Stage 1 Business Analysis

California Department of Technology, SIMM 19A.3 (Ver. 3.0.8, 02/01/2022)

1.1   General Information

1. **Agency or State entity Name: 5175 - Child Support Services, Department of**

    If Agency/State entity is not in the list, enter here with the organization code.

    Click or tap here to enter text.

2. **Proposal Name and Acronym: SupportConnect Mobile Application (SCMA - 2022)**

3. **Proposal Description: (Provide a brief description of your proposal in 500 characters or less.)**

The COVID-19 pandemic intensified the critical need for DCSS to provide modern mobile application services to its customers. DCSS proposes a full replacement of the current limited-use DCSS Mobile Application with a more interactive integrated application. The new SupportConnect Mobile Application will enhance the well-being of children by promoting parental responsibility in a secure, easy to use, visually appealing design where parents can enroll in the Child Support Program, collaborate, and manage their children's needs, access case information, and connect with a Child Support professional in a way that best fits their family dynamic.

4. **Proposed Project Execution Start Date: 8/1/2023**

5. **S1BA Version Number: Version 1**

1.2   Submittal Information

1. **Contact Information**

    Contact Name: Lawrence Troxler

    Contact Email: lawrence.troxler@dcss.ca.gov

    Contact Phone: 916-464-5008

2. **Submission Type: New Submission**

    If Withdraw, select Reason: Choose an item.

If Other, specify reason here: Related Project submission and withdrawal 5175-009

Sections Changed, if this is a Submission Update: (List all sections changed.)

Click or tap here to enter text.

Summary of Changes: (Summarize updates made.)

Click or tap here to enter text.

3. Attach **Project Approval Executive Transmittal** to your email submission.

4. Attach **Stage 1 Project Reportability Assessment** to your email submission.

1.3   Business Sponsorship

1. **Executive Champion (Sponsor)**

   Title: Director

   Name: David Kilgore

   Business Program Area: Executive Office

   Title: CIO/TSD Deputy Director

   Name: Catherine Lanzaro

   Business Program Area: Technology Services Division (TSD)

2. **Business Owner**

   Title: Deputy Director

   Name: Lesley Bell

   Business Program Area: Operations Division

   Title: Regional Administrator (RA)

   Name: Anne Stadther

   Business Program Area: Office of Regional Administrators

   Title: Assistant Director

   Name: Cassandra Holzhauer

   Business Program Area: Office of Strategic Planning

3. **Product Owner**

   Title: Applications Development & Testing Branch Chief

   Name: Leo Anguiano

Business Program Area: Applications Development & Testing Branch

Title: Branch Manager

Name: Rick Bermudez

Business Program Area: Centralized Enforcement Branch

TIP: Copy and paste or click the + button in the lower right corner on any section to add additional Executive Champions, Business Owners, or Product Owners with their related Business Program Areas as needed.

1.4   Stakeholder Assessment

The Stakeholder Assessment is designed to give the project team an overview of communication channels that the state entity needs to manage throughout the project. More stakeholders may result in increased complexity to a project.

1. **Indicate which of the following are interested in this proposal and/or the outcome of the project. (Select 'Yes' or 'No' for each.)**

   State Entity Only: No

   Other Departments/State Entities: Yes

   Public: Yes

   Federal Entities: Yes

   Governor's Office: Yes

   Legislature: Yes

   Media: Yes

   Local Entities: Yes

   Special Interest Groups: Yes

   Other: No

2. **Describe how each group marked 'Yes' will be involved in the planning process.**

Other Dept/State Entities: California Health and Human Services – Agency Oversight and approval. California Department of Technology – Oversight and approval.

Public – Participation in focus groups to document public mobile application needs, user preferences and ensure human centered design is first and foremost.

Federal Entities: Office of Child Support Enforcement – Annual Planning and Document Updates (APDU).

Governor's Office: Approval of project Budget Change Proposal (BCP) funding.

Legislature: Evaluation and approval of project BCP funding.

Media: Obtain market research and advertisement opportunities/strategies to market the new Mobile App to the public.

Local Entities: Local Child Support Agency (LCSA) Directors and Child Support Professionals (52 LCSAs representing 58 counties) to evaluate impacts to local workload, Organizational Change Management (OCM) needs and assist in the development of functional and solution requirements and expected outcomes.

Special Interest Groups: California Child Support Directors Association (CSDA) – Determine impacts to association members, OCM needs and advise of high-level project planning activities and milestones.

1.5   Business Program

1. **Business Program Name:** Operations Division

2. **Program Background and Context:** (Provide a brief overview of the entity's business program(s) current operations.)

The Operations Division supports various Child Support Program functions such as the State Disbursement Unit, Intergovernmental Services activities, Centralized Enforcement activities, Contract Management, and provides customer service and other critical services that support the Child Support Program and LCSAs. The Centralized Enforcement Branch provides the following services and support to the DCSS customers and LCSA's in support of Child Support case management activities:

- Coordinates processing of LCSA requests such a license suspensions and releases, debt reduction recommendations and passport release requests,

- Provides leadership and direction for the Parentage Opportunity Program. This includes training and guidance for authorized witnesses and parents regarding procedural requirements, form completion, and potential alternatives for parental establishment,

- Works closely with employers and LCSA staff to provide customer service support with adding, updating, and perfecting employer data to meet their case management needs,

- Supports LCSAs in the development and delivery of employer workshops and communications.

3. **How will this proposed project impact the product or services supported by the state entity?**

The Operations Division, Centralized Enforcement Branch will create and plan resources to staff a new Unit titled: Customer Engagement Program Unit to lead the DCSS Mobile Application Project and eventually provide long-term maintenance and operations support to sustain business operations of the DCSS SupportConnect Mobile Application. The unit will be responsible to provide overall business input and oversight to the project including but not limited to conducting the assessment and documentation of existing business processes to create baseline workflows,

defining the business functional requirements, and conducting market research to support the project. They will engage stakeholders by hosting listening sessions with public customers/non-customers (parents and advocacy groups) to identify user preferences, plan and determine project milestones and timelines. They will guide, review and make decisions on business functionality and solution requirements and perform user acceptance testing to validate the final solution.

The Operations Division will also work with the Technology Services Division in the creation of Statements of Work to acquire project vendor resources.

1. **Business Program Name:** Office of the Regional Administrators (RA)

2. **Program Background and Context:** (Provide a brief overview of the entity's business program(s) current operations.)

The Office of Regional Administrators work directly with LCSAs to provide technical support and policy direction to ensure compliance with all federal and state laws and regulations. Regional Administrators serve as the primary points of contact to the LCSAs regarding any issues the LCSAs may have with the development and implementation of statewide uniform policies and procedures.

3. **How will this proposed project impact the product or services supported by the state entity?**

The Office of Regional Administrators will provide LCSA business input and oversight to the project. They will attend listening sessions with customers and non-customers to determine LCSA impact, assist in the planning and determination of project milestones. Participate in decision making to ensure alignment with LCSA needs.

1. **Business Program Name:** Office of Strategic Planning

2. **Program Background and Context:** (Provide a brief overview of the entity's business program(s) current operations.)

The Office of Strategic Planning provides oversight for the development of the Department's Strategic Plan, identifies strategies for improving services to families. The Office of Strategic Planning works with DCSS Executives and LCSAs to identify changes in system design, policy, procedures, and regulations to improve Child Support Program performance. Additionally, the Office of Strategic Planning leads the Organizational Change Management Program, Program Innovation and Office of Research and Data Analytics Unit.

3. **How will this proposed project impact the product or services supported by the state entity?**

The Office of Strategic Planning will provide business input and oversight to the project. They will attend listening sessions with customers and non-customers to determine DCSS and LCSA impact, assist in the planning and determination of project milestones. Participate in decision making to ensure alignment with DCSS Strategic Plan, Goals and Objectives and LCSA needs. The Office of Strategic Planning will also oversee all operations of the Organizational Change Management Team.
TIP: Copy and paste or click the + button in the lower right corner to add Business Programs, with background and context and impact descriptions as needed.

1.6   Project Justification

1. **Strategic Business Alignment**

   Enterprise Architect

   Title: Enterprise Architecture Manager

   Name: Ramon Castellano

   Strategic Plan Last Updated? 10/1/2019

   Strategic Business Goal: Strengthen Customer Engagement

   Alignment: The DCSS SupportConnect Mobile Application will fulfill a critical need and strategic goal for the Child Support Program to reduce the complexity of the customer experience and continue to develop and implement new options for communicating with customers. The SupportConnect Mobile Application provides DCSS with a mechanism to engage with customers, ensure digital equity, and answer the demand from the public to experience contactless, simple, easy to access anywhere, anytime Government services. The SupportConnect Mobile Application will ensure DCSS meets our goal to strengthen customer engagement, help families collaborate, and further support our vision that parents are engaged in supporting their children through the available utility of a Mobile App.

   Strategic Business Goal: Facilitate Consistent Support for Children

   Alignment: The DCSS SupportConnect Mobile Application will assist DCSS to recognize and provide individualized services to customers. The SupportConnect Mobile Application Project Team will engage the public (parents and advocacy groups) in listening sessions to gain input on user preferences and desired features. The Mobile Application will be built based on the input and needs of our customers utilizing human-centered design techniques through the Technology Services Divisions' Innovative Design Section. This project approach will ensure DCSS meets our goal to facilitate consistent support for children.

   Strategic Business Goal: Foster Innovation and Improve Service Delivery

   Alignment: The DCSS SupportConnect Mobile Application will assist DCSS to expand customer self-service capabilities. DCSS serves over 3.2 million children and families and our vision is that all parents are engaged in supporting their children. Currently, services are delivered through a network of local county offices called Local Child Support Agencies (LCSAs). The SupportConnect Mobile Application allows DCSS to reach an entire new target audience while meeting the demand of customer preferences to receive modern access options to Child Support Program services.

   Strategic Business Goal: Enhance Program Performance

   Alignment: The DCSS SupportConnect Mobile Application will assist DCSS in promoting consistency of processes statewide and addressing the need for digital equity. Mobile Apps have the maximum potential for the flexibility of the public. By providing access to no-cost

personalized services through and engaging SupportConnect Mobile App, DCSS aims to empower parents and enable societies to receive Government services as we contribute to California's commitment to equity and create inclusive economic growth and opportunity for every child.

TIP: Copy and paste or click the + button in the lower right corner to add Strategic Business Goals and Alignments as needed.

Mandate(s): None

Bill Number/Code, if applicable: Click or tap here to enter text.

Add the Bill language that includes system-relevant requirements:

Click or tap here to enter text.

TIP: Copy and paste or click the + button in the lower right corner to add Bill Numbers/Codes and relevant language as needed.

2. **Business Driver(s)**

Financial Benefit: No

Increased Revenue: No

Cost Savings: No

Cost Avoidance: No

Cost Recovery: No

Will the state incur a financial penalty or sanction if this proposal is not implemented? No

If the answer to the above question is "Yes," please explain:

Click or tap here to enter text.

Improvement

Better Services to the People of California: Yes

Efficiencies to Program Operations: Yes

Improved Equity, Diversity, and/or Inclusivity: Yes

Improved Health and/or Human Safety: Yes

Improved Information Security: No

Improved Business Continuity: No

Improved Technology Recovery: No

Technology Refresh: No

Technology End of Life: No

1.7   Business Outcomes Desired

Executive Summary of the Business Problem or Opportunity:

DCSS serves over 3.2 million children and families annually. Child Support Program services include:
•   Locating parents for order establishment and enforcement purposes
•   Paternity/parentage establishment
•   Establishment of court orders for child support
•   Enforcement of court orders for child support (intrastate, interstate, and international)
•   Collection, monitoring and accounting of child support payments and past-due balances
•   Modification of court orders for child support

The COVID-19 pandemic intensified the critical need for DCSS to provide modern mobile application services to its customers. LCSAs have operating restrictions which impacts parents being able to receive access child support services. In some cases, parents cannot access payment kiosks or meet face to face with their case manager due to family and/or work circumstances. With school closures and work restrictions, parents may experience issues with shared visitation and childcare while their children remain at home. This can result in lost wages and parenting time, which diminishes family self-sufficiency.

Parents require more modern service options and DCSS has the opportunity to meet a critical need to serve its customers by providing Child Support Program services through a mobile application. The SupportConnect Mobile Application is aligned with the DCSS vision that all parents are engaged in supporting their children. This strategically aligned initiative will allow DCSS to address outstanding business problems such as:

- Concerns from parents who are not able to physically visit local county child support offices and courts due to work, personal reasons, or family situations.
- Answer the demand from the public to experience contactless, simple, easy to access anywhere, anytime Government services.
- Inconsistent statewide processes necessary to meet customer expectations and build trust.
- Digital inequality for Child Support customers who do not have access to home internet or computers that would otherwise effectively allow them to engage in online services. The public is not able to apply for or engage with Child Support services due to these constraints and this is a substantial barrier to meeting the needs of California's children and families.

The existing DCSS mobile application, launched in 2013, was not an interactive platform. From the application, customers were able to access multiple websites to address their child support needs, such as making a payment or checking receipt of a payment but were unable to manage their case, interact with LCSAs or their co-parent. Based on this limited functionality, the application was not well rated, and many customers uninstalled it once they realized they could not use it for communication or connection with the LCSA or their case manager.

DCSS seeks to create a Mobile Application Team and obtain vendor funding and resources to plan, develop, test and implement a new robust, flexible and secure SupportConnect Mobile Application. The enhanced SupportConnect Mobile App will provide better services for citizens and families by

offering parents an easy-to-use, visually appealing mobile co-parenting application where they will be able to manage their co-parenting needs conveniently from their mobile device.

While there are a few private co-parenting applications available to the public, they are for-profit applications (monthly fees to the customer ranging from $10-$15 per month). By providing access to no-cost individualized services through SupportConnect, CA DCSS aims to increase family self-sufficiency while also attracting a new population of customers by putting child support and co-parenting tools at their fingertips.

The new SupportConnect Mobile Application will provide users with the following self-services and co-parenting tools:

- Provide a free mobile application to support co-parenting families without requiring users to have a child support case.
- Provide a secure platform to access co-parenting tools.
- Allow users to create a profile and personalize their experiences using phone features such as screen themes, notifications, camera, calendar, filtering views and selecting a language for the application.
- Enroll in the Child Support Program, collaborate and manage their children's needs, access case information, and connect with a Child Support professional in a way that best fits their family dynamic.
- Provide users the ability to receive push notifications and reminders.
- Provide the ability to share information with their co-parent (i.e. print, text, email, export, upload, share mobile application download link).
- Provide the functionality of tracking/exchanging events and messaging between users.
- Provide users with a tutorial or tool tip for each feature within application.
- Provide users the ability to share feedback about the mobile application experience through designated pages within the application. This will provide DCSS with the ability to obtain feedback in a consistent manner.
- Security related features that will be further defined during the requirements phase will include unique identification, multi-factor authentication (MFA), identify management, TLS 1.2 or greater authentication, and malware protection. Any confidential data, including passwords or PII, will be stored in an encrypted database, and not on the device. Data at rest and in-transit will be encrypted by AES-256 or greater.

Mobile Apps have the maximum potential for the flexibility of the public. DCSS website analytics support the need for enhanced services through a mobile application. More than 76% of public interactions with the DCSS website are initiated from a mobile device. DCSS serves over 3.2 million children and families annually. While DCSS serves over 3.2 million children and families annually. DCSS has seen a 42% decline in new cases since 2018 which can be attributed, in part, to the lack of modern mobile services.

The SupportConnect Mobile App will engage new families and existing families so they can share and manage family events, increase collaboration, and promote positive parenting relationships. By expanding DCSS customer self-service capabilities, LCSA workload may reduce as parents can self-serve according to their own schedules and lifestyle rather than contacting their LCSA for help during typical business hours.

Objective ID: 1

Objective: Increase access to Child Support Program services through improved, expanded opportunities for parents to engage with DCSS more conveniently.

Metric: Increase Case Manager inquiry response times to Parents.

Baseline: Case Manager inquiry response timeframe is currently 3-5 business days.

Target Result: Within six months of project implementation Case Manager response timeframe is 24-48 hours during regular business hours. By achieving this it supports 'Better Services to the People of California through Enhanced Program Performance and Strengthen Customer Engagement.

Objective ID: 2

Objective: Reduced voice and IVR calls to the DCSS Headquarters Call Center related to payment inquiries.

Metric: Increase opportunities for Parents to self-serve regarding payments received, made, or coming due.

Baseline: DCSS Headquarter Call centers receive an average of 1800 calls per business day related to payment inquiries.

Target Result: Within six months of project implementation average business day calls related to Payments is less than 1000 (45% reduction). Over time this will free up DCSS Headquarter call center agent capacity to respond to complex child support cases more timely.

Objective ID: 3

Objective: Increase Californian's satisfaction with DCSS Child Support Services interactions.

Metric: Survey customers to track current customer satisfaction rate.

Baseline: None. (Timing to conduct baseline survey will be determined during project planning.)

Target Result: 10% higher satisfaction rate six months after project implementation. By increasing satisfaction, it assists with meeting customer expectations and building of trust.

Objective ID: 4

Objective: Increase target audience customer base.

Metric: Increase services to the number of parents in the target audience18-24 age group.

Baseline: 19% for 18-24 age group.

Target Result: Increase to 25% in the 18-24 age group within 12 months following project implementation by increasing targeted customer base it increases opportunities to improve and/or expand services.

Objective ID: 5

Objective: Increase DCSS digital presence to advance maturity of mobile connectivity for Child Support services.

Metric: Provide Child Support Program customers the ability to manage their case through mobile devices.

Baseline: None.

Target Result: 25k active installations within 3 months of project implementation, thus supporting Innovation and Improved Service Delivery.

TIP: Copy and paste or click the + button in the lower right corner to add Objectives as needed. Please number for reference.

TIP: Objectives should identify WHAT needs to be achieved or solved. Each objective should identify HOW the problem statement can be solved and must have a target result that is specific, measurable, attainable, realistic, and time-bound. Objective must cover the specific. Metric and Baseline must detail how the objective is measurable. Target Result needs to support the attainable, realistic, and time-bound requirements.

1.8   Project Management

1. **Project Management Risk Score: .03**

   (Attach a completed Statewide Information Management Manual (SIMM) Section 45 Appendix A Project Management Risk Assessment Template to the email submission.)

2. **Project Approval Lifecycle Completion and Project Execution Capacity Assessment**

   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)?

   Answer: Yes

   Does the Agency/state entity anticipate this proposal will result in the creation of new business processes or changes to existing business processes?

   Answer (No, New, Existing, or Both)**:** Both New and Existing Processes

1.9   Initial Complexity Assessment

1. **Business Complexity Score:** 1.5

   (Attach a completed SIMM Section 45 Appendix C to the email submission.)

2. **Noncompliance Issues:** (Indicate if your current operations include noncompliance issues and provide a narrative explaining how the business process is noncompliant.)

   Programmatic regulations: No

   HIPAA/CIIS/FTI/PII/PCI: No

Security: No

ADA: No

Other: No

Not Applicable: No

Noncompliance Description:

N/A

3. **Additional Assessment Criteria**

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

   How many locations and total users is the project anticipated to affect?

   Number of locations: DCSS Headquarters location and approximately 52 LCSAs representing 58 Counties.

   Estimated Number of Transactions/Business Events (per cycle): N/A

   Approximate number of internal end-users: N/A

   Approximate number of external end-users: One Million

1.10 Funding

Planning

1. Does the Agency/state entity anticipate requesting additional resources through a budget action to **complete planning** through the project approval lifecycle framework? Yes

   If Yes, when will a budget action be submitted to your Agency/DOF for planning dollars?

   9/1/2022

2. Please provide the Funding Source(s) and dates funds for planning will be made available:

   Federal Fund 66% General Fund 34%, 07/01/2023.

Project Implementation Funding

1. Has the funding source(s) been identified for **project implementation**? Yes

   If known, please provide the Funding Source(s) and dates funds for implementation will be made available:

   Federal Fund 66% General Fund 34%

   Will a budget action be submitted to your Agency/DOF? Yes

   If "Yes" is selected, specify when this BCP will be submitted: Fall 2023

2. Please provide a rough order of magnitude (ROM) estimate as to the total cost of the project:
Between $10 Million and $50 Million

End of agency/state entity document.

Please ensure ADA compliance before submitting this document to CDT.

When ready, submit Stage 1 and all attachments in an email to ProjectOversight@state.ca.gov.

Department of Technology Use Only

Original "New Submission" Date: 09/14/2022

Form Received Date: 09/14/2022

Form Accepted Date: 09/14/2022

Form Status: Completed

Form Status Date:09/14/2022

Form Disposition: Approved

    If Other, specify: Click or tap here to enter text.

Form Disposition Date: 09/14/2022

Department of Technology Project Number (0000-000): 5175-010