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:	California Department of Social Services
Organization Code:	5180
Proposal Name:	Housing and Homelessness Data Reporting Solution
Proposal Description:	The California Department of Social Services (CDSS) proposes a single data software solution that will collect and integrate client-level data for the five CDSS Housing and Homeless programs. This would replace the current process of collecting data manually on MS Excel spreadsheets for all five programs. This would allow both counties and CDSS to more readily assess program performance in regard to statutorily required data elements as well as streamline data collection processes with the ultimate goal of maximizing program impact.
When do you want to start this project?:	7/1/2020
Department of Technology Project Number:	5180-221

1.2 Submittal Information

Contact Information:

Contact First Name	Contact Last Name
Alicia	Sutton

Contact Email	Contact Phone Number
Alicia.Sutton@dss.ca.gov	916-651-0653

Submission Date:	
Version Number:	

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
Deputy Director	Jennifer	Hernandez (will assume position 10/7/19)	Family Engagement and Empowerment Division

Select + to add additional Executive Sponsors

Business Owners

Title	First Name	Last Name	Business Program Area
Branch Chief	Alicia	Sutton	Housing, Homelessness, and Civil Right Branch.

Select + to add additional Business Owners

Program Background and Context

The California Department of Social Services (CDSS), Housing and Homelessness Bureau (HHB), is responsible for program development and oversight of numerous housing programs funded by the CDSS and operated at the county level. In addition to program and policy development and implementation, the HHB also serves as a statewide technical assistance provider to California's social services agencies serving homeless and housing insecure individuals and families.

The HHB's housing programs are unique in that they blend social services resources with housing supports and case management. Program services are provided to specific target populations experiencing homelessness or at imminent risk of experiencing homelessness. The programs intersect with multiple agencies and departments, and require coordination across complex systems. All HHB programs utilize evidence-based housing interventions to serve targeted populations and seek to further the evidence of these interventions as effective tools to support and improve social service systems' outcomes.

The current programs operated by HHB include the Housing Disability and Advocacy Program (HDAP), which supports homeless individuals with disabilities in applying for disability benefit programs, while also providing housing supports; the Bringing Families Home (BFH) program, which supports homeless families involved with the Child Welfare system; the Home Safe program, which supports housing insecure individuals involved in Adult Protective Services; and the CalWORKs Housing Support Program (HSP) and CalWORKs Homeless Assistance (HA) program, both of which support homeless families receiving CalWORKs assistance.

1.4 Stakeholders

Key Stakeholders

Org. Name	Name
CDSS Family Empowerment and Engagement Division	Alicia Sutton, Housing, Homelessness and Civil Rights Branch Chief
Internal or External?	☒ Internal ☐ External

When is the Stakeholder impacted?

Input to Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How are Stakeholders impacted?

FEED/HHB staff receive incomplete and inaccurate data with the current data collection process. Inaccurate data impedes the ability of HHB staff to oversee programs and evaluate performance, and does not allow for data-driven decision making.

How will the Stakeholders participate in the project?

HHB staff will ensure the single software solution captures all necessary program data efficiently and effectively. The program staff will consult, inform and elicit information as part for the planning, requirements gathering and User Acceptance Test (UAT), implementation, training, Organizational Change Management (OCM), data analysis and data reporting needs.

Org. Name	Name
CDSS Research Services Branch (RSB)	
Internal or External?	☒ Internal ☐ External

When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How are Stakeholders impacted?

Today the RSB receives, validates, troubleshoots, compiles and sends the reports to HHB. Under the current process, research servivces staff are compelled to devote signifcant staffing resources toward assisting counties with completing excel workbooks and troubleshooting broken workbooks.

How will the Stakeholders participate in the project?

Research services staff will coordinate with HHB staff to ensure the single software solution is built in a manner that aligns with current resources and business processes. The RSB staff will assist in assessing the data quality for each business program, identifying the data elements for sound database design schema and the data reporting needs of the programs.

Org. Name	Name
County Welfare Departments	

Internal or External?	☐ Internal ☒ External

When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How are Stakeholders impacted?

County staff must spend signficant amounts of time locating and entering data into administratively burdensome and error-prone workbooks, impeding their ability to analyze and respond to their own program data, and taking crucial time away from program implementation.

How will the Stakeholders participate in the project?

A representative sampling of counties, in coordination with the County Welfare Directors Association, will participate to ensure the proposed solution is workable at the local level by participating in businss requirements, UATs, trainings, communications and required OCM initiatives.

Org. Name	Name
Recipients	**Homeless Population**

Internal or External?	☐ Internal ☒ External

When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
☐	☐	☒

How are Stakeholders impacted?

The recipients will receive improved and timely services based on real time and quality data.

How will the Stakeholders participate in the project?

No direct participation to be expected by recipients.

Org. Name	Name
Child Welfare System/CARES	Dave McDowell

Internal or External?	☒ Internal ☐ External

When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
☒	☒	☐

How are Stakeholders impacted?		
The individual data provided by county is matched with the CARES data to be used to assess the program outcomes.		

How will the Stakeholders participate in the project?		
The CARES staff will assist in determining data elements, and assist in assessing the data quality for each business program, identifying the data elements for sound database design schema and the data matching needs of the programs.		

Org. Name	Name	
CDSS Automation, Integrity and Client Initiatives (AICI)	Raquel Givon	

Internal or External?	☒ Internal ☐ External	

When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How are Stakeholders impacted?		
Some program information may be available in SAWS and MEDS but that is not currently being sent to HHB or matched with HHB data..		

How will the Stakeholders participate in the project?		
The AICI team will assist in facilitating the communication between SAWS consortia and MEDS.		

Org. Name	Name	
California Department of Health Care Services (DHCS)		

Internal or External?	☐ Internal ☒ External	

When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How are Stakeholders impacted?		
HHB would like to match program participants to certain data elements contained with MEDS.		

How will the Stakeholders participate in the project?		
CDSS would work with DHCS on refiining specific elements, executing any applicable data sharing agreements, and ensuring compliance with all applicable data security standards.		

Select + to add additional Stakeholders

1.5 Business Program

Org. Name	Name	
CDSS	Housing and Homeless Bureau	

When is the unit impacted?		
Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How is the business program unit impacted?		
The business program will have quicker access to data that is more reliable. This will allow for improved techncial assistance, program performance, and outcome analysis.		

How will the business program participate in the project?		
The business program will participate in the following activities: planning, gathering of requirements, testing, training and providing assistance to their stakeholders in using the implemented solution, and analysis of the data that is inputted into the software solution. The project will be managed using an Agile framework. The Product Owner and Subject Matter Experts will be provided by the business program for this project.		

Select + to add additional Business Programs

1.6 Business Alignment

Business Driver(s)

Financial Benefit

Increased Revenue	Cost Savings	Cost Avoidance	Cost Recovery
☐	☒	☐	☐

Mandate(s)

State		Federal	
☐		☐	

Improvement

Better Services to Citizens	Efficiencies to Program Operations	Improved Health and/or Human Safety	Technology Refresh
☒	☒	☒	☐

Security

Improved Information Security	Improved Business Continuity	Improved Technology Recovery	Technology End of Life
☒	☒	☒	☐

Strategic Business Alignment

Strategic Plan Last Updated?	7/1/2019
Strategic Business Goal	**Alignment**
The mission of the California Department of Social Services is to serve, aid and protect needy and vulnerable children and adults in ways that strenghten and preserve families, encourage personal responsibility and foster independence.	• Improve the lives of California's most vulnerable by reducing homelessness via more accurately capturing the data on housing services provided via a variety of programs, and analyzing effectiveness. • Work to reduce homelessness, including chronic homelessness, by being able to accurately and efficiently measure program outcomes using about 50 data elements collected for various business programs. • Using the data reporting system with improved data quality and integrity to drive decision making, including addressing the needs of our growing aging population including housing vulnerable seniors.
Strategic Business Goal	**Alignment**
HHB seeks to increase housing stability by expanding access to housing-related services.	• Accurate and timely data is critical in order for staff to analyze program performance, including access to services and other data elements that can assist with broadening the number of clients who receive housing supports.
Strategic Business Goal	**Alignment**

HHB seeks to incentivize and promote innovation and adoption of evidence-based best practices in housing and homelessness services.	• Accurate and timely data is also used by HHB staff to provide technical assistance, including best practices and creative solutions.

Strategic Business Goal	Alignment
HHB seeks to define, track, and evaluate program success to inform and promote improved program outcomes.	• Quality data is key to evaluating program success, including housing stability over time. • Most programs funded and overseen by HHB are allocated competitively. Accurate data is critical to this process and ensures program dollars are allocated in the most strategic and impactful manner. • Two HHB programs will be formally evaluated by third party academic institutions, and evaluations for other HHB programs may occur in the future. Data integrity is key to ensuring the underlying validity of these efforts.

Strategic Business Goal	Alignment
A strategic priority of CHHS is to improve the lives of California's most vulnerable. This includes goals to reduce homelessness, expand reentry services, improve outcomes for children in foster care, and address the needs of persons with disabilities and the aging population.	• The programs overseen by HHB serve all of these populations. • Data that is timely and reliable is essential to determining program outcomes and providing support to improved programming.

Select + to add additional Business Goals and Alignment

Executive Summary of the Business Problem or Opportunity

The Department currently oversees five homeless assistance programs, and each have their own data reporting process. Some of these processes capture aggregate state-level data, while others capture individual-level data. The goal will be to have all programs capturing the individual-level data by 2020. The number of data elements reported by counties varies according to the program, but 50 to 100 data elements per case is not unusual. Further, the programs overseen by the bureau supports over 65,000 households per year.

The California legislature has invested significant resources into homeless services programs in recent years, with CDSS programs alone now accounting for over $200 million annually. Homelessness is also a priority of the current administration, along with solutions that are data driven. This proposal would allow CDSS to collect critical, timely, and accurate data and help ensure the investments made into CDSS programs are effectively working to address the state's homeless crisis.

County reporting depends, in whole or in part, on customized Excel spreadsheets, which are administratively complex, cumbersome, and unreliable.   The reporting spreadsheets that contain individual-level data are submitted through the Secure File Transfer (SFT) set up and many times have validation errors and inaccuracies which delay timely program technical assistance and outcome monitoring.

CDSS proposes a single data software solution, to be used by approximately 650 State, County and Contract users, to seamlessly capture and integrate individual-level data for all HHB programs. This would allow both counties and CDSS to more readily assess program performance on the statutorily required data elements. Individual-level data, in particular, is critical for assessing program outcomes, allowing CDSS to examine returns to homeless, the impact housing has on benefit application submissions and approval rates, the impact on Child Welfare and Adult Protective Service outcomes and service plans, and increases in future economic earnings and self-sufficiency.

The current process is wholly inefficient and unsustainable. The resulting solution will provide a system for timely and accurate data reporting and collection, improved workflows across multiple divisions and departments, increased data security and integrity, and improved compliance with the statutorily required program data elements. A software solution would make the implementation and tracking of new programs more accessible to save both county and state agencies resources that would otherwise be required to develop new tracking systems for each new program.

Business Problem or Opportunity and Objectives Table	
Problem ID	Problems/Opportunities
1	The current customized Microsoft Excel spreadsheets are error prone and unreliable. Counties must manually enter program data into spreadsheets, and in some instances manage multiple spreadsheets and maintain one master spreadsheet. Data is then sent to CDSS monthly, via a secure file transfer process. CDSS research staff must then validate, compile, and send the data to CDSS HHB program staff.
Objective ID	1.1
Objectives	Reduce CDSS staffing resource time to assist counties in the completion of Excel workbooks and troubleshooting broken workbooks. This reduction in county support will allow CDSS to process data to meet programmatic needs more quickly.
Metric	Time to process county data in days per month (for all programs).(minutes/hours/days?)
Baseline	Time spent to process data is approximately .7 FTE for all programs
Target	Reduce by .4 FTE.
Measurement Method	Time spent to processing the reports including but not limited to compilation and troubleshooting. Staff will track time via monthly time studies.
Select + to add additional Objectives	
2	The current system does not store data in retrievable formats to generate accurate and reliable quality metrics for individual- level data on services and housing supports received.
Objective ID	2.1
Objectives	Single system to store data that can be used for the oversight of program metrics and outcomes.
Metric	Time to retrieve data needed for program analysis.
Baseline	4 hours for large counties, 2 for medium, 1 for small.
Target	Reduce by 50%-- 2 hours for large, 1 medium, .5 small.
Measurement Method	CDSS program staff tracking.
Select + to add additional Objectives	
3	This solution could allow for a database where counties and all contractors enter data directly, without the need for a SFT process.
Objective ID	3.1
Objectives	Reduce the time to enter HHB data by the end users.

Metric	Average time to collect and enter case data.
Baseline	120 hours per month for large, 80 hours medium, 40 small.
Target	Reduce by 50% . 60 hours per month for large, 40 medium, 20 small.
Measurement Method	County staff to track time via monthly time study reports before, during, and after proposed solution.

Select + to add additional Objectives

Select + to add additional Problems

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)?

○ Yes ◉ No ○ 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?

○ No ◉ New Processes ○ Existing Processes ○ Both New and Existing ○ Clear

1.7 Project Management

Project Management Risk Score:	1.3
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.

Existing Data Governance and Data

1. Does the Agency/state entity have an established data governance body with well-defined roles and responsibilities to support data governance activities? If an existing data governance org chart is used, please attach.	○ Unknown ◉ Yes ○ No ○ 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.	○ Unknown ◉ Yes ○ No ○ 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.	○ Unknown ◉ Yes ○ No ○ 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.	○ Unknown ○ Yes ● No ○ 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?	○ Unknown ● Yes ○ No ○ 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.		Select...

1.8 Criticality Assessment

Business Criticality

Legislative Mandates:	N/A ☒	
Bill Number(s)/Code(s):		
Language that includes system relevant requirements:		

Business Complexity Score	1.4	Include the completed SIMM 45 Appendix C as an attachment to your email submission.

Noncompliance Issues

Indicate if your current operations include noncompliance issues and provide a narrative explaining the how the business process is noncompliant.

Programmatic Regulations	HIPPA/CJIS/FTI/PII/PCI	Security	ADA	Other	N/A
☐	☐	☐	☐	☐	☐

1. What is the proposed project start date?	7/1/2020
2. Is this proposal anticipated to have high public visibility?	● Yes ○ No ○ Clear

If "Yes," please identify the dynamics of the anticipated high visibility below:

Possibly. Homelessness in general is an administration priority, and though this is more of a "behind the scenes" effort, it's a critical step to furthering our understanding of the impact HHB programs have on mitigating the problem.

3. If there is an existing Privacy Information Assessment, include as an attachment to your email submission.

4. Does this proposal affect business program staff located in multiple geographic locations?	● Yes ○ No ○ Clear

If "Yes," provide an overview of the geographic dynamics below and enter the specific information in the space provided.

City	State	Number of Locations	Approximate Number of Staff

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?		◉ Yes ○ No ○ 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:		○ Yes ◉ No ○ Clear
3. Has the funding source(s) been identified for this proposal? Budget Request to be included with the Fiscal Year 2020/21 Governor's Budget		○ Yes ○ No ◉ Clear

FUNDING SOURCE		FUND AVAILABILITY DATE
General Fund	☒	Date Picker
Special Fund	☐	Date Picker
Federal Fund	☐	Date Picker
Reimbursement	☐	Date Picker
Bond Fund	☐	Date Picker
Other Fund	☐	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.	◉ Yes ○ No ○ 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.	○ Yes ◉ No ○ 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.	○ Yes ◉ No ○ 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.	○ Yes ◉ No ○ 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.	○ Yes ◉ No ○ 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.	○ Yes ◉ No ○ Clear
7. Will the project require a Budget Action to be completed?	◉ Yes ○ No ○ Clear
8. Is it anticipated that the project will exceed the delegated cost threshold assigned by CDT as identified in SIMM 10?	◉ Yes ○ No ○ 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.	○ Yes ◉ No ○ Clear
10. Is the system specifically mandated by legislation?	○ Yes ◉ No ○ Clear

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Form Status Date	9/27/2019
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Form Disposition Date	9/27/2019