



Stage 1 Business Analysis

California Department of Technology, SIMM 19A.2 (Rev. 2.4), Revised 4/2/2018

1.1 General Information

Agency or State Entity Name:	Government Operations Agency
Organization Code:	0511
Proposal Name:	Cradle-to-Career Data System
Proposal Description:	To meet the mandates of Educational Code (Chapter 8.5, Statutes of 2021) the Office of Cradle-to-Career Data proposes to create a suite of tools that link existing education, workforce, financial aid, and social service information to better equip policymakers, educators, and the public to address disparities in opportunities and improve outcomes for students throughout the state.
When do you want to start this project?:	12/1/2021
Department of Technology Project Number:	0511-004

1.2 Submittal Information

Contact Information:	
Contact First Name	Contact Last Name
Joy	Bonaguro
Contact Email	Contact Phone Number
joy.bonaguro@govops.ca.gov	916-651-9063
Submission Date:	9/10/2021
Version Number:	1
Project Approval Executive Transmittal	
Attachment:	Include the Project Approval Executive Transmittal as an attachment to your email submission.

1.3 Business Sponsorship

Executive Sponsors			
Title	First Name	Last Name	Business Program Area
Chief Deputy Cabinet Secretary at Office of Governor Gavin Newsom	Ben	Chida	
Undersecretary	Julie	Lee	Government Operations Agency

Select + to add additional Executive Sponsors

Business Owners			
Title	First Name	Last Name	Business Program Area
Statewide Chief Data Officer	Joy	Bonaguro	Government Operations Agency

Select + to add additional Business Owners

Program Background and Context
Legislation passed in 2019 called for the establishment of a statewide, longitudinal data system for California. The Cradle-to-Career Data System was designed over the course of 2020 and the first half of 2021 with the support of more than 200 people from 15 state agencies and many educational institutions, research and policy organizations, and community groups. Multiple subcommittees considered and developed requirements for various aspects of data system development including technology and security, legal frameworks, data definitions and visualizations, data access tools, and community engagement. The planning workgroup included relevant expertise from each expected data contributor



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Program Background and Context

as well as the Department of Technology and Government Operations Agency. The planning workgroup considered the findings of the subcommittees and advice from two advisory groups made up of community members to develop a set of recommendations for developing the data system that were summarized in three separate legislative reports. The detailed recommendations as well as supporting documents, including legal, security, data, and high-level system requirements, are available on a public website. The recommendations of the workgroup were enshrined in Educational Code in July 2021 (Chapter 8.5, Statutes of 2021).

The Cradle-to-Career Data System includes three core components:

- Tools for students and the educators who support them, referred to as operational tools, including college and career planning, college-eligibility monitoring, electronic transcripts, college applications, and access to financial aid and other services such as medical care and food aid. These services will be provided by scaling two existing state-funded programs, CaliforniaColleges.edu and eTranscript California.
- Tools for policy makers, researchers, educators, and advocates, referred to as analytical tools, including dashboards, a data query builder, summaries of key student and employment outcomes, and a research library. These tools will be accessible to the public and provide actionable information on education, social services, employment patterns, and equity gaps in opportunities and outcomes. Researchers will be able to request access to restricted data for authorized purposes. These tools will be configured by a vendor hired for the project.
- Support for data use including outreach, professional development, and clear feedback loops with intended users, designed to build the capacity of policymakers, educators, parents, and students to make better-informed decisions. This aspect of the data system is not a technology project.



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1.4 Stakeholders

Key Stakeholders



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Org. Name	Name	
California Department of Education (CDE)	Ben Allen, Channa Hewawickrama, Cindy Kazanis, , Glenn Miller, Paula Mishima, Sarah Neville-Morgan, Mary Nicely, Alan Nakahara, Rodney Okamoto, Jerry Winkler, Bruce Yonehiro	
Internal or External?	<input type="checkbox"/> Internal <input checked="" type="checkbox"/> External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
How are Stakeholders impacted?		
<p><i>Input:</i> CDE helped to design the data system including determining key research questions, which data points to contribute to the data set and their constructure, legal agreements, technical and security specifications, and record matching procedures</p> <p><i>During:</i> CDE will provide unitary records for the analytical set, will upgrade its CALPADS data system to integrate with CaliforniaColleges.edu to provide electronic transcripts</p> <p><i>Output:</i> CDE will review matched records and data for the analytical tools to ensure validity, will review requests for access to unitary records for research projects and the results of approved studies, and support the community engagement process</p>		
How will the Stakeholders participate in the project?		
<p>This stakeholder group participated in the 18-month planning process: three individuals were appointed to the planning workgroup, and representatives also participated in five subcommittees. For implementation, CDE will appoint one individual to the Cradle-to-Career Data System governing board and assign staff to support the implementation of the data system.</p>		



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Key Stakeholders		
Org. Name	Name	
California Community Colleges Chancellor's Office (CCCCO)	Marty Alvarado, Barney Gomez, John Hetts, Todd Hoig, Daryl Lal, Kathy Lynch,	
Internal or External?	<input type="checkbox"/> Internal <input checked="" type="checkbox"/> External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
How are Stakeholders impacted?		
<p><i>Input:</i> CCCCCO helped to design the data system including determining key research questions, which data points to contribute to the data set and their constructure, legal agreements, technical and security specifications, and record matching procedures</p> <p><i>During:</i> CCCCCO will provide unitary records for the analytical set and will upgrade eTranscript California to provide enhanced features</p> <p><i>Output:</i> CCCCCO will review matched records and data for the analytical tools to ensure validity, will review requests for access to unitary records for research projects and the results of approved studies, and support the community engagement process</p>		
How will the Stakeholders participate in the project?		
This stakeholder group participated in the 18-month planning process: an individual was appointed to the planning workgroup, and representatives also participated in five subcommittees. For implementation, CCCCCO will appoint one individual to the Cradle-to-Career Data System governing board and assign staff to support the implementation of the data system.		
Key Stakeholders		
Org. Name	Name	
California State University (CSU)	Arun Casuba, Subash D'Souza, Nathan Evans, Ed Hudson, Monica Malhotra, Ed Sullivan, Jeff Whitney	
Internal or External?	<input type="checkbox"/> Internal <input checked="" type="checkbox"/> External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
How are Stakeholders impacted?		
<p><i>Input:</i> CSU helped to design the data system including determining key research questions, which data points to contribute to the data set and their constructure, legal agreements, technical and security specifications, and record matching procedures</p> <p><i>During:</i> CSU will provide unitary records for the analytical set</p> <p><i>Output:</i> CSU will review matched records and data for the analytical tools to ensure validity, will review requests for access to unitary records for research projects and the results of approved studies, and support the community engagement process</p>		
How will the Stakeholders participate in the project?		
This stakeholder group participated in the 18-month planning process: an individual was appointed to the planning workgroup, and representatives also participated in five subcommittees. For implementation, CSU will appoint one individual to the Cradle-to-Career Data System governing board and assign staff to support the implementation of the data system.		
Key Stakeholders		



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Org. Name	Name	
University of California (UC)	Jenna Allen, Tongshan Chang, Chris Furguele, Eric Goodman, Matthew Linzer, Stella Ngai, Hooman Pejman	
Internal or External?	<input type="checkbox"/> Internal <input checked="" type="checkbox"/> External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
How are Stakeholders impacted?		
<p><i>Input:</i> UC helped to design the data system including determining key research questions, which data points to contribute to the data set and their constructure, legal agreements, technical and security specifications, and record matching procedures</p> <p><i>During:</i> UC will provide unitary records for the analytical set</p> <p><i>Output:</i> UC will review matched records and data for the analytical tools to ensure validity, will review requests for access to unitary records for research projects and the results of approved studies, and support the community engagement process</p>		
How will the Stakeholders participate in the project?		
This stakeholder group participated in the 18-month planning process: an individual was appointed to the planning workgroup, and representatives also participated in five subcommittees. For implementation, CDE will appoint one individual to the Cradle-to-Career Data System governing board and assign staff to support the implementation of the data system.		
Key Stakeholders		
Org. Name	Name	
Association of Independent California Colleges and Universities (AICCU)	Todd Britton, Veronica Villalobos Cruz, Jonathon Chillas, Helen Norris, Randy Tarnowski, Thomas Vu	
Internal or External?	<input type="checkbox"/> Internal <input checked="" type="checkbox"/> External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
How are Stakeholders impacted?		
<p><i>Input:</i> AICCU helped to design the data system including determining key research questions, which data points to contribute to the data set and their constructure, legal agreements, technical and security specifications, and record matching procedures</p> <p><i>During:</i> AICCU will recruit independent colleges to participate in the data system</p>		
How will the Stakeholders participate in the project?		
This stakeholder group participated in the 18-month planning process: an individual was appointed to the planning workgroup, and representatives also participated in five subcommittees. For implementation, AICCU will appoint one individual to the Cradle-to-Career Data System governing board.		
Key Stakeholders		



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Org. Name	Name	
Bureau for Private Postsecondary Education (BPPE)	Michael Marion, Alma Mededovic, Joanna Murray, Jason Piccione, Freshta Rasoli, Leeza Rifredi, Douglas Smith, Scott Valverde	
Internal or External?	<input type="checkbox"/> Internal <input checked="" type="checkbox"/> External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
How are Stakeholders impacted?		
<p><i>Input:</i> BPPE helped to design the data system including determining key research questions, which data points to contribute to the data set and their constructure, legal agreements, technical and security specifications, and record matching procedures</p> <p><i>During:</i> BPPE will provide unitary records for the analytical set</p> <p><i>Output:</i> BPPE will review matched records and data for the analytical tools to ensure validity, will review requests for access to unitary records for research projects and the results of approved studies, and support the community engagement process</p>		
How will the Stakeholders participate in the project?		
This stakeholder group participated in the 18-month planning process: an individual was appointed to the planning workgroup, and representatives also participated in five subcommittees. For implementation, BPPE will appoint one individual to the Cradle-to-Career Data System governing board.		
Key Stakeholders		
Org. Name	Name	
California Department of Social Services (CDSS)	Patrick Delaney, Jayson Hunt, Akhtar Khan, Carolyn Kubish, Natasha Nicolai, Karissa Vidamo	
Internal or External?	<input type="checkbox"/> Internal <input checked="" type="checkbox"/> External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
How are Stakeholders impacted?		
<p><i>Input:</i> CDSS helped to design the data system including determining key research questions, which data points to contribute to the data set and their constructure, legal agreements, technical and security specifications, and record matching procedures</p> <p><i>During:</i> CDSS will provide unitary records for the analytical set and will integrate with new tools to determine eligibility for social services</p> <p><i>Output:</i> CDSS will review matched records and data for the analytical tools to ensure validity, will review requests for access to unitary records for research projects and the results of approved studies, and support the community engagement process</p>		
How will the Stakeholders participate in the project?		
This stakeholder group participated in the 18-month planning process: an individual was appointed to the planning workgroup, and representatives also participated in five subcommittees. For implementation, this group will be represented by the CHHS board member.		
Key Stakeholders		



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Org. Name	Name	
California Department of Technology (CDT)	Janet Buehler, Brenda Bridges Cruz, Jennifer Marquez, Kary Marshall, Tim Murphy, Vitaliy Panych, Michele Robinson	
Internal or External?	<input type="checkbox"/> Internal <input checked="" type="checkbox"/> External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
How are Stakeholders impacted?		
<i>Input:</i> CDT helped to design the data system including technical and security specifications and record matching procedures, including leading a request for information for master data management solutions <i>During:</i> CDT will support the procurement process		
How will the Stakeholders participate in the project?		
This stakeholder group participated in the 18-month planning process: an individual was appointed to the planning workgroup, and representatives also participated in the technical subcommittees.		
Key Stakeholders		
Org. Name	Name	
Employment Development Department (EDD)	Muhammad Akhtar, Brian Davis, Amy Faulkner, Margo Gonzales, Todd Ibbotson	
Internal or External?	<input type="checkbox"/> Internal <input checked="" type="checkbox"/> External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
How are Stakeholders impacted?		
<i>Input:</i> EDD helped to design the data system including determining key research questions, which data points to contribute to the data set and their constructure, legal agreements, technical and security specifications, and record matching procedures <i>During:</i> EDD will match student records to the state wage file <i>Input:</i> EDD will review matched records and data for the analytical tools to ensure validity, will review requests for access to unitary records for research projects and the results of approved studies, and support the community engagement process		
How will the Stakeholders participate in the project?		
This stakeholder group participated in the 18-month planning process: an individual was appointed to the planning workgroup, and representatives also participated in several subcommittees. For implementation, this group will be represented by the California Labor and Workforce Development Agency board member.		
Key Stakeholders		



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Org. Name	Name	
California School Information Services (CSIS)	Amy Fong	
Internal or External?	<input type="checkbox"/> Internal <input checked="" type="checkbox"/> External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How are Stakeholders impacted?		
<i>Input:</i> CSIS helped to design the data system including determining key research questions, which data points to contribute to the data set and their constructure, legal agreements, technical and security specifications, and record matching procedures		
How will the Stakeholders participate in the project?		
This stakeholder group participated in the 18-month planning process: an individual was appointed to the planning workgroup, and representatives also participated in six subcommittees. For implementation, the CSIS Chief Information Officer will be appointed to the Cradle-to-Career Data System governing board.		
Key Stakeholders		
Org. Name	Name	
California Health and Human Services (CHHS)	Adam Dondro, Lloyd Indig, Chris Krawczyk, David Sanabria, Jennifer Schwartz, Elaine Scordakis	
Internal or External?	<input type="checkbox"/> Internal <input checked="" type="checkbox"/> External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
How are Stakeholders impacted?		
<i>Input:</i> CHHS helped to design the data system including determining key research questions, which data points to contribute to the data set and their constructure, legal agreements, technical and security specifications, and record matching procedures		
<i>During:</i> CHHS will provide unitary records for the analytical set		
<i>Output:</i> CHHS will review matched records and data for the analytical tools to ensure validity, will review requests for access to unitary records for research projects and the results of approved studies, and support the community engagement process		
How will the Stakeholders participate in the project?		
This stakeholder group participated in the 18-month planning process: an individual was appointed to the planning workgroup, and representatives also participated in five subcommittees. For implementation, CHHS will appoint one individual to the Cradle-to-Career Data System governing board.		
Key Stakeholders		



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Org. Name	Name	
California Student Aid Commission (CSAC)	Gurinder Bains, Julia Blair, Adrian Felix, Jessica Moldoff, Mark Paxson, Patrick Perry	
Internal or External?	<input type="checkbox"/> Internal <input checked="" type="checkbox"/> External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
How are Stakeholders impacted?		
<p><i>Input:</i> CSAC helped to design the data system including determining key research questions, which data points to contribute to the data set and their constructure, legal agreements, technical and security specifications, and record matching procedures</p> <p><i>During:</i> CSAC will provide unitary records for the analytical set</p> <p><i>Output:</i> CSAC will review matched records and data for the analytical tools to ensure validity, will review requests for access to unitary records for research projects and the results of approved studies, and support the community engagement process</p>		
How will the Stakeholders participate in the project?		
This stakeholder group participated in the 18-month planning process: an individual was appointed to the planning workgroup, and representatives also participated in five subcommittees. For implementation, CSAC will appoint one individual to the Cradle-to-Career Data System governing board and assign staff to support the implementation of the data system.		
Key Stakeholders		
Org. Name	Name	
California State Board of Education (SBE)	Sara Pietrowski	
Internal or External?	<input type="checkbox"/> Internal <input type="checkbox"/> External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How are Stakeholders impacted?		
<p><i>Input:</i> SBE helped to design the data system including determining key research questions, which data points to contribute to the data set and their constructure, legal agreements, technical and security specifications, and record matching procedures</p>		
How will the Stakeholders participate in the project?		
This stakeholder group participated in the 18-month planning process: an individual was appointed to the planning workgroup, and representatives also participated in some subcommittees.		
Key Stakeholders		



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Org. Name	Name	
Commission on Teacher Credentialing (CTC)	Katie Elliott, Phi Phi Lau, Andy Manguia, Don McGillivray, Linh Nguyen, Michele Perrault, Erin Skubal, Tine Sloan, Marjorie Suckow	
Internal or External?	<input type="checkbox"/> Internal <input checked="" type="checkbox"/> External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
How are Stakeholders impacted?		
<p><i>Input:</i> CTC helped to design the data system including determining key research questions, which data points to contribute to the data set and their constructure, legal agreements, technical and security specifications, and record matching procedures</p> <p><i>During:</i> CTC will provide unitary records for the analytical set, will upgrade its CALPADS data system to integrate with CaliforniaColleges.edu to provide electronic transcripts</p> <p><i>Output:</i> CTC will review matched records and data for the analytical tools to ensure validity, will review requests for access to unitary records for research projects and the results of approved studies, and support the community engagement process</p>		
How will the Stakeholders participate in the project?		
This stakeholder group participated in the 18-month planning process: an individual was appointed to the planning workgroup, and representatives also participated in several subcommittees. For implementation, CTC will appoint one individual to the Cradle-to-Career Data System governing board.		
Key Stakeholders		
Org. Name	Name	
California Labor and Workforce Development Agency (CLWDA)	Patrick Getz, Douglas Leone, Dan Rounds, Jeanne Wolfe	
Internal or External?	<input type="checkbox"/> Internal <input checked="" type="checkbox"/> External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
How are Stakeholders impacted?		
<p><i>Input:</i> CLWDA helped to design the data system including determining key research questions, which data points to contribute to the data set and their constructure, legal agreements, technical and security specifications, and record matching procedures</p> <p><i>During:</i> CLWDA will provide unitary records for the analytical set</p> <p><i>Output:</i> CLWDA will review matched records and data for the analytical tools to ensure validity, will review requests for access to unitary records for research projects and the results of approved studies, and support the community engagement process</p>		
How will the Stakeholders participate in the project?		
This stakeholder group participated in the 18-month planning process: an individual was appointed to the planning workgroup, and representatives also participated in five subcommittees. For implementation, CLWDA will appoint one individual to the Cradle-to-Career Data System governing board and assign staff to support the implementation of the data system.		

Select + to add additional Stakeholders

1.5 Business Program

Org. Name	Name	
Government Operations Agency (GovOps)	Joy Bonaguro	
When is the unit impacted?		
Input to the Business Process	During the Business Process	Output of the Business Process



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Org. Name		Name	
<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
How is the business program unit impacted?			
The Office of Cradle to Career Data, will sit as an office within GovOps, and is the entity responsible for developing and implementing the Cradle-to-Career Data System, as set out in Educational Code 8.5. Under the direction of the Executive Officer, Office of Cradle-to-Career Data staff will manage the development, coordination, and implementation of the data system, under the direction of the Governing Board and in close coordination with the data providers and community members.			
How will the business program participate in the project?			
One individual participated in the planning workgroup. The Office of Cradle to Career Data will serve as project manager, overseeing the development, coordination, and implementation of the data system from design through completion.			
<i>Select + to add additional Business Programs</i>			
1.6 Business Alignment			
Business Driver(s)			
Financial Benefit			
Increased Revenue	Cost Savings	Cost Avoidance	Cost Recovery
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mandate(s)			
State		Federal	
<input checked="" type="checkbox"/>		<input type="checkbox"/>	
Improvement			
Better Services to Citizens	Efficiencies to Program Operations	Improved Health and/or Human Safety	Technology Refresh
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Security			
Improved Information Security	Improved Business Continuity	Improved Technology Recovery	Technology End of Life
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic Business Alignment			
Strategic Plan Last Updated?		Date Picker N/A	
Strategic Business Goal		Alignment	
<i>Select + to add additional Business Goals and Alignment</i>			
Executive Summary of the Business Problem or Opportunity			
In 2019, the California State Legislature passed the California Cradle-to-Career Data System Act. The Act required that the state engage in an extensive planning process, with broad input and representation, to design a data system to ensure that existing education, workforce, financial aid, and social service information is fully leveraged to address disparities in opportunities and to improve outcomes for all Californians, from cradle to career.			
California is one of only a handful of states that has not already linked state data sets related to educational and occupational attainment. The plan approved by the California Legislature has drawn acclaim from national experts because it addresses challenges that have hindered other states, including:			
<ul style="list-style-type: none">• Providing tools for students and families in addition to researchers and policymakers			



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Org. Name	Name
<ul style="list-style-type: none"> Contextualizing education data — by integrating financial aid, social service, and employment information — to better identify structural barriers that may inhibit access and success Providing the public with access to a significant amount of information through dashboards and a query builder, paired with a streamlined data request process that aligns with state and federal privacy laws Addressing researchers' and policymakers' needs for access to anonymized data on groups of people over time, as well as educators' needs for highly secure information on individual students Including professional development to ensure that intended audiences know about and can utilize the information Guaranteeing a significant voice in the governance structure for members of the public to provide feedback and help design new solutions that support the state's goals for evidence-based decision-making and a more equitable future <p>By securely connecting data that schools, colleges, social service agencies, financial aid providers, and employers already collect, it will be easier to:</p> <ul style="list-style-type: none"> Provide information that teachers, advisors, parents, and students can use to identify opportunities and make decisions about college and career options Identify the types of supports that help more students learn, stay in school, prepare for college, graduate, and secure a job Help agencies plan for and improve educational, workforce, and social services programs Support research on improving policies from birth through career <p>Extensive descriptions of the need for data system and the value to the state are provided in the Cradle-to-Career Workgroup December 2020 Report to the legislature, available at https://cadatasystem.wested.org/recommendations.</p> <p>Please also see this document which clarifies the current state and target state for the data system.</p>	
Business Problem or Opportunity and Objectives Table	
Problem ID	Problems/Opportunities
1.0	Lack of access to data held by various state agencies about the progress of individuals from cradle to career
Objective ID	1.1
Objectives	Link records provided by state agencies and individual colleges, and develop an analytical data set that can be accessed through dashboards, a query builder, and a request process for anonymized individual-level information that can be accessed through a secure enclave.
Metric	Within two years, K-12, public postsecondary, financial aid, and employment information will be linked; within three years independent college information will be linked; within four years private college and early learning & care information will be linked; within five years social service, health, and workforce training information will be linked
Baseline	None
Target	By June 2026, data from all planned providers are available in public tools
Measurement Method	In the dashboard, query builder, and list of available data element for research requests, information from the specified data providers will be visible.
Select + to add additional Objectives	
2.0	Lack of access to information about college and career options, timely information about whether high school students have taken actions needed to apply for financial aid and to college, and electronic transcripts that can streamline the college application process
Objective ID	2.1



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Org. Name	Name
Objectives	Scale the existing state-funded CaliforniaColleges.edu to provide free resources for all California middle and high school students, integrate with CDE's CALPADS data system, and better connect with the public postsecondary and financial aid application processes
Metric	Within two years, information exchanges will be strengthened with CDE, CSAC, CSU, CCC, and UC; within five years all interested local education agencies will have adopted the planning and monitoring tools
Baseline	669,000 California 6th-12th grade students currently use CaliforniaColleges.edu
Target	By June 2026, 3.2 million of 6th-12th grade students will use CaliforniaColleges.edu
Measurement Method	Reports on the number of unique users
<i>Select + to add additional Objectives</i>	
3.0	Electronic transcripts that can streamline transfer of postsecondary and career-related records
Objective ID	3.1
Objectives	Scale the existing state-funded eTranscript California to provide free resources for all California postsecondary students and integrate with CCCCO's Management Information System on the EdExchange platform
Metric	Within two years, the underlying platform will be improved; within three years, free electronic transcript services will be available to all public college students; within four years free electronic transcript services will be available to all California private college students
Baseline	650,000 students are currently able to access eTranscript California
Target	By June 2026, 2.7 million college students will have access to eTranscript California
Measurement Method	Reports on the number of students enrolled at participating colleges
<i>Select + to add additional Objectives</i>	
<i>Select + to add additional Problems</i>	
Project Approval Lifecycle Completion and Project Execution Capacity Assessment	
1. Does the proposal development or project execution anticipate sharing resources (state staff, vendors, consultants or financial) with other priorities within the Agency/state entity (projects, PALs, or programmatic/technology workload)?	
<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Clear	
2. Does the Agency/ state entity anticipate this proposal will result in the creation of new business processes or changes to existing business processes?	
<input type="radio"/> No <input type="radio"/> New Processes <input type="radio"/> Existing Processes <input checked="" type="radio"/> Both New and Existing <input type="radio"/> Clear	
1.7 Project Management	
Project Management Risk Score:	1.6
Attach completed Statewide Information Management Manual (SIMM) Section 45 Appendix A:	Include the completed SIMM 45 Appendix A as an attachment to your email submission. <i>Please see the three legislative reports that describe governance for the data system here: https://cadatasystem.wested.org/recommendations</i>
Existing Data Governance and Data	



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		1.6	
		<input type="radio"/> Unknown <input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Clear	If applicable, include the data governance org chart as an attachment to your email submission.
2. Does the Agency/state entity have data governance policies (data policies, data standards, etc.) formally defined, documented, and implemented? If yes, please attach the existing data governance plan, policies or IT standards used.		<input type="radio"/> Unknown <input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Clear	If applicable, include the data governance policies as an attachment to your email submission.
3. Does the Agency/state entity have data security policies, standards, controls, and procedures formally defined, documented, and implemented? If yes, please attach the existing documented security policies, standards, and controls used.		<input type="radio"/> Unknown <input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Clear	If applicable, include the documented security policies, standards, and controls as an attachment to your email submission.
4. Does the Agency/state entity have user accessibility policies, standards, controls, and procedures formally defined, documented, and implemented? If yes, please attach the existing documented policies, accessibility governance plan, and standards used, or provide additional information below.		<input type="radio"/> Unknown <input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Clear	If applicable, include the documented accessibility policies, standards, and controls as an attachment to your email submission.
5. Do you have existing data that you are going to want to access in your new solution?		<input type="radio"/> Unknown <input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Clear	If applicable, include the data migration plan as an attachment to your email submission.
6. If data migration is required, please rate the quality of the data.		Few issues identified with the existing data	

1.8 Criticality Assessment

Business Criticality

Legislative Mandates:	N/A <input type="checkbox"/>	
Bill Number(s)/Code(s):		Educational Code Sections 10852, 10860, 10867
Language that includes system relevant requirements:		Educational Code Section 10852: It is the intent of the Legislature in enacting this article to do all of the following: (a) build a data system to enable partner entities to share information in a manner that promotes data privacy and security, (b) design a system that minimizes the need for new infrastructure, is adaptable, and is flexible to meet future



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Business Criticality

needs, (c) Serve students and families by doing all of the following: (1) Identifying and tracking predictive indicators to enable parents, teachers, health and human services providers, and policymakers to provide appropriate interventions and supports to address disparities in opportunities and improve outcomes for all students, (2) Creating direct support tools for teachers, parents, advisors, and students, (3) Enabling agencies to plan for and optimize educational, workforce, and health and human services programs, (4) Enabling and streamlining the administration of student financial aid, (5) Advancing academic and governmental research on improving policies from birth through career, (d) Improve the quality and reliability of data reported, and ensure consistency of key data definitions, and (e) Identify additional data points and metrics that can be developed and integrated into the data system to support the goals of this article.

Educational Code Section 10860: (a) There is hereby established in state government the California Cradle-to-Career Data System for the purpose of connecting individuals and organizations to trusted information and resources. The data system shall be considered a source for actionable data and research on education, economic, and health outcomes for individuals, families, and communities, and provide for expanded access to tools and services that support the navigation of the education-to-employment pipeline. (b) (1) The data system shall be used to provide access to data and information necessary to provide insights into critical milestones in the education-to-employment pipeline, including insight regarding early learning and care to grade 12, inclusive, and into higher education, skills training opportunities, and employment to better enable individuals to maximize their educational and career opportunities, and to foster evidence-based decisionmaking to help the state build a more equitable future.

Educational Code Section 10867: (a) The managing entity shall implement and manage the data system based on the direction set by the governing board, (b) The managing entity shall be responsible for all of the following: (3) Managing the technical infrastructure for analytical tools, including, but not limited to, doing all of the following: (A) Creating, procuring, managing, securing, and maintaining the infrastructure necessary to compile, match, store, access, and visualize information from data providers, (B) Creating data sets tailored to processes approved by the governing board, (C) Ensuring both of the following: (i) The availability, reliability,



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		and performance of the technical infrastructure, (ii) Data privacy and security in accordance with state and federal law.			
	1.6	Include the completed SIMM 45 Appendix C as an attachment to your email submission.			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
				12/1/2021	
				<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Clear	
If "Yes," please identify the dynamics of the anticipated high visibility below:					
The data system has been highly anticipated and involved high levels of public participation during the 18-month planning process. Although not yet developed, the data system is being cited in other recently passed legislation and members of the legislature will be included in the governance structure. The philanthropic community is also following the development process closely and hopes to leverage information for their own planning purposes.					
3. If there is an existing Privacy Information Assessment, include as an attachment to your email submission. Please see the attached Data Classification Scheme on Page 19 below.					
4. Does this proposal affect business program staff located in multiple geographic locations?				<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Clear	
If "Yes," provide an overview of the geographic dynamics below and enter the specific information in the space provided.					
Most state agencies are in Sacramento, but CSU is located in Long Beach and UC is in Oakland. Independent colleges will contribute data from points across the state.					
City	State	Number of Locations		Approximate Number of Staff	
Sacramento	CA	8		15	
Long Beach	CA	1		1	
Oakland	CA	1		1	
Select + to add Locations					
1.9 Funding					
1. Does the Agency/state entity anticipate requesting additional resources through a budget action to complete the project approval lifecycle?				<input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Clear	
2. Will the state possibly incur a financial sanction or penalty if this proposal is not implemented? If yes, please identify the financial impact to the state below:				<input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Clear	
3. Has the funding source(s) been identified for this proposal?				<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Clear	
FUNDING SOURCE		FUND AVAILABILITY DATE			
General Fund	<input checked="" type="checkbox"/>	7/1/2021			
Special Fund	<input type="checkbox"/>	Date Picker			



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1. Does the Agency/state entity anticipate requesting additional resources through a budget action to complete the project approval lifecycle?		<input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Clear
Federal Fund	<input type="checkbox"/>	Date Picker
Reimbursement	<input type="checkbox"/>	Date Picker
Bond Fund	<input type="checkbox"/>	Date Picker
Other Fund	<input type="checkbox"/>	Date Picker
If "Other Fund" is checked, specify the funding:		

1.10 Reportability Assessment

1. Does the Agency/state entity's IT activity meet the definition of an IT Project found in the State administrative Manual (SAM) Section 4819.2? If "No," this initiative is not an IT project and is not required to complete the Project Approval Lifecycle.	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Clear
2. Does the activity meet the definition of Maintenance or Operations found in SAM Section 4819.2? If "Yes," this initiative is not required to complete the Project Approval Lifecycle. Please report this workload on the Agency Portfolio Report. And provide an explanation below.	<input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Clear
3. Has the project/effort been previously approved and considered an ongoing IT activity identified in SAM Section 4819.2, 4819.40? If "Yes," this initiative is not required to complete the Project Approval Lifecycle. Please report this workload on the Agency Portfolio Report.	<input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Clear
4. Is the project directly associated with any of the following as defined by SAM Section 4812.32? Single-function process-control systems; analog data collection devices, or telemetry systems; telecommunications equipment used exclusively for voice communications; Voice Over Internet Protocol (VOIP) phone systems; acquisition of printers, scanners and copiers. If "Yes," this initiative is not required to complete the Project Approval Lifecycle. Please report this workload on the Agency Portfolio Report.	<input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Clear
5. Is the primary objective of the project to acquire desktop and mobile computing commodities as defined by SAM Section 4819.34, 4989? If "Yes," this initiative is a non-reportable project. Approval of the Project Approval Lifecycle is delegated to the head of the state entity. Submit a copy of the completed, approved Stage 1 Business Analysis to the CDT and track the initiative on the Agency Portfolio Report.	<input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Clear



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1. Does the Agency/state entity anticipate requesting additional resources through a budget action to complete the project approval lifecycle?	<input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Clear
6. Does the project meet all of the criteria for Commercial-off-the-Shelf (COTS) Software and Cloud Software-as-a-Services (SaaS) delegation as defined in SAM 4819.34, 4989.2 and SIMM 22 If "Yes," this initiative is a non-reportable project. Approval of the Project Approval Lifecycle is delegated to the head of the state entity; however, submit an approved SIMM Section 22 form to CDT.	<input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Clear
7. Will the project require a Budget Action to be completed?	<input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Clear
8. Is it anticipated that the project will exceed the delegated cost threshold assigned by CDT as identified in SIMM 10?	<input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Clear
9. Are there any previously imposed conditions place on the state entity or this project by the CDT (e.g., Corrective Action Plan)? If "Yes," provide the details regarding the conditions below.	<input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Clear
10. Is the system specifically mandated by legislation?	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Clear

Department of Technology Use Only

Original "New Submission" Date	12/20/2021
Form Received Date	12/20/2021
Form Accepted Date	12/20/2021
Form Status	Completed
Form Status Date	12/20/2021
Form Disposition	Approved If "Other," specify:
Form Disposition Date	12/20/2021

Data Classification

All data points that will be uploaded to the analytical tools in the data system will be tagged based on their level of sensitivity using the following data classification policy:

Classification Related to Sensitivity

- Public Information - Information that is not exempt from disclosure under state or federal laws.
- Personal Information - Information that identifies or describes an individual based on the Information Practices Act (see Civil Code Section 1798.3). This information must be protected from inappropriate access, use, or disclosure and must be made accessible to data subjects upon request.

Classification Related to Allowable Use

- Dashboard – Information may be included on public facing dashboards, in accordance with the deidentification policy



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- Query builder – Information may be included in the public query builder tool, in accordance with the deidentification policy
- Request – Information may be accessed through the data request process only
- Matching only – Information may only be used for purpose of matching records and may not be released from the data system

Data Classification Process

- Both sensitivity and allowable use tags would be applied by the data providers to the data points at the point of upload to the cloud repositories.
- The sensitivity tags would determine which data points should have deidentification protocols applied.
- The use tags would inform the index of available elements for data requests.