command Center was staffed by a matrix of CWS-CARES project staff to provide hands on support and to monitor and quickly respond to inquiries and issues. The command center was available to the RFA pilot counties for 2 weeks post go-live. After the 2-week command center duration, RFA county support was transitioned to the CWDS Customer Relations and Service Desk teams. The Customer Relations Team is available for general Org inquiries. The CWDS Service Desk works closely with the PaaS vendor to provide tier 2 incident management support to the Orgs for the RFA Application process, this will continue through CWS-CARES V1 and CWS-CARES V2. Beginning with the CWS-CARES V1 release, Service Desk support will be expanded to 24 hours a day, 7 days a week, with the Service Desk serving as front-line technical support and operated by both vendor and State support resources. Incident and problem management processes related to the Incident Management Plan will continuously be refined to meet the needs of project and the Orgs, as well as Service Level Agreements and objectives to ensure continuous delivery of services to the Orgs.

User Engagement: The Implementation Team designated an Implementation Lead (IL) to each of the five RFA pilot counties. The IL is the liaison between the implementation Organization and the project for all matters implementation related. The project reached out to 121 implementation Organizations to gather their respective implementation contacts (Training Coordinators, Implementation Coordinators, OCM

Coordinators). As additional user groups are identified, the Implementation Team will work to identify additional implementation contacts for respective implementation Organizations. The ILs engaged directly with the RFA county implementation contacts to prepare for go-live. This model with ILs as the single point of contact was utilized for the RFA Application process and is applicable CWS-CARES V1 and CWS-CARES V2.

Monitoring and Communicating Changes: The Implementation and Training teams continue to be embedded in CWDS meetings related to all aspects of the CWS-CARES development effort. The Implementation Team will assist to identify what practices may change from the emerging value that is being added with the CWS-CARES and incorporate this information into training and implementation activities. The Implementation Delivery Owner (DO) is a key interface between the Implementation Team and the CWS-CARES product service areas. The DO understands product requirements across service areas and this supports in defining and prioritizing work activities for the Implementation Team. Additionally, a regular recurring meeting between the Product and Implementation teams have been established to maintain alignment on dependencies and to support consistent communications each team has with external stakeholders. The recurring meeting and the DO allows the Implementation Team to consistently remain abreast of product milestones and potential impacts to Orgs.

As the project continues to work on the CWS-CARES Master Plan for implementation, the above areas will be further developed to include detailed and measurable criteria that aligns with the CWS-CARES adoption strategy.

5.3 Accessibility

The project will run accessibility testing periodically, as identified when the system has changes that may impact usability. With this understanding and expense to complete, accessibility testing is not expected nor scheduled to be completed within each TI; however, accessibility training will be scheduled before a new feature, function, or when a building block moves into production.

The accessibility test cycle will validate that what is going into production has met the Web Content Accessibility Guidelines (WCAG) 2.0 principles that is the current version developed by the Web Accessibility Initiative. These principles are focused on a human-centered approach to web design.

- Principle 1: Perceivable - information and user interface components must be presentable to users in ways they can perceive
- Principle 2: Operable - user interface components and navigation must be operable
- Principle 3: Understandable - information and the operation of user interface must be understandable
- Principle 4: Robust - content must be robust enough that it can be interpreted reliably by a wide variety of user agents, including assistive technologies

The project will use the expertise of an existing accessibility testing staff provided by the PaaS SI vendor. The resulting test artifacts will be validated by the State QA Team ensuring that the products are usable by those with disabilities and by the widest possible audience to the greatest extent possible, without the need for adaptation or specialized design. The tests will be planned and designed for the needs of people with permanent, temporary, situational, or changing disabilities.

5.4 Planned Versus Delivered

The SPR 5 updated the major milestones to reflect the strategically delayed start of CARES V1 development due to the need for advancing the solution architecture work and to conduct further confirmation, elaboration, and allocation of the project's scope. As a result, the project, in conjunction with the PaaS SI, reassessed the CWS-CARES V1 milestone timeline and finalized the schedule and CARES Product Roadmap. The updated CWS-CARES Product Roadmap (Attachment 1) reflects these changes. Table 9 below provides updates to the milestones that were approved in the SPR 5, along with the latest status through the submission of this SPR.

Table 9 - SPR 5 Milestone Status

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
Complete CARES V1 Building Block/Epic T-Shirt Sizing Estimation	March 2022	4/29/2022	Completed	
Complete Greenfield Implementation	March 2022	2/22/2022	Completed	
Complete Implementation of Jira Progress Metric Improvements	April 2022	5/27/2022	Completed	
Execute new IV&V Services Contract	April 2022	4/6/2022	Completed	
Establish Installed CARES V1 System Architecture (hardware/software) Baseline	June 2022	7/29/2022	Completed	
Complete PaaS SI contract amendment execution	TBD		In Progress	Negotiations between the State and the PaaS SI continued into February 2023 with target contract execution date in June 2023.

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
Establish Backlog for minimum of 2 sprints reviewed by PaaS SI (continuously maintain going forward)	June 2022		Completed	This milestone was rescheduled for November 2022 to allow for completion of resequencing and de-stacking of Product Milestones.
Begin Build Activities for CARES V1	June 2022	6/20/2022	Completed	
Establish approach for working across CWS/CMS and CWS-CARES	June 2022	6/27/2022	Completed	
Award Financial Management Services Contract	July 2022	8/3/2022	Completed	
Submit IAPDU[2] to ACYF	July 2022	10/5/2022	Completed	The project submitted an As-Needed for the CWS-CARES IAPDU to the ACYF to request a two-month extension to October 1, which was approved on August 29. The IAPDU was submitted to the ACYF on October 5, 2022.
Submit draft SPR 6 to CDT	July 2022	10/17/2022	Completed	Based on guidance from the CDT and the OAIO, the submission date for the SPR 6 changed from July 2022 to December 2022, following the approval of the SPR 5 on May 13. The draft SPR 6

[2] Now referred to as the Annual APDU, per ACYF direction

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
				was initially due in September; however, due to vendor renegotiations, the CDT extended the SPR 6 draft submission due date to October 17, 2022.
Submit FY 2023-24 BCP	September 2022	1/19/2023	Completed	Re-sequenced to Spring Finance Letter to follow SPR 6 submission and reflect CDT approval.
Submit final SPR 6 to CDT	December 2022	12/29/2023	Completed	Following submission of the SPR 6 on December 29, the project received feedback from the CDT and the DOF on January 24, as part of the critical partner review process. The project finalized the SPR 6 based on the feedback received, and the revised SPR 6 was submitted on May 3.
Draft CARES V1 Cutover Plan	December 2022			The milestone was rescheduled to December 2024 to align with the updated CWS-CARES Project Timeline.
CWS-CARES System Technical Recovery Plan	December 2022			The milestone was rescheduled to May 2025 to align with the updated CWS-

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
				CARES Project Timeline.
CWDS Business Continuity Plan	April 2023			The milestone was rescheduled to May 2025 to align with the updated CWS-CARES Project Timeline.
CWS-CARES V1 Development Progress Evaluation	TBD	4/25/2023	Completed	The date for the CWS-CARES V1 Progress Evaluation was scheduled to occur after the PaaS SI and PVS contract negotiations/amendments were complete and occurred on 4/25/2023.
Master Plan for Implementation Update (CARES V1)	TBD	8/31/2022	Completed	The third iteration of the Master Plan for Implementation was finalized in August 2022 and is included in this SPR submission.
Organizational Change Management (OCM) Plan Update (CWS-CARES V1)	TBD	11/14/2022	Completed	The OCM Plan Update was finalized and approved in November 2022 and is included with this final SPR 6.
Product Management Plan Update	TBD	10/5/2022	Completed	The updated Product Management Plan was finalized and submitted with the Annual APDU on October 5, 2022 and is included in this SPR submission.

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
Training Plan Update (CWS-CARES V1)	TBD	3/30/2023	Completed	Completed on March 30, 2023.
Establish V1 Data Dictionary / Data Mapping Baseline	TBD			Anticipated completion is November 2025.
V1 Performance Test Plan	TBD	3/15/2023	Completed	Completed on March 15, 2023.
Complete CWS-CARES V1 Design, Development, and Validation	TBD			Anticipated completion is March 2026.
Complete CWS-CARES Product Milestone 1: Screening (Hotline)	TBD		Cancelled	Due to the scope being redistributed into new milestones, this milestone has been removed.
Complete CWS-CARES Product Milestone 2: Investigations	TBD		Cancelled	Due to the scope being redistributed into new milestones, this milestone has been removed.
Complete CWS-CARES Product Milestone 3: Emergency Placement	TBD		Cancelled	Due to the scope being redistributed into new milestones, this milestone has been removed.
Complete CWS-CARES Product Milestone 4: Pathway to Court Ordered Family Maintenance	TBD		Cancelled	Due to the scope being redistributed into new milestones, this milestone has been removed.
Complete CWS-CARES Product Milestone 5: Pathway to Community Based Connection or Voluntary Family Maintenance	TBD		Cancelled	Due to the scope being redistributed into new milestones, this milestone has been removed.

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
Complete CWS-CARES Product Milestone 6: Ongoing Case Management, Placements, and Exits to Permanency; Resource Family Engagement, Applications and Monitoring	TBD		Cancelled	Due to the scope being redistributed into new milestones, this milestone has been removed.
Complete CWS-CARES Product Milestone 7: Case Closure and Aftercare, RFA Complaints	TBD		Cancelled	Due to the scope being redistributed into new milestones, this milestone has been removed.
Complete CWS-CARES Product Milestone 8: Special Populations	TBD		Cancelled	Due to the scope being redistributed into new milestones, this milestone has been removed.
Decide TI 1 – TI 19 Readiness Go/No Go	TBD		Cancelled	No longer applicable

5.5 SPR 5 Conditions

The Special Project Report (SPR) 5 was approved by the California Department of Technology (CDT) on May 13, 2022, with five approval conditions related to the following: project reporting, total project cost assessment, CARES V1 development progress evaluation, contract services (project management budget & cost tracking adjustments), and ongoing CARES V1 commitments cited in the subsequent CDT Guidance letter issued on February 24, 2022. Below is the project's response to these conditions:

1. The CWS-CARES project must submit a draft, complete SPR #6 to the CDT for review by September 30, 2022, and a final, signed SPR #6 by December 31, 2022. The SPR must include:

    a. Statewide Information Management Manual, Section 19F Financial Analysis Worksheets (FAWs), and updated forecasts for the Total Project Cost and Project End Date that align with the FAWs.

    Response: The FAWs included in Section 8.0 provides updated forecasts for the Total Project Cost and align with the revised Project End Date of May 2029, with the exception of M&O costs.

b. A Staffing Needs Analysis for Office of Systems Integration (OSI) and California Department of Social Services (CDSS) positions supporting the project. The Needs Analysis will consider the project's planned activities and workload for the remainder of CWS-CARES V1 development and implementation activities following the execution of planned vendor contract modifications, as well as state position descriptions and classifications. The results from this analysis must align with the FAWs.

   Response: The Staffing Needs Analysis is included in Section 5.6 and aligns with the FAWs.

c. Calendar-based Estimated Completion Dates for all Major Milestones identified, with none shown as "TBD".

   Response: Calendar-based Estimated Completion Dates for all major milestones are reflected in Sections 2.1 and 5.4, Table 9 - SPR 5 Milestone Status.

2. The CWS-CARES project's Independent Advisor consultant must complete an assessment of the estimated Total Project Cost by August 31, 2022. The assessment must be shared with the CDT immediately upon completion and subsequently be included in the draft SPR #6 submission.

   Response: The Independent Advisor completed the project's total cost estimate and the Independent Government Cost Estimate was provided to the CDT and DOF on March 14, 2023.

3. The CWS-CARES project must demonstrate to project stakeholders and the CDT at a V1 Development Progress Evaluation no later than December 15, 2022:

   a. Progress and success in meeting SPR #5, Project Roadmap, and Product Roadmap milestone commitments.

   b. Work products from the ongoing development of CWS-CARES solution supporting capabilities (e.g., legacy data conversion, external interfaces, shared services, forms/reports).

   c. Proof of delivering program value. The project will work with the CDT to determine and reach agreement on an appropriate program value metric that will satisfy this condition.

   Response: The date for the CWS-CARES V1 Progress Evaluation was determined after the PaaS SI and PVS contract negotiations were complete. The date is now a SPR 6 milestone set for April 2023.

4. The CWS-CARES project must perform adjustments to Contract Services - Project Management budget and cost tracking and reporting by the September 2022 Project Status Report submission to address the overspend currently being reported.

Response: The adjustment to Contract Services-Project Management budget, cost tracking, and reporting were made beginning with the July 2022 Project Status Report.

5. All conditions for starting CWS-CARES V1 solution development activities cited in the February 24, 2022, Greenfield Development Progress Evaluation Results and Follow-up Guidance letter from the CDT continue to be applicable.

   Response: Below is the project's response to the conditions cited in the CDT Guidance Letter referenced in SPR 5 condition #5 above:

   1. *User Adoption*

      a. *Develop an engagement model that:*

         i. *Ensures sufficient active participation by county program workers on the project, not just representatives for them*

         ii. *Includes a comprehensive mechanism that will ensure communications regarding state and county stakeholder expectations for county engagement during CWS-CARES Design, Development, and Implementation (DD&I) activities and post-implementation production usage are complete, documented, and acted upon.*

         iii. *Ensures that the expectation of full CWS-CARES adoption is fully and formally communicated, acknowledged, and supported by the counties, including emphasis that adoption is defined as usage by all applicable county users. The guidance regarding solution adoption will be communicated before CWS-CARES V1 Production implementation activities start. The project will periodically report progress towards adoption to stakeholders and the CDT. The engagement model will be shared with the CDT for review and feedback before being implemented.*

      Response: Through the leadership and direction of the CDSS project sponsor's ELT member, a Communications Assessment was conducted in June 2022 and presented to ELT in July 2022. This effort resulted in a plan of 'Quick Wins' for communication and stakeholder management improvement opportunities that will also support user adoption. In addition, the Strategic Plan for Engagement, Communications and User Adoption was developed, along with an Action Plan, which was provided to CDT in September 2022. The CDT provided some immediate feedback on this plan, and it was promptly incorporated by the project team. This plan will support the Service Managers, Product Delivery, and Implementation teams, as well as project leadership in level-setting expectations with all stakeholder groups pertaining to scope, functionality and user feedback. A

critical subcomponent to this plan is the Core Constituent Participation (CCP) Model (Attachment 11). Further detail is provided in Section 4.0 regarding the communication and user engagement strategy, and Section 5.7.1 provides further detail on the CCP Model.

b. *Ensure that counties consult with the California Department of Social Services (CDSS) before implementing any county-built or third-party local systems, new functionalities that are also planned for delivery in CWS-CARES. The guidance regarding solution adoption will be communicated before CWS-CARES V1 Production implementation activities start.*

Response: The CDSS has existing regulations, Division 28 of the Manual of Policies and Procedures, and a supporting process in place requiring counties to submit documentation to the CDSS prior to the solicitation, development, and implementation of any electronic data processing systems. Prior written approval is required for counties to proceed with their project plans. The CDSS developed an action plan that consists of process improvements to ensure enforcement of the established regulations. The action plan was provided to the CDT in September 2022.

2. *Business Value Delivery and Progress Measurement*

a. *Establish, before CWS-CARES V1 solution development activities start, clearly articulated and specific solution development and business value delivery milestones that will be met during V1, as well as incremental demonstrations/evaluations to allow all stakeholders to assess development progress and the suitability/adoptability of the solution. The specific major milestones requiring the incremental demonstrations/ evaluations are subject to agreement with the CDT. Additionally, completion of foundational Program Architecture tasks (as identified in the Greenfield Evaluation presentation deck) is a major predecessor milestone to starting V1 development and will require a demonstration/evaluation upon completion.*

Response: An updated CWS-CARES V1 Product Milestone Timeline (Attachment 12) and CWS-CARES Project Planning Roadmap (Attachment 22) was shared with the CDT on September 30, and a walkthrough of the updates was provided to the IV&V and the CDT IPO on October 6. Section 5.4 provides completion dates for the foundational program architecture tasks. The project continues to collaborate with the OAIO and CDT IPO to establish the timing for the CARES V1 demonstration for inclusion in the final SPR 6 submission in December 2022.

b. *Establish and implement before CWS-CARES V1 solution development activities start, clearly articulated project and release progress metrics, supported by data specifically related to CWS-CARES solution design, development, testing, and release into the Staging, Readiness, and Production environments. The project will share the progress metrics with the CDT for review and feedback before being implemented*.

Response: A demonstration of the Jira Milestone Status Report was provided to the CDT and the CWDS Deputy Director on June 3, 2022, with completion of the final Jira dashboard occurring on July 25. The daily status report was automated in Jira and has been part of the Weekly Director's Reporting since July 2022. Continuous feedback to Jira metric reporting is collected and processed to ensure alignment with team processes as the SDLC matures.

c. *Implement a cost allocation and tracking mechanism that allows for ongoing distinction between one-time CWS-CARES DD&I costs and continuing CWS-CARES Production operational costs. Production operational costs to be tracked include those costs associated with functional enhancements to previously Production-deployed CWS-CARES solution modules. The project will share the tracking mechanism with the CDT for review and feedback before being implemented.*

Response: The project currently has a tracking mechanism in place that distinguishes between the one-time CWS-CARES DD&I and the percent of costs associated with the CARES-Live operations. Prior to the implementation of the CWS-CARES V1, the project will need to determine the percent of costs for each budget category associated with ongoing operations for the CWS-CARES V1. At this time, the costs associated with the RFA Application process are allocated as part of CARES V1 development. The project proposed in the Annual APDU that costs associated with supporting the RFA Application process functionality be considered development and not maintenance and operations. This proposal is based on development of the RFA functionality continuing into the CWS-CARES V1 and the continued lessons learned from the greenfield. Below is the business case to support the project's proposal:

Due to the complexity and cost of automated data synchronization between the CWS-CARES and the CWS/CMS, the CWDS plans two major CWS-CARES releases V1 and Version 2 (V2) to production. However, to test out the new Salesforce PaaS-based approach, including the CDI, along with the accompanying the SDLC, the project first released a "greenfield" module before tackling the bulk of the CWS-CARES

functionality. Greenfield modules do not depend on automated data synchronization with legacy systems.

The RFA Application process was selected as the greenfield application to demonstrate the project's ability to build software on the Salesforce platform, integrate the platform with the CDI, and demonstrate product value to counties while establishing an effective implementation approach. The greenfield module provides a limited scope of functionality to a minimal number of users. While the functionality provided to the four pilot counties will result in efficiencies and benefits to the users, it does not provide the full scope of the RFA functionality. The development of the RFA functionality will continue into the CWS-CARES V1. The project will need minimal resources to support the operation of the greenfield module until the full RFA functionality is released into production with the CWS-CARES V1. The project assumes the work associated with supporting the greenfield module is part of the development phase. This work will continue to provide valuable lessons learned in parallel with the development of the CWS-CARES V1 and enables the project to make necessary adjustments. This approach leads to a more efficient and effective design, development, and implementation of the CWS-CARES overall. The following are high-level examples of the improvements made based on the project's greenfield module approach:

- Although the project conducted a series of the SDLC trial runs, culminating in some configured functionality on Salesforce prior to the arrival of our current vendors, the greenfield initiative presented the first opportunity to test the methodology in a multi-vendor setting. This pilot activity, coupled with collaboration and input from vendor partners, including recommendations from Independent Advisor, allowed the project to identify practices through which the SDLC can be improved to increase both efficiency and outcomes.

- The greenfield initiative also surfaced opportunities to improve the SDLC execution. Based on both the Product Delivery Team and project retrospectives that were conducted in October 2021 after greenfield (GF) Testable Increment (TI) 0.1, the project initiated improvements to the SDLC. The modifications made based on lessons learned, supported the successful completion of working code/greenfield functionality, and laid the path for successful completion of the greenfield effort as scheduled.

- The project team continues to employ the continuous design and development strategy, which has the added benefit of

additional, ongoing opportunities for feedback from county Subject Matter Experts (SMEs). The project team was able to incorporate these SDLC changes and implemented GF TI 0.1, 0.2 and 0.3 on schedule, through March 2022.

- The project team employed its planned product delivery approach during greenfield, which included discrete activities related to architecture and scope refinement at the module level. Architecture activities occurred "just in time," throughout the SDLC. This produced a variety of greenfield challenges, sub-optimal patterns and deferred technical goals, while also suggesting that continuing with the approach could limit the overall foresight that is needed when striving for architecture quality.

- Greenfield activities also identified the need for further confirmation, elaboration, and allocation of the project's scope. This includes analysis that would have been completed at the front end of each TI, which is when the project team originally intended to better understand and define the work to be done and the approach to take. Similar to the architecture work, the project proposes to conduct these activities in advance of formally initiating V1/V2 work, which the project anticipates will allow for improved alignment, core product agreements that greatly facilitate scope and approach conversations, and overall efficiency.

Greenfield work allowed for assessment of the multi-vendor model. While the project teams are well-skilled and experienced, it became clear that the CWS-CARES Project needs more formality around the complex and critical systems integration work and began working with the Platform as a Service System Integrator (PaaS SI) vendor accordingly. The project worked with CDT/Statewide Technology Procurement Division to conduct the necessary reviews and identify appropriate negotiations for contract modifications that might be necessary.

5.6 Project Staffing/Vacancy Rate

In response to SPR 5 approval condition 1.b., the project team conducted a staffing needs analysis to ensure the right resources are 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 (KSAs) to deliver the stated goals and objectives of the project. The project State staff leadership is also considering how the existing and planned contracts can be leveraged in the successful delivery of the CWS-CARES V1. The Project Management Office (PMO) Administration team facilitated a series of staffing workshops and analysis of independently developed team staffing plans by the OSI state managers. Existing staff KSAs were assessed as well, and the following table reflects the outcomes of the

analysis which identifies the staffing make-up (by unit), including the appropriate classification, and consequences of error if the staffing levels fall short of the recommended level (Reference Table 10 below and Attachment 31 - CWDS Functional Organization Chart).

The OSI CWDS Deputy Director is leveraging one state position and one existing contract position to support the role of Project Director.

- **Project Integration Director** – The acting Director of Technology is currently a consultant and was named the Project Integration Director in SFY 2021/22. The goal of this role is to ensure alignment between product, technology, and implementation. In consultation with the Deputy Director and other project leadership, the Project Integration Director provides advice, guidance, and direction on various product, technology, and implementation tasks, including, but not limited to, strategies, roadmaps, governance, scope, schedule, analysis of risks/issues and mitigation strategies, impacts to project funding/approvals, technical solutioning, and organizational health and readiness.

- **PMO Director** – This role serves as the State back up to the CWDS Deputy Director. The PMO Director is responsible for the project's overall plan management, including project governance and the project's decision-making framework. The PMO is largely responsible for state and federal project reporting, the CWS-CARES and CWS/CMS budgets, project schedule, risk and issue management, vendor and contract management and resource management. In consultation with the Deputy Director and Project Director, the PMO Director provides advice regarding impacts to project funding/approvals and impacts, project communications and presentations, stakeholder management, and overall project health.

Table 10 provides a summary of the state staffing assessment results in terms of additional staffing needs for SYF 2023-24. Table 11 provides additional detail including justification.

Table 10 - OSI Staffing Plan Summary

Teams	Additional Resources for SFY 2023-24	Classification
Product	4.0 PYs	Information Technology Specialist I (ITS I)
Project Director	1.0 PY	Career Executive Assignment (CEA)
Total	**5.0 PYs**	

Table 11 - OSI Staffing Plan Needs

Product Team	Proposed Resources for SFY 2023-24	Justification
ITS I -– Product Delivery Analysts	3.0 PYs	• Balance the workload and stacking between Courts and Case Management Service Areas • Balance the workload and stacking between Reporting and Administration • Monitor the SDLC adherence and team discipline of Jira data (input) to ensure accurate reporting of team velocity and progress against Milestones, Epics, Building Blocks and User Stories • Maintain product artifacts and documentation • Monitor vendor teams in terms of performance management, meeting the WOA goals, and validating the quality of deliverables for the WOA acceptance

Consequences of Error:

3.0 PYs - ITS I – PDLs

The project requires additional PDLs due to stacking of Milestones in the CWS-CARES Product Roadmap. The service managers require PDL support for concurrent Milestone in various stages of the SDLC (e.g., Context-setting (Research), Design/Build, User Feedback). Without these additional resources the product delivery schedule is at risk because service managers would lack the full support needed to keep multiple Milestones (Tracks) in motion at the same time. This is especially critical for the Build phase, because PDLs are responsible for epic/story review and acceptance.

Project Management	Proposed Resources for SFY 2023-24	Justification
CEA – CWDS Project Director	1.0 PY	The CWDS Project Director will serve as the chief advisor to the CWDS Deputy Director in the areas of leadership and strategic direction, thus filling a critical gap in an IT project of this size and complexity. As a horizontal role, the Project

Project Management	Proposed Resources for SFY 2023-24	Justification
		Director and is responsible for the overall management and delivery of the CWS-CARES project versus the administrative management of State staff. The State Staffing Assessment revealed a critical gap within the project's structure of a Quality Governance program, which is best practice for State IT projects relative to the size and complexity of CWS-CARES. The Project Director will provide leadership and direction to the project teams, vendors, and consultant staff to ensure project objectives are accomplished. This role will be an integral escalation point to help remove impediments, manage critical dependencies, address project issues, and help mitigate high level risks. As such, the Project Director will help manage and approve the project schedule and master project plan to ensure the system meets the needs of the project sponsor and the stakeholders. Under the direction of the CWDS Deputy Director, the Project Director will serve as a critical conduit of communication with key project stakeholders. This role will also help establish a project wide quality management strategy, which is a best practice for state IT projects relative to the size and complexity of CWS-CARES. The quality management strategy will be grounded in state, agency, organizational, program, and project requirements for quality. The horizontal orientation of this position provides visibility across the project process areas and that can coordinate agency, program, and project expectations for quality management. In conjunction with the PMO, this role will communicate the

Project Management	Proposed Resources for SFY 2023-24	Justification

		minimum expectations for what quality processes should be performed for the different process areas via a Quality Governance program. Key elements of the Quality Governance program (that is executed upon in collaboration with other project areas – e.g., PMO, Product):
		• Establish quality expectations and measurements for major project areas:
		  ○ KPIs as required by OIAO
		  ○ Communication and adoption
		  ○ CCWIS compliance
		  ○ Established project plans, and compliance of such (or necessitated updates)
		  ○ Agreed upon product development process and usage of Jira
		  ○ Earned Value Metrics (EVM) reporting (cost, scope, schedule)
		• Prioritize and implement cadence for quality reviews
		• Establish QMP management reporting

Consequences of Error:

1.0 PY CEA – CWDS Project Director

The Project Director is an integral escalation point to help remove impediments, manage critical dependencies, address project issues, and help mitigate high level risks. Under the direction of the CWDS Deputy Director, the Project Director will serve as a key conduit of communication with key project stakeholders. This role will serve as the State Functional Manager to the Project Management Support and Technical Service contract.

The Project will follow up on other findings of the state staff assessment to address the gaps in current knowledge, skills, and abilities of state staff by either leveraging existing

contracts, offering additional job-related training for existing staff or identifying additional state staff needed.

The CDSS team evaluated their staffing needs for the Child Welfare System Branch (CWSB) of the CDSS to assume a stronger role as project sponsor. The branch is requesting 12.0 new positions and position authority for 5.0 current state operations positions to be moved to the project budget as dedicated project resources, through the project's SFY 2023-24 BCP process. The CWSB, under the Children and Family Services Division at CDSS, is part of the CWDS organization and works in direct partnership with the OSI in the development, design, and implementation of the CWS-CARES.

These resources will aid in the effective statewide adoption and utilization 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 CWDS, CDSS, and users to deliver a complete, effective, and compliant CCWIS in the most expeditious manner possible. Such collaboration promotes the goal in CalHHS Information Strategic Plan of collaborative delivery of IT projects, and the objective to influence project and program conceptualization, planning and design toward shared business service and delivery. It also supports the CalHHS Strategic Priorities of person-centered, data-driven design to integrate health and human services to improve the lives of California's most vulnerable. Table 12 - CDSS Child Welfare System Branch Requested Resources, below, provides a description of each unit, along with the resources proposed.

Table 12 - CDSS Child Welfare System Branch Requested Resources

Project Unit	Description of Work
User Adoption & Relationship Management (New Unit) <u>Resources Proposed:</u> • 1.0 Staff Services Manager I • 4.0 Associate Governmental Program Analyst	The new User Adoption and Relationship Management Unit (UARM) will work closely with the CWDS Implementation Team to ensure timely statewide user adoption of CWS-CARES. The UARM will lead CDSS efforts with counties and tribes to promote, track, and remediate CCWIS user adoption issues. This new work will be ongoing and will be designed to provide sufficient evidence of the CDSS active efforts to ensure ongoing adoption of the CCWIS. Furthermore, to safeguard full user adoption and eliminate the risk of duplication of functionality, the unit will be responsible for establishing criteria and a business process to determine whether an external system is duplicative of CWS-CARES functionality and needs to be decommissioned. The UARM will develop and maintain an active registry of external systems. Currently, the project is aware of approximately 900 external systems. When duplicative systems are identified the unit will enter into agreements with counties, tribes, and other entities to decommission duplicative systems and monitor ongoing compliance with this CCWIS requirement.

Project Unit	Description of Work
CWS-CARES Service Manager (Current positions request for CWSB Position Authority) <u>Resources Proposed:</u> • 5.0 Staff Services Manager III	This CWSB requests position authority for five current SSM IIIs in support of the CWS-CARES project to provide program leadership and oversight for the development and design of the system to ensure it is compliant with federal and state requirements and policies. The CDSS has redirected staff resources needed to support the evolving workload of the CWS-CARES project. This request would also redirect these dedicated project resources from the state operations to the project budget. There are nine automated functions planned for CWS-CARES (for additional detail, please refer to the CCWIS Automated Function Checklist – Attachment 17) and a Service Manager (SM) has been assigned to each automated function; four county and five State staff. With the start of development of CWS-CARES V1, it is now time to ensure CDSS staffing resources are in alignment with the ongoing workload required to successfully design the system and for ongoing M&O design and development. In M&O, CDSS service managers will be required to continue work on system change requests, future data conversion needs, develop design and business requirements for anticipated new functionality and modules, work with users and CDSS program to solution user and program needs, and to design, validate and implement new federal and state requirements.

Figure 12 - CWS-CARES Vacancy Rate & Staff Hired (OSI & CDSS)

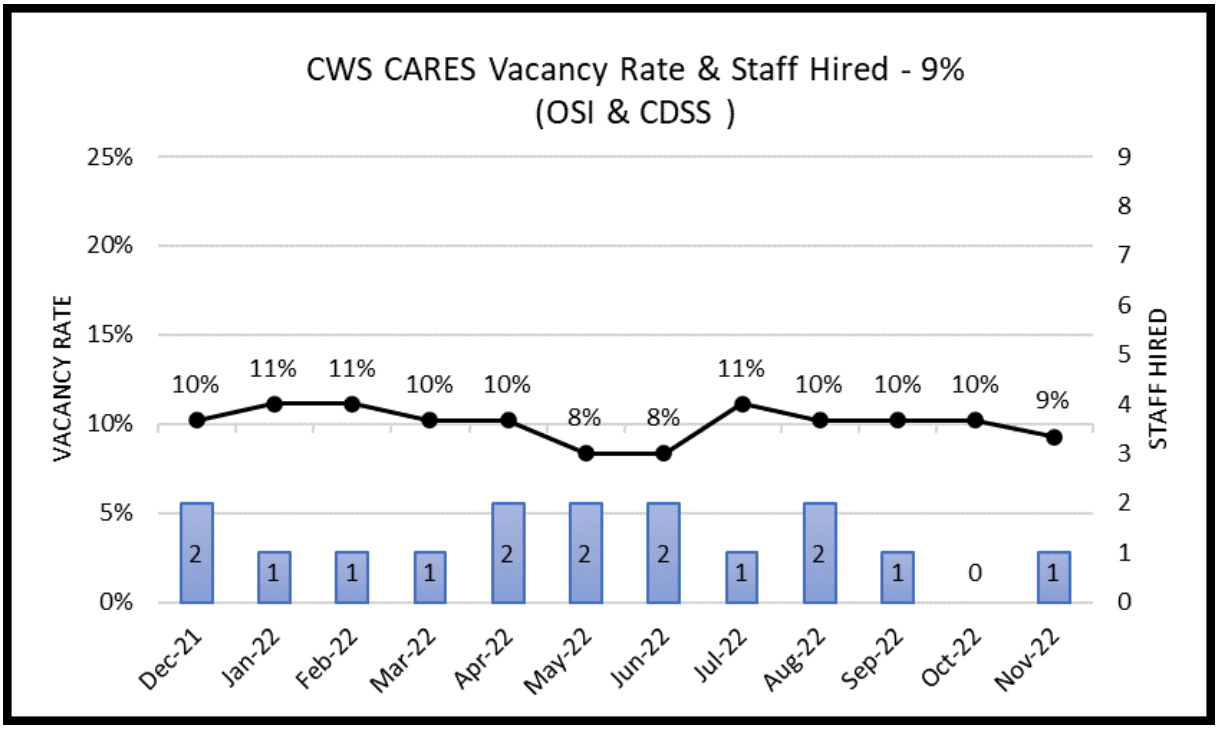
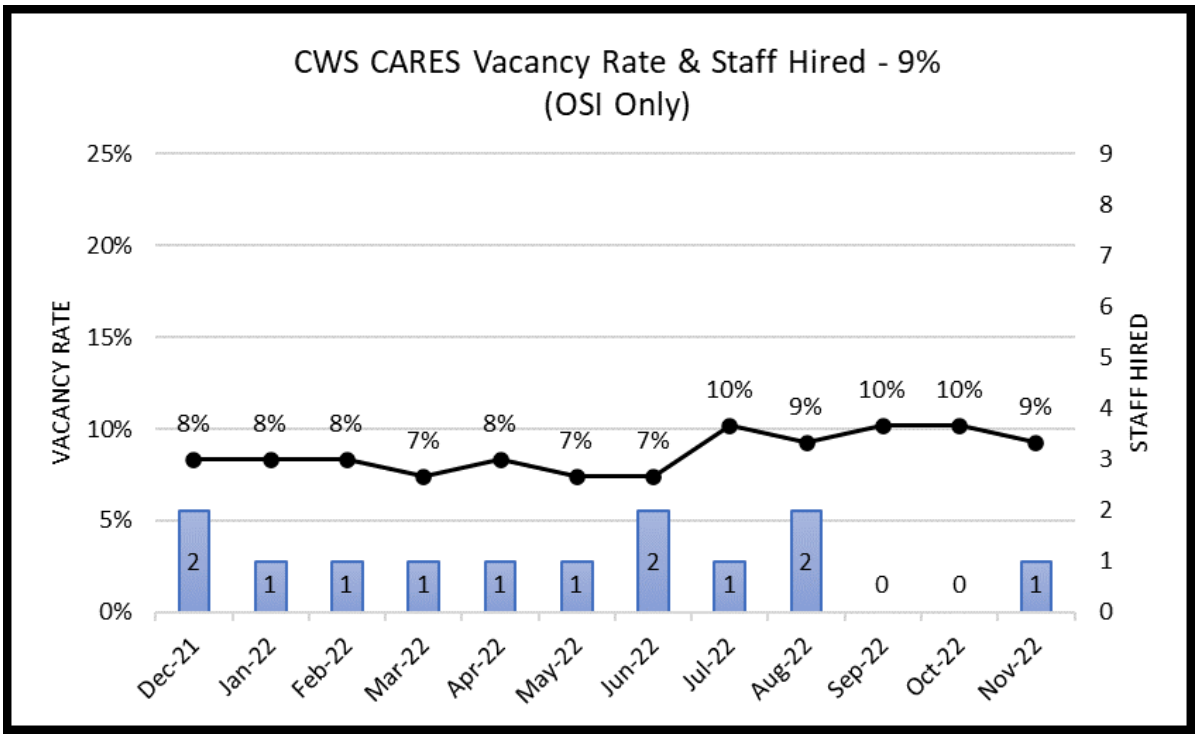


Figure 13 - CWS-CARES Vacancy Rate & Staff Hired (OSI Only)



5.7 County and Tribal Engagement

The CDSS and the OSI, in collaboration with the CWDA, are dedicated to ensuring engagement with the counties and tribes. Child welfare services are overseen by the State and administered by the counties. For this reason, it is necessary to contract with counties for business practice subject matter expertise. In addition, the project provides resources to enable county and tribal participation during the SDLC and implementation.

The CWDA Executive Liaison acts as a county representative and conduit between California counties, the CWDS, and sponsor. This executive level position has the knowledge and expertise to speak and make informed decisions on behalf of all the 58 county directors and ensures county interests are represented for issues related to the CWDS. Further, the CWDA Executive Liaison will validate that county-based business functional requirements are considered in development, planning, and decision-making. Finally, the responsibility includes coordination of communication between the CWDA, the counties, and the CWDS regarding application planning, development, implementation, maintenance, operation, and utilization.

County representation is reflected for the CWS-CARES project in child welfare practice, county information technology, and eligibility. The county engagement provided as follows:

CWDA County Leadership

The County Leadership structure is comprised of Lead CWDA County Consultants who are SMEs. They support the CWDA Executive Liaison in ensuring that the CWS-

CARES planning activities continue to meet business needs. These county leaders work directly with the CWDA Executive Liaison to lead, coordinate, and provide project direction to CWDA County Consultants. The Lead CWDA County Consultants provide insight into the counties' workflow, business needs, and system needs that are essential in implementing a successful new system. Finally, they assist in the recruitment and coordination of representation for digital service teams, planning, development, adoption and implementation, operations, and utilization.

County Consultants

County Consultants are SMEs who are active or recently retired county staff contractors recruited from management, user, administrative, and technical staff (Child Welfare, Probation, County Licensing, and Eligibility) who participate in project activities to ensure that the CARES-Live and CWS-CARES solutions are effective, economical, and efficient within the county and state child welfare and adoptions setting. In this role, they serve as representatives of the counties' interests and business processes and ensure consistency in the daily decisions related to strategic direction, technical infrastructure changes, and application requirements during development. County Consultants provide direct support in the analysis and development of functionality and technical components. These individuals provide insight into the counties' workflow, business needs, and system needs that are essential in implementing a successful new system. County Consultants represent a large part of the Project's stakeholder community and are integral to system acceptance and use.

In addition, County Consultants participate in the development and review of All County Letters, All County Informational Notices, County Fiscal Letters, and provide county input of the system impact. They engage in Quality Assurance processes and procedures, providing business expertise for use in discovery and user research, identifying and documenting issues related to quality processes and procedures, documenting issues resolution, and coordinating activities and communication for issue resolution. They perform user testing in CARES environments and test delivered functionality. County Consultants participate in the decision-making criteria to improve child safety, permanency, and well-being outcomes. The project leverages county consultants to assist State staff and Project vendors in performing the various activities related to the design, development, and implementation of each process area. They engage in communication to stakeholders and organizational change management activities. And finally, County Consultants are responsible for the development and delivery of a child welfare training series for the Project.

Service Managers

County Consultants serve as service managers for Intake (Hotline and Investigations), Court Services, Eligibility, and Administrative Services and are responsible for developing a vision for the software that will be developed to meet end users' needs. The service managers work directly with the product delivery team to articulate and establish prioritized product needs as features and user stories in Jira. The development of said features and user stories will then be validated by internal and external SMEs and stakeholders, where service managers will facilitate the ability to

capture feedback on delivered software and make on going determinations of additional feature requests.

Core Constituent Participation

The counties and tribes participate in key activities during the SDLC through the implementation of the CWS-CARES. The core constituent model is further discussed in section 5.7.1.

5.7.1 Core Constituent Participation Model

The project established a Core Constituent Participation (CCP) workgroup to assess the CCP model and cost allocation methodology that was used in SPR 4 and SPR 5. The goal of this workgroup was to develop a more efficient and streamlined model that supports a stronger user engagement model. The new model factors in the updated SDLC (e.g., data practice validation and End User Scenario Testing), the new product milestones timeline, and refinements to the implementation strategy with corresponding resources to ensure sufficient participation by core constituents in the counties and tribes. The CCP Model (Attachment 11) details include the following:

- Services provided by the core constituents throughout the SDLC
- A corresponding diagram that provides a visual depiction of the model
- Core Constituents SME Role and Responsibilities
- CWS-CARES User Adoption Strategy
- CCP cost allocation methodology

If counties or tribes do not engage in the CWS-CARES design, development, and implementation activities at the participation levels identified in the CCP model this poses a risk to system user adoption. Lack of participation may result in the CWS-CARES system design not adequately addressing the diverse practice needs of different user groups. In addition, system adoption will be a significant risk if counties and tribes do not adequately prepare their teams for cutover to the new system. Significant issues with cutover and user adoption will have a negative impact on worker efficiency and pose a risk to child safety.

Successful participation by core constituents will require that the project: (1) Identifies the best opportunities to collect the input needed to ensure the solution meets user needs; (2) Creates and optimizes those opportunities through ensuring timely awareness and communicating specific needs; and (3) Measures and reports engagement and addresses gaps quickly. The following speaks to the current and planned processes to optimize each of these areas.

- Opportunities for participation and input – Constituents are included throughout the product development lifecycle. This takes many forms, including independent work and research support, participation in collaborative discovery and design sessions, data and solution validation sessions, data cleanup work,

user acceptance testing, and others. These existing and planned opportunities include:

- External Systems Research - An external system survey was sent to counties in September 2021 to inquire whether the external systems that were previously reported are still in existence, and whether any new child welfare systems have been added. The responses received regarding their external systems was incorporated into the master external systems spreadsheet. An external systems team was recently created that have formulated a plan to contact counties individually to discuss their external systems extensively to determine what will be included in the CWS-CARES build and what will have to be decommissioned. The external systems team has begun outreach to 26 counties to discuss a total of 79 external systems for more detail on the systems reported, so they can be aligned with the roadmap for in depth discussions. These meetings started on October 14, 2022, with a total of 13 meetings conducted through October 24, 2022, including participants from with Humboldt, Sonoma, San Luis Obispo, Tulare, Lake, and Mendocino. The project is actively working with 5 counties (Butte, Los Angeles, San Bernardino, Santa Barbara, and Santa Clara) on scheduling the in-depth discussions, and have reached out to the 4 remaining counties (Kings, Merced, Sacramento, and Santa Cruz to begin discussions on the initial analysis.

- Interfaces - The process for interface inclusion in the CWS-CARES is also underway. Discussions are occurring for interfaces that have been identified to be built in the CARES Version 1 (V1). For example, dialogue has already been occurring for two months for the Foster Care Eligibility Determination (FCED) bi-directional interface that will occur between the CWS-CARES and the California Statewide Automated Welfare System (CalSAWS). Vendors from both projects have been meeting and discussing the scope and clarifying required items to move forward with the build.

- Data Clean-Up and Validation – The project conducted a kick-off for this work in September 2022 to provide lead time for participation, actual work was scheduled to begin in November 2022. Participation hours have been allocated for this effort.

- Active Directory initiative - Another example is the Active Directory initiative to integrate the CWS-CARES Okta software with the County Active Directory for single sign-on. A survey was sent to counties in August 2022 to gather information for the pilot that also began in August 2022.

- All Service Areas are engaging with their core constituents and are in different phases of the Service Delivery Life Cycle (SDLC) for various functionalities. For example:

- Meetings with Intake counties began on April 27, 2022, and continue to meet every Thursday from 3:00 to 4:30 p.m. During these co-design sessions the project introduces design concepts to the constituents. The project started with Screening (Testable Increment 1 which was then merged into Milestone 3). Each week, throughout Discovery, designers show core constituents one to three design concepts that are applicable to the Milestone. The project has completed Screening design reviews and have now transitioned to Milestone 4: Investigations - Engagement design reviews. Milestone 4 design reviews kicked off on September 30, 2022. Core constituent feedback from these sessions has had a direct impact on User Experience (UX) and technical design choices. Examples include the transition between Screening and Investigations, with a focus on people the Screener is not able to validate, and the layout of the Investigation (Referral) Overview an Investigator uses to get organized to go out.

- Resource Management has advanced in the development of the Provider Directory and meets regularly with the core constituents for Resource Management. Following a series of six Resource Management Provider Directory and Services Array Design Feedback sessions between July 1, 2022 and September 1, 2022, a survey designed to elicit additional feedback was distributed. The project is currently assessing that feedback to identify potential enhancement stories that will be included in Milestone 8: Placements. The Placements Milestone will combine Service Providers and Placement Providers in a standardized, statewide directory framework. Additionally, for Milestone 8, the project facilitated Provider Directory information gathering sessions with Probation on October 4, 2022, and October 14, 2022.

- Case Management meets three times a week with the various core constituent groups and is preparing for the Inception on Milestone 8: Placement. They are also in the process of wrapping up the Context-setting and Discovery phases of the SDLC. Topics covered in the core constituent meetings include:

    - Value Hypothesis review and refinement

    - Service Map review and refinement, including the identification of pain points/opportunities and metrics/Key Performance Indicators (KPIs)

    - Research questions asked in previous meetings as well as new research questions for the constituents to look into.

- Case Management Core Constituent track 1 meets once per week (Thursdays from 8:30 to 10:00 a.m.), in support of Milestone 6, and began meeting on August 18, 2022. Case Management track 2 began meeting

once per week (Thursdays from 3:00 to 4:30 p.m.) on October 20, 2022, for Core Constituent Meeting, in support of Milestone 8: Placements.

- Courts has begun preparation for Inception as well and meets monthly with the core constituent groups to conclude work on Service Maps for court processing (e.g., warrants, petitions).

- Eligibility meets on a weekly basis with the core constituents revising the FCED Interface Specification Document and Master Data List Spreadsheet. The Eligibility group is also working diligently to prepare for Inception, which will include reaching a shared understanding of how the flow of information through the FCED interface will affect operational processes for both social workers and eligibility workers.

- Administration Shared Services meets on the second Monday of each month with the core constituents as a touch-base for all involved to discuss challenges, pain points, progress and wins. In addition to the standing monthly meeting, several hour-long "Extra Sessions" (September 19, 2022 and September 26, 2022) were added to address topics (i.e., Structure of State/County/Office/Unit, Record Access for workers at different levels, adding records in the system and their security setups) that have come up that need extra attention and input from the core constituents. Administration Shared Services also has a daily meeting from 11 a.m. to 12 p.m. that is used for both story writing sessions and ad hoc discussions. Core Constituents often attend to give feedback and input.

- Reporting & Analytics core constituents meet regularly, as needed, to review metric/KPI designs for all Service Areas and determine which elements of Federal/State extracts/metrics/reports the project will design and test with each Milestone. These core constituents directly influenced the sequencing of iterative Reporting & Analytics work shown on the Product Roadmap (at Miro). The Reporting & Analytics group has also formed an Analytics Transition Workgroup, including current Business Objects users, to provide additional input on the replacement of Business Objects for new ad-hoc reporting and visualization capabilities on the CDI.

The project includes a variety of engagement and work group sessions. A Training Advisory Workgroup was kicked off in September 2022 and includes representation from all Org types (CDSS, probation, county, Regional Training Academy, tribe). The project intends to have this workgroup meet twice a month. The Data Conversion Workgroup kickoff was in September 2022 and this workgroup will meet twice a month. The CWDS Implementation Team has not begun engaging with the Orgs for V1. The OCM Plan (which includes an Org engagement roadmap) was completed in November 2022 and is included in this SPR submission (Attachment 26). The CWDS Implementation Team will begin engaging with the Orgs for V1 mid-2023. The Implementation Team is also in the process of procuring a software tool that will support engagement.

- The project, constituents and oversight organizations have all identified project awareness and understanding as suboptimal, and that this may lead to less participation than needed. As such, the project has identified ways that it can create better awareness and increase communications related to engagement opportunities. These include:

    - Formalization of the CDSS-driven Communications and User Adoption activities, to include more frequent and complete communications delivered through additional channels and tracked for receipt and usefulness.

    - Active participation tracking, to include existing and additional efforts to achieve planned participation levels and accurate, complete reporting

    - Increased forecasting of participation needs, which will give constituents additional time to plan and assign participants

- Measurement processes exist for tracking participation - The project acknowledges that historically, tracking participation has been a challenge. However, the team implemented more formal methods in September 2021, which appear to be improving accuracy and completeness.

The County Fiscal Letter (CFL) indicating the county allocations is reviewed periodically with the core constituent groups, and a reminder is provided emphasizing the importance of accurate claiming for future funding purposes. As part of the updated process, the county participation hours must be completed and submitted monthly by the counties using a Google link that captures the total amount of hours, either per county or per individual, in accordance with the process established by the county. In addition to the Google link, an optional tool has been provided that allows an individual to track participation hours daily, if the individual chooses to do so, that may facilitate the process of totaling monthly hours for the Google link. On a monthly basis, the responses received from the counties are monitored by the Project Management Office (PMO) for accuracy. Whenever it is discovered that a county has not reported hours or the hours reported appear to be in error, the PMO contacts the County Leadership Team to intervene. The Service Manager may check in periodically with the CDSS to ensure the core counties for their service area are reporting appropriately. If not, the county will be contacted, and assistance provided to ensure accurate reporting. The PMO provides the reporting in the project's Quarterly Project Reports to CDT. The project team keeps attendance/participation records and reviews to identify gaps.

- As mentioned, core constituent distribution lists for the various service areas are updated by the Service Managers and Product Value Services team members on a regular basis to ensure the correct core constituents receive project correspondence. They also make a concerted effort to distribute agendas and documents as far in advance as possible to the meeting so that staff with the appropriate expertise are in attendance. During the meeting, core counties are called upon individually to provide input and ensure their voice is being heard. Attendance is also taken in the meetings by the service managers, and when a county is not in attendance, when appropriate, the Service Manager may contact

that county individually to inquire the reason, and seek resolution, in the event the issue for not being in attendance is project related.

In prior models, non-core counties were specifically identified (in the model) for their participation in external systems, interfaces, project meetings, and implementation activities. In the current model, all 58 counties are included in data validation, implementation, and external systems. In addition, a different approach was taken with the County Finance Letter (CFL) that is soon to be released for Fiscal Year 2022/23. The CFL describes the difference between core and non-core counties and specifically distinguishes the roles and activities for clarity and claiming purposes.

Some counties have been designated as core county constituents that participate in a designated process area on a regular basis. Non-core county constituents are not part of a designated process area and participate less frequently. The core county constituents will receive a larger allocation due to their specific engagement in a process area. The following describes the difference between core county constituents and non-core county constituents:

- Core county constituents are subject matter experts from designated counties that have been selected to participate on a regular basis with their assigned CWS-CARES process area to assist with the design and development of the CWS-CARES.

- Non-core county constituents are not assigned to designated process areas; however, just like the core county constituents, they attend the CWS-CARES related meetings, participate in discussions with the CWS-CARES staff regarding their county's external systems, assist with data clean-up efforts, etc.

The following is a list of examples of what types of activities may be claimed by both core and non-core county constituents. This list is not all inclusive of every claimable activity.

- Attend the CWS-CARES related meetings.

- Assist in identifying federal, state and county policy, and by identification of county needs and requirements.

- Provide business expertise for discovery and user research.

- Coordinate with non-child welfare agencies for a holistic child welfare services perspective.

- Plan for data conversion activities, incremental testing, and data conversion tests.

- Provide business expertise for administrative functionality to be built.

- Coordinate with information technology experts on child welfare functionality and engage in design and development of the new functionality in the CWS-CARES.

- Work with their assigned process area(s) to research, design, develop and test the new CWS-CARES application.

- Contribute to external systems discussions for their county with CWS-CARES staff.

- Perform CWS-CARES implementation related activities for their county.

All Orgs included in V1 (including core and non-core counties) will participate in implementation related activities, so they are ready for CARES V1 go-live.

The CWDS Implementation Team will begin engaging with Orgs for implementation preparation, planning and readiness in the coming months. As part of this engagement, the Implementation Team uses a number of tools to guide, track and monitor Org's participation in implementation readiness activities. Examples of these tools include:

- Organizational Readiness Checklist – Identifies tasks Orgs must complete in five implementation areas (implementation management, organizational change management, training, data quality, technical), including timeframes for task completion.

- Organizational Change Management tool – Used to monitor and report on Orgs' participation in implementation readiness activities.

- Org Microsoft Project Schedule – Detailed schedule of tasks Orgs must complete, including start and end dates, resource names, and ability to track and report on percent complete.

- Regular Org/Implementation Team checkpoints with the CARES Implementation Lead – Opportunity for Orgs/CARES Implementation team to check in and discuss completed, outstanding and upcoming implementation readiness tasks, discuss risks, roadblocks, answer questions, etc.

Tracking, monitoring, and reporting of the status of Org implementation readiness activities will begin shortly after the Implementation Team initiates engagement with all Orgs in the coming months.

5.8 CARES-Live

While the project transitions to the PaaS solution, the existing CARES-Live application, consisting of the CANS tool, Facility Search, and Child Welfare History Snapshot product feature sets, continues to receive support from the CWDS and remains in production for county use. This decision was made by the CWDS BoD on February 20, 2020. The project made the decision in May 2019 to pause all new development on the CARES-Live product, which means that no new functionality or features will be introduced to the CARES-Live. The project, however, remains committed to maintaining the integrity of the existing CARES-Live system, with an emphasis on increasing system efficiency for all users. The project continues with the CARES-Live maintenance and operations that includes necessary infrastructure updates and security patches, necessary bug fixes and a limited number of minor system enhancements.

The project has not had any major releases since January of 2020; however, there were 15 maintenance releases that focused on implementing security updates, production bug fixes and minor enhancements. The CWDS Customer Relations and Implementation teams continue to provide the following support for user adoption and the CARES-Live user support:

- General Implementation
  - Provides regular communications including hosting a monthly meeting
  - Facilitates county questions and concerns regarding the CARES-Live adoption
  - Maintains the CWS-CARES Implementation Portal content
  - Supports activities to onboard new CARES-Live users.

- Training
  - Supports the administration and management of the CARES-Live Training Environment
  - Maintains and updates training materials

- Organizational Change Management
  - Promotes and encourages the CARES-Live adoption and usage

The project has observed an increase in CANS usage and number of users as a direct result of the CDSS ACL 21-27, dated March 12, 2021. The ACL mandated the entry of the CANS data into the CWS-CARES and offered the option for Behavioral Health users to do direct entry of the CANS in support of individual county implementation plans. The CARES-Live functionality will be delivered in the CWS-CARES V1, and the data will be converted into the CWS-CARES, which will then allow for the CARES-Live to be decommissioned.

The CARES-Live runs on Amazon Web Services (AWS) on AWS Linux operating system (OS) known as “AMI1.” Beginning January 1, 2021, the AWS Linux OS (AMI1) support expired, and AWS entered a new limited maintenance (critical and important security) support period until June 30, 2023. Therefore, AWS recommended upgrading to AWS Linux OS (AMI2) to mitigate any associated support risk with existing AWS Linux OS (AMI1). The project decided in May 2021 to upgrade the AWS Linux OS (AMI1) to the new AWS Linux OS (AMI2) and migrate Docker containers to Kubernetes (Amazon EKS). Although there will be an AWS infrastructure cost increase of approximately 15% (estimated $9,000 monthly including an estimated $450 monthly EKS usage cost) during the first three months of the migration, it is expected that the migration to Kubernetes (Amazon EKS) will result in a savings of 20 to 30% (estimated $12,000 monthly) thereafter. There are no additional resource costs as these costs have already been appropriated within our existing vendor support contract. The project will analyze the cost data over the next five to six months to determine the cost effectiveness of implementing Kubernetes.

5.9 Procurements

Since submission of SPR 5, the project completed the planned procurements for DD&I of CWS-CARES. This section provides updates on these procurements, as well as

identifies any new procurements since the submission of SPR 5. The following tables describe:

- Table 13 - Completed Procurements: Identifies all completed procurements and any term and/or cost variance from SPR 5.
- Table 14 - In Progress Procurements: Identifies all procurements which were identified in SPR 5 but have not yet been completed with the status and any term and/or cost variance from SPR 5.
- Table 15 - In Progress Primary Contract Amendments: Identifies primary contract amendments that have not been completed with the status and any term and/or cost variance from the SPR 5.
- Table 16 - Closed Out Contracts: Identifies all contracts that have either expired or were cancelled by the State since the SPR 5 submission.
- Table 17 - Acquisition Summary: Identifies all new procurements since SPR 5 submission.

5.9.1 Completed Procurements

Table 13 - Completed Procurements

Madera County (CC03)

Vendor Name	SPR 5 Est. Term	Actual Term	SPR 5 Est. Value	Actual Value
Madera County (CC03)	1/1/22 – 12/31/24	2/10/22 – 12/31/24	$450,874	No Change

Term Variance: One (1) month delay in start date.
Reason for Term Variance: The procurement was delayed due to the county review process taking longer than originally estimated.
Value Variance: No variance.
Reason for Value Variance: N/A

WOA Automation Tool Services

Vendor Name	SPR 5 Est. Term	Actual Term	SPR 5 Est. Value	Actual Value
Kai Partners	3/1/22 – 9/30/22 (6-month core term)	3/1/22 – 2/28/23 (12-month core term)	$172,800	$78,760

Term Variance: Six (6) month extension to term.
Reason for Term Variance: Software is purchased in 12-month increments, so the term of the contract inclusive of the implementation support services was modified to 12 months.
Value Variance: ($94,040)

Reason for Value Variance: The SPR 5 estimated costs using information obtained from the Software Licensing Program (SLP) master agreement. However, the procurement process resulted in discounted pricing beyond what is in the SLP.

Monterey County (CC09)

Vendor Name	SPR 5 Est. Term	Actual Term	SPR 5 Est. Value	Actual Value
Monterey County (CC09)	3/8/22 – 3/7/25	3/7/22 – 3/6/25	$946,082	817,995

Term Variance: No variance.
Reason for Term Variance: N/A.
Value Variance: $128,087.
Reason for Value Variance: The actual value is reflective of the fully burdened cost for the specific county consultant. This cost is within the expected range that was identified in the SPR 5.

Salesforce Services Option 1

Vendor Name	SPR 5 Est. Term	Actual Term	SPR 5 Est. Value	Actual Value
Taborda Solutions	5/1/22 – 4/30/23	4/28/22 – 4/27/23	$4,215,680	$5,594,982

Term Variance: Contract term was slightly modified to align with the project's actual Salesforce services term.
Reason for Term Variance: The project's contract with the re-seller did not match with Salesforce. Therefore, as part of exercising the first option, the term was updated to align.
Value Variance: $1,379,302
Reason for Value Variance: The SPR 5 estimated costs using the existing term as the baseline. However, since that time the project has added sandboxes and has opted to include Mulesoft in this contract as opposed to procuring these services through the CDI vendor.

San Bernardino County (CC14)

Vendor Name	SPR 5 Est. Term	Actual Term	SPR 5 Est. Value	Actual Value
San Bernardino County (CC14)	N/A	4/29/22 – 1/31/25	N/A	$540,926

Term Variance: This procurement term was not explicitly identified in the SPR 5.
Reason for Term Variance: This procurement was approved as part of the pool of county consultants included in the SPR, but now a specific resource and county has been identified.
Value Variance: This procurement value was not individually identified in the SPR 5.
Reason for Value Variance: The actual value is reflective of the fully burdened cost for the specific county consultant. This cost is within the expected range that was identified in the SPR.

IV&V Services

Vendor Name	SPR 5 Est. Term	Actual Term	SPR 5 Est. Value	Actual Value
Technology Management Solution Inc.	3/21/22 – 3/20/26 (2-year core term + two 1-year options)	5/1/22 – 4/30/26 (2-year core term + two 1-year options)	$5,184,000	$4,999,999

Term Variance: Approximately one (1) month delay in start date.
Reason for Term Variance: This procurement was delayed because the initial response due date did not yield enough vendor interest. As such, the project solicited vendors to ascertain what the issues were and adjusted the procurement via an addendum to increase competition and extend the offer due date. This resulted in multiple offers, more competitive hourly rates, and resulted in a best value contract award.
Value Variance: ($184,001)
Reason for Value Variance: The actual contract value came in 3.5% lower than estimated in the SPR 5. These savings were a result of the project capping the contract value to allow vendors to propose teams of varying sizes without impacting the overall contract value and facilitating an objective assessment process.

Kern County (CC12)

Vendor Name	SPR 5 Est. Term	Actual Term	SPR 5 Est. Value	Actual Value
Kern County (CC12)	1/1/22 – 12/31/24	5/2/22 – 12/31/24	$435,599	No Change

Term Variance: Four (4) month delay in start date.
Reason for Term Variance: The procurement was delayed due to the county review process taking longer than originally estimated.
Value Variance: No variance.
Reason for Value Variance: N/A

Los Angeles County (CC16)

Vendor Name	SPR 5 Est. Term	Actual Term	Nov. 2021 IAPDU Est. Value	Actual Value
Los Angeles County (CC16)	1/1/22 – 12/31/24	5/16/22 – 5/15/25	740,000	$746,000

Term Variance: Approximately four (4) month delay in start date.
Reason for Term Variance: The procurement was delayed due to the county review process taking longer than originally estimated.
Value Variance: $6,000.
Reason for Value Variance: The actual value is reflective of the fully burdened cost for the specific county consultant. This cost is within the expected range that was identified in the SPR 5.

Sacramento County (CC04)

Vendor Name	SPR 5 Est. Term	Actual Term	SPR 5 Est. Value	Actual Value
Sacramento County (CC04)	1/1/22 – 12/31/24	6/1/22 – 12/31/24	$448,875	$448,875

Term Variance: Five (5) month delay in start date.
Reason for Term Variance: The procurement was delayed due to the county review process taking longer than originally estimated.
Value Variance: No variance.
Reason for Value Variance: N/A

Sacramento County (CC11)

Vendor Name	SPR 5 Est. Term	Actual Term	SPR 5 Est. Value	Actual Value
Sacramento County (CC11)	1/1/22 – 12/31/24	6/1/22 – 12/31/24	$444,308	No Change

Term Variance: Five (5) month delay in start date.
Reason for Term Variance: The procurement was delayed due to the county review process taking longer than originally estimated.
Value Variance: No variance.
Reason for Value Variance: No change

Yolo County (CC13)

Vendor Name	SPR 5 Est. Term	Actual Term	SPR 5 Est. Value	Actual Value
Yolo County (CC13)	N/A	6/1/22 – 6/30/25	N/A	$787,478

Term Variance: This procurement term was not explicitly identified in the SPR 5.
Reason for Term Variance: This procurement was approved as part of the pool of county consultants included in the SPR, but now a specific resource and county has been identified.
Value Variance: This procurement value was not individually identified in the SPR 5.
Reason for Value Variance: The actual value is reflective of the fully burdened cost for the specific county consultant. This cost is within the expected range that was identified in the SPR.

Placer County (CC25)

Vendor Name	SPR 5 Est. Term	Actual Term	SPR 5 Est. Value	Actual Value
Placer County (CC25)	N/A	1/1/23 – 12/31/27 (3-year term + two 1-year options)	N/A	$1,452,754

Term Variance: This procurement term was not explicitly identified in the SPR 5.
Reason for Term Variance: This procurement was approved as part of the pool of county consultants included in the SPR, but now a specific resource and county has been identified.

Value Variance: This procurement value was not individually identified in the SPR 5.
Reason for Value Variance: The actual value is reflective of the fully burdened cost for the specific county consultant. This cost is within the expected range that was identified in the SPR.

Stanislaus County (CC10)

Vendor Name	SPR 5 Est. Term	Actual Term	SPR 5 Est. Value	Actual Value
Stanislaus County (CC10)	N/A	2/21/23 – 2/20/28 (3-year core + two 1-year options)	N/A	$1,317,223

Term Variance: This procurement term was not explicitly identified in the SPR 5.
Reason for Term Variance: This procurement was approved as part of the pool of county consultants included in the SPR, but now a specific resource and county has been identified.
Value Variance: This procurement value was not individually identified in the SPR 5.
Reason for Value Variance: The actual value is reflective of the fully burdened cost for the specific county consultant. This cost is within the expected range that was identified in the SPR.

San Francisco County (CC07)

Vendor Name	SPR 5 Est. Term	Actual Term	SPR 5 Est. Value	Actual Value
San Francisco County (CC07)	N/A	7/1/23 – 6/30/28 (3-year core + two 1-year options)	N/A	$1,372,183

Term Variance: This procurement term was not explicitly identified in the SPR 5.
Reason for Term Variance: This procurement was approved as part of the pool of county consultants included in the SPR, but now a specific resource and county has been identified.
Value Variance: This procurement value was not individually identified in the SPR 5.
Reason for Value Variance: The actual value is reflective of the fully burdened cost for the specific county consultant. This cost is within the expected range that was identified in the SPR.

Splunk Services

Vendor Name	SPR 5 Est. Term	Actual Term	SPR 5 Est. Value	Actual Value
Enterprise Networking Solutions Inc. DBA Optm West	N/A	1/3/23 – 1/2/26	N/A	$479,877

		(1-year core + two 1-year options)		

Scope of Service: Enterprise Networking Solutions Inc. DBA Optm West will provide maintenance and customization needs such as building dashboards, reports, automated alerts, implementing Splunk cloud applications, and integrating/modifying various data sources in the existing CWDS Splunk environments.
Term Variance: This procurement was not identified in the SPR 5.
Reason for Term Variance: N/A.
Value Variance: This procurement was not identified in the SPR 5.
Reason for Value Variance: N/A.

Structured Data Management (SDM) Services

Vendor Name	SPR 5 Est. Term	Actual Term	SPR 5 Est. Value	Actual Value
Evident Change	N/A	3/1/23 – 5/31/27 (51-month term)	N/A	$2,693,311

Scope of Service: The vendor will develop an integrated access to SDM within the CWS-CARES to enable real or near-real-time exchange of assessment data used by child welfare resources. This new interface will extend the current SDM assessments and business rules currently implemented in the CWS/CMS to the CWS-CARES through an integrated interface. The contract term is based on phases that includes code development, services to support code in the staging, readiness, and production environments along with a stabilization period, and services to support the pilot and implementation of the CWS-CARES. Costs are higher during development and implementation but are reduced during the stabilization period prior to the pilot.
Non-Competitive Bid Justification: The SDM platform uses a proprietary Business Rules Engine (BRE) and data algorithms to create and produce assessment results for child welfare, including the hotline assessment, risk assessment and safety assessment(s). Such data exchanges are required to meet federal Comprehensive Child Welfare Information System requirements. In 2009, an ACL was issued that mandated the use of the SDM tools (risk and safety assessments) to all counties and child welfare workers, ACL 09-31. The implementation of the standardized SDM Safety assessment system continues to be part of the current federal CFSR.

Neither the CDSS nor OSI, have the capital or resources to develop and maintain a statewide 24/7 Internet application (System) enabling child welfare services workers to complete and manage the SDM assessment process to their caseloads, nor the resources for the cost of hardware, software, and personnel to support a comprehensive safety and risk assessment system. The SDM is available to all 58 California counties to meet federally required Standardized Assessment standards. If this contract is not executed, the department will not be able to provide county Child Welfare Services workers with the tools needed to adequately assess safety and risk to protect California's children and families.
Term Variance: This procurement was not identified in the SPR 5.

Reason for Term Variance: N/A.
Value Variance: This procurement was not identified in the SPR 5.
Reason for Value Variance: N/A.

Financial Management Services

Vendor Name	SPR 5 Est. Term	Actual Term	SPR 5 Est. Value	Actual Value
KPMG, LLP	7/1/22 – 7/31/25 (12-month core term + two 1-year options)	8/1/22 – 11/30/25 (15-month core term + two 1-year options)	$3,432,000	$3,500,000

Term Variance: Estimated start date pushed back one month, and the core term increased by three months.
Reason for Term Variance: The project needed additional time to strategically define the tasks of this agreement.
Value Variance: $68,000
Reason for Value Variance: The actual contract cost for Financial Management came in 1.98% higher than estimated in the SPR. This increased cost was a result of adding a Service Designer role to support the PVS Service Designers in developing Service Maps that reflect new processes.

CWDA County Liaison

Vendor Name	SPR 5 Est. Term	Actual Term	SPR 5 Est. Value	Actual Value
CWDA County Liaisons (Blanket) (5 resources) (CC02, CC24, CC29, CC19, and M&O02)	8/1/22 – 7/31/25	8/1/22 – 7/31/25	$5,118,750	$5,228,100

Term Variance: No variance.
Reason for Term Variance: N/A.
Value Variance: $109,350.
Reason for Value Variance: The actual value is reflective of the fully burdened cost for the specific CWDA resources. This cost is within the expected range that was identified in the SPR.

CARES-Live Production Support Services

Vendor Name	SPR 5 Est. Term	Actual Term	SPR 5 Est. Value	Actual
Capio Group	4/1/2023 – 6/30/2024 (15-month core term)	3/14/23 – 3/13/28 (2-year core term + three 1-year options)	$2,368,950	$8,184,960

Term Variance: The start date was moved up by two weeks due to faster than anticipated procurement process and the end date was extended by 44 months.
Reason for Term Variance: The term was extended term to align with the current project timeline and when CARES-Live is expected to be decommissioned.
Value Variance: $5,186,010
Reason for Value Variance: The costs increased due to the term change.

5.9.2 In Progress Procurements

Table 14 – In Progress Procurements

Procurement Name	SPR 5 Est. Term	Est. Term	SPR 5 Est. Value	Est. Value
Los Angeles County (CC33)	N/A	7/1/23 – 6/30/28	N/A	$1,265,438

Scope of Service: The Los Angeles County Consultant will provide county subject matter expertise in case management, resource management, quality assurance, and design ops.
Procurement Method: County Consultant Agreement
Term Variance: This procurement was not explicitly identified in the SPR 5.
Reason for Term Variance: This procurement was approved as part of the pool of county consultants included in the SPR, but now a specific resource and county has been identified.
Value Variance: This procurement was not individually identified in the SPR 5.
Reason for Value Variance: The actual value is reflective of the fully burdened cost for the specific county consultant. This cost is within the expected range that was identified in the SPR.
Status: Contract routing for final approval and signature.

Procurement Name	SPR 5 Est. Term	Revised Est. Term	SPR 5 Est. Value	Revised Est. Value
ServiceNow Services	N/A	4/1/23 – 3/31/25 (1-year core term + one 1-year option)	N/A	$498,598

Scope of Service: The vendor will provide ServiceNow maintenance and operation (M&O), enhancement, and integration services for the CWDS ServiceNow instance. The existing ServiceNow instance includes Information Technology Service Management, IntegrationHub, Customer Service Management, Business Stakeholder, Customer Support Portal, Integrated Risk Management, and other product features to support the M&O of CWDS.
Procurement Method: CMAS.
Term Variance: This procurement was not identified in the SPR 5.
Reason for Term Variance: N/A.
Value Variance: This procurement was not identified in the SPR 5.
Reason for Value Variance: N/A.
Status: RFO is being reviewed by vendors and responses are due in March 2023.

Procurement Name	SPR 5 Est. Term	Revised Est. Term	SPR 5 Est. Value	Revised Est. Value
Strategic Communication, Engagement, and User Adoption Services	N/A	6/13/23 – 6/12/29 (4-year core term + two 1-year options)	N/A	$11,404,800

Scope of Service: The vendor will provide strategic communication services to help promote user engagement and adoption of the CWS-CARES. The vendor will provide a Communications Team that will be responsible for the execution of the project's Strategic Plan for Engagement Communications and User Adoption and supporting all project communication needs, including but not limited to, refining and implementing the CWS-CARES Projects' communication strategy and communication plan and creating content and communicating the projects' status to a variety of internal and external stakeholder groups to drive awareness and user adoption. The vendor will also be responsible for developing executive management communications and measuring communication effectiveness across the project and stakeholder groups. The vendor will create a complex marketing and stakeholder engagement campaign to manage all external communications and drive adoption at the user, manager, and executive level throughout all stakeholder organizations.
Procurement Method: CMAS
Term Variance: This procurement was not identified in the SPR 5.
Reason for Term Variance: N/A
Value Variance: This procurement was not identified in the SPR 5.
Reason for Value Variance: N/A
Status: RFO was approved for release by ACYF (CA_2023_01_11_DSS) and is targeted for release in March 2023. Once assessments are complete, the State will send the resulting contract to ACYF for their review and approval.

Procurement Name	SPR 5 Est. Term	Revised Est. Term	SPR 5 Est. Value	Revised Est. Value
Salesforce Subscription Services		4/28/23 – 4/27/26 (12-month core term + two (2) optional 12-month extensions)		$19,256,999 CCWIS

Scope of Service: The vendor will provide Salesforce subscription services. The current Salesforce services were procured under the Software Licensing Program (SLP) which is a Leveraged Procurement Agreement (LPA) managed by the Department of General Services (DGS) and has since expired. As such, the project is re-procuring these services. The project, in cooperation with CDT, began negotiations with Salesforce in February 2023 to negotiate products, tiered pricing to leverage economies of scale, and best in class pricing. It is estimated that negotiations will complete in March 2023 and a procurement will be released to SLP resellers. The estimated cost in this SPR assumes user license increases prior to implementation based on the existing

contract rates. The CDT STP, in conjunction with the DGS, will assist in negotiating new contract rates with the re-procurement. This contract may also include Salesforce professional consulting services. These services would include providing guidance on integration strategy, providing expertise related to master data management strategy, assisting the State in making informed strategic decisions on product capabilities, and providing expertise related to solution and data model alignment between Service Cloud and Public Sector Solutions (PSS).
Procurement Method: SLP
Term Variance: This procurement was not identified in the SPR 5.
Reason for Term Variance: N/A
Value Variance: This procurement was not identified in the SPR 5.
Reason for Value Variance: N/A

Procurement Name	SPR 5 Est. Term	Revised Est. Term	SPR 5 Est. Value	Revised Est. Value
Case Management Assessment Services	N/A	7/18/23 – 5/17/28 (46-month core term + one 12-month option)	N/A	$14,293,040

Scope of Service: The vendor will perform the necessary research to define requirements for the State's child welfare assessments that will be implemented in the vendor's solution. The vendor will provide consultation with subject matter experts, and product, service, and technology managers for CWS-CARES. The vendor will ensure alignment and integration with the CWS-CARES IAM framework. The vendor will provide documentation of the requirements of work to be performed by developers in vendor solution to support integration with CWS-CARES, and designs for the user experience in the vendor solution. Such users may include not only workers, but also supervisors and program analysts/managers. The vendor will provide mapping between the vendor solution data model and the CWS-CARES data model, including full assessment result sets and supporting the State’s requirements to maintain longitudinal (event history) data on the CDI. The contract term is based on phases that includes code development, services to support code in the staging, readiness, and production environments along with a stabilization period, and services to support the pilot and implementation of the CWS-CARES. Costs are higher during development and implementation but are reduced during the stabilization period prior to the pilot.
Non-Competitive Bid Justification: This NCB justification is requesting to contract with Opeeka for design, development, and implementation services to integrate Opeeka’s Person-Centered Intelligence Solution (P-CIS) via an integration with the new Child Welfare Services – California Automated Response and Engagement System (CWS-CARES). In support of a unified System of Care, California’s Assembly Bill 2083 (AB 2083, Chapter 815, Statutes of 2018) calls for a memorandum of understanding (MOU) between local partners including child welfare, regional center, county office of education, probation and county mental/behavioral health to share information in a way that supports cross system collaboration to inform care planning and placement services. During the same time period, Opeeka’s P-CIS was being designed to remove

the technological barriers that often inhibit collaboration and coordination across the system of care. Workers will directly access P-CIS through CWS-CARES, with a consistent and seamless user experience throughout populating a given assessment instrument. CWS-CARES will provide views of administrative data informing assessment responses, monitor assessment completion status, display assessment results in-context (to inform documenting a CFT meeting, for example) and provide assessment-related notifications to workers as they manage their cases in CWS-CARES. This integration will also provide detailed assessment results to the CDI to support longitudinal data analysis for provider, service array and program management. Because P-CIS is a proprietary tool, Opeeka is the only vendor who can provide these services. Therefore, OSI must contract directly with Opeeka to integrate P-CIS into CWS-CARES.
Procurement Method: Non-Competitive Bid. This NCB request has not been approved as of the SPR 6 submission and therefore the procurement method could be subject to change, as well as the estimated term and value shown above may change following completion of the procurement process.
Term Variance: This procurement was not identified in the SPR 5. The Revised Estimated Term shown is subject to change following completion of the procurement process.
Reason for Term Variance: N/A.
Value Variance: This procurement was not identified in the SPR 5. The Revised Estimated Value shown is subject to change following completion of the procurement process.
Reason for Value Variance: N/A.
Status: Procurement package being developed.

Procurement Name	SPR 5 Est. Term	Revised Est. Term	SPR 5 Est. Value	Revised Est. Value
Technical Advisory Services	N/A	7/7/23 – 7/6/26 (36-month term)	N/A	$1,231,650

Scope of Service: The vendor will provide the CWDS executive management team with as-needed technical advisory services throughout the development, implementation, and maintenance of the CWS-CARES. The vendor will work closely with CWDS executives to assist in determining if a project's technical approach is in alignment with the project's objectives, control agency and federal partner requirements, and industry best practices.
Procurement Method: DGS-TDDC.
Term Variance: This procurement was not identified in the SPR 5.
Reason for Term Variance: N/A.
Value Variance: This procurement was not identified in the SPR 5.
Reason for Value Variance: N/A.
Status: RFO was approved for release by ACYF (CA_2023_02_02_DSS) and RFO was released in March 2023 with responses due early April 2023. Once assessments are complete, the State will send the resulting contract to ACYF for their review and approval.

5.9.3 In Progress Primary Contract Amendments

Table 15 - In Progress Primary Contract Amendments

Services	SPR 5 Est. Term	Revised Est. Term	SPR 5 Est. Value	Revised Est. Value
PaaS SI	4/1/2021 – 3/31/2027 (3-year core term + three 1-year options)	4/1/21 – 10/31/27 (6-year, 7-month term + cost only option)	$71,206,628 (core term + options)	$290,768,079 (core term + options)

Changes: CWDS, in partnership with CDT and CHHS Agency, engaged in negotiations with Deloitte Consulting LLP under Public Contract Code (PCC) 6611. The goal of negotiations was to:

- Expand and clarify systems integrator and design services;
- Clarify roles and responsibilities between all contractors;
- Modify the contract to be outcome based; and
- Address resource gaps, both in terms of defined specific roles and number of resources to successfully deliver CWS-CARES.

Negotiations began in June 2022 and after extensive discussions concluded in February 2023 with the following outcomes:

- Expanded and clarified systems integration and design services to include, but not be limited to, the following:
    - Delivering a CCWIS solution, inclusive of Salesforce and CDI which works together architecturally, technically, and functionally;
    - Managing the day-to-day operational activities of the project to ensure project outcomes and objectives are met;
    - Managing the project schedule to ensure project Milestones are met;
    - Maintaining a two-Sprint backlog;
    - Supporting the State in setting product strategy and maintaining the CARES Product Roadmap; and
    - Maintaining CARES design patterns in accordance with design principles and standards.
- Clarified contractor roles and responsibilities by incorporating a Responsible, Accountable, Supporting, Consulted, and Informed (RASCI) matrix. The RASCI matrix shows clear roles and responsibilities between the various state and contractor teams.
- Modified the contract to be outcome based. This includes creating work order authorization pay points where payment is contingent upon meeting specific criteria (i.e., State acceptance of user stories, State acceptance of stories for a given EUST, etc.). Additionally, the State has coupled V1 System Acceptance to releasing any payment withholds to incentivize quality and maintaining the project schedule.
- Addressed several issues related to resource gaps and other staffing requirements. This includes addressing resource gaps due to the expanded

systems integrator and design scope, modifying which contract roles are considered Key Staff vs non-key to allow the contractor flexibility to staff the project based on delivering project outcomes as opposed to meeting mandatory qualifications, and allowing offshore resources to lower costs and increase delivery speed.
- Clarified Maintenance and Operations (M&O) support expectations.
- Limited scope to V1 implementation with 12 months of M&O services. Additional services required to deliver V2 and continued V1 M&O services will be provided through a separate, completive procurement. The vendor will provide extensive transition out services to ensure a smooth transition to any new vendor providing continued V1 M&O and V2 development services.

Term Variance: The core term of the contract was modified to align with the estimated end of V1 implementation plus an additional 12 months of maintenance and operations support. This has resulted in the core term being extended by an additional four (4) years and 11 months. However, the State has removed all options so the total duration of the contract, inclusive of all options, has only increased by seven (7) months.
Reason for Term Variance: The original term assumed that CWS-CARES design, development, and implementation would take no more than three (3) years. Since that time, the State in collaboration with county and contracted resources, have modified the project schedule as shown in Figure 10 - CWS-CARES Project Timeline.
Value Variance: $219,561,451
Reason for Value Variance: The primary cost drivers for this increase is extending the total contract duration and increasing the required level of effort to deliver the CWS-CARES. As previously described, the total duration of this contract has increased by approximately seven (7) months which impacted cost. Additionally, in the original procurement, the State had limited information to provide vendors with a clear understanding of project scope which resulted in a significant under scoping of effort. As part of negotiations, the State, Deloitte, and the project's independent cost estimator had several discussions aimed at defining an appropriate number of hours to deliver remaining project scope and any maintenance and operations services. This resulted in approximately 1.3 million more hours being added to this contract to deliver V1 scope. Lastly, due to the scope being limited to V1, the State is requiring Deloitte to provide extensive transition out services to a new vendor resulting from the competitive procurement process. These hours will be used at the State's discretion through exercising an option for additional cost. These are estimated hours, are not guaranteed, and actual hours will be managed through the WOA process.

During negotiations, the State successfully negotiated savings of approximately $40 million, compared to original offers, by negotiating a competitive blended rate, more closely aligning anticipated required hours to that of the State independent cost estimator, and tying hourly rate escalations to outcomes thereby incentivizing performance and schedule.
Status: The State via the As-Needed APD requested ACYF review and approval of the resulting amendment. The State anticipates the amendment is executed in June 2023.

Services	SPR 5 Est. Term	Revised Est. Term	SPR 5 Est. Value	Revised Est. Value
PVS	3/1/2021 – 2/28/2027	3/1/21 – 10/31/26	$26,931,840	$83,708,803

	(3-year core term + three 1-year options)	(6-year, 8-month term + cost only option)	(core term + options)	(core term + options)

Changes: CWDS, in partnership with CDT and CHHS Agency, engaged in negotiations with KPMG LLP under PCC 6611. The goal of negotiations was to:

- Clarify roles and responsibilities between all contractors;
- Modify the contract to be outcome based; and
- Address resource gaps, both in terms of defined specific roles and number of resources to successfully deliver CWS-CARES.

Negotiations began in June 2022 and after extensive discussions concluded in February 2023 with the following outcomes:

- Clarified contractor roles and responsibilities by incorporating a RASCI matrix. The RASCI matrix shows clear roles and responsibilities between the various state and contractor teams.
- Modified the contract to be outcome based. This includes creating work order authorization pay points where payment is contingent upon meeting specific criteria (i.e., State acceptance of service maps and spics, State acceptance of scenario scripts and user testing for EUST, etc.).
- Addressed several issues related to resource gaps and other staffing requirements. This includes addressing resource gaps based on a complete understanding of scope, added non-key provisions to allow the contractor flexibility to staff the project based on delivering project outcomes as opposed to meeting mandatory qualifications, and allowing offshore resources to lower costs and increase delivery speed.
- Limited scope to delivery of V1 with the expectation that the State will reprocure these services for V2. As part of the V1 services, the State has clarified that this vendor will be required to develop V2 epics and service maps to support any future PaaS SI re-procurement efforts and provide extensive transition out services to any new vendors. The vendor will provide extensive transition out services to ensure a smooth transition to any new vendor providing continued V2 services.

Term Variance: The core term of the contract was modified to align with the estimated end of V1 implementation. This has resulted in the core term being extended by 32 months. However, the State has removed all options so the total duration of the contract, inclusive of all options, has actually decreased by approximately four (4) months.

Reason for Term Variance: The original term assumed that CWS-CARES design, development, and implementation would take no more than three (3) years. Since that time, the State in collaboration with county and contracted resources, have modified the project schedule as shown in Figure 10 - CWS-CARES Project Timeline.

Value Variance: $56,776,963

Reason for Value Variance: The primary cost drivers for this increase is increasing the required level of effort to deliver V1. In the original procurement the State had limited information to provide vendors with a clear understanding of project scope which

resulted in a significant under scoping of effort. As part of negotiations, the State, KPMG, and the project's independent cost estimator had several discussions aimed at defining an appropriate number of hours to deliver remaining project scope and any maintenance and operations services. This resulted in approximately 300,000 more hours being added to this contract to deliver V1 scope. Lastly, due to the scope being limited to V1, the State is requiring Deloitte to provide extensive transition out services to a new vendor resulting from the competitive procurement process. These hours will be used at the State's discretion through exercising an option for additional cost. These are estimated hours, are not guaranteed, and actual hours will be managed through the WOA process.
Status: The State via the As-Needed APD requested ACYF review and approval of the resulting amendment. The State anticipates the amendment is executed in June 2023.

Services	SPR 5 Term	Revised Est. Term	SPR 5 Value	Revised Est. Value
CDI	4/15/2021 – 4/14/2027 (3-year core term + three 1-year options)	TBD	$71,206,628 (core term + options)	$TBD (core term + options)

Changes: CWDS, in partnership with CDT and CHHS Agency, have planned to engage in negotiations with OnCore Consulting, LLC under PCC 6611. The goal of negotiations is to:

- Clarify roles and responsibilities between all contractors;
- Modify the contract to be outcome based; and
- Address resource gaps, both in terms of defined specific roles and number of resources to successfully deliver V1.

Term Variance: TBD
Reason for Term Variance: TBD
Value Variance: $TBD
Reason for Value Variance: TBD
Status: Planning for negotiations is in process.

Services	SPR 5 Term	Revised Est. Term	SPR 5 Value	Revised Est. Value
Implementation Services	7/7/2021 – 7/6/2026 (3-year core term + two 1-year options)	TBD	$44,907,301 (core term + options)	$TBD (core term + options)

Changes: CWDS, in partnership with CDT and CHHS Agency, have planned to engage in negotiations with Deloitte Consulting LLP under PCC 6611. The goal of negotiations was to:

- Clarify roles and responsibilities between all contractors;

- Support the “Entire State at Once” implementation approach
- Modify the contract to be outcome based; and
- Address resource gaps, both in terms of defined specific roles and number of resources to successfully deliver V1.

Term Variance: TBD
Reason for Term Variance: TBD
Value Variance: $TBD
Reason for Value Variance: TBD
Status: Planning for negotiations is in process.

5.9.4 Closed Out Contracts

Table 16 - Closed Out Contracts

Services	Vendor	Contract Value	Contract Term
ServiceNow Services	Veterans Enhanced, Inc.	$207,600	8/3/20 – 2/2/22
County Consultant Services	San Bernardino County	$356,807	4/1/20 – 3/31/22
County Consultant Services	San Mateo County	$471,305	8/1/20 – 3/31/22
IV&V Services	Public Consulting Group, Inc.	$3,456,000	12/21/18 – 5/6/22
County Consultant Services	Yolo County	$535,844	7/1/19 – 6/30/22
County Consultant Services	Placer County	$748,785	1/20/20 – 12/31/22
Lotus/Domino Services	Celer Systems, Inc.	$364,705	6/25/20 – 6/24/22
County Consultant Services	County Welfare Directors Association	$3,570,000	1/2/19 – 7/31/22
WOA Automation Services	Kai Partners	$78,760	3/1/22 – 2/28/23
CARES-Live Production Support Services	Oak Technical Services, LLC	$5,529,408	3/30/20 to 3/29/23
Splunk CWS-CARES Services	Solutions Simplified	$364,000	9/27/21 – 3/26/23

5.9.5 Acquisition Summary

Table 17 - Acquisition Summary

Procurement Name	Procurement Method	Estimated Cost (Includes Options)	Estimated Contract Term
Security Testing Services	Interagency Agreement	$743,926	Nov. 2023 – Apr. 2024 (6-month core term)

Security Testing Services Scope of Services: Planned interagency agreement with the California Military Department (CMD) to validate security controls and perform vulnerability and penetration testing activities to identify security vulnerabilities which impact state, federal, and county CWS-CARES operations prior to V1 implementation. The scope of these services will be limited to the first hardening Sprint and first EUST.

Procurement Name and Estimated Contract Term	Procurement Method	Estimated Cost (Includes Options)	Estimated Contract Term
County Consultant Services (includes any required re-procurements through Dec. 2028) Includes: CC01, CC03, CC04, CC06, CC08, CC09, CC11 – CC18, CC20 – CC23, CC25 – CC28, CC30 – CC 32, and CC34 – CC35 (27 total)	County Consultant	$27,586,084 CCWIS/Non-CCWIS	Varies

County Consultant Services Scope of Services:
The CC34 and CC35 are new procurements beginning with the FY 2023/24. The remaining county consultants are planned county consultant contracts or re-procurements to existing county consultant agreements and will fill resource and/or skill gaps as they are identified or needed. In general, these county consultants will provide subject matter expertise through the project lifecycle to ensure the CWS-CARES solution meets the CWS stakeholder and California business practice model. The CWDA is actively working to recruit consultants for the project. The resource constraints in the counties have resulted in a shortage of counties willing to loan resources. These constraints may result in procurement delays and the project will update costs in the next SPR.

Procurement Name	Procurement Method	Estimated Cost (Includes Options)	Estimated Contract Term
Service Desk Services	Competitive Bid Solicitation	$33,191,240 CCWIS	Oct 2025 – Sept 2031 (36-month core term + three 12-month options)

Change: The anticipated contract term for these services moved from April 2023 to October 2025 due to the extension of V1 development. The estimated start date has been pushed back 30 months to align with the CWS-CARES V1 implementation and the cost estimate has increased by $14,219,240. The project has increased the estimated number of hours required to support the help desk based on the defined core and non-core support hours and adjusted some of the hourly rates based on current prevailing rates for similar roles.

Service Desk Services Scope of Services:

The vendor will support the day-to-day operation and management of the CWS-CARES Service Desk. This includes 24x7 triage support serving as the initial point of contact for all CWS-CARES functionality (greenfield, CWS-CARES V1, and CWS-CARES V2) incidents, problems, and events and providing severity level 1 and severity level 2 support.

Procurement Name and Estimated Contract Term	Procurement Method	Estimated Cost* (Includes Options)	Exempt from Prior App.
Independent Verification and Validation Services May 2026 – Dec. 2028 (32-month core term)	Leveraged Procurement Agreement (DGS Technology, Digital and Data Consulting)	$2,342,000	Will submit contract for review and approval prior to execution

Independent Verification and Validation Services Scope of Services:
The vendor will provide the IV&V services for CWS-CARES. The IV&V is the set of verification and validation activities performed by an agency not under the control of the organization developing the software. The IV&V services must be provided and managed by an organization technically and managerially independent of the software development project. This independence takes two mandatory forms:

- Technical independence requires the IV&V service provider not be organizationally involved in the software development or implementation effort or have participated in the Project's initial planning and/or subsequent design; and

- Managerial independence requires the IV&V service provider to ensure the IV&V effort is vested in an organization departmentally and hierarchically separate from the software development and program management organizations.

Procurement Name	Procurement Method	Estimated Cost* (Includes Options)	Estimated Contract Term
CARES-Live Site Reliability Services	Leveraged Procurement Agreement (DGS Technology, Digital and Data Consulting)	$2,468,040	July 2026 – Dec. 2027 (18-month core term)

CARES-Live Site Reliability Services Scope of Services:
The vendor will provide the CARES-Live with expertise and services to support a 24x7 operation and continuous delivery model. The vendor will provide all services related to operations management including, but not limited to, capacity management, availability management, business continuity, disaster recovery, service asset and configuration management, operations management, and system security management.

Procurement Name	Procurement Method	Estimated Cost* (Includes Options)	Estimated Contract Term
Security Testing Services	Interagency Agreement or CMAS	$883,200	Nov. 2024 – Oct. 2026 (24-month core term)

Security Testing Services Scope of Services:
Assuming satisfactory services provided by CMD on the first hardening Sprint and EUST, the project will re-procure for same services on remaining hardening Sprints and EUSTs throughout V1.

Procurement Name	Procurement Method	Estimated Cost* (Includes Options)	Estimated Contract Term
Quality Assurance Testing Services	Leveraged Procurement Agreement (California Multiple Award Schedule)	$4,254,080 CCWIS	Sep. 2026 – Apr. 2028 (20-month core term)

Quality Assurance Testing Services Scope of Services:
The vendor will assist the State with coordinating, performing, and managing all required testing activities which includes penetration, unit, system, regression testing, etc. These resources will have expertise in Salesforce and will work closely with the business and product teams to ensure all testing activities are conducted pursuant to industry best practices. The resources will have experience with test engineering including the development of automated scripts and use of appropriate testing tools.

Procurement Name	Procurement Method	Estimated Cost (Includes Options)	Estimated Contract Term
PaaS SI - CARES V2 and Maintenance and Operations	Competitive Bid Solicitation	$TBD CCWIS	TBD

PaaS SI – CARES V2 and Maintenance and Operations Services Scope of Services
The vendor will provide design, development, and overall systems integration services for the CARES V2 and maintenance and operations to V1. This vendor will extend V1 to deliver V2 scope and ensure continued integration of Salesforce and the CDI which collectively delivers the CWS-CARES.

Procurement Name	Procurement Method	Estimated Cost (Includes Options)	Estimated Contract Term
PVS – CARES V2	Competitive Bid Solicitation	$TBD CCWIS	TBD

PVS – CARES V2 Services Scope of Services

The vendor will provide to provide research, service design, experience design, business (primarily rules) analysis and data science expertise for the CARES V2. These services include advocating for the State's program goals and advising the State on how to align the Product Roadmap to those program goals and the CARES Product Development Guiding Principles.

Procurement Name	Procurement Method	Estimated Cost (Includes Options)	Estimated Contract Term
CDI – CARES V2	Competitive Bid Solicitation	$TBD CCWIS	TBD

CDI – CARES V2 Services Scope of Services:
The vendor will enable State independence and control of vital assets as business rules and longitudinal data by extending the CDI to meet V2 scope. This includes ensuring the CWS-CARES domain model covers the data elements and populations required for federal/state reporting and program analytics and maintain the AWS infrastructure required for the CDI.

Procurement Name	Procurement Method	Estimated Cost (Includes Options)	Estimated Contract Term
Implementation Services – CARES V2	Competitive Bid Solicitation	$TBD CCWIS	TBD

Implementation Services – CARES V2 Services Scope of Services
The vendor will provide implementation, OCM, and training (both development and delivery) for V2. Implementation activities will include planning and executing a V2 rollout approach and facilitating readiness activities. OCM activities will include delivering base OCM materials in preparation of V2 and providing support at V2 Go-Live. Training activities will include planning and executing the training program and developing training materials.

5.10 Vendor Management

As stated previously, one of the project's biggest challenges is effectively managing a multi-vendor model. Section 4.0 of this SPR highlighted some improvement opportunities and the project's Vendor Management Plan will be updated to reflect such changes. The State Functional Manager (SFM) is a key role in the Vendor Management Model that is responsible for the day-to-day operations of the contract resources, and one SFM for each contract is not enough, particularly as the vendor tasks cross over multiple functions (e.g., project management, technical, product) and state teams. Essentially, successful management of vendor resources at each stage of the SDLC requires more than one SFM.

One point of contention with the multi-vendor model is the hand off (or exchange) of deliverables from one vendor to another. It often took too long to seek clarifications and matters would escalate above the SFM for the OSI CWDS Product Director to resolve. With the strengthening of the SI role and establishing the RASCI (explained in Section 4.0), the contract amendments should help address these issues. The amendments will include a Rules of Engagement that includes the following elements:

- PaaS SI role and related expectation of the other vendors
- Velocity, Quality and Efficiency are the primary metrics
- “One-team” culture
- Lowest level problem resolution before escalation
- Continuous process improvement is responsibility of all
- We are all responsible for quality and risk management

The Work Order Authorization (WOA) process will be improved by associating each WOA to one or more Product Milestones and establish pay points. WOAs will cover work required for major milestones and will include all work that will be finalized during that milestone as well as work that will be in process during that milestone but finalized during a subsequent milestone. WOA scope shall tie back to CARES Building Blocks as appropriate. Final approval of a subsequent WOA will be dependent on successfully passing each milestone review.

In addition, the Vendor Diagram (Figure 14) depicts the project’s multi-vendor model and the interdependencies of the vendors’ roles. A high-level description of each vendor contract is provided within the diagram. The DD&I vendors’ responsibilities are also delineated by the SDLC (Table 19). These vendors include the PaaS SI, PVS, CARES Data Infrastructure (CDI) and Implementation Services contracts. The Quality Assurance (QA) Testing vendor serves a more distinct role with defined responsibilities. Also described in the diagram is the IA vendor, who uses data and insights to independently assess if the project is on track to deliver services that meet or exceed the CCWIS requirements, CWDS goals, and user needs. The Strategic Communication Support Services is a new procurement request for expertise in promoting user engagement and adoption of the CWS-CARES.

Figure 14 - CWS CARES Vendor Diagram

CWS-CARES Vendor Diagram
Vendor Roles, Timeline & SDLC

Independent Advisor *(Elyon Enterprise Strategies, Inc.)* This vendor reports to the Office of the Agency Information Officer and the CWDS Deputy Director.

- Use data and insights to independently assess if the CWS-CARES project is on track to deliver a service that meets or exceeds CWDS goals and user needs.
- Provide related guidance and recommendations to the project team, the ELT, and the BOD.

PaaS Systems Integrator (PaaS SI) *(Deloitte Consulting, LLP) CWS-CARES Solution Architecture and Delivery*

- Systems integrator responsible for the complete end-to-end delivery of CWS-CARES.
- Provide product strategy, architecture, engineering, & (Salesforce-focused) design expertise.
- Establish & maintain the CWS-CARES delivery pipeline for both Salesforce & CDI components.
- Deliver converted, cleansed data of sufficient quality to support the administration of child welfare through the lens of new CWS-CARES product features.

Program goals and metrics

CDI-based tools & data services

Quality Assurance Testing Services
(Speridian Technologies, LLC)

- Provide quality assurance testing services in support of the development of the CWS-CARES.

CWS-CARES solution architecture and delivery direction

Product Value Services (*KPMG, LLP)*

CWS-CARES Business Architecture

- Represents and advocates for the State's program and practice goals for CWS-CARES.
- Aligns the Product Roadmap with program goals (product value) and CWS-CARES Product Development Guiding Principles.
- Provides expertise to the Product Delivery Team in the areas of:
  - Research
  - Advise the State on acceptance of designs
  - Domain modeling and metric specification
  - Business (primarily rules) analysis
  - Data science
- Provide user feedback facilitation, synthesis and recommend to the State prioritized feature enhancements.

CARES Data Infrastructure (CDI) Services *(OnCore Consulting, LLC)*

CDI Platform Maintenance & Operations

Data Architecture and Engineering Expertise

- Establish and maintains the CDI as the data platform for CWS-CARES.
- Use CDI-based tools to build selected CDI data services, including metric calculation logic, reports, and data exchange APIs.
- Provides hands-on data architecture & engineering expertise to Product Delivery Teams

Implementation Services *(Deloitte Consulting, LLP)*

- Plan and execute an implementation approach that includes:
  - Organizational readiness for implementation
  - Organizational Change Management
  - System training (development and delivery).

Strategic Communication *(Vendor TBD)* This vendor will report to the CDSS Executive Leadership Team (ELT) member.

- Execute the project's Strategic Plan for Engagement Communications and User Adoption.
- Supporting all project communications needs.
- Promote user engagement and adoption of the CWS-CARES.

View the full SDLC detail including vendor partner responsibilities in Table 19 below

Table 18 - CWS-CARES Service Delivery Lifecycle

CWS-CARES Service Delivery Lifecycle

	Product Roadmap	Context Setting (Research)	Discovery	Prototyping	Iterative Build	Deployment to Readiness Environment	Deployment to Production
PaaS SI	▪ Maintain Product Roadmap	▪ Identify relevant accelerator components that can be reused or leveraged ▪ Create user/application flows (storyboards) ▪ Identify supporting Shared Services (incl. IdAM) *(Shared responsibility with CDI)* ▪ Identify supporting data extract/metric work *(Shared responsibility with CDI)* ▪ Identify supporting interfaces work *(Shared responsibility with CDI)* ▪ Specify the Salesforce Object Model reflecting the CWS-CARES Domain Model *(Shared responsibility with CDI, begins in Context Setting and continues through Discovery and Prototyping)* ▪ Create and maintain UX designs/prototypes consistent with CWS-CARES Design Patterns *(Shared responsibility with CDI, begins in Context Setting and continues through Discovery and Prototyping)*	▪ Confirm relevant accelerator components ▪ Specify the Salesforce Object Model reflecting the CWS-CARES Domain Model *(Shared responsibility with CDI, begins in Context Setting and continues through Discovery and Prototyping)* ▪ Create and maintain UX designs/prototypes consistent with CWS-CARES Design Patterns *(Shared responsibility with CDI, begins in Context Setting and continues through Discovery and Prototyping)*	▪ Specify the Salesforce Object Model reflecting the CWS-CARES Domain Model *(Shared responsibility with CDI, begins in Context Setting and continues through Discovery and Prototyping)* ▪ Create and maintain UX designs/prototypes consistent with CWS-CARES Design Patterns *(Shared responsibility with CDI, begins in Context Setting and continues through Discovery and Prototyping)* ▪ Create and maintain mapping between data elements and UX design elements ▪ Lead and document Design Walkthroughs (in Co-Design Sessions) ▪ Update user story components and artifacts based on Design Walkthroughs ▪ Specify technical artifacts and tasks supporting the implementation of business rules ▪ Specify technical artifacts and tasks supporting the implementation of Shared Services (e.g., MDM) and interfaces ▪ Specify technical artifacts and tasks supporting the implementation of document templates ▪ Specify technical artifacts and tasks supporting the implementation of role/profile based IdAM requirements ▪ Implement user setups across Salesforce, Okta, Tableau per Security Matrix *(Shared responsibility with CDI)* ▪ Specify Data Conversion mappings and scripts ▪ Finalize all user story components, artifacts, and technical tasks through the PDT Review process *(Shared responsibility with CDI)*	▪ Build & System Test CWS-CARES (including Salesforce, CDI, and interfaces) *(Shared responsibility with CDI)* ▪ Build & System Test Data/Document Conversion *(Shared responsibility with CDI)* ▪ Build & System Test views, data extracts and reports (on the CDI) *(Shared responsibility with CDI)* ▪ Respond to State QA (E2E QA) findings *(Shared responsibility with CDI)* ▪ Maintain Test Automation	▪ Lead the coordination with other contracted and State staff to validate system and readiness requirements are met prior to implementation or user consumption in readiness environment	▪ Lead the coordination with other contracted and State staff to validate system and readiness requirements are met prior to implementation or user consumption in production environment

	Product Roadmap	Context Setting (Research)	Discovery	Prototyping	Iterative Build	Deployment to Readiness Environment	Deployment to Production
CDI	N/A	▪ Identify supporting Shared Services (incl. IdAM) *(Shared responsibility with PaaS SI)* ▪ Identify supporting data extract/metric work *(Shared responsibility with PaaS SI)* ▪ Identify supporting interfaces work *(Shared responsibility with PaaS SI)* ▪ Specify the Salesforce Object Model reflecting the CWS-CARES Domain Model *(Shared responsibility with PaaS SI, begins in Context Setting and continues through Discovery and Prototyping)* ▪ Create and maintain UX designs/prototypes consistent with CWS-CARES Design Patterns *(Shared responsibility with PaaS SI, begins in Context Setting and continues through Discovery and Prototyping)*	▪ Specify the Salesforce Object Model reflecting the CWS-CARES Domain Model *(Shared responsibility with PaaS SI, begins in Context Setting and continues through Discovery and Prototyping)* ▪ Create and maintain UX designs/prototypes consistent with CWS-CARES Design Patterns *(Shared responsibility with PaaS SI, begins in Context Setting and continues through Discovery and Prototyping)*	▪ Specify the Salesforce Object Model reflecting the CWS-CARES Domain Model *(Shared responsibility with PaaS SI, begins in Context Setting and continues through Discovery and Prototyping)* ▪ Create and maintain UX designs/prototypes consistent with CWS-CARES Design Patterns *(Shared responsibility with PaaS SI, begins in Context Setting and continues through Discovery and Prototyping)* ▪ Implement user setups across Salesforce, Okta, Tableau per Security Matrix *(Shared responsibility with PaaS SI)* ▪ Specify technical artifacts and tasks supporting the implementation of immutable event histories, views, metrics, and reports on the CDI ▪ Finalize all user story components, artifacts, and technical tasks through the PDT Review process *(Shared responsibility with PaaS SI)*	▪ Build & System Test CWS-CARES (including Salesforce, CDI, and interfaces) *(Shared responsibility with PaaS SI)* ▪ Build & System Test Data/Document Conversion *(Shared responsibility with PaaS SI)* ▪ Build & System Test views, data extracts and reports (on the CDI) *(Shared responsibility with PaaS SI)* ▪ Respond to State QA (E2E QA) findings *(Shared responsibility with PaaS SI)*	N/A	N/A
PVS	N/A	▪ Conduct Research (External Systems, CWCA, etc.) ▪ Confirm building blocks and service maps ▪ Update Value Hypothesis ▪ Identify and define personas ▪ Identify and update Epics ▪ Incorporate Policy and County Research ▪ Identify and define Domain Concepts ▪ Facilitate Inception ▪ Organize Epics into Epic Groups ▪ Break out requirements in the form of user stories (title and description) and document in Jira. ▪ Confirm coverage of all family pathways and populations served	▪ Assist State in performing Tier Diagram-based reviews to document the rationale for the mix of GovConnect components and new development ▪ Create Sparx model for each Jira story ▪ Extend user stories to add business acceptance criteria ▪ Define data elements - including tags and labels - in domain language (in Sparx) ▪ Define metric calculation logic and reports in domain language ▪ Define business rules - in narrative/tabular form - in domain language (in Sparx) ▪ Define standard State document templates in domain language	▪ Create initial UX designs/prototypes for reports (Tableau) ▪ Validate that UX designs/prototypes correctly reflect policy and the CWS-CARES Domain Model ▪ Support the State in reviewing and approving UX designs and making Tier Diagram trade-offs before Co-Design Sessions ▪ Schedule and facilitate Co-Design Sessions ▪ Facilitate Co-Design Sessions as needed to clarify story components and artifacts	▪ Support the State in conducting story/epic acceptance in Staging (service managers hold decision authority) ▪ Facilitate and synthesize User Feedback activities in Staging	N/A	N/A

	Product Roadmap	Context Setting (Research)	Discovery	Prototyping	Iterative Build	Deployment to Readiness Environment	Deployment to Production
Implementation	N/A	▪ Facilitate Recurring Statewide Implementation Status Calls with Orgs (ongoing throughout the SDLC) ▪ Develop, Deliver, Maintain, and Execute Master Implementation Plan ▪ Develop Rollout Approach ▪ Develop Implementation Organization Go-Live Readiness Checklist to Orgs *(Shared responsibility with the State)* ▪ Conduct Organizational Change Management and Communications *(Shared responsibility with the State)* ▪ Monitor Data Cleansing Efforts *(Shared responsibility with the State)* ▪ Communicate Hardware and Software Requirements and monitor efforts *(Shared responsibility with the State)*					▪ Execute Implementation Plan ▪ Provide OCM and user readiness support to end users
					▪ Assist Orgs in tailoring materials that are developed by the Training Team *(Shared responsibility with the State)*	▪ Execute Implementation Organization Go-Live Readiness Checklist to Orgs *(Shared responsibility with the State)* ▪ Ensure end users receive training *(Shared responsibility with the State)* ▪ Assist with training activities (as needed) ▪ Prepare and support Orgs as they use the readiness environment	

Note: *Shared responsibility* denotes dependencies between vendors and/or the State and these shared responsibilities are accurately identified during planning (before WOA execution) to ensure they are clearly understood by all parties, proper coordination takes place, and that no duplication of effort occurs.

5.11 Expenditures to Date

Table 18 below provides a display of total project expenditures including OSI and CDSS actuals from September 2022 FI$CAL Reports, as well as processed invoices through December 15, 2022.

Table 19 - CWS-CARES Project Expenditures

SPR 5 Approved Amount	Actual CARES Expenditures*	Actual CARES-Live Expenditures*	Remaining Budget
$505,140,782	$121,542,229	$183,277,499	$200,321,054

* Actual Expenditures for both CARES and CARES-Live is from SFY 2013/14 – SFY 2021/22

6.0 Updated Project Management Plan

The project updated some of the existing project management plans and critical deliverables to reflect any adjustment in approach, to include input from the PaaS SI, PVS, CDI, and IA vendors as the project moves through the CARES V1 development. In addition, new plans were added to further define activities during the development of the CWS-CARES. Those revised plans and deliverables can be found as attachments and are listed below:

- CWS-CARES V1 Epics & Milestones (Attachment 19)
- Master Test Plan (Attachment 20)
- Configuration Change Management Plan (Attachment 21)
- Project Planning Roadmap (Attachment 22)
- CWS-CARES Vendor and State RASCI (Attachment 23)
- Jira Framework (Attachment 24)
- Governance Management Plan (Attachment 25)
- Organizational Change Management Plan (Attachment 26)
- Schedule Management Plan (Attachment 27)
- Decision Making Framework (Attachment 28)
- Master Project Schedule (Attachment 29)
- CWDS Risk and Issue Management Plan (Attachment 30)

- CWDS Functional Organization Chart (Attachment 31)
- CWS-CARES User Adoption Strategy (Attachment 32)
- CWS-CARES V1 Training Plan Update (Attachment 33)
- CWS-CARES V1 Performance Test Plan (Attachment 34)

All project plans and work products are living documents which are subject to revision based on updated assumptions, risks, and findings.

6.1 Project Monitoring and Oversight

The project continued to maintain ongoing communication with the assigned Checks and Balances teams, that includes CDT IPO and the IV&V.

Overall project oversight is provided by CDT IPO, which focuses on project management processes and deliverables (e.g., plans, schedules, risks & issues). The IV&V is used to supplement IPO and focuses on the technical assessment of the system's development and deliverables to determine if the user requirements, product quality, and specifications are met.

The PMO, IPO, and IV&V work collaboratively to review identified risks and issues documented in the monthly oversight report. The Risk and Issue log that is maintained by the PMO (in Jira) also contains open oversight findings to ensure close follow-up is occurring on an ongoing basis. In addition, a monthly cadence is being maintained where IPO/IV&V shares any new findings with PMO who in turn assigns the appropriate project team member as owners to the findings.

6.2 Project Quality

The section below details the roles and responsibilities of the project oversight entities for the CWS-CARES.

6.2.1 Project Oversight

The following organizational entities continue to provide oversight on both the project and program organizations during the execution of this project.

Table 20 - Project Oversight Entities

Role	Organizational Entity	Responsibilities
IPO	California Department of Technology	In conformance with Statewide Information Management Manual (SIMM) 17 (the California Project Management Methodology and SIMM 45 (the Information Technology Project Oversight Framework), the Independent Project Oversight Consultant (IPOC) is responsible for formal oversight of the CWS-CARES project management processes and documentation. The IPOC is responsible for monthly submission to the California Department of Technology of the mandated Independent Project Oversight Report (IPOR) that is a structured document for reporting on the reportable project oversight categories.
IV&V	Contractor	The IV&V Analysts are responsible for verifying and validating that project and contractor (particularly the prime vendors) processes and deliverables adhere to the industry IT standards, and that all delivered products meet defined technical requirements and/or specifications. IV&V reviews are conducted in all phases of the project from initiation through implementation. Federal oversight, ACYF, relies heavily on the observations by the IV&V contractor.

6.3 Change Management

The CWS-CARES Project employs three types of change management:

1. CWS-CARES Organizational Change Management (OCM) is focused externally on County, State, Probation and Tribal agency staff to help prepare CWS-CARES users to transition to the new system. Key aspects of this OCM are frequent communication, various types of training and thoughtful preparation for the users to understand the new features and functionality in the new system. As the project prepares for implementation of functionality to users, OCM is a significant component within the implementation plans for each county and user group of the new CWS-CARES system.

2. CWS-CARES Technical change management, based on Agile and Information Technology Infrastructure Library (ITIL) methodologies, is used by the project internally to ensure that standard methods and processes are used for all changes to the IT infrastructure, including hardware and software. The first iteration of the Technical Change Management Plan (for Production Environment Changes) was completed in October and is included in this SPR submission (Attachment 18).

3. CWDS, as an organization, also applies an OCM framework to help guide and support individuals, project teams, and CWDS initiatives through organizational change. The project applies OCM best practices and techniques to ensure project adjustments (e.g., improvements to the SDLC, Jira reconfiguration) are

made with minimal resistance and impacts to scope, schedule and cost as possible.

Organizational Change Management (OCM)

The project's Communication team continues to collaborate with CWDS Customer Relations in both OCM activities and providing consistent messaging about the CWS-CARES project. As the project matures, OCM is a constant area of emphasis, both internally (among project team members) and externally (e.g., the implementation strategy to support OCM in the counties is referenced in Section 5.2).

The project leverages the best practices and strategies that were shared by the previous OCM vendor, Highlands Consulting Group, to help navigate the project team through critical change initiatives. Although that contract ended in October 2021, there was a significant amount of knowledge transfer that took place that the State project team members continue to apply to various change initiatives. The lessons learned during greenfield with regard to the SDLC is one example of a critical change initiative where OCM must be applied. Early awareness, understanding of the changes, and continuous communication with project team members during transitional change helps CWDS management address and reduce potential resistance factors and risks.

Another element of change management is the project's Decision-Making Framework, which is an integral process to facilitating, memorializing, and communicating decisions that impact project scope, schedule, cost, and cross functional teams.

6.4 Authorization Required

The project obtains authorization and funding from two entities: DOF and ACYF. The proposed changes are outlined in this document, as well as the required federal Annual Advanced Planning Document Update (APDU) which was submitted to ACYF on October 5, 2022. The Annual APDU provides updates to the Implementation APDU that was submitted in November 2021 with a request for federal financial participation (FFP) through September 2023 for the continuation of the CWS-CARES design, development, and implementation activities. The ACYF approval of the APDU was received on November 30, 2022.

7.0 Risk and Issue Management

The Risk and Issue Management Plan is aligned with the current project practice, as well as supporting documents such as process flow diagrams, risk submission forms, and ongoing reports. The plan identifies the roles and responsibilities for managing various areas of the risks and issues, and it specifies how risks and issues are tracked throughout the project's life cycle and how contingency plans are implemented.

7.1 Risk and Issue System of Record

Jira is the system of record and a workflow tool that is used to manage all project risks, issues, and observations, including collection, assessment, and status reporting. It is a central repository for all risks and issues identified and includes information such as

probability, impact, severity, owner, mitigation or resolution plan, trigger dates and target resolution date.

The risks and issues, as well as observations, are reported on a monthly basis in the Project Status Report, due for formal submission to the CDT by the fifth business day of each month.

The project holds a formal risks and issues review meeting every other week in order to ensure proper follow-up and closures are completed in a timely manner and shared with project leadership and subject-matter experts. In addition, the Project Management and Administration team meets with IPO and IV&V on a monthly basis to discuss oversight findings and formal project responses.

8.0 Maintenance and Operations (M&O)

The CWS-CARES project includes one year of maintenance and operations and the associated costs are included in SPR 6 FAWs SIMM-30C, Appendix A and SPR 6 Budget Detail, Appendix B. The PaaS SI and CDI vendors will provide ongoing maintenance and operations services including but not limited to supporting, operating, upgrading, and monitoring the CWS-CARES applications and infrastructure, including data exchanges/interfaces and all user access channels (e.g., core application, portals, APIs).

The PaaS SI vendor will maintain the functionality, availability, performance, quality, and security of the CWS-CARES by providing and performing the following:

- Project Management: Provide day-to-day management and direction of vendor resources assigned to the project. Work with the State PMO to manage project schedule, issues, risks, communications, status/progress reporting, change controls and procedures as required in State-approved project management, governance, and communication plans.

- Product Management: Maintain product roadmap, strategy, and lifecycle processes. Maintain the CARES Design Patterns and Design Library. Provide Product Analytics (user behavior metrics) as requested by the State.

- Quality Management. Maintain the CARES Test Scripts and Test Automation. Provide reports on defect impacts and resolution as requested by the State.

- Capacity Management: Work with the CDI vendor in measuring, monitoring, and adjusting the capacity of the CWS-CARES services to support current and projected needs.

- Availability Management: Work with the CDI vendor in proactively managing the CWS-CARES services to meet service level targets.

- Service Level Management: Validate that the CWS-CARES services align with product needs, technical requirements, and the Service Level Agreements (SLAs).

- Asset and Configuration Management: Work with the CDI vendor to track changes made to the CWS-CARES assets, including configuration files, code and data/content, preventing unauthorized changes, and making configuration management data available for management of the development pipeline(s) (DevOps). This includes use of GitHub and other configuration management tools, as directed by the State.

- Event Management: Logging, monitoring, and analyzing system, applications, security, data. and other events to prevent disruptions, increase availability, troubleshoot emerging problems, and help manage incidents. This includes operating a 24x7 Security Operations Center (SOC) with the CDI vendor and immediate reporting of security events to the State

- Incident Management: Including 24x7 support for functional, technical, and security incidents. This includes triaging incidents and prioritizing fixes in accordance with the SLAs. This support will be coordinated and tracked through Jira stories and other mechanisms as directed by the State

- Technical Change Management: Work with the CDI vendor to plan and manage system changes (including, but not limited to, systems and security).

- Release and Deployment Management: Managing changes to the CWS-CARES, including application changes, security patches, and tool upgrades. This includes following the State-approved SDLC and automated CI/CD processes.

- Service Continuity Management: Working with the State and the CDI vendor to align the CWS-CARES services with product value and evolving business and technical needs, including backup and recovery, disaster recovery, and business continuity.

- Correct any deviation of expected functionality, performance, accessibility, quality, and security in accordance with the State-approved operating procedures and/or SLAs.

- Provide the State with regular system performance, security, and quality reports as specified in the State-approved operating procedures and/or SLAs.

- Provide the State with audit reports (e.g., produce logs for access to a given record) as requested by the State.

- Provide training and implementation-related services (including change management) for the maintenance and operations.

- Work with the State to identify, analyze, improve, and innovate M&O processes to optimize performance, costs, and resource utilization.

- Provide knowledge transfer and transition services if/as requested by the State.

9.0 Updated Financial Analysis Worksheets (FAWs)

See Appendices A and B for the FAWs and supporting budget detail submitted with this SPR.

10.0 Acronyms and Definitions

Acronym	Definition
ACL	All County Letter
ACYF	Administration on Children, Youth and Families
AFCARS	Adoption and Foster Care Analysis and Reporting System
APDU	Advanced Planning Document Update
API	Application Programming Interfaces
AWS	Amazon Web Services
BC	Business Continuity
BoD	Board of Directors
BRE	Business Rules Engine
CalHHS	California Health and Human Services Agency
CalSAWS	California Statewide Automated Welfare System
CANS	Child and Adolescent Needs and Strengths
CFT	Child Family Team
CCP	Core Constituent Participation
CCR	Continuum of Care Reform
CCWIS	Comprehensive Child Welfare Information System
CDI	CARES Data Infrastructure
CDSS	California Department of Social Services
CDT	California Department of Technology
CFR	Code of Federal Regulations
CHHSA	California Health and Human Services Agency
COTS	Commercial off the Shelf
COVID-19	Corona Virus Disease-19
CPOC	Chief Probation Officers of California
CW	Child Welfare
CWCA	Child Welfare Contributing Agency
CWDA	County Welfare Directors Association
CWDS	Child Welfare Digital Services
CWS/CMS	Child Welfare Services/Case Management System
CWSB	Child Welfare System Branch
CWS-CARES	Child Welfare Services – California Automated Response and Engagement System
DD&I	Design, Development, and Implementation
DGS	Department of General Services
DO	Delivery Owner
DOF	Department of Finance
DR	Disaster Recovery
EDP	Electronic Data Processing
ELT	Executive Leadership Team

Acronym	Definition
FAS	Field Automation System
FCED	Foster Care Eligibility and Determination
FFP	Federal Financial Participation
FFPSA	Family First Prevention Services Act
FFY	Federal Fiscal Year
FIPS	Federal Information and Processing Standards
FURS	Family Urgent Response System
GF	Greenfield
IAM	Identity Access Management
ICWA	Indian Child Welfare Act
IdAM	Identity Asset Management
IAPD	Implementation Advanced Planning Document
ICPM	Integrated Core Practice Mode
IEPD	Information Exchange Package Documentation
IL	Implementation Lead
ITO	Information Technology Office
IV&V	Independent Verification and Validation
KPI	Key Performance Indicators
LIS	Licensing Information System
MDM	Master Data Management
MFA	Multi-Factor Authentication
NIST	National Institute of Standards and Technology
OAS	Open API Standard
OCM	Organization Change Management
Orgs	Organizations
OSI	Office of Systems Integrations
PaaS	Platform-as-a-Service
PaaS SI	Platform-as-a-Service System Integrator
PDL	Product Delivery Lead
PDT	Product Delivery Team
PI	Program Instructions
PMO	Project Management Office
POC	Proof of Concept
PVS	Product Value Services
QA	Quality Assurance
RAD	Rapid Application Development
RBAC	Role Based Access Control
RFA	Resource Family Approval
RFO	Request for Offer
RFP	Request for Proposal
RTA	Regional Training Academies
SB	Senate Bill
SDC	State Data Center
SDLC	Service Delivery Life Cycle
SDM	Structured Decision Making
SF	Salesforce

Acronym	Definition
SFM	State Functional Manager
SFY	State Fiscal Year
SME	Subject Matter Expert
SOP	Safety Organized Practice
SPR	Special Project Report
SSO	Single Sign On
SSP	System Security Plan
TI	Testable Increment
TTT	Train the Trainer
V1	Version 1
V2	Version 2
VCM	Vendor and Contract Management
WOA	Work Order Authorization