

## Executive Project Approval Submittal

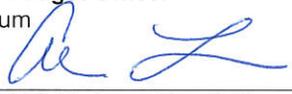
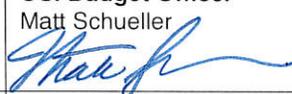
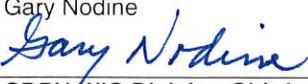
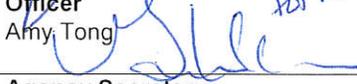
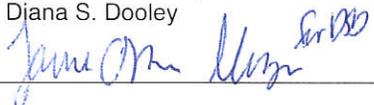
Information Technology Project Request Special Project Report 1 Executive Approval Transmittal			
<b>Department Name</b>			
California Department of Public Health			
<b>Project Title (maximum of 75 characters)</b>			<b>Project Acronym</b>
eWIC Management Information System Project			eWIC MIS
<b>FSR Project ID</b>	<b>FSR Approval Date</b>	<b>Department Priority</b>	<b>Agency Priority</b>
4265-028	10/28/2014	1	1

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

I certify that the SPR was prepared in accordance with the State Administrative Manual Sections 4945-4945.2 and that the proposed project changes are consistent with our information management strategy as expressed in our current Agency Information Management Strategy (AIMS).

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

I also certify that the acquisition of the applicable information technology (IT) product(s) or service(s) required by my department that are subject to Government Code section 11135 applying Section 508 of the Rehabilitation Act of 1973 as amended meets the requirements or qualifies for one or more exceptions (see following page).

<b>CDPH Budget Officer</b> Alan Lum 	<b>Date Signed</b> 11/10/15	<b>OSI Budget Officer</b> Matt Schueller 	<b>Date Signed</b> 11/12/15
<b>CDPH Chief Information Officer</b> Gary Nodine 	<b>Date Signed</b> 11/10/15	<b>OSI Chief Information Officer</b> David Patch 	<b>Date Signed</b> 11/12/15
<b>CDPH WIC Division Chief</b> Christine Nelson 	<b>Date Signed</b> 11/10/15	<b>OSI Director</b> John Boule 	<b>Date Signed</b> 11/12/15
<b>CDPH CFH Deputy Director</b> Connie Mitchell 	<b>Date Signed</b> 11/10/15	<b>Agency Chief Information Officer</b> Amy Tong 	<b>Date Signed</b> 11.12.15
<b>CDPH Deputy Director</b> Brandon Nunes 	<b>Date Signed</b> 11/10/15	<b>Agency Secretary</b> Diana S. Dooley 	<b>Date Signed</b> 11/10/15
<b>CDPH Department Director</b> Karen L. Smith 	<b>Date Signed</b> 11/10/15		

California Department of Public Health  
Women, Infants and Children Program

# **eWIC Management Information System Project (eWIC MIS)**

## **Special Project Report 1**



**Office of  
Systems  
Integration**  
"SERVING CALIFORNIA"

Revised

January 15, 2016

Version 1.2

This page intentionally left blank

## Table of Contents

Table of Contents .....	i
<b>1.0 Executive Project Approval Submittal .....</b>	<b>1</b>
<b>1.1 IT Accessibility Certification.....</b>	<b>2</b>
<b>2.0 Information Technology: Project Summary Package .....</b>	<b>3</b>
<b>2.1 Section A: Executive Summary.....</b>	<b>4</b>
<b>2.2 Section B: Project Contacts.....</b>	<b>6</b>
<b>2.3 Section C: Project Relevance to State and/or Department/Agency Plans.....</b>	<b>7</b>
<b>2.4 Section D: Budget Information .....</b>	<b>8</b>
<b>2.5 Section E: Vendor Project Budget .....</b>	<b>9</b>
<b>2.6 Section F: Risk Assessment Information .....</b>	<b>11</b>
<b>3.0 Proposed Project Change .....</b>	<b>13</b>
<b>3.1 Project Background/ Summary .....</b>	<b>13</b>
<b>3.2 Project Status.....</b>	<b>14</b>
3.2.1 Request for Proposal (RFP) for Systems Integrator.....	14
3.2.2 Project Management Documents.....	15
3.2.3 Current State Staffing.....	16
3.2.4 Procurement of Consultants.....	16
3.2.5 Chronological Status of Project Activities.....	17
3.2.6 Expenditures to Date.....	18
3.2.7 Other Work Completed or in Progress .....	18
<b>3.3 Reason for Proposed Change.....</b>	<b>19</b>
3.3.1 Project Management Responsibilities.....	20
3.3.2 Decomposition of the Project Schedule .....	20
3.3.3 Mitigate Risks by Revising the Staffing Model .....	21
3.3.4 Increase in One-Time Project Costs.....	21
<b>3.4 Proposed Project Change.....</b>	<b>22</b>
3.4.1 Project Management Responsibilities.....	22

**California Department of Public Health  
eWIC Management Information System Project  
Special Project Report 1**

3.4.2	Project Schedule Changes .....	23
3.4.3	Proposed Staffing Model Changes .....	24
3.4.4	Increased One-Time Project Costs from \$25.2 million to \$62.1 million .....	32
3.4.5	Accessibility .....	38
3.4.6	Impact of Proposed Change on the Project.....	38
3.4.7	Feasible Alternatives Considered .....	38
3.4.8	Implementation Plan.....	39
3.4.9	Preventing Future Recurrence.....	41
<b>4.0</b>	<b>Updated Project Management Plan .....</b>	<b>43</b>
<b>4.1</b>	<b><i>Project Manager Qualifications.....</i></b>	<b>43</b>
<b>4.2</b>	<b><i>Project Management Methodology .....</i></b>	<b>43</b>
<b>4.3</b>	<b><i>Project Organization.....</i></b>	<b>43</b>
<b>4.4</b>	<b><i>Project Priorities .....</i></b>	<b>43</b>
<b>4.5</b>	<b><i>Project Plan .....</i></b>	<b>44</b>
4.5.1	Project Scope .....	44
4.5.2	Project Assumptions and Constraints.....	44
4.5.3	Project Phasing .....	45
4.5.4	Project Roles and Responsibilities .....	45
4.5.5	Project Schedule .....	45
<b>4.6</b>	<b><i>Project Monitoring and Oversight.....</i></b>	<b>46</b>
4.6.1	Tracking.....	47
4.6.2	Reporting.....	47
<b>4.7</b>	<b><i>Project Quality .....</i></b>	<b>47</b>
4.7.1	Project Oversight.....	47
4.7.2	Project Quality .....	48
<b>4.8</b>	<b><i>Change Management.....</i></b>	<b>48</b>
<b>4.9</b>	<b><i>Authorization Required.....</i></b>	<b>49</b>
<b>5.0</b>	<b>Updated Risk and Issue Management Plan.....</b>	<b>51</b>
<b>5.1</b>	<b><i>Risk Register and Issue Log.....</i></b>	<b>51</b>
<b>6.0</b>	<b>Updated Economic Analysis Worksheets (EAWs) .....</b>	<b>53</b>

## **LIST OF APPENDICES**

Revised Project Schedule	Appendix A
FSR Approved Organization Chart	Appendix B
Revised Project Organization Chart	Appendix C
Project Roles and Responsibilities	Appendix D
FSR Approved EAWs	Appendix E
Revised EAWs	Appendix F
Complexity Assessment	Appendix G
SIMM 20D	Appendix H
Risk Register	Appendix I

## **LIST OF TABLES**

Table 3.1	Status of Project Management Plans	16
Table 3.2	Status of Procurement of Consultants (Planning and Procurement)	17
Table 3.3	Status of Procurement of Consultants (DD&I)	17
Table 3.4	Chronological Status of Project Activities	18
Table 3.5	eWIC MIS Project Expenditures to Date	18
Table 3.6	Summary of Revised Schedule	23
Table 3.7	Status of State Staff Recruitments	25
Table 3.8	Status of New Procurements	33
Table 3.9	FSR and SPR One-Time Project Costs	34
Table 3.10	Summary of Budget Changes from FSR to SPR	34
Table 3.11	FSR and SPR Cost Variance Table	36
Table 3.12	Revised eWIC MIS Contract Dates	39
Table 3.13	Systems Integrator Procurement Key Action Dates	40
Table 3.14	New eWIC MIS Project Procurements	41
Table 4.1	Trade Matrix Table	44
Table 4.2	Project Phasing	45
Table 4.3	Project Oversight Entities	48

**LIST OF FIGURES**

Figure 1	Schedule Variance	24
Figure 2	Project Timeline	46
Figure 3	Planning and Procurement Timeline	46
Figure 4	Project Tracking and Reporting	47

## Executive Project Approval Submittal



**Information Technology Project  
Request**

**Special Project Report 1  
Executive Approval Transmittal**

<b>Department Name</b>			
California Department of Public Health			
<b>Project Title (maximum of 75 characters)</b>			<b>Project Acronym</b>
eWIC Management Information System Project			eWIC MIS
<b>FSR Project ID</b>	<b>FSR Approval Date</b>	<b>Department Priority</b>	<b>Agency Priority</b>
4265-028	10/28/2014	1	1

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

I certify that the SPR was prepared in accordance with the State Administrative Manual Sections 4945-4945.2 and that the proposed project changes are consistent with our information management strategy as expressed in our current Agency Information Management Strategy (AIMS).

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

I also certify that the acquisition of the applicable information technology (IT) product(s) or service(s) required by my department that are subject to Government Code section 11135 applying Section 508 of the Rehabilitation Act of 1973 as amended meets the requirements or qualifies for one or more exceptions (see following page).

<b>CDPH Budget Officer</b> Alan Lum	<b>Date Signed</b>	<b>OSI Budget Officer</b> Matt Schueller	<b>Date Signed</b>
<b>CDPH Chief Information Officer</b> Gary Nodine	<b>Date Signed</b>	<b>OSI Chief Information Officer</b> David Patch	<b>Date Signed</b>
<b>CDPH WIC Division Chief</b> Christine Nelson	<b>Date Signed</b>	<b>OSI Director</b> John Boule	<b>Date Signed</b>
<b>CDPH CFH Deputy Director</b> Connie Mitchell	<b>Date Signed</b>	<b>Agency Chief Information Officer</b> Amy Tong	<b>Date Signed</b>
<b>CDPH Deputy Director</b> Brandon Nunes	<b>Date Signed</b>	<b>Agency Secretary</b> Diana S. Dooley	<b>Date Signed</b>
<b>CDPH Department Director</b> Karen L. Smith	<b>Date Signed</b>		

**1.1 IT Accessibility Certification**

The following IT Accessibility Certification certifies that this project meets Government Code section 11135 (Federal Section 508 of the Rehabilitation Act of 1973).

**Yes or No**

Yes	<b>The Proposed Project Meets Government Code Section 11135 / Section 508 Requirements and no exceptions apply.</b>
-----	---

**Exceptions Not Requiring Alternative Means of Access**

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

**Exceptions Requiring Alternative Means of Access for Persons with Disabilities**

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

**2.0 Information Technology: Project Summary Package**

# INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE

## 2.1 SECTION A: EXECUTIVE SUMMARY

<b>• Submittal Date</b>	November 12, 2015
-------------------------	-------------------

	<b>FSR</b>	<b>SPR</b>	<b>PSP Only</b>	<b>Other:</b>
<b>• Type of Document</b>		X		
<b>Project Number</b>	4265-028			

		<b>Estimated Project Dates</b>	
<b>• Project Title</b>	eWIC Management Information System Project	<b>Start</b>	<b>End</b>
<b>Project Acronym</b>	eWIC MIS	10/28/2014	3/31/2021

<b>• Submitting Department</b>	California Department of Public Health
<b>• Reporting Agency</b>	California Health and Human Services Agency

<b>•</b>	<b>Project Objectives</b>
	<p>The Project objectives remain the same as identified in the FSR. The following is a brief summarization:</p> <p>WIC must invest in a modern MIS platform to:</p> <ul style="list-style-type: none"> <li>• Implement an EBT-ready MIS system that supports food benefit issuance via EBT processing for all WIC participants in California by October 2020;</li> </ul>

<b>8.</b>	<b>Major Milestones</b>	<b>Est. Complete Date</b>
	Receive FSR approval	10/2014
	<b>Planning &amp; Procurement:</b>	
	<ul style="list-style-type: none"> <li>• MIS Request for Proposal (RFP) Release to Vendors for Proposals</li> </ul>	6/2017
	<ul style="list-style-type: none"> <li>• Submit IAPD Update to USDA</li> </ul>	5/2018
	<ul style="list-style-type: none"> <li>• Submit SPR to Dept. of Technology</li> </ul>	5/2018
	<ul style="list-style-type: none"> <li>• System Integrator (SI) Contract Execution</li> </ul>	9/2018

## INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE

### 2.1 SECTION A: EXECUTIVE SUMMARY

- Extend system functionality to support at least 70% of California WIC functional business process areas and comply with 100% of the federal minimum system requirements; and
- Provide staff with the information and tools to make the program more effective and reduce operating costs by two million dollars annually, thereby making better use of taxpayer dollars.

<b>Design:</b> Requirements validation & gap analysis	3/2019
<b>Development:</b> Configuration & testing, including State office testing	9/2019
<b>Pilot:</b> Local Agency Pilot Test and Evaluation	1/2020
<b>Implementation:</b> Federally Mandated Requirements and Functionality	10/2020
<b>Implementation:</b> Other remaining requirements and functionality	3/2021
<b>PIER</b>	8/2022
<b>Key Deliverables</b>	
<b>Planning &amp; Procurement:</b>	6/2017
• Final RFP	
• IAPDU for USDA	5/2018
• SPR that reflects SI contract	5/2018
• SI Contract	9/2018
<b>Design:</b> System requirements & Design	3/2019
<b>Development:</b> Testing results, MIS ready for pilot test	9/2019
<b>Pilot:</b> Test results and evaluation	1/2020
<b>Implementation:</b> Data migration and statewide transition to MIS complete, Product Acceptance	3/2021

## INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE

### 2.2 SECTION B: PROJECT CONTACTS

Executive Contacts							
	First Name	Last Name	Area Code	Phone #	Area Code	Fax #	E-mail
<b>Agency Secretary</b>	Diana	Dooley	916	654-3454	916		<a href="mailto:Diana.Dooley@chhs.ca.gov">Diana.Dooley@chhs.ca.gov</a>
<b>Dept. Director</b>	Karen	Smith	916	558-1700	916		<a href="mailto:Karen.Smith@cdph.ca.gov">Karen.Smith@cdph.ca.gov</a>
<b>Budget Officer</b>	Alan	Lum	916	440-7117	916		<a href="mailto:Alan.Lum@cdph.ca.gov">Alan.Lum@cdph.ca.gov</a>
<b>CIO</b>	Gary	Nodine	916	440-7129	916		<a href="mailto:Gary.Nodine@cdph.ca.gov">Gary.Nodine@cdph.ca.gov</a>
<b>Project Sponsor</b>	Christine	Nelson	916	440-7600	916		<a href="mailto:Christine.Nelson@cdph.ca.gov">Christine.Nelson@cdph.ca.gov</a>

Direct Contacts							
	First Name	Last Name	Area Code	Phone #	Area Code	Fax #	E-mail
<b>Doc. Prepared by</b>	Gerald	Yee	916	263-8630	916		<a href="mailto:Gerald.Yee@osi.ca.gov">Gerald.Yee@osi.ca.gov</a>
<b>Primary Contact</b>	Betsy	Vallejo	916	263-1985	916		<a href="mailto:Betsy.Vallejo@osi.ca.gov">Betsy.Vallejo@osi.ca.gov</a>
<b>Project Director</b>	John	Gaebler	916	263-4016	916		<a href="mailto:John.Gaebler@osi.ca.gov">John.Gaebler@osi.ca.gov</a>

## INFORMATION TECHNOLOGY PROJECT SUMMARY

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

1.	What is the date of your current Operational Recovery Plan (ORP)?	Date	July 2015	<b>Project #</b>	4265-028
2.	What is the date of your current Agency Information Management Strategy (AIMS)?	Date	August 2015	<b>Doc. Type</b>	SPR
3.	For the proposed project, provide the page reference in your current AIMS and/or strategic business plan.	Doc.	ITCP		
		Page #	5		

	<b>Yes</b>	<b>No</b>
<b>4. Is the project reportable to control agencies?</b>	X	
<b>If YES, CHECK all that apply:</b>		
X	a) The estimated total development and acquisition cost exceeds the departmental cost threshold	
	b) A new system development or acquisition that is specifically required by legislative mandate or is subject to special legislative review as specified in budget control language or other legislation.	
X	c) The project involves a budget action.	
	d) The project meets a condition previously imposed by the Technology Agency.	

## INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE

### 2.4 SECTION D: BUDGET INFORMATION

	4265-028		
SPR	1		

<b>Budget Augmentation Required?</b>		
	No	
	Yes	X

#4265-009-BCP-DP-2016-GB\*

FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	TOTAL*
0	0	0	5,142,000	5,634,000	8,058,000	7,265,000	5,,000,000	0	31,099,000

\*CDPH eWIC/Management Information Systems BCP requests an increase in Federal Trust Fund expenditure authority for consulting services.

#0530-005-BCP-BR-2016-GB\*\*

FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	TOTAL*
0	0	0	4,101,000	4,593,000	7,217,000	6,464,000	4,400,000	0	26,775,878

\*OSI eWIC/Management Information Systems BCP requests an increase in expenditure authority and 19.5 positions for the new WIC MIS (eWIC) Project in support of CDPH eWIC MIS Project.

#### PROJECT COSTS

Fiscal Year	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	TOTAL
One-Time Cost	326,650	1,191,681	4,628,348	7,082,577	8,299,810	15,054,442	16,252,610	9,312,362	0	62,148,479
Continuing Costs	0	0	0	0	0	1,047,742	5,652,026	8,806,293	12,634,269	28,140,330
<b>TOTAL PROJECT BUDGET</b>	326,650	1,191,681	4,628,348	7,082,577	8,299,810	16,102,184	21,904,637	18,118,654	12,634,269	90,288,809

#### PROJECT FINANCIAL BENEFITS

	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	TOTAL**
Cost Savings/ Avoidances	(247,386)	(834,175)	(4,323,014)	(10,444,619)	(17,783,457)	(32,160,929)	(44,583,552)	(48,382,039)	(45,312,063)	(45,312,063)
Revenue Increase	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\*\*Figures obtained from the *Cum. Net (cost) or Benefit* line in the EAW SUM worksheet

**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE**

**2.5 SECTION E: VENDOR PROJECT BUDGET**

<b>Vendor Cost for FSR Development (if applicable)</b>	\$326,916
<b>Vendor Name</b>	Maximus (for original FSR and IAPD)

<b>Project #</b>	4265-028
<b>Doc. Type</b>	SPR

**VENDOR PROJECT BUDGET**

eWIC MIS CONTRACTS - One-Time	SFY 13/14	SFY 14/15	SFY 15/16	SFY 16/17	SFY 17/18	SFY 18/19	SFY 19/20	SFY 20/21	TOTAL
<b>CDPH-MANAGED CONTRACTS</b>									
Dept of Tech: STPD / IT Consulting	\$ -	\$ 192,100	\$ 132,786	\$ 240,000	\$ 240,000	\$ 40,000	\$ -	\$ -	\$ 844,886
MIS RFP Acquisition Spec/WIC SME	\$ -	\$ 250,962	\$ 22,018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 272,980
Independent Project Oversight Consultant		\$ 75,040	\$ 18,760						\$ 93,800
Independent Verification & Validation	\$ -	\$ -	\$ 155,251	\$ 375,752	\$ 375,752	\$ 375,752	\$ 375,752	\$ 281,814	\$ 1,940,073
<b>Subtotal, CDPH-MANAGED CONTRACTS</b>	<b>\$ -</b>	<b>\$ 518,102</b>	<b>\$ 328,815</b>	<b>\$ 615,752</b>	<b>\$ 615,752</b>	<b>\$ 415,752</b>	<b>\$ 375,752</b>	<b>\$ 281,814</b>	<b>\$ 3,151,739</b>
<b>OSI INTERAGENCY AGREEMENT - One-Time</b>									
MIS System Integrator (9/7/18 - 3/31/21)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,733,000	\$ 1,955,143	\$ 975,482	\$ 5,663,625
Quality Assurance (9/7/18 - 3/31/21)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 175,000	\$ 175,000	\$ 500,000
Independent Project Oversight Consultant	\$ -	\$ -	\$ 84,420	\$ 112,560	\$ 112,560	\$ 112,560	\$ 112,560	\$ 84,420	\$ 619,080
Org Change Management (7/1/17 - 3/31/21)	\$ -	\$ -	\$ -	\$ -	\$ 841,680	\$ 841,680	\$ 841,680	\$ 631,260	\$ 3,156,300
MIS Acquisition Specialist/WIC SME	\$ -	\$ -	\$ 292,790	\$ 484,790	\$ 435,081	\$ 242,395	\$ 242,395	\$ 181,796	\$ 1,879,247
Master Project Scheduler	\$ -	\$ -	\$ 112,795	\$ 184,795	\$ 184,795	\$ 184,795	\$ 184,795	\$ 138,596	\$ 990,571
Retailer Enablement Consultant	\$ -	\$ -	\$ -	\$ 242,395	\$ 242,395	\$ 242,395	\$ 242,395	\$ 181,796	\$ 1,151,376
Project Staff Support	\$ -	\$ -	\$ 1,898,259	\$ 2,626,436	\$ 2,626,436	\$ 2,560,436	\$ 2,560,436	\$ 1,919,439	\$ 14,191,442
Indirect Admin - Overhead	\$ -	\$ -	\$ 358,597	\$ 424,976	\$ 424,976	\$ 424,976	\$ 424,976	\$ 318,732	\$ 2,377,233
Monthly Facility Charge including DGS surcharge	\$ -	\$ -	\$ 112,500	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 112,500	\$ 825,000
Facilities Initial Set up (1x in FY 16/17)	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
<b>Subtotal OSI INTERAGENCY AGREEMENT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,859,361</b>	<b>\$ 4,525,952</b>	<b>\$ 5,017,923</b>	<b>\$ 7,642,237</b>	<b>\$ 6,889,380</b>	<b>\$ 4,719,022</b>	<b>\$ 31,653,875</b>
<b>TOTAL eWIC MIS CONTRACTS</b>	<b>\$ -</b>	<b>\$ 518,102</b>	<b>\$ 3,188,176</b>	<b>\$ 5,141,704</b>	<b>\$ 5,633,675</b>	<b>\$ 8,057,989</b>	<b>\$ 7,265,132</b>	<b>\$ 5,000,836</b>	<b>\$ 34,805,614</b>

**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE**

**2.5 SECTION E: VENDOR PROJECT BUDGET**

---

-----~~(Applies to SPR only)~~-----

**PRIMARY VENDOR HISTORY SPECIFIC TO THIS PROJECT**

•	<b>Primary Vendor</b>	Not Applicable: Systems Integrator has not been selected
•	<b>Contract Start Date</b>	
•	<b>Contract End Date (projected)</b>	
•	<b>Amount</b>	\$

**PRIMARY VENDOR CONTACTS**

	<b>Vendor</b>	<b>First Name</b>	<b>Last Name</b>	<b>Area Code</b>	<b>Phone #</b>	<b>Ext.</b>	<b>Area Code</b>	<b>Fax #</b>	
1.									

**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE**

**2.6 SECTION F: RISK ASSESSMENT INFORMATION**

<b>Project #</b>	4265-028
<b>Doc. Type</b>	SPR

	Yes	No
<b>Has a Risk Management Plan been developed for this project?</b>	X	

<b>General Comment(s)</b>
<p>The eWIC MIS Project Risk and Issue Management Plan was completed and approved. All Plan changes will utilize the documented change management process described in <b>Section 4.8 Change Management</b>.</p> <p>eWIC MIS Risk and Issue Assessment/Management is done utilizing CA-PMM guidelines and OSI Best Practices via the Risk Register and Issue Log and includes five processes: Identify, Analyze, Plan, Implement, Track and Control. These processes are defined in the Risk and Issue Management Plan.</p> <p>Current risks incorporated in the register include:</p> <ul style="list-style-type: none"> <li>• A lack of communication and interaction with the stakeholders may result in incorrect expectations and delayed delivery of the new MIS.</li> <li>• Due to competing workload priorities, the lack of fully dedicated staff for the project, and hiring constraints, the project may lack the required subject matter expertise which would negatively impact the procurement schedule and system implementation.</li> <li>• California’s WIC caseload is incomparable to other States and therefore there is no WIC MIS with a proven ability and scalability to handle the volume of transactions as required by California.</li> <li>• Complexity of hardware and software required to support the new MIS system may impact the project scope, schedule, and cost.</li> <li>• Eligible bidders must have a successful WIC MIS implementation in another State which would limit the bidders pool.</li> </ul>

This page intentionally left blank

## **3.0 Proposed Project Change**

### **3.1 Project Background/ Summary**

The Women, Infants and Children (WIC) Program is a 100% federally funded nutrition education and supplemental food program. Funding is provided from a grant by the U.S. Department of Agriculture (USDA). The program helps low-to-moderate income families who are at nutritional risk. Participants purchase specific nutritious foods from WIC-authorized food retailers. California Department of Public Health (CDPH) administers the program with approximately 1.3 million participants served on a monthly basis. There are 84 contracted WIC local agencies providing services to participants each month at more than 637 sites throughout the state.

The federal Healthy, Hunger-Free Kids Act of 2010 requires all states to migrate from a WIC paper-based food benefit delivery system to an Electronic Benefits Transfer (EBT) system by October 1, 2020. Not meeting this deadline could put California at risk for losing millions in federal funding for the WIC program. WIC participants currently receive paper vouchers at WIC local agencies which are redeemed for nutritious foods at WIC-authorized food retailers. With EBT, food benefits will be added onto a participant's EBT card each month, which will allow the participant to purchase the food benefits through use of EBT cards at point-of sale terminals.

The Office of Systems Integration (OSI) currently manages the California EBT system which automates California's food and cash assistance program benefits for CalFresh and CalWORKs, among other assistance programs. OSI plans to leverage the California EBT system to automate the issuance of WIC food benefits, which will be known as eWIC EBT. OSI and CDPH are currently working under an Interagency Agreement (IAA) for these services.

The successful implementation of eWIC EBT requires a new management information system. WIC currently uses the Integrated Statewide Information System (ISIS) as its core management information system, which is a real-time mainframe system. There are approximately 5,000 primary users of the system. The existing system has a number of limitations, but most significantly, lacks the core requirements to integrate EBT functionality into the existing system by October 1, 2020. The new eWIC MIS will replace the existing system in order to meet the federal mandate. The system must be web-enabled, provide data exchange with other systems and have enhanced and expanded operational functionality to meet WIC business needs and both federal WIC Universal MIS-EBT Interface (WUMEI) and Functional Requirements Document (FRd) for a Model WIC System standards.

California WIC has elected to transfer a federally approved, operational WUMEI compliant information system. This approach is consistent with the USDA strategic initiative to maximize investment by the proliferation of modern information systems. Additionally, this direction is in keeping with the state's strategic initiative to harness new and innovative technology. As such, California WIC seeks to adopt a transfer system which meets the USDA functional requirements. The new eWIC MIS will be modified to meet identified California requirements while also being capable of resolving

California WIC's unprecedented capacity needs. In order to implement a transfer system, California WIC will solicit bids and contract for the services of a Systems Integrator (SI) contractor to make modifications, test, install, train users, and rollout the transfer system. California's evaluation team will select the SI contractor based not only on the proposed cost, but also on the firm's experience and quality standards. Utilizing an outside SI contractor will allow California to make use of specialized expertise during system implementation while State staff is trained to potentially assume operational responsibilities of the transfer system.

In July 2015, at the request of CDPH, and supported by the Department of Technology, the eWIC Project began transition of the project management and acquisition services to OSI. An OSI Budget Change Proposal (BCP) was submitted for FY 2016/17 to establish OSI expenditure authority in the amount of \$4.1 million for OSI project staffing, consulting services and other operational costs.

An Interagency Agreement (IAA) between CDPH and OSI has been drafted for OSI to assume responsibility for completion of the eWIC MIS requirements that have been initiated by CDPH, continue the development of the eWIC MIS Request for Proposal (RFP) and model contract, facilitate all required approvals, conduct the bid evaluation, and facilitate the execution of the new eWIC MIS contract. Upon contract execution, the OSI will manage the design, development, testing, pilot, and statewide implementation activities.

### **3.2 Project Status**

The Project is currently in the Planning and Procurement Phase. Since approval of the Feasibility Study Report (FSR), the Project has started several key project activities including, but not limited to, the following:

- Request for Proposal (RFP) for Systems Integrator
- Project Management Documents
- Current State Staffing
- Procurement of Consultants
- Control Agency Documents
- Expenditures to Date
- Other Work in Progress

#### **3.2.1 Request for Proposal (RFP) for Systems Integrator**

During most of 2014, as the project team was waiting for the eWIC MIS Implementation Advanced Planning Document (IAPD) and FSR to be approved, the CDPH Project Management Office, in cooperation with WIC Program staff and Information Technology Service Division (ITSD), developed the Statement of Work and reviewed requirements for an initial draft eWIC MIS RFP using a variety of sources. These sources included RFPs used by other states to acquire an MIS system integrator, Department of Technology/State Technology Procurement Division's draft RFP template, the draft RFP that OSI prepared for the new California EBT procurement, and the RFP for the

acquisition of a system integrator for the CDPH Enterprise-wide Online Licensing (EOL) Project. The intent was to get a head start on development of the MIS RFP to assist the System Acquisition Specialist to complete the RFP more expediently once they were on-board. A consulting firm, Public Consulting Group, Inc. (PCG) was acquired in November 2014 to finalize the MIS RFP and provide an eWIC subject matter expert on USDA-approved MIS system transfers and WIC EBT.

The original date approved in the FSR for release of the RFP was March 15, 2015. By July 2015, the RFP was still in the development stage with approximately 80% still remaining to be completed. Of the \$272,980 in total PCG contract dollars for the development of the RFP, \$251,302 had been expended. In retrospect, the amount of effort and state resources required to develop the RFP was underestimated, and the baseline schedules were too aggressive. According to the Independent Project Oversight Consultant (IPOC), part of the accelerated reduction in PCG's hours were attributed to the intense engagement in development of the various components of the RFP such as development/validation of business, functional, and technical requirements. PCG held multiple sessions with state staff and local agencies to develop and validate requirements, which was a time-intensive effort. In addition, PCG was involved in the development of most of the RFP sections and IPOC felt they were instrumental in facilitating sessions with STPD, WIC management, and the project team. Another contributing factor for the accelerated reduction in PCG's hours was the lack of an established and structured governance process for decision making and escalation of issues. As of July 2015, no other work has been performed by PCG for the RFP.

### **3.2.2 Project Management Documents**

The eWIC MIS Project continues to update and review project management documents to provide management, staff and stakeholders with plans that detail how the project activities and deliverables pertaining to scope, time, cost, quality, and risk will be executed and managed throughout the project lifecycle phases.

The overarching project management document is the Project Management Plan which defines how the project will be planned, executed, monitored, and controlled by providing the processes and activities needed to identify, define, combine, unify, and coordinate the various processes and project management activities. This plan will provide the State with the capability to oversee the successful completion of the procurement activities and initial project management planning activities required to position the project for successful execution of the implementation phase.

Baseline plans were reviewed by OSI staff and found to be sufficient at the time of the writing of this SPR1. All plans are subject to revision throughout the life of the project. At this time, primarily due to the transition of the project to OSI and the additional OSI resources being allocated for the project, a more robust review and update of all plans will occur when additional state resources are acquired through the OSI IAA (**See Section 3.4.1 Proposed Staffing Model Changes**). All plan revisions will utilize the documented change management process described in **Section 4.8 Change Management**.

A list of all plans along with their current status is shown in Table 3.1 below.

**Table 3.1: Status of Project Management Plans**

<b>Plan Title</b>	<b>Current Status</b>	<b>Status Date</b>
<b>Core Plans</b>		
Project Management Plan includes the following:		
Risk and Issue Management Plan	Approved	March 2015
Communications Management Plan	Approved	March 2015
Procurement Management Plan	Approved	April 2015
Scope Management Plan	Approved	May 2015
Quality Management Plan	Approved	June 2015
Project Change Control Plan	Approved	June 2015
Cost Management Plan	Approved	June 2015
Contract Management Plan	Approved	June 2015
Schedule Management Plan	In Progress	March 2016
Human Resources Management Plan	In Progress	March 2016

### **3.2.3 Current State Staffing**

A total of four (4) Personnel Years (PYs) were approved for the Planning and Procurement Phase in the FSR through State Fiscal Year 2015/2016. All 4 PYs consisted of redirected staff from CDPH’s Information Technology Services Division (ITSD)/Project Management Office (PMO) and WIC Division. With the transition of project management to OSI, a change in the staffing model is presented in Section 3.4 Proposed Project Change.

### **3.2.4 Procurement of Consultants**

The FSR approved consulting services during the Planning and Procurement Phase and identified consulting services to start during the Design, Development and Implementation (DD&I) Phase. Table 3.2 and 3.3 provide current status of these procurements. Additional consulting services requested in this SPR are presented in Section 3.4.

**Table 3.2 Status of Procurement of Consultants (Planning and Procurement)**

<b>Consulting Services</b>	<b>Status of Procurement</b>	<b>Start Date</b>
Department of Technology, Statewide Technology Procurement Division – RFP development and other procurement oversight assistance	Completed	August 2014
Independent Project Oversight Consultant (CTA)	Completed	November 2014
System Acquisition Specialist/RFP Developer	Completed	November 2014
Department of Technology, Consulting and Planning Division – RFP Assistance	Completed	March 2015
Independent Verification and Validation (RFP Development)	Completed	April 2015

**Table 3.3 Status of Procurement of Consultants (Design Development and Implementation)**

<b>Consulting Services (Design Development and Implementation)</b>	<b>Status of Procurement</b>	<b>Start Date</b>
System Integration (SI) Services	Not Started	Start of DD&I
Quality Assurance Services for MIS implementation	Not Started	Start of DD&I
Independent Verification and Validation (MIS implementation)	Not Started	Start of DD&I

### **3.2.5 Chronological Status of Project Activities**

Table 3.4 provides an overview of the project activities in a chronological summary.

Table 3.4: Chronological Status of Project Activities

Project Activity	Date
Development of SOW and Requirements Gathering	February 2014
FSR Approved	October 2014
Acquisition of RFP Developer and eWIC SME (PCG)	November 2014
RFP still in development; no other RFP development being conducted by PCG	July 2015
eWIC MIS Project transition to OSI	July 2015
eWIC MIS Special Project Report #1	In Progress

### 3.2.6 Expenditures to Date

Table 3.5 provides a display of total project expenditures through August 31, 2015 for which there is information:

Table 3.5 – eWIC MIS Project Expenditures to Date

FSR Approved Amount	Actual Expenditures <sup>1</sup>	Remaining Budget
\$46,281,570	\$1,708,093	\$44,573,477

### 3.2.7 Other Work Completed or in Progress

The following additional major areas of current work are described below:

- eWIC Project Tactical Operations Team - Planning Teams
- Data Quality Assurance

#### 3.2.7.1 eWIC Project Tactical Operations Team - Planning Teams

CDPH has initiated the Tactical Operations Team (TOT), which represents key work areas during the planning and procurement phases of the project. The TOT leads the eWIC Project Planning Teams to make first level, tactical decisions and take actions relative to identifying and resolving issues; presenting alternatives, pros and cons and recommendations; leading planning teams, and interacting with the project team, stakeholders and oversight entities for the planning and procurement phase of the project.

<sup>1</sup> Includes actual expenditures per September 2015 CalSTARS plus approved contract invoices.

The Planning Teams during the planning and procurement phase include:

- Local Agency Team
- Vendor (Retailer) Team
- Food Management Team
- Financial Transactions Team
- Data Management and Reporting Team
- Architecture and Infrastructure Team
- Technical Operations Team
- Data Conversion Team

### **3.2.7.2 Data Quality Assurance**

A significant challenge in the transition from the existing MIS and ancillary systems to a new MIS will be the accurate conversion of existing data from one environment to the other. This challenge was evident in the Senate Office of Oversight and Outcomes (SOOO) report on a recent state IT Project where data conversion was a major stumbling block for project success. In order to mitigate this risk, the Project will be assessing the data in the existing MIS and address any potential data quality issues that may be present. This will ensure that the highest quality of data is available during the conversion and migration process.

Although data conversion activities will be the responsibility of the Systems Integrator and the approach to data conversion and test will be proposed in the bidder's response, there is significant work that the Project will do in advance of the award of the Systems Integrator contract. Cleansing of the existing data in the existing MIS is a critical component that will be addressed prior to the arrival of the Systems Integrator by CDPH.

### **3.3 Reason for Proposed Change**

The eWIC MIS Project is reporting proposed changes to the approved FSR with respect to the project management responsibilities, project schedule, staffing model, and project costs. The specific reasons for the change are as follows:

- **Project Management Responsibilities:** CDPH has engaged OSI through an IAA to manage the eWIC MIS procurement and DD&I. OSI began transition of these responsibilities from CDPH in July 2015. Three staff positions from CDPH will transition to OSI to perform project management functions. In addition, a former project manager who is a retired annuitant was hired part-time to provide project management support.
- **Decomposition of the project schedule:** A revised schedule has been developed with additional tasks to acquire the services to complete the RFP for

the Systems Integrator, hire and recruit project staff, review the RFP, and obtain State and Federal approvals prior to award of the Systems Integrator contract during the Planning and Procurement Phase.

- **Mitigation of risks by revising the project’s staffing model:** A revised staffing model has been developed based on lessons learned from recent large scale technology projects, OSI best practices for project staffing models, and a skills and workload analysis.
- **Increased total project costs from \$46.3 million to \$90.3 million:** Total project costs increased by **\$44.0 million** due to additional state staffing, consulting services, associated operations expense and equipment, costs associated with an additional 30 months for planning and procurement (original contract award date was March 2016 and the revised date is now September 2018), and an overall net increase of fifteen (15) months for the duration of the project. Refer to Section 3.4 for detailed explanation of cost changes.

### **3.3.1 Project Management Responsibilities**

CDPH entered into an Interagency Agreement to contract with OSI to procure an EBT-Ready WIC MIS, with OSI completing the eWIC MIS acquisition and managing the project through successful completion of statewide implementation. OSI will complete the eWIC MIS requirements that have been initiated by CDPH, continue the development of the RFP and Model Contract, facilitate all required approvals, conduct the bid evaluation, and facilitate the execution of the new eWIC MIS contract. Upon contract execution, OSI will manage the design, development, testing, pilot, and statewide implementation activities. The standard model for OSI during M&O is to jointly manage M&O activities with the SI and State staff. OSI will utilize standard repeatable processes and best practices that have been proven successful on large-scale IT projects. The project team will be temporarily located at OSI until a permanent location can be identified.

### **3.3.2 Decomposition of the Project Schedule**

The Project is reporting more than a ten percent increase in the Planning and Procurement Phase, as compared to the FSR.

It is a common and best practice for projects to progressively review and adjust scheduled activities and tasks as more information becomes available over the course of a project’s lifecycle. For the eWIC MIS Project, the FSR defined a high-level schedule based on reasonable risks and assumptions identified at the time the document was prepared in 2014. The Project will employ progressive elaboration of the schedule (refinement) as more detailed information becomes available. In analyzing the schedule, it was evident that, to achieve project success, it was necessary to extend the time originally allocated for the completion of milestones and deliverables. Several factors resulted in the refining the project schedule:

- During the schedule decomposition, the eWIC MIS Project carefully analyzed and added time and resources to ensure more comprehensive internal and external stakeholder inclusion for the development and review of the RFP.
- After project ramp-up and continuous project exposure, the existing project resources have developed additional skills as SMEs in their areas of focus, which ultimately leads to more accurate estimation of time to complete work.
- Additional tasks and activities have been added to the schedule to support the successful completion of milestones and deliverables, primarily the RFP for the Systems Integrator. This includes 30 days to establish an agreed upon RFP development strategy with the System Acquisition Specialist before work continues on the RFP.

### **3.3.3 Mitigate Risks by Revising the Staffing Model**

Having knowledgeable and experienced staff is critical to project success. The eWIC MIS Project is improving quality by filling experience and knowledge gaps with state and consultant staff. It is essential that staff have the in-depth experience to begin working immediately with minimal training or ramp-up time. The project needs experienced and knowledgeable personnel immediately or further delays are imminent, which may result in significant cost to the project. The following factors contributed towards the revised staffing model:

- OSI performed a review of current roles, responsibilities, milestone tasks, assignments, and level of effort supplied by the current staff. The result of the review indicated the project is understaffed in a variety of complex project activities. This prompted OSI to reevaluate current assignments of existing resources and identify project functions that are required to meet outstanding and complex requirements and time-sensitive needs.
- The state has recognized the impact of the depleted staffing levels and is recommending additional consultant staffing services to provide subject matter expertise, assist the project in gaining forward momentum to meet project deadlines and milestones, and ultimately to provide knowledge transfer and training to existing staff and new staff. In obtaining the consultant positions the project would reduce potential risks and issues, improve the skill set of existing staff, and increase the quality of work products.
- The Project identified a critical need to hire essential consulting staff in the area of Organizational Change Management who have experience developing a strategic and tactical framework for managing the effect of new business processes, changes in organizational structure, new products, new technical systems, and/or cultural changes across one or more stakeholder communities.

### **3.3.4 Increase in One-Time Project Costs**

The Project is reporting more than a ten (10) percent increase in total one-time Project costs due to the schedule and staffing changes described in this SPR as compared to

the FSR. Total one-time project costs increased from **\$25.2 million** to **\$62.1 million**, a **\$36.9 million** increase. Refer to section 3.4 for the proposed cost increases.

### **3.4 Proposed Project Change**

As previously indicated, the Project is reporting changes to the project management responsibilities, the project schedule, staffing model and total one-time Project costs. This section explains the specific changes the Project proposes.

#### **3.4.1 Project Management Responsibilities**

An IAA between CDPH and OSI has been initiated for OSI to assume responsibility for project management and acquisition services for the eWIC MIS Project. The following are the services to be performed by OSI and its subcontractors:

<p>a. OSI will complete the establishment of eWIC MIS requirements and working in partnership with the Department of Technology’s Statewide Technology Procurement Division (STPD), continue to develop and finalize the RFP; facilitate all required approvals; release the RFP; conduct the bid evaluation; and facilitate the execution of the new eWIC MIS contract. OSI’s experience with procurements will provide efficient and effective eWIC MIS procurement management.</p>
<p>b. OSI will identify, track, and report all issues related to eWIC MIS procurement activities. OSI will present the issues to relevant workgroups and stakeholders for discussion and recommendations; conduct appropriate research and analysis; and submit issue recommendations for approval to involved stakeholders. OSI agrees that eWIC MIS issues will be discussed with CDPH. If an issue cannot be resolved between the business partners, OSI will escalate the issue as set forth in the eWIC Project Charter and Governance Plan.</p>
<p>c. OSI will lead the effort of procuring new eWIC MIS services, using project management best practices as defined on the OSI Best Practices Website, <a href="http://www.bestpractices.osi.ca.gov">http://www.bestpractices.osi.ca.gov</a>.</p>
<p>d. OSI will review, manage, and approve/disapprove all eWIC MIS-related deliverables within the agreed-upon due dates in the eWIC MIS Workplan as developed by OSI.</p>
<p>e. OSI will provide subject-matter expertise to the eWIC MIS procurement effort and make recommendations regarding project management support services.</p>
<p>f. OSI will facilitate, organize, and assist CDPH in defining the technical and business requirements related to integrating the new eWIC MIS system with the new California EBT system.</p>
<p>g. Upon completion of the eWIC MIS procurement, OSI will manage the design, development, testing, pilot, and statewide implementation activities; be responsible for contract and financial management, and provide other needed services.</p>
<p>h. With CDPH, OSI will co-facilitate communications between workgroups, stakeholders, CDPH, and OSI. OSI shall comply with the roles and responsibilities as set forth in the eWIC Project Charter and Governance Plan. Steering Committee meetings will be scheduled and facilitated by OSI.</p>

### 3.4.2 Project Schedule Changes

As reported in section 3.3.1, the eWIC MIS Project is reporting more than a ten (10) percent increase in the Planning and Procurement Phase, resulting in an additional thirty (30) months for this phase. Additionally the eWIC MIS Project is reporting a fifteen (15) month reduction of the DD&I Phase which still allows for implementation of federally mandated requirements by October 2020 and continuing DD&I to March 2021 to implement all remaining requirements. The overall project schedule has a net increase of 15 months. Refer to section 2.1 for the revised milestone dates based on the revised schedule.

The following Table 3.6 and Figure 1 provides a high-level summary of the revised schedule. Refer to Appendix A for the revised schedule for the eWIC MIS Project.

Table 3.6: Summary of Revised Schedule

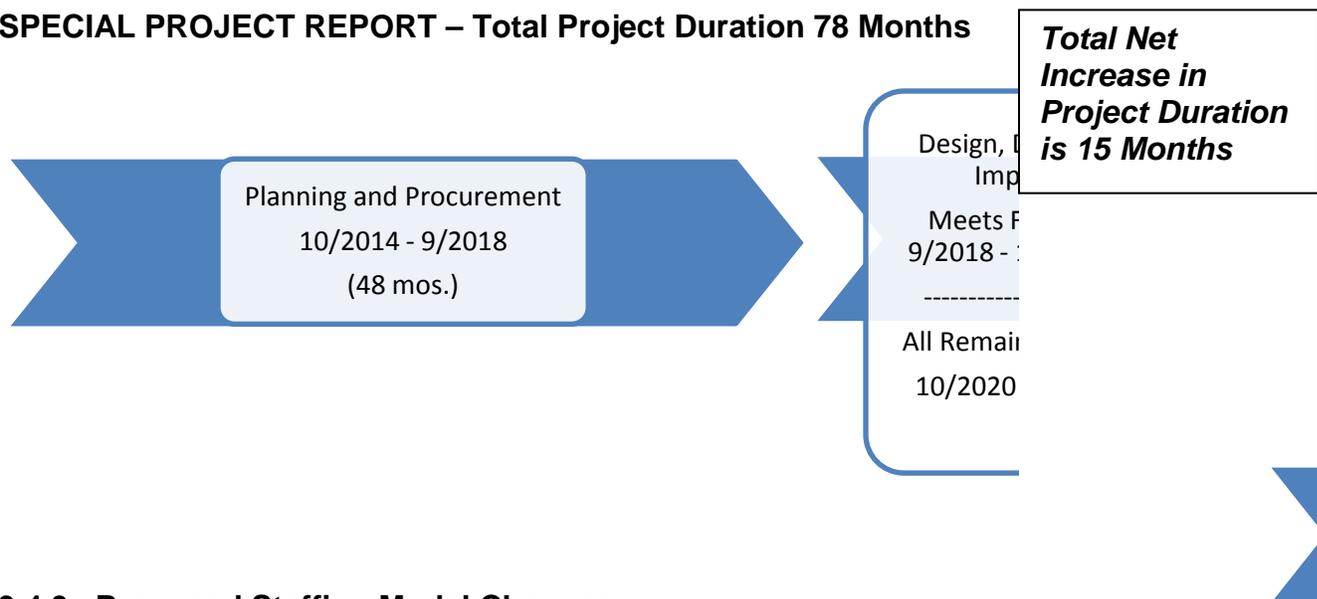
Project Schedule	Last Approved	Proposed Revision	Change
Start Date	10/2014	10/2014	NC
Planning & Procurement	3/2016	9/2018	30 months
Implementation Date - Total	12/2019	3/2021	15 months
Implementation Date – Priority 1 (Meets Federal Mandate)	N/A	10/2020	9 months
Implementation Date – Priority 2/3	N/A	3/2021	6 months
PIER Date	6/2021	8/2022	14 months

Figure 1: Schedule Variance

### FEASIBILITY STUDY REPORT – Total Project Duration 63 Months



**SPECIAL PROJECT REPORT – Total Project Duration 78 Months**



**3.4.3 Proposed Staffing Model Changes**

The strategic planning efforts and goals of the eWIC MIS Project staffing changes are to successfully align qualified staff in the appropriate positions to increase staff production, output performance, and project success. The changes from the FSR to the SPR for the Project staffing model includes an additional 19.5 PYs, of which 3 CDPH positions were redirected state positions, and additional consulting services.

The Project recognized that the appropriate dedicated resources will be required to work in concert with efforts to that of the eWIC MIS Project as described in further detail in this section.

The organization chart approved in the FSR is included in Appendix B while the revised organization chart is included in Appendix C, and project roles and responsibilities are provided in Appendix D.

➤ **Additional State Positions**

Overall changes to the Project staffing model include a total of 19.5 state positions described in the following table, of which 3 CDPH positions were redirected. Recruitment and hiring of state staff will occur in three major groups. The first group comprised of project management positions and OSI Enterprise Services are scheduled to start December 2015 and January 2016. The second group comprised of senior analysts will start February 2016. The third group comprised of project support positions will start March 2016. Staff are expected to be on-board in time to work in collaboration with WIC program staff and consultants in completing the RFP.

**California Department of Public Health  
eWIC Management Information System Project  
Special Project Report 1**

**Table 3.7 Status of State Staff Recruitments**

<b>Staff Position</b>	<b>Status of Recruitment</b>	<b>Start Date</b>
Project Director (DPM IV) #01	Filled	November 09, 2015
Assistant Project Director (DPM III) #02	Not Started	December 04, 2015
Technical Solution Manager (DPM III) #03	Not Started	December 04, 2015
System Architect (SSSIII) #04	Not Started	January 04, 2016
eWIC EBT Manager (DPM II) #05	Not Started	January 04, 2016
Contract Manager/Acquisition Specialist (Sr.ISA) #06	Not Started	February 16, 2016
Fiscal/Budgets Analyst (AGPA) #07	Not Started	March 01, 2016
Project Management Support (SSA) #08	Not Started	March 01, 2016
Administrative Support (OT) #09	Not Started	March 01, 2016
Project Management/Schedule Lead (Sr. ISA) #10	Not Started	February 16, 2016
eWIC Support (SISA) #11	Not Started	December 04, 2015
Project Librarian/Document Mgmt./Tool Support (AISA/SISA) #12	Not Started	March 01, 2016
Requirements Analyst (Sr. ISA) #13	Not Started	February 16, 2016
Business Solution Specialist (Health Program Specialist II) #14	Not Started	February 16, 2016
Technical Specialist/Testing (SSSII) #15	Not Started	February 16, 2016
Data Conversion/Interface Support (SSS II) #16	Not Started	February 16, 2016
eWIC EBT Technical Lead (Sr.ISA) #17	Not Started	February 16, 2016
Retired Annuitant (Temporary Help)*	Hired	October 01, 2015
Senior Procurement Analyst (Sr.ISA)	Not Started	January 04, 2016

Staff Position	Status of Recruitment	Start Date
Associate Budget Analyst (1/2 Time ABA)	Not Started	January 04, 2016
Associate Personnel Analyst (1/2 Time APA)	Not Started	January 04, 2016
Attorney III (1/2 Time Attorney III)	Not Started	January 04, 2016
*Not included in 19.5 positions		

### **State Positions 19.5 PYs**

**Project Director (DPM IV) #01** - The Project Director is responsible for planning, directing and overseeing the project, and ensuring that deliverables and functionality are achieved as defined in the Project Charter, funding documentation and subsequent project plans. The Project Director is also responsible for the management of all resources assigned to the project, serves as the primary liaison between the project and the project sponsor and Executive Committee, and escalates decisions and issues as needed. The Project Director coordinates project related issues with other efforts, reviews and resolves project issues not resolved at lower levels, and directs the project management functions. The Project Director acts as the principle interface to the contractors.

**Assistant Project Director (DPM III) #02** - The Assistant Project Director is responsible for assisting with the planning, directing and oversight of the project, and ensuring that deliverables and functionality are achieved as defined in the Project Charter, funding documentation and subsequent project plans. This position also manages the day-to-day activities related to stakeholder management and oversees project management support activities, including risk management, scope and change management, and status reporting.

**Technical Solutions Manager (DPM III) #03** - The Technical Solutions Manager is responsible for the day-to-day activities of state and contract technical staff who are engaged in the technical management aspects of the project. This manager also leads the technical disciplines of the project, unlike the Project Director and Project Manager who will focus on the overall project management of the project.

**System Architect (SSS III) #04** - The System Architect is responsible for ensuring the proposed architecture fits with the overall architecture strategy and meets the needs of the state and its customers. The System Architect also oversees the activities of the technical consultants and the prime contractor's staff responsible for the design, development, and/or maintenance of the project's product/service delivery systems.

**eWIC EBT Manager (DPM II) #05** - The eWIC EBT Manager will participate in the development of the eWIC MIS RFP through contract execution and manage the eWIC EBT-related development of the California EBT Cardholder and Retailer Call Centers (including development of eWIC EBT scripts and automated response unit navigations and prompts). This position also serves as the backup to the Assistant Project Director and will be the liaison between the eWIC MIS system and the eWIC EBT.

**Contract Manager & Acquisition Specialist (Sr. ISA) #06** - The Contract Manager is responsible for managing and tracking the prime contractor and consulting contracts for the project. This includes negotiating amendments, reviewing work authorizations and invoices, and ensuring that all contractual terms and deliverables are met. The Contract Manager is also responsible for the day-to-day contract administration and management of the project's consultant services and goods contracts.

**Fiscal / Budget Analyst (AGPA) #07** - The Fiscal/Budget Analyst is responsible for performing financial tasks following federal and state laws, regulations, and guidelines related to the project's fiscal responsibilities. This position will assist in developing the project budget and tracking reports and coordinate with both the CDPH and OSI Budget Offices on fiscal control documents.

**Project Management Support (SSA) #08** - The Project Management Support Analyst is responsible for performing project management support tasks for the project. The Project Management Support Analyst supports the project management processes (including but not limited to) risk management, issue and action item management, schedule management, change management, cost management, and communications management and develops content for control agency documents. The Project Management Support Analyst is responsible for helping to ensure that the project management activities of the Project are conducted in accordance with project management plans, OSI best practices, and industry best practices for project management.

**Administrative Support (OT) #09**-The Administrative Support Office Technician is responsible for providing administrative support to project management and staff. The Office Technician performs administrative duties including maintaining confidential and sensitive personnel files, serving as personnel liaison with the central Human Resources unit, assisting with document management, making preparation for new staff arrival and orientation, providing clerical/secretarial support, maintaining conference room calendars and distribution lists, and managing incoming/outgoing mail.

**Project Management / Schedule Lead (Sr ISA) #10** - The Project Management/Schedule Lead Analyst is responsible for performing project management/schedule support tasks for the project. This position supports the project management processes (including but not limited to) risk management, issue and action item management, schedule management, change

management, cost management, and communications management and develops content for control agency documents. This position has lead responsibility for ensuring the project management activities of the Project are conducted in accordance with project management plans, OSI best practices, and industry best practices for project management.

**eWIC Support (SISA) #11** - The eWIC Support Analyst is primarily responsible for supporting contract management and project management support for the project.

**Project Librarian (SISA) #12** - The Project Librarian is responsible for the development, implementation, and maintenance of the project library and performing analytical assignments including, but not limited to, records management, deliverable management support tasks, contract management support tasks, and procurement-related and information technology analytical assignments.

**Requirements Analyst (Sr ISA) #13** - The Requirements Analyst is responsible for ensuring the new system includes the business requirements and functionality that meets the needs of the stakeholders. The analyst helps facilitate the collection and documentation of business and technical requirements. The analyst utilizes requirements management tools and defined management processes to exercise control and monitoring.

**Business Solutions Specialist (Health Program Specialist II) #14** - The Health Program Specialist II will be the liaison with the WIC program subject-matter experts and will participate in functional and technical requirements sessions and in system user acceptance testing to ensure that they address health related aspects of the program.

**Technical Specialist / Testing (SSS II) #15** - The Test Manager is responsible for coordinating the testing of the Prime Contractor's system. This Manager works with the Quality Management staff to design test cases and data that will best represent "real-life" scenarios for the system. The Test Manager is also responsible for coordinating interface tests with other organizations (county, state, federal), as needed. The Test Manager and staff work together to plan, monitor, and evaluate prime contractor test plans, problem reporting and resolution process.

**Data Conversion / Interface Support (SSS II) #16** - The Data Conversion/Interface Support position provides technical skills required to generate, modify, and maintain computer system software functions on multiple platforms.

**eWIC EBT Technical Lead (Sr ISA) #17** - The eWIC EBT Technical Lead is responsible for the day-to-day activities of state and contract technical staff who are engaged in the technical management aspects of the project. This position also leads the technical disciplines of the project, unlike the Project Director and Project Manager who will focus on the overall project management of the project.

The technical lead will be the liaison for the eWIC MIS Project for the eWIC EBT Project.

### **Temporary help (\$67,183)**

OSI included \$67,183 additional temporary help funding to support a retired annuitant resource. This retired annuitant position will assist with acquisition and project management support by providing guidance and direction on the development and approval of the RFP and associated documents (e.g. information technology procurement plan, Government Code Section 19130 justification form, evaluation and selection report) from planning through execution of the contract. The RA will continue to work with the project as needed after the contract is executed to provide guidance on contract management issues, such as vendor performance, dispute resolution, and contract close-out requirements.

### **Centralized Administrative Services 2.5 PYs - \$330,698**

The current centralized administrative services workload will be increasing due to the addition of the activities necessary to support the eWIC MIS project; therefore the positions below are being requested:

**Senior Procurement Analyst (Sr. ISA) #18** Provides technical expertise in the complex area of information technology competitive procurements. The Sr. ISA will direct and process complex procurements and be responsible for the analysis and preparation of the most complex it bid documents that are politically sensitive and of major technological and/or economic impact. The Sr. ISA will also provide leadership and clarification on procurement policies, and will provide guidance and direction on the development and approval of solicitations from planning through execution of contracts. The Sr. ISA also serves as the OSI Acquisitions and Contract Support Division liaison between CalTech, the Department of General Services and the eWIC MIS project.

**One-half (0.5 PY) Associate Budget Analyst (ABA) #19** - Responsible for performing all state budgetary responsibilities for the eWIC Project. The ABA will oversee the coordination, development, and preparation of resource requests for inclusion in the Governor's Budget and May Revision for the OSI appropriations. The ABA will also be responsible for the review and analysis of all state budgetary documents that impact the eWIC Project. These documents include, but are not limited to: Feasibility Study Reports, Special Project Reports, Budget Change Concepts, Budget Change Proposals, Local Assistance Documents, Spring Finance Letters, budgetary control documents, and various federal documents.

**One-half (0.5 PY) Associate Personnel Analyst (APA)** – Provides human resources support in the areas of classification and pay, delegated personnel program compliance management, selection and recruitment, position requests, position control, labor relations, training, workforce planning, organizational

change management, benefits, equal employment opportunity program, reasonable accommodation and worker's compensation. The APA will assist with developing duty statements, prepare justifications for classifications with exceptional allocations, prepare and audit recruitment documents that include application screening criteria, interview questions and other associated materials, review applications to ensure candidates meet minimum qualifications for self-service delegated testing, analyze pay scales, create and manage official position records, respond to eWIC project management and employee inquires on personnel matters.

**One-half (0.5 PY) Attorney III** - Provides legal expertise for the pre-procurement and contract development activities including all associated consultation, drafting and representation. In addition, the attorney will consult with and represent OSI in a variety of personnel-related duties that increase with the addition of state and contractor staff and the expansion of staff duties. The attorney will also consult with and represent OSI with respect to public requests for information, oversight agency issues and human resources support in the areas of classification and pay, delegated personnel program compliance management, selection and recruitment, position requests, position control, labor relations, training, workforce planning, organizational change management, benefits, equal employment opportunity program, reasonable accommodation and worker's compensation.

➤ **Additional Consulting Services**

The state performed a review of roles, responsibilities, milestone tasks, assignments, and level of effort supplied by the staff. Independent Project Oversight reports were reviewed regarding high risk areas. Additionally, in a recent SOOO Report, a major finding of the report stated that IT project failures were linked to the lack of well-defined requirements. Based on these analyses, critical skill gaps were identified in the eWIC MIS Project which are commonly inherent in large IT system procurements and developments. Partially, this is due to the nature of the complexity of the solution, but also is a reflection of specific subject matter experts who do not typically have the business analysis, project management, and technical knowledge needed to support the solution development.

To mitigate the identified skill gap risks, expert and immediate consultant services are required on the project team in specific subject areas. These consultants will perform specific tasks and produce deliverables, objectively assess work products, ensure quality, and provide knowledge transfer and training to state resources.

**Master Project Scheduler (Consultant)**

Duration: January 2016 – March 2021

Cost: \$990,571

Leads the project schedule management effort by developing and maintaining the project schedule and advising management of scheduling issues. This includes tracking progress against the project schedule, merging and identifying dependencies and risks between the eWIC MIS and eWIC EBT project schedules.

**System Acquisition Specialist (Consultant)**

Duration: January 2016 – September 2018

Cost: \$1,391,927

The System Acquisition Specialist will provide expertise in the procurement process from development of the RFP to contract award. This includes developing sections of the RFP, evaluation criteria, and guiding reviewers through the evaluation process. Also, the System Acquisition Specialist will facilitate workgroups to define business needs and system requirements and document results.

**Nationwide eWIC Subject Matter Expert (Consultant)**

Duration: January 2016 – March 2021

Cost: \$487,320

The eWIC Subject Matter Expert (SME) will provide input into the business and functional requirements and also participate in the testing of the new system. The eWIC SME Consultant will provide expertise, advice and input regarding the WIC program, USDA requirements, WIC MIS transfer systems, MIS system contractors, WIC EBT systems and local agency WIC operations as may be needed to support the development and approval of the eWIC MIS RFP and the acquisition of MIS transfer system services. The eWIC SME Consultant will focus on working with CDPH to finalize the requirements for an MIS transfer system for California and associated MIS contractor services that will be included in the RFP.

**Retailer Enablement Consultant (Consultant)**

Duration: July 2016 – March 2021

Cost: \$1,151,376

Coordinates the direction and efforts of the retail team, assist in providing supervision, and establishing support procedures, as well as testing and evaluation programs. These consultants serve as the primary state project liaison to retailers. They provide central management of pilot office retailer operations, testing and evaluation, and perform statewide retailer coordination. They also establish regional retailer implementation support procedures to ensure implementation of each retailer and network is smooth and timely.

**Organizational Change Management (Consultant)**

Duration: July 2017 – March 2021

Cost: \$3,156,300

Develops the strategic and tactical framework for managing the effect of new business processes, changes in organizational structure, new products, new technical systems, and/or cultural changes across one or more stakeholder communities. They will be responsible for developing an OCM Plan that describes how the framework will be defined and implemented over the course of the eWIC MIS project. The eWIC MIS OCM contractor will utilize the Prosci® Change Management Framework, which includes a structured process and set of tools, to conduct eWIC MIS project OCM activities during the Planning and Procurement (P&P) phase. The Systems Integrator (SI) selected at the conclusion of the eWIC MIS RFP solicitation will be responsible for updating and implementing this OCM Plan for the Design, Development, and Implementation (DD&I) phase based on their proposed OCM approach.

**Table 3.8: Status of New Procurements**

<b>Consultant Position</b>	<b>Status of Procurement</b>	<b>Start Date</b>
Master Project Scheduler	Not Started	January 2016
System Acquisition Specialist	In Progress	January 2016
eWIC SME	In Progress	January 2016
Retailer Enablement Consultant	Not Started	July 2016
OCM Support Services Consultant	Not Started	July 2017

There is no impact to the state General Fund budget for these proposed staffing changes. The eWIC MIS Project is funded entirely by federal funds.

#### **3.4.4 Increased One-Time Project Costs from \$25.2 million to \$62.1 million**

Total one-time project costs increased by **\$36.9 million**. Costs associated with this increase are for new state staff, additional consultant services, and an extension of the project schedule. This increase is comprised of the following:

- State staff: Nineteen and one half (19.5) positions (including the 3 redirected positions from CDPH). The cost for positions will be invoiced from OSI to CDPH through the OSI Interagency Agreement. Project support includes: perform project management activities, acquisition services, participate in solicitation and evaluations for Systems Integrator RFP, technical and communication activities, fiscal, HR, and legal support. **Cost: \$16.1M**
- Additional consultant services: National eWIC SME, Master Project Scheduler, System Acquisition Specialist, Retailer Enablement Consultant, Independent

**California Department of Public Health  
eWIC Management Information System Project  
Special Project Report 1**

Project Oversight, Independent Verification and Validation, and Organizational Change Management. **Cost: \$9.6M**

- Data Center Services. **Cost: \$4.7M**
- Agency facilities, operating expenses and equipment, travel, and increased indirect charges as a result of new staff on project. **Cost: \$6.5**

Refer to Table 3.9 to compare total one-time project costs from the FSR to the SPR. (Slight variance in total difference due to rounding).

**Table 3.9: FSR and SPR One-Time Project Costs**

	SFY 2013/14	SFY 2014/15	SFY 2015/16	SFY 2016/17	SFY 2017/18	SFY 2018/19	SFY 2019/20	SFY 2020/21	TOTALS
<b>FSR</b>	\$0.3M	\$1.9M	\$2.6M	\$6.8M	\$6.1M	\$ 5.0M	\$ 2.5M	\$0.0M	\$25.2M
<b>SPR</b>	\$0.3M	\$1.2M	\$4.6M	\$7.1M	\$8.3M	\$15.1M	\$16.2M	\$9.3M	\$62.1M
<b>DIFF</b>	\$0.0M	(\$0.7M)	\$2.0M	\$0.3M	\$2.2M	\$10.1M	\$13.7M	\$9.3M	\$36.9M

Table 3.10 provides a very high level summary of the changes between the FSR and the SPR.

**Table 3.10: Summary of Budget Changes from FSR to SPR**

<b>Project Cost</b>	<b>Last Approved ( FSR Date)</b>	<b>Proposed SPR Revision</b>	<b>Change</b>
<b>Total Project Cost</b>	\$46,281,570	\$90,288,809	\$44,007,239
<b>One-Time</b>	\$25,230,941	\$62,148,479	\$36,917,538
<b>Continuing</b>	\$21,050,629	\$28,140,330	\$ 7,089,701

Table 3.11 provides specific detail as to the change in costs from the FSR and SPR.

**California Department of Public Health  
eWIC Management Information System Project  
Special Project Report 1**

California Department of Public Health  
eWIC Management Information System Project  
Special Project Report 1

Table 3.11: FSR and SPR Cost Variance Table

One-Time IT <u>Project</u> Costs	FSR	SPR	Increase/ (Decrease)	eWIC MIS FSR to SPR Total Cost Comparisons Reason for Change
Staff (Salaries & Benefits)	4,702,959	20,842,920	16,139,961	Net change a result of adding OSI project support team (19.5 positions); salary and staff benefit rate adjustments from previously approved FSR; extending schedule, and transfer of 3.0 project management positions from CDPH to OSI.
Hardware Purchase	4,209,209	4,209,209	0	No change.
Software Purchase/License	0	0	0	No change.
Telecommunications	0	0	0	No change.
<b>Contract Services</b>				
Software Customization	5,663,625	5,663,625	0	No change. Cost will be adjusted after contract award.
Project Management	0	0	0	No change.
Project Oversight	590,940	712,880	121,940	Extended schedule added more months for Department of Technology Independent Project Oversight
IV&V Services	530,000	1,940,073	1,410,073	Added funding for IV&V during Planning and Procurement Phase
<b>Other Contract Services</b>				
System Acquisition Spec	250,000	1,641,927	1,391,927	Additional contract hours required for development of the MIS RFP. Prior System Acquisition Specialist contract included costs for eWIC SME. A separate contract will be awarded for eWIC SME services moving forward.
eWIC SME		487,320	487,320	Additional contract hours required for development of the MIS RFP. Original FSR contract costs were included in the prior System Acquisition Specialist contract.
Department of Tech - STPD	0	844,886	844,886	FSR underestimated STPD cost for RFP development assistance during the procurement phase. FSR listed \$40,000 STPD budget in "Other" line. SPR shows budget in "Other Contract Services" and increases funding.

**California Department of Public Health  
eWIC Management Information System Project  
Special Project Report 1**

Quality Assurance	500,000	500,000	0	No change.
Organization Change Mgmt	0	3,156,300	3,156,300	Additional services identified to ensure successful user transition to new MIS system. OCM consultants will facilitate process changes from the old MIS to the new MIS for state and local ag.
<b>One-Time IT <u>Project</u> Costs</b>	<b>FSR</b>	<b>SPR</b>	<b>Increase/ (Decrease)</b>	<b>eWIC MIS FSR to SPR Total Cost Comparisons Reason for Change</b>
Master Project Scheduler	0	990,571	990,571	Additional project support by a professional scheduler to lead the schedule management effort by developing and maintaining the project schedule. Resource tracks progress, identifies dependencies and risks.
Retailer Enablement	0	1,151,376	1,151,376	Assists in coordination efforts of WIC vendor management staff on WIC-authorized retailer outreach; advises state and local agency staff in performing statewide retailer coordination and education on the eWIC MIS Project, including creating and maintaining the Approved Product List and Unified Product Codes as part of the new MIS system.
<b>Total Other Contract Services</b>	<b>750,000</b>	<b>8,795,360</b>	<b>8,045,360</b>	
<b>TOTAL Contract Services</b>	<b>7,534,565</b>	<b>17,111,938</b>	<b>9,577,373</b>	
Data Center Services	7,609,610	12,281,894	4,672,284	Updated OTech Data Center rates as of October 2015.
Agency Facilities	0	1,125,000	1,125,000	Facilities charges added per OSI IAA to house new project team.
Other	1,174,598	6,577,518	5,402,920	Increase in Other includes OE&E, travel, and indirect charges as a result of new OSI project team and extended schedule.
<b>TOTAL ONE-TIME</b>	<b>\$25,230,941</b>	<b>\$62,148,479</b>	<b>\$36,917,538</b>	<b>One-Time increase of \$36.9M</b>

**California Department of Public Health  
eWIC Management Information System Project  
Special Project Report 1**

<b>Continuing IT <u>Project</u> Costs</b>	<b>FSR</b>	<b>SPR</b>	<b>Increase/ (Decrease)</b>	<b>eWIC MIS FSR to SPR Total Cost Comparisons Reason for Change</b>
Staff (Salaries & Benefits)	13,064,809	13,352,476	287,667	Salary and staff benefit rates adjusted; OSI project support added.
Hardware Lease/Maintenance	47,190	56,628	9,438	Extended schedule impacts longer continuing cost.
Software Maint/Licenses	0	0	0	No change.
Telecommunications	0	0	0	No change.
<b>Contract Services</b>				
Software Customization	1,545,810	1,082,067	(463,743)	Decrease due to less continuing years displayed in SPR for contractor maintenance.
<b>Contract Services</b>	<b>1,545,810</b>	<b>1,082,067</b>	<b>(463,743)</b>	
Data Center Services	6,392,820	12,572,907	6,180,087	Updated OTech Data Center rates as of October 2015.
Agency Facilities	0	187,500	187,500	Facilities charges added per OSI IAA to house new project team.
Other	0	888,752	888,752	Added OEE (\$357.5) and Indirect Costs (\$531.2) for continuing staff as a result of new OSI project team. SPR also includes OE&E for ITSD continuing staff.
<b>TOTAL Continuing IT Costs</b>	<b>\$21,050,629</b>	<b>\$28,140,330</b>	<b>7,089,701</b>	<b>Continuing Cost increase of \$7.1M</b>
<b>TOTAL PROJECT COSTS</b>	<b>\$46,281,570</b>	<b>\$90,288,809</b>	<b>\$44,007,239</b>	<b>Total Project Increase of \$44.1M</b>

### **3.4.5 Accessibility**

No change from the FSR.

### **3.4.6 Impact of Proposed Change on the Project**

The proposed revisions to the schedule, staffing and cost will benefit the Project in the short and long term. The impact of the changes is summarized here:

#### **Impact to Schedule**

The impact to the schedule includes adding a total of 30 months to the Planning and Procurement Phase and a reduction of 15 months to the DD&I Phase. Total net increase in the project duration is 15 months.

- Scheduling sufficient time to develop the RFP for the Systems Integrator effectively increases overall probability of project success.
- A realistic schedule reduces the likelihood of further schedule delays and future costs due to re-work
- Improved quality is obtained by scheduling and utilizing sufficient resources

#### **Impact to Staffing**

- Additional state staff resources will also allow the Project to run more tasks concurrently and therefore not extend the schedule even further.
- Additional state staff will fill gaps in project management functional areas.
- Requesting additional consultant services which will supplement state staff experience and skill levels to provide greater expertise, skills, and knowledge. This ensures that tasks will be completed timely and with quality.

#### **Impact to Cost**

Total cost increase is \$44M. The total cost increase is due to the following factors:

- Extended schedule increases initial cost in terms of resources and maintenance of the existing system.
- Additional state and consultant resources to fill existing skill and resource gaps.

### **3.4.7 Feasible Alternatives Considered**

As mentioned previously, the changes proposed in this SPR are intricately connected, with cost change associated with the changes in schedule and staff.

One feasible alternative is to NOT request the change and proceed with the staff proposed in the FSR. Adopting this alternative will mean the following:

#### **Resources:**

- Lack of state and consultant staff during the development of the Systems Integrator RFP
- Lack of state and consultant staff to conduct Systems Integrator RFP bid evaluations

- Lack of state and consultant staff during the management of the Systems Integrator contract.

**Schedule:**

- Further delays in the Planning and Procurement and DD&I Phases may occur contributing to additional Project costs.
- Delays will result in not meeting the federal mandate to fully implement EBT by October 1, 2020.

**Cost:**

- An estimated \$36.9 increase to the One-Time Project budget for the Planning and Procurement Phase delay.

**Quality:**

- Lower quality project products
- Sub-standard products may lead to Project failure

**3.4.8 Implementation Plan**

This section describes the Project’s revised implementation plan for the eWIC MIS, as well as, the implementation plan for the changes described in this SPR.

**3.4.8.1 Implementation Plan for the Revised Schedule**

As noted earlier, the eWIC MIS Project is proposing a revised Project schedule that identifies a more realistic estimate of activities, tasks and timeframes. The Project schedule changes will be implemented utilizing the base lined processes and procedures outlined in the eWIC MIS Schedule Management Plan. The eWIC MIS Project schedule has been updated for this SPR and the project is currently using this new schedule during the Planning and Procurement Phase.

Due to the changes identified in this SPR the following changes are being reported for contracts that were approved in the FSR:

**Table 3.12: Revised eWIC MIS Contract Dates**

<b>Type of Contract</b>	<b>FSR Start and End Date</b>	<b>SPR Start and End Date</b>	<b>Performance Based</b>	<b>Competitively Awarded</b>
Systems Integrator	Mar 2016 – Dec 2019	Sep 2018 – Mar 2021	Y	Y
Independent Project Oversight Consultant	Oct 2014 – Dec 2019	Nov 2014 – Mar 2021	N	N
Technical IV&V	Mar 2016 – Dec 2019	Apr 2015 – Mar 2021	N	Y

Due to the schedule changes identified throughout this SPR, the Systems Integrator RFP key action dates have been revised as follows:

**Table 3.13: Systems Integrator Procurement Key Action Dates**

<b>No.</b>	<b>Key Action</b>	<b>FSR</b>	<b>SPR</b>
1.	Draft RFP Completed	-----	08/09/16
2.	Release RFP to the Bidders	-----	06/09/17
3.	Receive Draft Bids	-----	10/27/17
4.	Receive Final Bids	-----	02/27/18
5.	Public Cost Opening Completed	-----	04/17/18
6.	Release Letter of Intent to Award	-----	05/01/18
7.	Award Contract	03/2016	09/07/18

### **3.4.8.2 Implementation Plan for the Revised Staffing Model**

#### **State Staff**

The Project will implement the proposed staffing changes in accordance with the dates identified in the revised project schedule. The revised term dates are reflective of the California Department of Technology and Department of Finance recommendations. Refer to Table 3.7, for the positions that are being proposed in this SPR.

#### **Consultant Staff**

Due to the complexity and fiscal impacts of the eWIC MIS Project, the level of support needed for the success of the project, the scope of the services being highly-complex, specialized, and technical in nature, and the services being of a temporary or occasional nature (refer to Government Code Section 19130(b)(10)) that the delay incumbent in their implementation under civil service would frustrate their very purpose, it is in the best interests of the state to proceed with personal services contracts for these services.

A Request for Offer (RFO) is a vehicle used to procure contracts off the Department of General Services' (DGS) Leveraged Procurement Agreements (LPAs). Purchasing off an LPA using an RFO streamlines state purchases by removing repetitive, resource intensive, costly, and time consuming bid processes. An RFO is an excellent vehicle to use when departments require a contract within a short time period. Two DGS LPAs that provide Information Technology consultant services contracts are the California Multiple Award Schedule (CMAS) and the Master Services Agreement (MSA). A combination of CMAS and MSA will be utilized depending on the total amount of the contract. . Government Code Section 19130(b) justifications for consultant support services are required to mitigate two critical project risks:

- Lack of specific knowledge, skill, experience, and certification necessary to implement the eWIC MIS solution on time and within budget.

- Potential losses resulting from schedule delays, inadequate performance, or solution defects.

### Procurement Timeline

For the timeline of these procurements and the cost and term dates, refer to the following table:

**Table 3.14: New eWIC MIS Project Procurements**

<b>Type of Contract</b>	<b>Planned Date of Award</b>	<b>End Date of Contract</b>	<b>Total Contract Value</b>	<b>Performance Based</b>	<b>Competitively Awarded (Procurement Vehicle)</b>
Master Project Scheduler	January 2016	March 2021	\$990,571	N	Y (RFO)
System Acquisition Specialist (Consultant) /	January 2016	September 2018	\$1,391,927	N	Y (RFO)
Nationwide eWIC Subject Matter Expert (Consultant)	January 2016	March 2021	\$487,320	N	Y (RFO)
Retailer Enablement Consultant (Consultant)	July 2016	March 2021	\$1,151,376	N	Y (RFO)
Organizational Change Management Consultant (OCM)	July 2017	March 2021	\$3,156,300	N	Y (RFO)

### **3.4.9 Preventing Future Recurrence**

The eWIC MIS Project is taking several steps to ensure the reasons for the requested changes in this SPR do not occur again. These steps include:

- Implementing base lined schedule management practices.
- Augmenting project management support to provide more comprehensive oversight to all project management disciplines, and ensure OSI and industry best practices are used.
- Meeting with stakeholders to get buy-in to reduce the duration of stakeholder reviews of critical project documentation through concurrent reviews and approvals.
- Acquiring and implementing project management tools such as Clarity for risk and issue management to help with day-to-day operation of the Project, and hence effectively expedite tasks and reduce error. Leverage OSI's SharePoint tool to provide functionality that will assist in better control version of documents, allow for sharing of documents amongst staff and stakeholders, and maintain an

accurate archival history. These functionalities will provide better communication amongst staff and stakeholders and more efficient and timely development and tracking of critical project documents which will assist in better management of schedule and cost.

- Initiating process improvements such as scheduling Project governance committee meetings which occur every two weeks. In conjunction with the Project change control process, this ensures there is a predictable regularly scheduled forum for Project decisions and resolution of issues to help prevent and manage Project changes, in addition to regular engagement with executive stakeholders from CDPH.
- Requesting additional consultant services which will augment state staff experience and skill levels to provide additional expertise, skills, and knowledge. This ensures that tasks will be resourced properly, completed timely and with quality.
- Additional resources will also allow the Project to run more tasks concurrently and therefore, not extend the schedule even further.
- Capturing lessons learned by the Project through the initiation (pre-planning) phase and continuing on through the planning and procurement phase. These lessons learned assist the Project in estimating its needs for this SPR to ensure Project success.

## **4.0 Updated Project Management Plan**

### **4.1 Project Manager Qualifications**

Three of the new project positions requested are key to project management. The Project Director (DPM IV), Assistant Project Director (DPM III) and Technical Project Manager (DPM III) will be qualified individuals with project management experience and/or certified Project Management Professionals.

### **4.2 Project Management Methodology**

The Project uses a project management methodology based on project requirements outlined in the Department of Technology Project Management Methodology (CA-PMM), PMBOK, and the Capability Maturity Model Integration (CMMI).

### **4.3 Project Organization**

The proposed organizational chart for Planning and Procurement is included in Appendix C

### **4.4 Project Priorities**

According to Section 2.3.10 of CA-PMM Reference Manual, managing a Project requires the balancing of four factors: Triple Constraints (schedule, scope, and resources cost), and quality. These factors are interrelated; a change in one of them causes change in one or more of the others. Project stakeholders (state, county, federal agencies and program participants) agreed on the tradeoff among these factors in order to maintain a balanced scorecard for the Project.

Project quality is ranked number one in priority to ensure that the eWIC MIS is more effective, efficient, and economical than the existing system. Failure to ensure that quality goals are met would have a severe negative impact on WIC operations, costs, program outcomes for children and families, and federal funding in program and system costs. The system that is delivered must be of sufficient quality to warrant the time and costs invested in planning, implementation and operation.

Scope is also extremely important. It is ranked number two only because if for some unanticipated reason the full scope of functionality needed for WIC functions is delayed or cannot be achieved, the WIC Program may be unable to provide services according to the program's core business. In addition, the WIC program tends to be a high public priority resulting in rapid evolution driven by legislation which could potentially expand the scope of the program that the eWIC MIS will support. These potential legislative impacts to the project scope will be routinely and closely monitored by the project team.

Schedule is ranked number three due to the recognition that failure to meet schedule requirements further delays delivery of functionality needed to meet critical program needs and significantly increases project costs as well as delaying savings from decommissioning the ISIS and numerous external systems that have been implemented to plug current functionality gaps.

Cost is ranked number four due to the recognition that the resources currently available are not sufficient to meet the quality, scope, or schedule priorities. Without the additional resources, there is a high probability that quality standards will not be met, the scope of critical program and fiscal functionality will be inadequate, and the overall cost and delays in eventually completing the eWIC MIS will increase.

The following trade-off matrix for the eWIC MIS Project shows the relative importance of each factor using priority of 1 (highest) to 4 (lowest) for each of the factors.

**Table 4.1 – Trade Matrix Table**

<b>Factor</b>	<b>Schedule</b>	<b>Scope</b>	<b>Cost</b>	<b>Quality</b>
<b>Priority</b>	3	2	4	1

## **4.5 Project Plan**

### **4.5.1 Project Scope**

There have been no changes in the project scope. Potential legislative impacts to the project scope will be routinely and closely monitored by the project team.

### **4.5.2 Project Assumptions and Constraints**

The following project assumptions and constraints are used by the eWIC MIS Project to record the rationale used in planning and conducting project activities. Only changes/additions to assumptions and constraints noted in the FSR are included below.

The project assumptions and constraints for this SPR include the following:

#### **Budget**

- The Administration and Legislature will approve OSI and CDPH annual budget requests for the resources proposed in this SPR.
- USDA will approve the annual IAPDUs for the additional resources proposed in this SPR.

#### **Schedule**

Meeting the revised schedule’s major milestones is contingent on:

- External entities ability to meet their project responsibilities in a quality and timely manner.
- Effective execution of rolling informal reviews and formal concurrent reviews of project documents by CDPH, OSI, state control agencies, and USDA.
- Budget approval of state and consultant resources and obtaining them in accordance with the project schedule.
- USDA’s approval of the IAPDU and Systems Integrator RFP.

- Department of Technology’s approval of the Systems Integrator RFP.
- Department of Technology’s approval of the SPR related to the winning bid of the Systems Integrator RFP.

**Resources and Stakeholders**

- CDPH and OSI can recruit and hire state staff with at least a satisfactory level of knowledge and experience.
- Stakeholder engagements, especially project document reviews and joint application development sessions, will be completed in a timely manner.

**4.5.3 Project Phasing**

The following table reflects the phasing information for the Project:

**Table 4.2: Project Phasing**

Project Phase	Deliverable
Planning and Procurement	<ul style="list-style-type: none"> <li>• Project Management Plans</li> <li>• Non-functional (technical) requirements</li> <li>• SPR #1</li> <li>• IAPDU #1</li> <li>• SPR #2</li> <li>• Systems Integrator RFP</li> </ul>
DD&I	<ul style="list-style-type: none"> <li>• DD&amp;I – Functional End-to-End Test Completed</li> <li>• DD&amp;I – Data Conversion Tools Completed</li> <li>• DD&amp;I – User Acceptance Test Completed</li> <li>• DD&amp;I – Full Load Data Conversion Test Complete</li> <li>• DD&amp;I – Training Completed</li> <li>• DD&amp;I – Pilot Completed</li> <li>• DD&amp;I – Statewide Deployment and Data Conversion Completed</li> </ul>

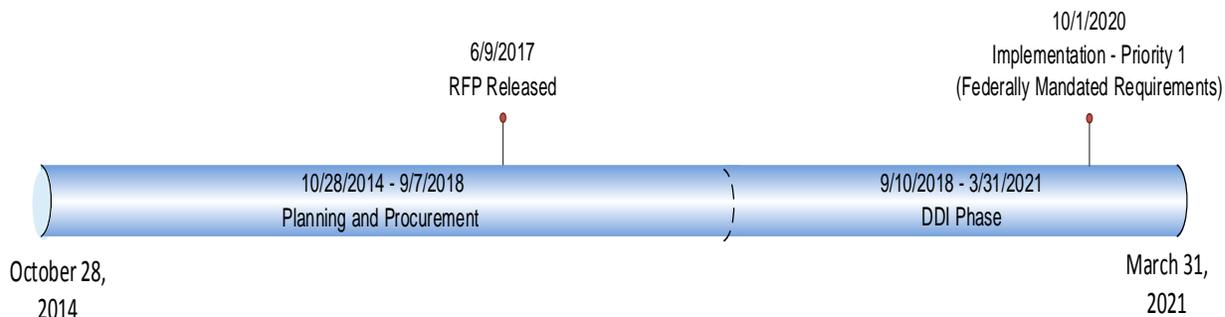
**4.5.4 Project Roles and Responsibilities**

See Appendix D for Revised Project Roles and Responsibilities.

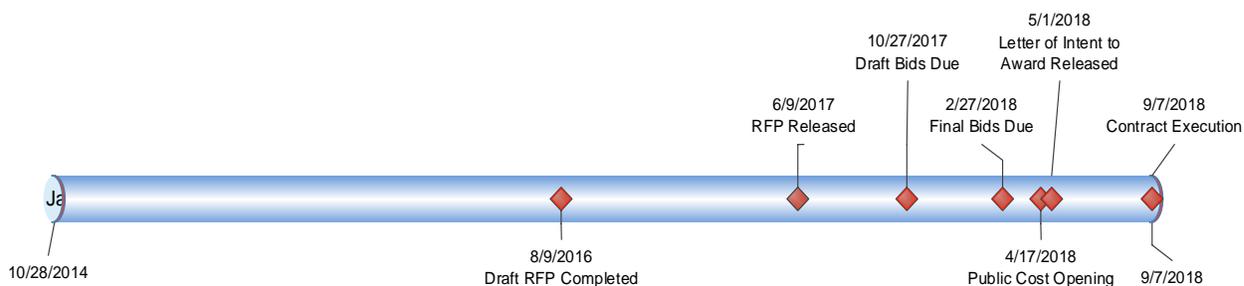
**4.5.5 Project Schedule**

See Appendix A for Revised Schedule and Section 2.1 for the lists of Major Milestones and Deliverables proposed in the SPR.

**Figure 2: Project Timeline**



**Figure 3: Planning and Procurement Timeline**



#### **4.6 Project Monitoring and Oversight**

The project complexity was re-assessed using the same Business and Technical Complexity attributes used in the FSR (See Appendix G),

Figure 4 illustrates the tracking and reporting process of the eWIC MIS Project. The feedback loop identifies the new tasks being added or tasks being modified during schedule monitoring & control.

Figure 4: Project Tracking and Reporting



Task Leads provide their individual schedule updates to the Project Scheduler by close of business every week. The Project Team meets every Monday and reviews the schedule milestones and deliverables. The Project Scheduler prepares weekly reports for executive reporting. The updated copy of the schedule is sent by the Project Scheduler to IV&V by the close of business every Thursday for IV&V reporting.

#### 4.6.1 Tracking

Project milestones are identified within the schedule to track the start or completion of specific project phases, task groups, deliverables or tasks. New milestones are identified in the schedule as new tasks or deliverables and are added to the schedule throughout the life of the Project.

#### 4.6.2 Reporting

Weekly status report on critical path analysis, late tasks, due within next seven (7) days tasks, and over-/under- allocation of resources are discussed by the Project Scheduler with the Project Manager and the rest of the Project team. A Schedule Dashboard showing the tasks that are candidates for a formal change request are also analyzed and discussed. A change in resource effort hours for a single task that is greater than +/- 10% of the baseline effort hour allocation or a milestone that has moved by more than twenty (20) days from its baseline finish date will trigger a change request unless the Project Manager takes a corrective action to remove the deviation.

### 4.7 Project Quality

#### 4.7.1 Project Oversight

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

**Table 4.3: Project Oversight Entities**

<b>Role</b>	<b>Organizational Entity</b>	<b>Responsibilities</b>
IPOC	California Department of Technology	In conformance with Statewide Information Management Manual (SIMM) 17 (the California Project Management Methodology and SIMM 45 (the Information Technology Project Oversight Framework), the Independent Project Oversight Consultant (IPOC) is responsible for formal oversight of the eWIC MIS Project management processes and documentation. The IPOC is responsible for monthly submission to the California Department of Technology of the mandated Independent Project Oversight Report (IPOR) which provides a structured vehicle for reporting on the reportable project oversight categories.
IV&V	Contractor	The IV&V Analysts are responsible for verifying and validating that project and contractor (particularly the SI) products adhere to industry standards, and that all delivered products meet defined requirements and/or specifications. IV&V reviews are conducted in all phases of the project from initiation through implementation.

#### **4.7.2 Project Quality**

The eWIC MIS Project has completed a Project Quality Management Plan which defines the quality policies, objectives and responsibilities associated with the quality planning, assurance, control, and continuous process improvement. It also addresses the management of the Project and the product through the application of quality measures and techniques such as peer reviews, walkthroughs, and IV&V Project oversight. The Project Quality Management Plan work has been completed and there is no change in the underlying methodology from the FSR.

#### **4.8 Change Management**

Change Management is covered under the Project Change Control Plan for the eWIC MIS Project. While the Project Change Control Plan is used to establish and maintain the integrity of the project's work products, the Project Change Control Plan is focused on identifying, documenting and approving/rejecting requested changes to base lined project artifacts.

The primary function of the Project Change Control Plan is the control of changes to the base lined artifacts and will involve two governance bodies that accept, analyze, approve and track implementation of change requests. The Project Manager and the Configuration Control Board (CCB) share the change request management responsibility. The PM is given defined authority that allows some changes to baseline artifacts. The CCB exists to act on all change requests that are outside the Project Manager's delegated authority, or when the Project Manager determines that a wider decision-making body (even though they have authority) is appropriate.

The Project Change Control Plan has been completed and base lined as of June 2015.

#### **4.9 Authorization Required**

Authorization for this proposed change must be obtained from the USDA, the federal agency funding the WIC program. To obtain approval, the project will complete an IAPDU as noted in Section 3.2.5 Control Agency Documents.

This page intentionally left blank

## **5.0 Updated Risk and Issue Management Plan**

The purpose of the eWIC MIS Project Risk and Issue Management Plan to eliminate/minimize negative impacts to the eWIC MIS Project by, 1) describing the methodology and tools for identifying, submitting, analyzing, prioritizing, tracking, mitigating, and closing the Project risks and issues, and 2) clearly defining the risk management roles and responsibilities of the eWIC MIS Project team with regards to risk and issue management. The scope of this plan pertains to the eWIC MIS Project and its internal and external risks and issues. This Plan includes identification, analysis, planning, implementation, and tracking/control of the Project risks and issues. It identifies various stakeholders and their roles and responsibilities in the risk and issue management process. It discusses in detail the eWIC MIS Project Risk Management process model and approach as well as the Project Risk and Issue Management tools, such as the Risk Register/Database and Issue Log. Further, this plan describes the criteria used for risk probability, impact, exposure, and severity determination; risk response (mitigations and contingencies) and measurements development; and risk response action plans development, execution, and tracking/controlling. Similar criteria for issue management is also discussed.

STATUS: The eWIC MIS Project Risk and Issue Management Plan development has been completed, however, the Project continues to work with Department of Technology to refine the Project's risk and issue management process.

### **5.1 Risk Register and Issue Log**

A Risk Register is the Risk Management tool used by the eWIC MIS Project for risk collection, assessment, and management. It is a central repository for all risks identified by the project and, for each risk, includes information such as risk probability, impact, severity, risk owner, mitigation plan, and so on. The eWIC MIS Project will be using a Microsoft Excel based Risk Register until additional licenses for OSI's Clarity becomes available. Thereafter, Risk Register or database will be configured within the Clarity environment. The Excel based risk register has been developed by the eWIC MIS Project Management staff based on California Department of Technology CA-PMM guidelines and OSI Best Practices, refer to Appendix I for the Risk Register. Similarly, an Issue Log is used to track and manage project issues.

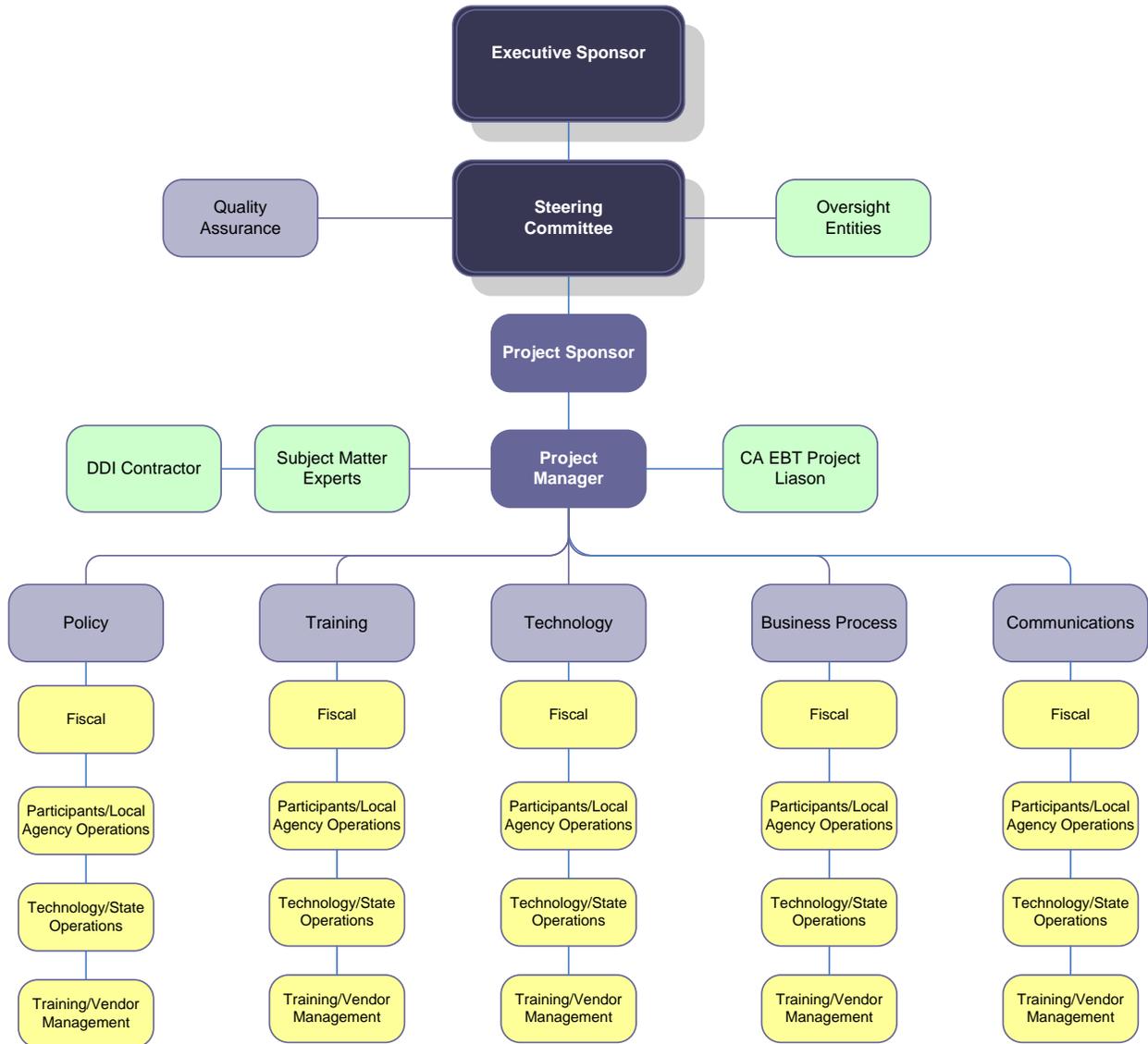
STATUS: MS Excel Risk Register and Issue Log have been completed and are currently being used by the eWIC MIS Project. The procurement of additional Clarity licenses is in progress and the Excel based Risk and Issue management solution is planned to be migrated to the Clarity environment once it is available.

This page intentionally left blank

## **6.0 Updated Economic Analysis Worksheets (EAWs)**

See Appendix E for the EAWs approved in the FSR and Appendix F for the revised EAWs submitted with this SPR.

# FSR Approved Organization Chart



*Excerpt from Feasibility Study: Appendix F: CA WIC MIS Project Organization Chart*

# eWIC MIS Project Roles and Responsibilities

## Introduction

This document provides detailed roles and responsibilities information about each project staff position.

The information provided for each position includes the following items:

- **Position Title:** the name or working title of the position on the eWIC MIS Project
- **Position ID:** a unique eWIC MIS Project identifying number for the position
- **State Position Number:** the State position number used to identify the position
- **State Classification:** the State classification name used for the position
- **Position Start Date:** the month/year in which the position begins
- **Position End Date:** the month/year in which the position terminates if limited term, otherwise the date as shown as “permanent”
- **Resource Organization:** the organization to which this position belongs (OSI, CDPH, etc.), described to the division level
- **Organizational Group/Team:** the eWIC MIS Project group or team to which the position belongs (per organization chart)
- **Core Team:** An indicator used to identify resources that are resource-leveled in the project schedule
- **Resource Category:** a classification of the position by purpose (e.g., Staff, Support, Governance, or Oversight)
- **Position Description:** a brief description of the position and its responsibilities
- **Activities:** a descriptive list of specific responsibilities of the position

# Table of Contents

Introduction.....	1
CDPH Project Sponsor .....	3
eWIC MIS Project Director .....	4
Assistant Project Director.....	6
Technical Solution Manager.....	8
Systems Architect.....	10
eWIC EBT Manager.....	12
Contract Manager/Acquisition Specialist.....	13
Fiscal/Budgets Analyst.....	14
Project Management Support .....	16
Administrative Support.....	18
Project Management Schedule Lead .....	20
eWIC MIS Support.....	22
Project Librarian/Document Management/Tool Support.....	23
Requirements Analyst.....	25
Business Solution Specialist .....	27
Technical Specialist/Testing.....	28
Data Conversion/Interface Support .....	30
eWIC EBT Technical Lead.....	31
Senior Procurement Analyst (Sr. ISA).....	32
Associate Budget Analyst .....	34
Associate Personnel Analyst.....	36
Attorney III (Legal) .....	39

## CDPH Project Sponsor

<b>Position Title</b>	CDPH Project Sponsor (CDPH Chief Deputy Director of Operations)		
<b>Position ID</b>	N/A	<b>State Position Number</b>	
<b>State Classification</b>	Exempt		
<b>Position Start Date</b>	N/A	<b>Position End Date</b>	N/A
<b>Resource Organization</b>	CDPH, eWIC MIS Project		
<b>Organizational Group/Team</b>	CDPH (Executive) Management		
<b>Core Team</b>	No	<b>Resource Category</b>	Governance
<b>Position Description</b>	<p>The CDPH Chief Deputy Director of Operations is the sponsor for the eWIC MIS Project. The CDPH Chief Deputy Director of Operations, as the Program Sponsor, will ensure that eWIC MIS Project related program policies are addressed, that the eWIC MIS Project meets state and federal requirements and is completed according to scope, schedule, and budget.</p>		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Maintains an executive management role in all aspects of system development including promoting and marketing the system to viable stakeholders (including county partners).</li> <li>• Approves selected eWIC MIS Project documents.</li> <li>• Communicates with project status with CDPH executives.</li> <li>• Communicates and maintains stakeholder relationships which support the outcomes of the project.</li> <li>• Ensures timely executive-level decisions are made.</li> <li>• Champions the project goals.</li> <li>• Represents the project to all stakeholders including WIC, federal and state agencies and the State Legislature regarding WIC program policy issues.</li> <li>• Ensures resources for the project are provided.</li> <li>• Serves as Chair for the Program Governance Committee and Executive Board.</li> </ul>		

## eWIC MIS Project Director

<b>Position Title</b>	eWIC MIS Project Director		
<b>Position ID</b>	01	<b>State Position Number</b>	
<b>State Classification</b>	Data Processing Manager IV (DPM IV)		
<b>Position Start Date</b>	January 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI, eWIC MIS Project		
<b>Organizational Group/Team</b>	OSI Management		
<b>Core Team</b>	Yes	<b>Resource Category</b>	Governance
<b>Position Description</b>	<p>The Project Director is responsible for planning, directing and overseeing the project, and ensuring that deliverables and functionality are achieved as defined in the Project Charter, funding documentation and subsequent project plans. The Project Director is also responsible for the management of all resources assigned to the project, serves as the primary liaison between the project and the project sponsor and Executive Committee, and escalates decisions and issues as needed. The Project Director coordinates project related issues with other efforts, reviews and resolves project issues not resolved at lower levels, and directs the project management functions. The Project Director acts as the principle interface to the contractors.</p>		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Responsible for the day-to-day operations and management of the eWIC MIS Project from procurement through statewide implementation.</li> <li>• Approve project decisions and contractor deliverables.</li> <li>• Manage and oversee internal project processes to ensure that risks and issues are properly identified, documented, mitigated, and managed.</li> <li>• Ensure the project remains on schedule, and within budget and scope.</li> <li>• Primary stakeholder liaison. (Primary stakeholders include: the OSI Deputy Director, the OSI Directorate, the California Department of Public Health (CDPH), the eWIC Steering Committee, the Department of Technology, and the Department of Finance).</li> <li>• Primary point of contact for official communications between the project team and executive management, as well as all internal and external stakeholders and control agencies.</li> </ul>		

<b>Position Title</b>	eWIC MIS Project Director
<b>Activities</b>	<ul style="list-style-type: none"><li>• Ensure project status and technical direction is communicated to project stakeholders accurately and in a timely manner.</li><li>• Participate in evaluation and analysis of statewide technical policies and make recommendations for changes and improvements.</li><li>• Attend OSI executive-level meetings and other key stakeholder executive-level meetings.</li></ul>

## Assistant Project Director

<b>Position Title</b>	Assistant Project Director		
<b>Position ID</b>	02	<b>State Position Number</b>	
<b>State Classification</b>	Data Processing Manager III (DPM III)		
<b>Position Start Date</b>	January 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI, eWIC MIS Project		
<b>Organizational Group/Team</b>	OSI Management		
<b>Core Team</b>	Yes	<b>Resource Category</b>	Project Staff
<b>Position Description</b>	<p>The Assistant Project Director is responsible for assisting with the planning, directing and oversight of the project, and ensuring that deliverables and functionality are achieved as defined in the Project Charter, funding documentation and subsequent project plans. This position also manages the day-to-day activities related to stakeholder management and oversees project management support activities, including risk management, scope and change management, and status reporting.</p>		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Oversee all project-related financial activities, including: managing the development and updates of project planning and budget documents; monitoring budget approval activities; managing the tracking of project expenditures; and reviewing financial reports and expenditure projections.</li> <li>• Manage the development of the Request for Proposal (RFP) through contract execution.</li> <li>• Manage the day-to-day activities related to stakeholder management.</li> <li>• Liaison to Department of Technology (ITPOC), IV&amp;V, and the California EBT Project Office.</li> <li>• Manage the development of the business requirements.</li> <li>• Manage contractors' scopes of work.</li> <li>• Approve project decisions and contractor deliverables.</li> <li>• Oversee project management support activities, including: risk management, issue and action item management, cost management, schedule management, scope and change management, and status reporting.</li> <li>• Oversee the management of risks and issues, including development of mitigation strategies and contingency plans.</li> </ul>		

<b>Position Title</b>	Assistant Project Director
<b>Activities</b>	<ul style="list-style-type: none"><li>• Coordinate tools and services training for eWIC MIS staff; ensure that the administrative staff adheres to processes and policies.</li><li>• Responsible for project management and administrative support activities for eWIC MIS.</li><li>• Facilitate and participate in meetings (as needed) with project staff, the Project Sponsor, and other internal and external stakeholders to maintain and report on project scope, costs, schedule, and customer satisfaction.</li></ul>

## Technical Solution Manager

<b>Position Title</b>	Technical Solution Manager		
<b>Position ID</b>	03	<b>State Position Number</b>	
<b>State Classification</b>	Data Processing Manager III (DPM III)		
<b>Position Start Date</b>	January 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI, eWIC MIS Project		
<b>Organizational Group/Team</b>	OSI Management		
<b>Core Team</b>	Yes	<b>Resource Category</b>	Project Staff
<b>Position Description</b>	<p>The Technical Solutions Manager is responsible for the day-to-day activities of state and contract technical staff who are engaged in the technical management aspects of the project. This manager (a state manager for the project) also leads the technical disciplines of the project, unlike the Project Director and Project Manager who will focus on the overall project management of the project.</p>		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Manage the development of the functional and technical requirements.</li> <li>• Manage requirements traceability and testing.</li> <li>• Oversee requirements sessions and Joint Application Design sessions.</li> <li>• Final technical reviewer for the RFP and appendices.</li> <li>• Serve as subject-matter expert during proposal evaluation.</li> <li>• Manage implementation activities related to the eWIC MIS Project and the California eWIC EBT system.</li> <li>• Manage software change workplans, oversee the preparation and presentation of unit activity reports, and lead the development of, and approve, internal and external policy and procedures.</li> <li>• Manage the identification, clarification, and simplification of work processes (business process reengineering) to improve staff efficiency and effectiveness in providing customer service.</li> <li>• Manage the design, development, maintenance, and exercising (testing) of the overall disaster recovery plans for each critical functional area of the organization.</li> </ul>		

<b>Position Title</b>	Technical Solution Manager
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Partner with other information technology (IT) managers to acquire appropriate technical assistance for areas such as: enterprise architecture, database, software development, security, testing, configuration management, change management, release management, and other technical areas.</li> <li>• Develop a technical management plan to define and administer technical guidance and leadership to the project.</li> <li>• Facilitate security matters with the Office of Systems Integration (OSI) Information Security Officer.</li> <li>• Facilitate regular and frequent meetings with internal and external customers to exchange information and reach decisions relative to customer requests and needs.</li> <li>• Act as a technical liaison with all levels of federal, state, county governments, other system end users, and contractors.</li> </ul>

## Systems Architect

<b>Position Title</b>	Systems Architect		
<b>Position ID</b>	04	<b>State Position Number</b>	
<b>State Classification</b>	Systems Software Specialist III (SSS III)		
<b>Position Start Date</b>	January 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI, eWIC MIS Project		
<b>Organizational Group/Team</b>	Operations Team		
<b>Core Team</b>	Yes	<b>Resource Category</b>	Project Staff
<b>Position Description</b>	<p>The System Architect (State) is responsible for ensuring the proposed architecture fits with the overall architecture strategy and meets the needs of the state and its customers. The System Architect also oversees the activities of the technical consultants and the prime contractor's staff responsible for the design, development, and/or maintenance of the project's product/service delivery systems.</p>		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Responsible for ensuring the proposed architecture fits with the overall architecture strategy and meets the needs of the State.</li> <li>• Oversee the activities of the technical consultants and the prime contractor's staff responsible for the design, development, and/or maintenance of the project's product/service delivery systems.</li> <li>• Work with the CDPH technical experts to gain knowledge on the current WIC MIS and existing interfaces.</li> <li>• Subject-matter expert on the new eWIC MIS, the current WIC MIS, and the interface to the California eWIC EBT system.</li> <li>• Develop system documentation related to system interfaces, hardware/software, platforms, connectivity, network (including the State data center), security, etc.</li> <li>• Monitor performance requirements and service-level expectations, and performance metrics.</li> <li>• Monitor and assist with capacity planning.</li> <li>• Monitor all business, functional, and technical requirements to ensure the entire proposed solution functions "as a complete whole."</li> </ul>		

<b>Position Title</b>	Systems Architect
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Document technical issues, concerns, problems, and identify possible solutions and/or requirements to correct issues both during the development of the RFP and throughout implementation.</li> <li>• Work with the CDPH WIC MIS Liaison related to data pre-conversion planning activities.</li> <li>• Oversee contractor resources responsible for systems engineering, and system and database administration of the technologies used by the organization.</li> <li>• Review and provide written recommendations to project management for problem resolution strategies.</li> <li>• Review and approve data and/or system migration analysis and recommendations.</li> <li>• Evaluate and monitor service level agreements and contractual performance expectations.</li> </ul>

## eWIC EBT Manager

<b>Position Title</b>	eWIC EBT Manager		
<b>Position ID</b>	05	<b>State Position Number</b>	
<b>State Classification</b>	Data Processing Manager II (DPM II)		
<b>Position Start Date</b>	January 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI, eWIC MIS Project		
<b>Organizational Group/Team</b>	Project Management Team		
<b>Core Team</b>	Yes	<b>Resource Category</b>	Project Staff
<b>Position Description</b>	<p>The eWIC EBT Manager will participate in the development of the eWIC MIS Request for Proposal (RFP) through contract execution and manage the eWIC EBT-related development of the eWIC EBT Cardholder and Retailer Call Centers (including development of eWIC EBT scripts and automated response unit navigations and prompts). This position also serves as the backup to the Assistant Project Director.</p>		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Participate in the development of the eWIC MIS RFP through contract execution.</li> <li>• Lead the identification and resolution of interface/integration issues and risks between the eWIC MIS and the California eWIC EBT system.</li> <li>• Lead the eWIC EBT-related development of the California eWIC EBT Cardholder and Retailer Call Centers (including development of eWIC EBT scripts and automated response unit navigations and prompts).</li> <li>• Provide eWIC MIS and eWIC EBT expertise to the California EBT Project Office.</li> <li>• Manage eWIC EBT-related contractor performance expectations under the California EBT Services Contract.</li> <li>• Manage WIC retailer readiness for eWIC EBT.</li> <li>• Communicate eWIC EBT status and risks to CDPH management.</li> <li>• Review and approve contractor deliverables.</li> <li>• Identify and communicate business process reengineering needs.</li> <li>• Participate in California EBT-related meetings and on the EBT Schedule Change Control Board.</li> </ul>		

## Contract Manager/Acquisition Specialist

<b>Position Title</b>	Contract Manager/Acquisition Specialist		
<b>Position ID</b>	06	<b>State Position Number</b>	
<b>State Classification</b>	Senior Information Systems Analyst (Sr. ISA)		
<b>Position Start Date</b>	February 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI, eWIC MIS Project		
<b>Organizational Group/Team</b>	Fiscal & Contract Management Team		
<b>Core Team</b>	Yes	<b>Resource Category</b>	Project Staff
<b>Position Description</b>	<p>The Contract Manager is responsible for managing and tracking the prime contractor and consulting contracts for the project. This includes negotiating amendments, reviewing work authorizations and invoices, and ensuring that all contractual terms and deliverables are met. The Contract Manager is also responsible for the day-to-day contract administration and management of the project's consultant services and goods contracts.</p>		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Develop procurement documents for obtaining contractor services. Such as RFO, SOW, etc.</li> <li>• Work with ACSD and Department of Technology's Statewide Technology Procurement Division (STPD) to conduct project-related procurements and evaluation of those procurements.</li> <li>• Provide contract expertise to the RFP team to ensure the terms, conditions, and requirements are viable and in compliance with federal/state contracting laws, regulations, policies, project procedures, and OSI Best Practices.</li> <li>• Work with CDPH and ACDS staffs on the development, approval, and amendments to the Interagency Agreement.</li> <li>• Provide contract administration over all project contracts.</li> <li>• Coordinate and facilitate requirements sessions.</li> <li>• Work with OSI and CDPH Legal to develop procurement-related contractual terms and conditions.</li> <li>• Schedule and facilitate procurement review cycles.</li> <li>• Prepare and conduct presentations.</li> <li>• Participate in project meetings and in working sessions.</li> </ul>		

## Fiscal/Budgets Analyst

<b>Position Title</b>	Fiscal/Budgets Analyst		
<b>Position ID</b>	07	<b>State Position Number</b>	
<b>State Classification</b>	Associate Governmental Program Analyst (AGPA)		
<b>Position Start Date</b>	March 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI, eWIC MIS Project		
<b>Organizational Group/Team</b>	Fiscal & Contract Management Team		
<b>Core Team</b>	Yes	<b>Resource Category</b>	Project Staff
<b>Position Description</b>	The Fiscal/Budget Analyst is responsible for performing financial tasks following federal and state laws, regulations, and guidelines related to the project's fiscal responsibilities. This position will assist in developing the project budget and tracking reports and coordinate with the Budget Office on fiscal control documents.		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Responsible for the day-to-day tracking and reconciliation of all project costs.</li> <li>• Collect, analyze, and reconcile expenditure data for a variety of uses and generate monthly and ad hoc reports.</li> <li>• Assist in the preparation of funding documents such as Advance Planning Documents and Budget Change Proposals.</li> <li>• Prepare premise descriptions, cost allocation plans, and respond to budget drills.</li> <li>• Track expenditures and ensure approved project spending allocation is not exceeded.</li> <li>• Perform research and take corrective action to resolve reconciliation discrepancies from the California State Accounting and Reporting System reports. Research and recommend cost savings opportunities.</li> <li>• Track contractor costs, invoiced expenditures, and hours against executed contracts and amendments. Validate contractor fiscal data in contract deliverables.</li> <li>• Author and maintain the eWIC Project Financial Unit processes and procedures.</li> <li>• Independently responsible for the validation of the eWIC MIS and eWIC EBT prime contractor's invoices and other nonprime contractor invoices.</li> </ul>		

<b>Position Title</b>	Fiscal/Budgets Analyst
<b>Activities</b>	<ul style="list-style-type: none"><li>• Review and validate invoices and monthly billings of project resources, including interdepartmental services and communication lines.</li><li>• Act as the project's liaison on organizational fiscal-related workgroups.</li></ul>

## Project Management Support

<b>Position Title</b>	Project Management Support		
<b>Position ID</b>	08	<b>State Position Number</b>	
<b>State Classification</b>	Staff Services Analyst (SSA)		
<b>Position Start Date</b>	March 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI, eWIC MIS Project		
<b>Organizational Group/Team</b>	Project Management Team		
<b>Core Team</b>	Yes	<b>Resource Category</b>	Project Staff
<b>Position Description</b>	<p>The Project Management Support Analyst is responsible for performing project management support tasks for the project. The Project Management Support Analyst supports the project management processes (including but not limited to) risk management, issue and action item management, schedule management, change management, cost management, and communications management and develops content for control agency documents. The Project Management Support Analyst is responsible for helping to ensure that the project management activities of the Project are conducted in accordance with project management plans, OSI best practices, and industry best practices for project management.</p>		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Assist with the development, reviews, final edits, and distribution of the RFP and other procurement documentation.</li> <li>• Provide backup support to the Project Librarian.</li> <li>• Provide backup support to the Fiscal/Budget Analyst.</li> <li>• Participate in project meetings and working sessions.</li> <li>• Develop and/or maintain project-related artifacts and knowledge transfer documentation.</li> <li>• Maintain stakeholder contact information and Outlook distribution lists.</li> <li>• Support procurement and implementation activities.</li> <li>• Assign, monitor, and track issues and action items using the enterprise tool(s).</li> <li>• Responsible for monitoring the project's copier maintenance contracts to ensure the monthly averages are appropriate, equipment and supplies are available, and the maintenance contracts are renewed timely.</li> </ul>		

<b>Position Title</b>	Project Management Support
<b>Activities</b>	<ul style="list-style-type: none"><li>• Conduct eWIC Project newcomer orientations and maintain the eWIC Newcomer's Guide.</li><li>• Create duty statements, prepare Request for Personnel Action packets, handle confidential personnel matters, and assist in recruitment efforts.</li></ul>

## Administrative Support

<b>Position Title</b>	Administrative Support		
<b>Position ID</b>	09	<b>State Position Number</b>	
<b>State Classification</b>	Office Technician (OT)		
<b>Position Start Date</b>	March 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI, eWIC MIS Project		
<b>Organizational Group/Team</b>	Project Management Team		
<b>Core Team</b>	Yes	<b>Resource Category</b>	Project Staff
<b>Position Description</b>	<p>The Administrative Support Office Technician is responsible for providing administrative support to project management and staff. The Office Technician performs administrative duties including maintaining confidential and sensitive personnel files, serving as personnel liaison with the central Human Resources unit, assisting with document management, making preparation for new staff arrival and orientation, providing clerical/secretarial support, maintaining conference room calendars and distribution lists, and managing incoming/outgoing mail.</p>		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Responsible for the project office reception area. Provide coverage, answer multi-line phones and forward calls to the appropriate staff, process project mailings, and maintain various calendars.</li> <li>• Create new and/or utilize established processes and procedures to perform project management-related and administrative tasks to support the ongoing success of the eWIC Project.</li> <li>• Act as the primary point of contact for the eWIC Project Office.</li> <li>• Schedule interdepartmental and multi-departmental stakeholder meetings, and prepare agendas and other meeting material.</li> <li>• Review project documents and correspondence for quality and consistency with project standards and the OSI Writing Style Guidelines. Edit correspondence for release to federal and state control agencies, as well as other business entities. Monitor confidential and highly sensitive project correspondence following established procedures. Prepare correspondence for management's signature.</li> </ul>		

<b>Position Title</b>	Administrative Support
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Assist with the creation and maintenance of the project's contact groups, distribution lists, personnel logs, and confidential records.</li> <li>• Create and edit project documentation, templates, rosters, flowcharts, spreadsheets, emergency cards, and other artifacts using Microsoft Office.</li> <li>• Work with the Project Librarian to maintain the project's hardcopy and electronic libraries; enter data into the project's document management system; scan documents; create and update templates; archive and retrieve historical documentation; and perform other related records management tasks.</li> <li>• Responsible for the maintenance of office equipment and supplies; track inventory; and assist with facilities and recycling coordinator tasks.</li> <li>• As the project's Attendance Coordinator, process all attendance and payroll-related documents.</li> <li>• Act as the backup to the Travel Coordinator, process as-needed travel requests.</li> </ul>

## Project Management Schedule Lead

<b>Position Title</b>	Project Management Schedule Lead		
<b>Position ID</b>	10	<b>State Position Number</b>	
<b>State Classification</b>	Senior Information Systems Analyst (Sr. ISA)		
<b>Position Start Date</b>	February 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI, eWIC MIS Project		
<b>Organizational Group/Team</b>	Project Management Team		
<b>Core Team</b>	Yes	<b>Resource Category</b>	Project Staff
<b>Position Description</b>	<p>The Project Management/Schedule Lead Analyst is responsible for performing project management/schedule support tasks for the project. This position supports the project management processes (including but not limited to) risk management, issue and action item management, schedule management, change management, cost management, and communications management and develops content for control agency documents. This position has lead responsibility for ensuring the project management activities of the Project are conducted in accordance with project management plans, the OSI best practices, and industry best practices for project management.</p>		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Responsible for the development, approval, execution, training, and updates to project management-related plans and processes (such as the Project Charter, Governance Plan, Communication Plan, Stakeholder Management Plan, Schedule Management Plan, Risk Management Plan, Master Project Plan, etc.).</li> <li>• Provide timely workplan updates and work collaboratively with the Master Project Scheduler to ensure workplan tasks are monitored, shared with stakeholders, and reported on a weekly basis.</li> <li>• Participate with the development and reviews of the RFP and other procurement documentation.</li> <li>• Assist with the creation and maintenance of the eWIC MIS workplan.</li> <li>• Provide input into the development of the Schedule Management Plan and execute the Plan. Train new staff on the plan and expectations for reporting workplan status.</li> </ul>		

<b>Position Title</b>	Project Management Schedule Lead
<b>Activities</b>	<ul style="list-style-type: none"><li>• Schedule and facilitate workplan-related interdepartmental meetings and be responsible for meeting materials and presentations.</li><li>• Participate in project meetings and working sessions.</li><li>• Lead business process/organizational change management activities.</li><li>• Prepare presentations, briefing documents, analysis, and other project documentation.</li></ul>

## eWIC MIS Support

<b>Position Title</b>	eWIC MIS Support		
<b>Position ID</b>	11	<b>State Position Number</b>	
<b>State Classification</b>	Staff Information Systems Analyst (SISA)		
<b>Position Start Date</b>	March 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI, eWIC MIS Project		
<b>Organizational Group/Team</b>	Project Management Team		
<b>Core Team</b>	Yes	<b>Resource Category</b>	Project Staff
<b>Position Description</b>	The eWIC MIS Support Analyst is primarily responsible for supporting contract management and management support of the project.		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Support contract management and invoicing activities.</li> <li>• Track, review, and distribute eWIC related deliverables.</li> <li>• Coordinate EBT Project-related eWIC communications and system notifications to the CDPH WIC Program.</li> <li>• Provide project management support to the eWIC MIS and eWIC EBT.</li> <li>• Participate in risk and issue management and track progress through resolution.</li> <li>• Support implementation and ongoing operations related to the eWIC MIS and the California eWIC EBT system.</li> <li>• Support other WIC-related cardholder-facing contractual requirements and business needs.</li> </ul>		

## Project Librarian/Document Management/Tool Support

<b>Position Title</b>	Project Librarian/Document Management/Tool Support		
<b>Position ID</b>	12	<b>State Position Number</b>	
<b>State Classification</b>	Associate/Staff Information Systems Analyst (AISA/SISA)		
<b>Position Start Date</b>	March 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI, eWIC MIS Project		
<b>Organizational Group/Team</b>	Project Management Team		
<b>Core Team</b>	Yes	<b>Resource Category</b>	Project Staff
<b>Position Description</b>	The Project Librarian is responsible for the development, implementation, and maintenance of the project library and performing analytical assignments including, but not limited to, records management, deliverable management support tasks, contract management support tasks, and procurement-related and information technology analytical assignments.		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• As the projects' document management specialist: receive, process, distribute, and track all technical vendor deliverables.</li> <li>• Work with project office tools to assign reviewers, create workflow assignments, monitor the reviewers' task completion, and ensure approvals and historical events are appropriately captured in the database.</li> <li>• Oversee the distribution and archival of accepted deliverables.</li> <li>• Participate in deliverable review meetings as needed.</li> <li>• Provide as-needed ad hoc reporting on deliverable status.</li> <li>• Create processes and the infrastructure to create, log, and maintain the eWIC MIS documentation (hardcopies and electronic formats).</li> <li>• Perform ongoing audits of project documentation and oversee the transfer of records to archive storage according to the OSI Record Retention Plan.</li> <li>• Design and populate the project office tool used for deliverable management and track contractor deliverables from receipt through review, rejection/approval, resubmission, and final approval.</li> <li>• Design, populate, and manage the RFP Bidders' Library.</li> <li>• Support procurement and implementation activities.</li> </ul>		

<b>Position Title</b>	Project Librarian/Document Management/Tool Support
<b>Activities</b>	<ul style="list-style-type: none"><li>• Assist project management with documentation requests from federal and state control agencies, other stakeholders, and from Public Records Act requests.</li><li>• Research and assist staff and stakeholders in the retrieval of project information and records.</li></ul>

## Requirements Analyst

<b>Position Title</b>	Requirements Analyst		
<b>Position ID</b>	13	<b>State Position Number</b>	
<b>State Classification</b>	Senior Information Systems Analyst (Sr. ISA)		
<b>Position Start Date</b>	February 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI, eWIC MIS Project		
<b>Organizational Group/Team</b>	Application Services Team		
<b>Core Team</b>	Yes	<b>Resource Category</b>	Project Staff
<b>Position Description</b>	<p>The Requirements Analyst is responsible for ensuring the new system includes the business requirements and functionality that meets the needs of the stakeholders. The analyst helps facilitate the collection and documentation of business and technical requirements. The analyst utilizes requirements management tools and defined management processes to exercise control and monitoring.</p>		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Participate as a technical member on the evaluation team for the evaluations of draft and final proposals of the systems integrator and infrastructure services procurements.</li> <li>• Develop and maintain the Requirements Management Plan.</li> <li>• Participate in and facilitate the requirements definition processes, including monitoring and assessing issues that relate to requirement changes.</li> <li>• Define and document business requirements, ensuring business requirements are documented and the appropriate technical computing architecture standards at the project, state, and industry level are developed and properly integrated to meet the business needs of the state and end users.</li> <li>• Assist in business analysis; facilitate workgroups to define business requirements.</li> <li>• Define and document technical requirements resulting from business analysis and/or business workgroups; coordinate requirements approval.</li> <li>• Perform analysis of legislation and other external events that may impact requirements and proposes changes when necessary.</li> <li>• Facilitate workgroups to define or clarify business needs and system requirements.</li> </ul>		

<b>Position Title</b>	Requirements Analyst
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Assist in the maintenance of the requirements stored in the project's requirements management tool; trace requirements to deliverables, including the evaluation of the systems integrator deliverables.</li> <li>• Ensure tracing analysis is completed for system and User Acceptance Testing to ensure the automated solution meets program business requirements.</li> <li>• Administer the tool for requirements management, includes the establishment and maintenance of project processes related to requirements management, enter all project system and service requirements into the database, establish and maintain links and relationships between requirements so that when a requirement is changed, other affected requirements are also considered.</li> <li>• Document and report requirement management activities and status via oral and/or written on a recurring basis to management, Project Sponsor(s), and external stakeholders.</li> <li>• Identify risks related to requirements management, develops and monitors mitigation plans and develops and maintains contingency plans.</li> <li>• Participate in contract oversight related to requirements management deliverables of the systems integrator; provide findings and recommendations to Project Manager and Contract Manager on acceptance.</li> </ul>

## Business Solution Specialist

<b>Position Title</b>	Business Solution Specialist		
<b>Position ID</b>	14	<b>State Position Number</b>	
<b>State Classification</b>	Health Program Specialist II (HPS II)		
<b>Position Start Date</b>	February 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI, eWIC MIS Project		
<b>Organizational Group/Team</b>	eWIC MIS Program Team		
<b>Core Team</b>	Yes	<b>Resource Category</b>	Project Staff
<b>Position Description</b>	The Health Program Specialist II provides program subject-matter expertise and will participate in functional and technical requirements sessions and in system user acceptance testing to ensure that they address health related aspects of the program.		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Provide program subject-matter expertise.</li> <li>• Liaison for the California WIC Program.</li> <li>• Lead the development of the business requirements.</li> <li>• Participate in functional and technical requirements sessions.</li> <li>• Participate in procurement activities and author/review procurement documentation.</li> <li>• Participate in the eWIC MIS meetings and working sessions.</li> <li>• Review and provide comments on deliverables.</li> <li>• Participate in system user acceptance testing.</li> <li>• Work closely with affected customers to ensure risks are reported, tracked, managed, and resolved.</li> <li>• Communicate to the CDPH policies that need to be updated to support changes to the eWIC MIS.</li> <li>• Support training of local level staff by communicating policy changes that will be made to support the system.</li> <li>• Provide status and workplan updates for eWIC MIS activities the CDPH is responsible for.</li> </ul>		

## Technical Specialist/Testing

<b>Position Title</b>	Technical Specialist/Testing		
<b>Position ID</b>	15	<b>State Position Number</b>	
<b>State Classification</b>	Systems Software Specialist II (SSS II)		
<b>Position Start Date</b>	February 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI, eWIC MIS Project		
<b>Organizational Group/Team</b>	Application Test/Design Team		
<b>Core Team</b>	Yes	<b>Resource Category</b>	Project Staff
<b>Position Description</b>	<p>The Test Manager is responsible for coordinating the testing of the Prime Contractor's system. This Manager works with the Quality Management staff to design test cases and data that will best represent "real-life" scenarios for the system. The Test Manager is also responsible for coordinating interface tests with other organizations (county, state, federal), as needed. The Test Manager and staff work together to plan, monitor, and evaluate prime contractor test plans, problem reporting and resolution process.</p>		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Validate technical requirements are clear, concise, complete, understandable, testable, and traceable.</li> <li>• Develop the processes and procedures to be used for testing.</li> <li>• Review and recommend acceptance of contractor test plans, test schedules, Acceptance Test samples and scripts, and interface testing, and other technical deliverables.</li> <li>• Assist the CDPH with the development of Acceptance Test samples and scripts for testing the system and interfaces.</li> <li>• Assist in the development and documentation of business and technical requirements.</li> <li>• Assist in the development of system specifications and performance requirements.</li> <li>• Provide recommendations for IT solutions to the most complex business problems or opportunities, and provide expert analysis of IT-related change requests.</li> <li>• Ensure the proposed solutions conform to established state and federal information technology standards and best practices.</li> <li>• Participate in risk and issue identification, documentation, and mitigation activities.</li> </ul>		

<b>Position Title</b>	Technical Specialist/Testing
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Participate in and coordinate State and local agency involvement in testing activities.</li> <li>• Develop and monitor the process used to identify, report, and resolve problems encountered during testing activities.</li> <li>• Define the scope of system changes and reviews and approves system change requirement/design documents, test plans, and test result/risk assessment documents.</li> </ul>

## Data Conversion/Interface Support

<b>Position Title</b>	Data Conversion/Interface Support		
<b>Position ID</b>	16	<b>State Position Number</b>	
<b>State Classification</b>	Systems Software Specialist II (SSS II)		
<b>Position Start Date</b>	February 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI, eWIC MIS Project		
<b>Organizational Group/Team</b>	Operations Team		
<b>Core Team</b>	Yes	<b>Resource Category</b>	Project Staff
<b>Position Description</b>	The Data Conversion/Interface Support position provides technical skills required to generate, modify, and maintain computer system software functions on multiple platforms		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Monitors, facilitates, and reports the timely and successful resolution of all Critical interface issues and risks.</li> <li>• Supports the successful and timely implementation and roll-out of the interface management process.</li> <li>• Manages issue and risk identification, documentation and mitigation. Monitors resolutions to ensure mitigation strategies are effective.</li> <li>• Oversees all interfaces activities, including design, development, testing, implementation and ongoing maintenance and operation.</li> <li>• Develops, updates and ensures the accuracy of the Interface Plan.</li> <li>• Reviews the data relationships, schemas, and transformation rules implemented to achieve conversion.</li> <li>• Establishes a process for interface partners to report interface activities; participates in review of critical project deliverables; e.g., requirements, general and detailed system designs, and testing outcomes; and reviews project schedules and resources, proposes recommendations and negotiates solutions as appropriate.</li> <li>• Reviews, approves, and monitors the detailed approach to data conversion that includes prerequisites, sequence of steps, pilot activities, and checkpoints passed to achieve full integration.</li> <li>• Monitors the efficacy of the (automated) tools to be leveraged as part of the conversion approach to reduce the amount of manual effort by the end user.</li> </ul>		

## eWIC EBT Technical Lead

<b>Position Title</b>	eWIC EBT Technical Lead		
<b>Position ID</b>	17	<b>State Position Number</b>	
<b>State Classification</b>	Senior Information Systems Analyst (Sr. ISA)		
<b>Position Start Date</b>	February 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI, eWIC MIS Project		
<b>Organizational Group/Team</b>	Operations Team		
<b>Core Team</b>	Yes	<b>Resource Category</b>	Project Staff
<b>Position Description</b>	<p>The eWIC EBT Technical Lead is responsible for the day-to-day activities of state and contract technical staff who are engaged in the technical management aspects of the project. This position also leads the technical disciplines of the project, unlike the Project Director and Project Manager who will focus on the overall project management of the project.</p>		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Assist with the development of the RFP and applicable reviews.</li> <li>• Work in partnership with the California EBT Services prime contractor's eWIC EBT technical manager on eWIC EBT-related implementation activities and ongoing operations.</li> <li>• Monitor and report on contractual adherence to eWIC EBT technical and business requirements.</li> <li>• Review and recommend approval of technical and business-related deliverables.</li> <li>• Support interface testing and ongoing daily data exchanges between the eWIC MIS and the California EBT system.</li> <li>• Perform ongoing system testing of changes and enhancements affecting eWIC EBT.</li> <li>• Represent the CDPH at OSI EBT-related meetings, and on the EBT Change Control Board and EBT 3 Schedule Change Control Board.</li> <li>• Identify and partner with the EBT Project Office to resolve eWIC EBT issues and potential risks.</li> </ul>		

## Senior Procurement Analyst (Sr. ISA)

<b>Position Title</b>	Senior Procurement Analyst (Sr. ISA)		
<b>Position ID</b>	N/A	<b>State Position Number</b>	
<b>State Classification</b>	Senior Information Systems Analyst (Sr. ISA)		
<b>Position Start Date</b>	January 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI		
<b>Organizational Group/Team</b>	Procurement		
<b>Core Team</b>	No	<b>Resource Category</b>	OSI Overhead
<b>Position Description</b>	<p>Provides technical expertise in the complex area of information technology competitive procurements. The Sr. ISA will direct and process complex procurements and be responsible for the analysis and preparation of the most complex it bid documents that are politically sensitive and of major technological and/or economic impact. The Sr. ISA will also provide leadership and clarification on procurement policies, and will provide guidance and direction on the development and approval of solicitations from planning through execution of contracts. The Sr. ISA also serves as the OSI Acquisitions and Contract Support Division liaison between CalTech, the Department of General Services and the eWIC MIS project.</p>		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Provide technical expertise to the Project Office for competitive procurements, direct and process the most complex Information Technology (IT) competitive procurements. Responsible for the analysis and preparation of the most complex IT bid documents that are politically sensitive and of major technological and/or economic impact.</li> <li>• Provide leadership and clarification on procurement policies and procedures to the Project Procurement Leads and OSI management. Responsible for establishing and implementing policies and procedures for OSI relative to competitive procurements.</li> <li>• Meet regularly with Project Procurement Lead to document future workload and the complexity of forthcoming competitive procurements.</li> <li>• Provide guidance and direction on the development and approval of solicitations (i.e. Request for Proposal (RFP), Invitation For Bids (IFB) and Request for Offer (RFO) and associated documents (e.g. Evaluation and Selection Plan and Report, etc.) from planning through execution of contract.</li> </ul>		

<b>Position Title</b>	Senior Procurement Analyst (Sr. ISA)
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Provide guidance and direction on the development and approval of interagency agreements from planning through execution.</li> <li>• Act as the representative with Agency, OSI Executive Staff, Exchange Staff, Project Office Staff, consultants, and vendors, on the most complex competitive procurement matters. Participate in procurement training conferences/meetings.</li> <li>• Review control agency documents such as the S2AA documentation and the Advanced Planning Document Update (APDU).</li> <li>• Advise and manage issues related to procurement, including identifying and documenting issues, resolving issues, documenting issue resolution, and coordinating activities and communication for issue resolution.</li> </ul>

## Associate Budget Analyst

<b>Position Title</b>	Associate Budget Analyst		
<b>Position ID</b>	N/A	<b>State Position Number</b>	
<b>State Classification</b>	Associate Budget Analyst (ABA)		
<b>Position Start Date</b>	January 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI		
<b>Organizational Group/Team</b>	Budgets		
<b>Core Team</b>	No	<b>Resource Category</b>	OSI Overhead
<b>Position Description</b>	<p>Responsible for performing all state budgetary responsibilities for the eWIC MIS Project. The ABA will oversee the coordination, development, and preparation of resource requests for inclusion in the Governor's Budget and May Revision for the OSI and CDPH appropriations. The ABA will also be responsible for the review and analysis of all state budgetary documents that impact the eWIC MIS Project. These documents include, but are not limited to: Feasibility Study Reports, Special Project Reports, Budget Change Concepts, Budget Change Proposals, Local Assistance Documents, Spring Finance Letters, budgetary control documents, and various federal documents.</p>		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Review and analyzes all budgetary documents that impact the eWIC MIS project. These documents include, but are not limited to: Financial Worksheet Analysis, and various federal documents.</li> <li>• Acts as the Budget Liaison for the Health and Human Services Agency (Agency), Department of Finance (DOF), California Technology Department (CalTECH), Legislative Analyst's Office (LAO), and Legislature for all budget related information regarding the eWIC MIS Project.</li> <li>• Preparation of the funding and expenditure detail for the inclusion in the Governor's Budget and May Revision for OSI and CDPH. This is a challenging process when dealing with a project that includes distinct programs, multiple appropriations and funding streams.</li> <li>• Preparation and analysis of expenditure projections, Out-Of-State travel Blanket Coordination, Schedule 8 program and personal services allocations.</li> </ul>		

<b>Position Title</b>	Associate Budget Analyst
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Provide technical budget assistance as well as analytical advice on recommended approaches to fiscal challenges at the eWIC MIS Project level, and assist in the review of proposed legislation and the preparation of the fiscal impact to the WIC Program.</li> <li>• Assists the Budget Officer, Executive Management, and eWIC MIS Management in developing an effective course of action in budget planning and maintenance.</li> <li>• Prepare special budgetary information as requested by various entities with include Agency, DOF, CALTECH, the LAO and the Legislature.</li> <li>• Prepare and process transfer of budget allotments and review purchase estimates, printing requisitions, personnel documents, and contracts.</li> <li>• Prepare documents and memorandums regarding appropriate action of fiscal and personnel transactions requiring OSI approval or submittal to DOF.</li> <li>• Provide monthly CalSTARS management reports to the eWIC MIS Project. Respond to requests from eWIC MIS staff for customized budgetary reports.</li> </ul>

## Associate Personnel Analyst

<b>Position Title</b>	Associate Personnel Analyst		
<b>Position ID</b>	N/A	<b>State Position Number</b>	
<b>State Classification</b>	Associate Personnel Analyst (APA)		
<b>Position Start Date</b>	January 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI		
<b>Organizational Group/Team</b>	Human Resources		
<b>Core Team</b>	No	<b>Resource Category</b>	OSI Overhead
<b>Position Description</b>	<p>Provides human resources support in the areas of classification and pay, delegated personnel program compliance management, selection and recruitment, position requests, position control, labor relations, training, workforce planning, organizational change management, benefits, equal employment opportunity program, reasonable accommodation and worker's compensation. The APA will assist with developing duty statements, prepare justifications for classifications with exceptional allocations, prepare and audit recruitment documents that include application screening criteria, interview questions and other associated materials, review applications to ensure candidates meet minimum qualifications for self-service delegated testing, analyze pay scales, create and manage official position records, respond to eWIC MIS project management and employee inquires on personnel matters.</p>		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Provide assistance to managers, employees, control agencies, and others on varied and/or sensitive/complex personnel management matters to resolve issues, provide information, options, and/or recommendations, etc. using various personnel references/policies (e.g., MOU's, CALHR laws and rules, PMPPM, Selection Manual, etc.) as needed and/or upon request.</li> <li>• Work collaboratively with hiring managers to analyze, write, and complete Requests for Personnel Actions, justification for positions, create duty statements, and create current and proposed organization charts. Conduct analysis and formulate recommendations to properly classify positions consistent with the state classifications and pay plan utilizing desk audits, CALHR classification specifications, pay scales and C&amp;P manual, allocation guidelines, etc., as needed and/or upon request. Demonstrate knowledge of classifications used in designated unit/project to assist managers with appropriate position requests, justifications and duty statements.</li> </ul>		

<b>Position Title</b>	Associate Personnel Analyst
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Consult with and advise managers and supervisory staff, on the interpretation and application of civil service, laws, rules, and personnel policies, etc., utilizing reference materials (e.g., laws, rules, regulations, etc.) as needed and/or upon request.</li> <li>• Author proposed personnel actions (e.g., appointments, transfers, out-of class, T&amp;D assignments, HAM's, salary determination, etc.) to ensure conformity with regulations, classification and pay standards or good personnel practices using established guidelines, laws, rules and department policies and procedures as needed and/or requested by management.</li> <li>• Develop materials/tools to train individuals/groups in the appropriate interpretation and application of policies, procedures, guidelines, laws and rules, regulations relating to personnel matters utilizing various resources (e.g., expertise, manuals, laws and rules, desk audits, staff/consultants, job analysis, etc.) as needed and/or requested by management.</li> <li>• Provide training, instruction and/or guidance in the performance of personnel related tasks using various resources (e.g., expertise, policies, procedures, laws, rules, etc.).</li> <li>• Develop, maintain, and monitor a Training Plan. Design, coordinate, and provide training opportunities to employees. Conduct research and perform detailed and complex data analysis on training needs assessments/gap assessments in order to recommend future training needs; additionally, develop evaluation tools to measure training outcome and behavioral and learning transfer performances. Lead in the development of training strategies to ensure employees gain knowledge, skills, and abilities, to help them with job readiness, and develop processes to allow employees the opportunity to fully develop knowledge, skills and abilities that support successful IT projects.</li> <li>• Conduct research in areas of personnel matters (e.g., use of a specific classification, position allocation decisions, appropriate list usage, transfer of list eligibility, etc.) for appropriateness of application in compliance with laws, rules, regulations, policies, procedures, etc., utilizing various resources (e.g., expertise, policies, procedures, laws, rules, etc.).</li> <li>• Author adverse actions, rejections on probation, expectations memos, etc. and accompanying documents to take disciplinary action on employees using MOUs, laws, rules, regulations, policies, procedures, etc., upon request.</li> </ul>

<b>Position Title</b>	Associate Personnel Analyst
	<ul style="list-style-type: none"> <li>• Consult with managers and supervisors on inappropriate employee behavior to ensure the situation is handled in a constructive manner (e.g., adverse action, employee counseling record, Memo of Expectations, etc.) and in compliance with MOUs, laws, rules, regulations, policies, procedures, etc., as needed and/or upon request. Advise management on issues involving progressive discipline and corrective actions throughout the preventive, corrective and adverse action phases. Assist managers in preparing and gathering written documentation to support disciplinary issues.</li> <li>• Position Control (review of monthly periodic position reports, change of Established Position Form 607 and maintenance of position card file). Act as primary subject matter expert with OSI Fiscal for Schedule 8 position reconciliation, initiating justifications and position tracking.</li> </ul>

### Attorney III (Legal)

<b>Position Title</b>	Attorney III (Legal)		
<b>Position ID</b>	N/A	<b>State Position Number</b>	
<b>State Classification</b>	Attorney III		
<b>Position Start Date</b>	January 2016	<b>Position End Date</b>	Permanent
<b>Resource Organization</b>	OSI		
<b>Organizational Group/Team</b>	Legal		
<b>Core Team</b>	No	<b>Resource Category</b>	OSI Overhead
<b>Position Description</b>	<p>Provides legal expertise for the pre-procurement and contract development activities including all associated consultation, drafting and representation. In addition, the attorney will consult with and represent OSI in a variety of personnel-related duties that increase with the addition of state and contractor staff and the expansion of staff duties. The attorney will also consult with and represent OSI with respect to public requests for information, oversight agency issues and human resources support in the areas of classification and pay, delegated personnel program compliance management, selection and recruitment, position requests, position control, labor relations, training, workforce planning, organizational change management, benefits, equal employment opportunity program, reasonable accommodation and worker's compensation.</p>		
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Review procurement documents and accompanying supporting material, meet with projects to gather legal requirements, draft and periodically amend, as required, contracts, compliance documents, exhibits and other supporting documents and consult with procurement divisions of the OSI and sponsor departments.</li> <li>• Consult with project staff regarding communications, recommendations and requirements received from CalTech or DGS pertaining to contracting instruments, competitive and leveraged procurements and related issues.</li> </ul>		

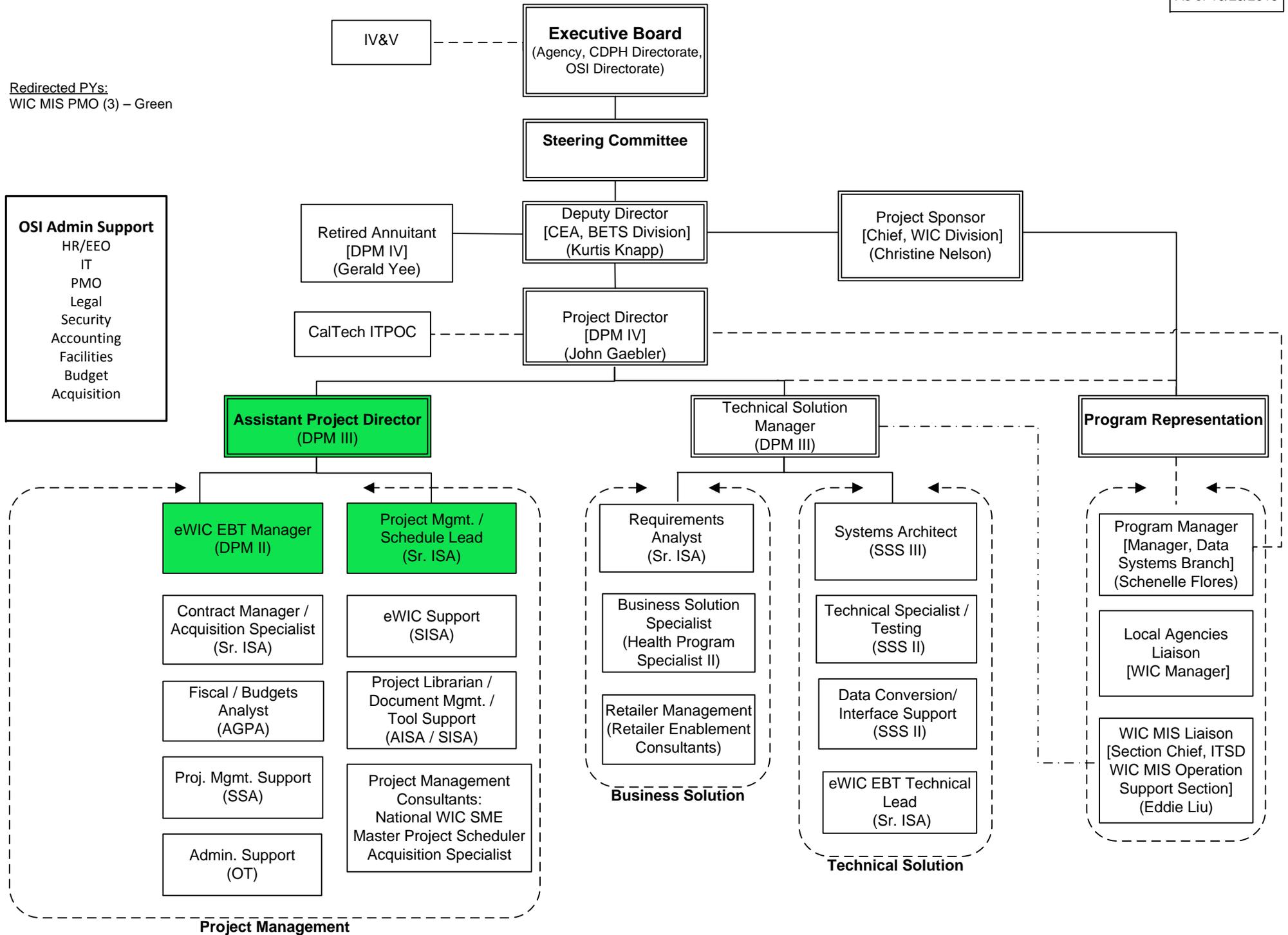
Position Title	Attorney III (Legal)
Activities	<ul style="list-style-type: none"> <li>• Draft, negotiate, review and amend all required Interagency agreements and memoranda of understanding with sponsor departments and other stakeholders.</li> <li>• Consult, conduct interviews, participate in hearings and draft documents relating to all personnel-related actions and issues.</li> <li>• Conduct miscellaneous legal consultations</li> <li>• Advise project staff and directorate regarding disputed contract issues with consultations and bidders, draft issue memoranda, prepare negotiation strategy documents, participate in contract negotiations and draft contract language proposals.</li> <li>• Consult regarding federal oversight issues, draft and review APDs, research federal procurement requirements and prepare issue memoranda.</li> <li>• Consult with staff regarding project-related information security issues, security breaches, required security agreements and addenda. Perform organizational privacy officer duties associated with the project.</li> <li>• Log and monitor Public Records Act requests, review and redact, as necessary, all requested records, coordinate with other affected departments, correspond with requestors and, as necessary, conduct meetings with requestors, obtain required approvals from Agency and the Governor's Office for the use of certain disclosure exemptions requiring such approvals, assist in PRA-related litigation and settlements.</li> <li>• Participate in project sponsor meetings, Agency meetings and project stakeholder meetings. Conduct preparatory legal research and prepare memoranda and agenda items for project staff as required.</li> <li>• Review and assist in the preparation of analyses of proposed legislation and consult with the directorate on the effects of such legislation. Draft language for proposed legislation as necessary and brief the directorate, sponsors and stakeholders on such legislative proposals and their rationales.</li> <li>• Consult regarding potential conflicts of interest. Represent the OSI in any resulting actions as necessary due to additional staff associated with the project.</li> <li>• Review and draft Government Code section 19130 consulting services justifications and consult with staff on organizational strategies for successfully filling positions with state civil service staff and, where necessary, contracting out for services not available in state classifications.</li> </ul>

<b>Position Title</b>	Attorney III (Legal)
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Review employee Statements of Economic Interest and consult as necessary with additional staff associated with the project. Revise, as necessary, Agency Conflict of Interest Code.</li> <li>• Consult with OSI staff and represent the state in EEO/Reasonable Accommodations/Whistleblower actions as necessary with additional staff associated with the project.</li> <li>• Consult with and prepare staff for Legislature and Governor's Office briefings and participate in briefings as needed.</li> <li>• Consult with and represent the OSI in issues and actions regarding employee protected leaves of absence (FMLA, CFRA) as necessary with additional staff associated with the project.</li> </ul>

# OSI eWIC MIS Project

As of 10/29/2015

Redirected PYs:  
WIC MIS PMO (3) – Green



eWIC MIS Project  
 Economic Analysis Worksheets (EAWs)  
 Page 1 of 10

SIMM 20C30C, Rev. 08/2010  
 Department: Public Health

**EXISTING SYSTEM/BASELINE COST WORKSHEET**  
 All costs to be shown in whole (unrounded) dollars.

Date Prepared: 10/16/2014

Project: Women, Infants, and Children (WIC) Management Information System (eWIC MIS)

	FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		SUBTOTAL	
	PYs	Amts												
<b>Continuing Information</b>														
<b>Technology Costs</b>														
Staff (salaries & benefits)	40.0	3,993,000	40.0	3,993,000	40.0	3,993,000	40.0	3,993,000	40.0	3,993,000	40.0	3,993,000	239.7	23,958,000
Hardware Lease/Maintenance		0		0		0		0		0		0		0
Software Maintenance/Licenses		230,000		230,000		230,000		230,000		230,000		230,000		1,380,000
Contract Services		0		0		0		0		0		0		0
Data Center Services		9,436,560		9,436,560		9,436,560		9,436,560		9,436,560		9,436,560		56,619,360
Agency Facilities		0		0		0		0		0		0		0
Other		1,367,000		1,367,000		1,367,000		1,367,000		1,367,000		1,367,000		8,202,000
<b>Total IT Costs</b>	<b>40.0</b>	<b>15,026,560</b>	<b>239.7</b>	<b>90,159,360</b>										
<b>Continuing Program Costs:</b>														
Staff (State)	115.0	10,805,400.0	115.0	10,805,400.0	115.0	10,805,400.0	115.0	10,805,400.0	115.0	10,805,400.0	115.0	10,805,400.0	690.0	64,832,400
Other (Local Agency)		374,138,384.4		374,138,384.4		374,138,384.4		374,138,384.4		374,138,384.4		374,138,384.4		2,244,830,306
<b>Total Program Costs</b>	<b>115.0</b>	<b>384,943,784</b>	<b>690.0</b>	<b>2,309,662,706</b>										
<b>TOTAL EXISTING SYSTEM COSTS</b>	<b>155.0</b>	<b>399,970,344</b>	<b>929.7</b>	<b>2,399,822,066</b>										

**EXISTING SYSTEM/BASELINE COST WORKSHEET**  
 All costs to be shown in whole (unrounded) dollars.

Date Prepared: 10/16/2014

SIMM 20C30C, Rev. 08/2010  
 Department: Public Health

Project: Women, Infants, and Children (WIC) Management Information System (eWIC MIS)

	Subtotal		FY 2019/20		FY 2020/21		FY 2021/22		FY 2022/23		FY 2023/24		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
<b>Continuing Information</b>														
<b>Technology Costs</b>														
Staff (salaries & benefits)	239.7	23,958,000	40.0	3,993,000	40.0	3,993,000	40.0	3,993,000	40.0	3,993,000	40.0	3,993,000	439.5	43,923,000
Hardware Lease/Maintenance		0		0		0		0		0		0		0
Software Maintenance/Licenses		1,380,000		230,000		230,000		230,000		230,000		230,000		2,530,000
Contract Services		0		0		0		0		0		0		0
Data Center Services		56,619,360		9,436,560		9,436,560		9,436,560		9,436,560		9,436,560		103,802,160
Agency Facilities		0		0		0		0		0		0		0
Other		8,202,000		1,367,000		1,367,000		1,367,000		1,367,000		1,367,000		15,037,000
<b>Total IT Costs</b>	<b>239.7</b>	<b>90,159,360</b>	<b>40.0</b>	<b>15,026,560</b>	<b>40.0</b>	<b>15,026,560</b>	<b>40.0</b>	<b>15,026,560</b>	<b>40.0</b>	<b>15,026,560</b>	<b>40</b>	<b>15,026,560</b>	<b>439.5</b>	<b>165,292,160</b>
<b>Continuing Program Costs:</b>														
Staff	690.0	64,832,400	115.0	10,805,400.0	115.0	10,805,400.0	115.0	10,805,400.0	115.0	10,805,400.0	115.0	10,805,400.0	1,265.0	118,859,400
Other		2,244,830,306		374,138,384.4		374,138,384.4		374,138,384.4		374,138,384.4		374,138,384.4		4,115,522,228
<b>Total Program Costs</b>	<b>690.0</b>	<b>2,309,662,706</b>	<b>115.0</b>	<b>384,943,784</b>	<b>115.0</b>	<b>384,943,784</b>	<b>115.0</b>	<b>384,943,784</b>	<b>115.0</b>	<b>384,943,784</b>	<b>115</b>	<b>384,943,784</b>	<b>1,265.0</b>	<b>4,234,381,628</b>
<b>TOTAL EXISTING SYSTEM COSTS</b>	<b>929.7</b>	<b>2,399,822,066</b>	<b>155.0</b>	<b>399,970,344</b>	<b>155.0</b>	<b>399,970,344</b>	<b>155.0</b>	<b>399,970,344</b>	<b>155.0</b>	<b>399,970,344</b>	<b>155</b>	<b>399,970,344</b>	<b>1,704.5</b>	<b>4,399,673,788</b>













SIMM 20C30C, Rev. 08/2010

**PROJECT FUNDING PLAN**

Department: Public Health

All Costs to be in whole (unrounded) dollars

Date Prepared: 10/16/2014

Project: Women, Infants, and Children (WIC) Management Information System (eWIC MIS)

	FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		SUBTOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
<b>TOTAL PROJECT COSTS</b>	<b>3.0</b>	<b>349,463</b>	<b>4.0</b>	<b>1,938,533</b>	<b>4.0</b>	<b>2,634,054</b>	<b>18.0</b>	<b>7,497,051</b>	<b>22.7</b>	<b>6,856,917</b>	<b>27.3</b>	<b>6,567,554</b>	<b>79.0</b>	<b>25,843,573</b>
<b>RESOURCES TO BE REDIRECTED</b>														
Staff	3.0	326,650	4.0	435,533	4.0	439,733	18.0	1,918,309	22.7	1,848,688	27.3	2,411,800	<b>79.0</b>	<b>7,380,712</b>
Funds:														
Existing System				0		0		0		0		0		0
Other Fund Sources		22,814		1,503,001		2,194,321		5,578,742		5,008,229		4,155,755		<b>18,462,862</b>
<b>TOTAL REDIRECTED RESOURCES**</b>	<b>3.0</b>	<b>349,463</b>	<b>4.0</b>	<b>1,938,533</b>	<b>4.0</b>	<b>2,634,054</b>	<b>18.0</b>	<b>7,497,051</b>	<b>22.7</b>	<b>6,856,917</b>	<b>27.3</b>	<b>6,567,554</b>	<b>79.0</b>	<b>25,843,573</b>
<b>ADDITIONAL PROJECT FUNDING NEEDED</b>														
One-Time Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	<b>0.0</b>	<b>0</b>
Continuing Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	<b>0.0</b>	<b>0</b>
<b>TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>
<b>TOTAL PROJECT FUNDING</b>	<b>3.0</b>	<b>349,463</b>	<b>4.0</b>	<b>1,938,533</b>	<b>4.0</b>	<b>2,634,054</b>	<b>18.0</b>	<b>7,497,051</b>	<b>22.7</b>	<b>6,856,917</b>	<b>27.3</b>	<b>6,567,554</b>	<b>79.0</b>	<b>25,843,573</b>
Difference: Funding - Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	<b>0.0</b>	<b>0</b>
Total Estimated Cost Savings	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	<b>0.0</b>	<b>0</b>

<b>FUNDING SOURCE*</b>														
General Fund	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Federal Fund	100%	349,463	100%	1,938,533	100%	2,634,054	100%	7,497,051	100%	6,856,917	100%	6,567,554	100%	25,843,573
Special Fund	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Reimbursement	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
<b>TOTAL FUNDING</b>	<b>100%</b>	<b>349,463</b>	<b>100%</b>	<b>1,938,533</b>	<b>100%</b>	<b>2,634,054</b>	<b>100%</b>	<b>7,497,051</b>	<b>100%</b>	<b>6,856,917</b>	<b>100%</b>	<b>6,567,554</b>	<b>100%</b>	<b>25,843,573</b>

\*Type: 100% federally funded by the USDA (United States Department of Agriculture)

\*\*Redirected Funds: A budget action may be required to obtain additional expenditure authority.

SIMM 20C30C, Rev. 08/2010

**PROJECT FUNDING PLAN**

Department: Public Health

All Costs to be in whole (unrounded) dollars

Date Prepared: 10/16/2014

Project: Women, Infants, and Children (WIC) Management Information System (eWIC MIS)

	SUBTOTALS		FY 2019/20		FY 2020/21		FY 2021/22		FY 2022/23		FY 2023/24		TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
<b>TOTAL PROJECT COSTS</b>	<b>79.0</b>	<b>25,843,573</b>	<b>30.3</b>	<b>6,728,840</b>	<b>33.3</b>	<b>6,521,828</b>	<b>40.0</b>	<b>7,187,328</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>182.5</b>	<b>46,281,570</b>
RESOURCES TO BE REDIRECTED														
Staff	79.0	7,380,712	30.3	3,066,556	33.3	3,327,500	40.0	3,993,000	0.0	0	0.0	0	182.5	17,767,768
Funds:														
Existing System		0		0		0		0		0		0		0
Other Fund Sources		18,462,862		3,662,284		3,194,328		3,194,328		0		0		28,513,802
<b>TOTAL REDIRECTED RESOURCES**</b>	<b>79.0</b>	<b>25,843,573</b>	<b>30.3</b>	<b>6,728,840</b>	<b>33.3</b>	<b>6,521,828</b>	<b>40.0</b>	<b>7,187,328</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>182.5</b>	<b>46,281,570</b>
ADDITIONAL PROJECT FUNDING NEEDED														
One-Time Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Continuing Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
<b>TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>
<b>TOTAL PROJECT FUNDING</b>	<b>79.0</b>	<b>25,843,573</b>	<b>30.3</b>	<b>6,728,840</b>	<b>33.3</b>	<b>6,521,828</b>	<b>40.0</b>	<b>7,187,328</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>182.5</b>	<b>46,281,570</b>
Difference: Funding - Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Estimated Cost Savings	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
<b>FUNDING SOURCE*</b>														
General Fund	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Federal Fund	100%	25,843,573	100%	6,728,840	100%	6,521,828	100%	7,187,328	0%	0	0%	0	100%	46,281,570
Special Fund	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Reimbursement	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
<b>TOTAL FUNDING</b>	<b>100%</b>	<b>25,843,573</b>	<b>100%</b>	<b>6,728,840</b>	<b>100%</b>	<b>6,521,828</b>	<b>100%</b>	<b>7,187,328</b>	<b>100%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>100%</b>	<b>46,281,570</b>

\*Type: 100% federally funded by the USDA (United States Department of Agriculture)

\*\*Redirected Funds: A budget action may be required to obtain additional expenditure authority.

eWIC MIS Project  
 Economic Analysis Worksheets (EAWs)  
 Page 1 of 10

SIMM 20C30C, Rev. 08/2010  
 Department: Public Health

**EXISTING SYSTEM/BASELINE COST WORKSHEET**  
 All costs to be shown in whole (unrounded) dollars.

Date Prepared: 11/12/15

Project: eWIC Management Information System (eWIC MIS) SPR1

	FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		SUBTOTAL	
	PYs	Amts												
<b>Continuing Information</b>														
<b>Technology Costs</b>														
Staff (salaries & benefits)	36.0	4,670,685	36.0	4,670,685	36.0	4,670,685	36.0	4,670,685	36.0	4,670,685	36.0	4,670,685	216.0	28,024,110
Hardware Lease/Maintenance		0		0		0		0		0		0		0
Software Maintenance/Licenses		230,000		230,000		230,000		230,000		230,000		230,000		1,380,000
Contract Services		0		0		0		0		0		0		0
Data Center Services		9,436,560		9,436,560		9,436,560		9,436,560		9,436,560		9,436,560		56,619,360
Agency Facilities		0		0		0		0		0		0		0
Other		1,367,000		1,367,000		1,367,000		1,367,000		1,367,000		1,367,000		8,202,000
<b>Total IT Costs</b>	<b>36.0</b>	<b>15,704,245</b>	<b>216.0</b>	<b>94,225,470</b>										
<b>Continuing Program Costs:</b>														
Staff (State)	115.0	10,805,400.0	115.0	10,805,400.0	115.0	10,805,400.0	115.0	10,805,400.0	115.0	10,805,400.0	115.0	10,805,400.0	690.0	64,832,400
Other (Local Agency)		374,138,384.4		374,138,384.4		374,138,384.4		374,138,384.4		374,138,384.4		374,138,384.4		2,244,830,306
<b>Total Program Costs</b>	<b>115.0</b>	<b>384,943,784</b>	<b>690.0</b>	<b>2,309,662,706</b>										
<b>TOTAL EXISTING SYSTEM COSTS</b>	<b>151.0</b>	<b>400,648,029</b>	<b>906.0</b>	<b>2,403,888,176</b>										

SIMM 20C30C, Rev. 08/2010  
 Department: Public Health

**EXISTING SYSTEM/BASELINE COST WORKSHEET**

All costs to be shown in whole (unrounded) dollars.

Date Prepared: 11/12/15

Project: eWIC Management Information System (eWIC MIS) SPR1

	Subtotal		FY 2019/20		FY 2020/21		FY 2021/22		FY 2022/23		FY 2023/24		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
<b>Continuing Information</b>														
<b>Technology Costs</b>														
Staff (salaries & benefits)	216.0	28,024,110	36.0	4,670,685	36.0	4,670,685	36.0	4,670,685	36.0	4,670,685	36.0	4,670,685	396.0	51,377,535
Hardware Lease/Maintenance		0		0		0		0		0		0		0
Software Maintenance/Licenses		1,380,000		230,000		230,000		230,000		230,000		230,000		2,530,000
Contract Services		0		0		0		0		0		0		0
Data Center Services		56,619,360		9,436,560		9,436,560		9,436,560		9,436,560		9,436,560		103,802,160
Agency Facilities		0		0		0		0		0		0		0
Other		8,202,000		1,367,000		1,367,000		1,367,000		1,367,000		1,367,000		15,037,000
<b>Total IT Costs</b>	<b>216.0</b>	<b>94,225,470</b>	<b>36.0</b>	<b>15,704,245</b>	<b>36.0</b>	<b>15,704,245</b>	<b>36.0</b>	<b>15,704,245</b>	<b>36.0</b>	<b>15,704,245</b>	<b>36</b>	<b>15,704,245</b>	<b>396.0</b>	<b>172,746,695</b>
<b>Continuing Program Costs:</b>														
Staff	690.0	64,832,400	115.0	10,805,400.0	115.0	10,805,400.0	115.0	10,805,400.0	115.0	10,805,400.0	115.0	10,805,400.0	1,265.0	118,859,400
Other		2,244,830,306		374,138,384.4		374,138,384.4		374,138,384.4		374,138,384.4		374,138,384.4		4,115,522,228
<b>Total Program Costs</b>	<b>690.0</b>	<b>2,309,662,706</b>	<b>115.0</b>	<b>384,943,784</b>	<b>115.0</b>	<b>384,943,784</b>	<b>115.0</b>	<b>384,943,784</b>	<b>115.0</b>	<b>384,943,784</b>	<b>115</b>	<b>384,943,784</b>	<b>1,265.0</b>	<b>4,234,381,628</b>
<b>TOTAL EXISTING SYSTEM COST</b>	<b>906.0</b>	<b>2,403,888,176</b>	<b>151.0</b>	<b>400,648,029</b>	<b>151.0</b>	<b>400,648,029</b>	<b>151.0</b>	<b>400,648,029</b>	<b>151.0</b>	<b>400,648,029</b>	<b>151</b>	<b>400,648,029</b>	<b>1,661.0</b>	<b>4,407,128,323</b>













SIMM 20C30C, Rev. 08/2010

**PROJECT FUNDING PLAN**

Department: Public Health

All Costs to be in whole (unrounded) dollars

Date Prepared: 11/12/15

Project: eWIC Management Information System (eWIC MIS) SPR1

	FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		SUBTOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
<b>TOTAL PROJECT COSTS</b>	<b>3.0</b>	<b>326,650</b>	<b>4.2</b>	<b>1,191,681</b>	<b>28.5</b>	<b>4,628,348</b>	<b>27.3</b>	<b>7,082,577</b>	<b>27.3</b>	<b>8,299,810</b>	<b>32.6</b>	<b>16,102,184</b>	<b>123.0</b>	<b>37,631,249</b>
RESOURCES TO BE REDIRECTED														
Staff	3.0	326,650	4.2	604,892	28.5	2,827,260	7.3	960,972	7.3	960,972	13.1	1,724,712	63.5	7,405,458
Funds:														
Existing System				0		0		0		0		0		0
Other Fund Sources		0		586,789		1,801,088		979,900		1,705,163		6,319,483		11,392,423
<b>TOTAL REDIRECTED RESOURCES</b>	<b>3.0</b>	<b>326,650</b>	<b>4.2</b>	<b>1,191,681</b>	<b>28.5</b>	<b>4,628,348</b>	<b>7.3</b>	<b>1,940,872</b>	<b>7.3</b>	<b>2,666,135</b>	<b>13.1</b>	<b>8,044,195</b>	<b>63.5</b>	<b>18,797,880</b>
ADDITIONAL PROJECT FUNDING NEEDED														
One-Time Project Costs	0.0	0	0.0	0	0.0	0	20.0	5,141,705	20.0	5,633,675	19.5	8,057,989	59.5	0
Continuing Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
<b>TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>20.0</b>	<b>5,141,705</b>	<b>20.0</b>	<b>5,633,675</b>	<b>19.5</b>	<b>8,057,989</b>	<b>59.5</b>	<b>18,833,369</b>
<b>TOTAL PROJECT FUNDING</b>	<b>3.0</b>	<b>326,650</b>	<b>4.2</b>	<b>1,191,681</b>	<b>28.5</b>	<b>4,628,348</b>	<b>27.3</b>	<b>7,082,577</b>	<b>27.3</b>	<b>8,299,810</b>	<b>32.6</b>	<b>16,102,184</b>	<b>123.0</b>	<b>37,631,249</b>
Difference: Funding - Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	(0)	0.0	0
Total Estimated Cost Savings	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0

FUNDING SOURCE*														
General Fund	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Federal Fund	100%	326,650	100%	1,191,681	100%	4,628,348	100%	7,082,577	100%	8,299,810	100%	16,102,184	100%	37,631,249
Special Fund	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Reimbursement	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
<b>TOTAL FUNDING</b>	<b>100%</b>	<b>326,650</b>	<b>100%</b>	<b>1,191,681</b>	<b>100%</b>	<b>4,628,348</b>	<b>100%</b>	<b>7,082,577</b>	<b>100%</b>	<b>8,299,810</b>	<b>100%</b>	<b>16,102,184</b>	<b>100%</b>	<b>37,631,249</b>

\*Type: 100% federally funded by the USDA (United States Department of Agriculture)



eWIC MIS Project  
Economic Analysis Worksheets (EAWs)

Page 10 of 10

SI MM 20C30C, Rev. 08/2010

**PROJECT FUNDING PLAN**

Department: Public Health

All Costs to be in whole (unrounded) dollars

Date Prepared: 11/12/15

Project: eWIC Management Information System (eWIC MIS) SPR1

	SUBTOTALS		FY 2019/20		FY 2020/21		FY 2021/22		FY 2022/23		FY 2023/24		TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
<b>TOTAL PROJECT COSTS</b>	<b>123.0</b>	<b>37,631,249</b>	<b>49.9</b>	<b>21,904,637</b>	<b>55.6</b>	<b>18,118,654</b>	<b>55.5</b>	<b>12,634,269</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>283.9</b>	<b>90,288,809</b>
RESOURCES TO BE REDIRECTED														
Staff	63.5	7,405,458	30.4	3,965,234	36.1	4,958,812	55.5	6,945,272	0.0	0	0.0	0	185.5	23,274,776
Funds:														
Existing System		0		0		0		0		0		0		0
Other Fund Sources		30,225,791		10,674,271		8,159,007		5,688,997		0		0		54,748,066
<b>TOTAL REDIRECTED RESOURCES</b>	<b>63.5</b>	<b>18,797,880</b>	<b>30.4</b>	<b>14,639,505</b>	<b>36.1</b>	<b>13,117,819</b>	<b>55.5</b>	<b>12,634,269</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>185.5</b>	<b>59,189,473</b>
ADDITIONAL PROJECT FUNDING NEEDED														
One-Time Project Costs	59.5	0	19.5	7,265,132	19.5	5,000,836	0.0	0	0.0	0	0.0	0	98.5	12,265,968
Continuing Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
<b>TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR</b>	<b>59.5</b>	<b>18,833,369</b>	<b>19.5</b>	<b>7,265,132</b>	<b>19.5</b>	<b>5,000,836</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>98.5</b>	<b>31,099,337</b>
<b>TOTAL PROJECT FUNDING</b>	<b>123.0</b>	<b>37,631,249</b>	<b>49.9</b>	<b>21,904,637</b>	<b>55.6</b>	<b>18,118,655</b>	<b>55.5</b>	<b>12,634,269</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>284.0</b>	<b>90,288,810</b>
Difference: Funding - Costs	0.0	0	0.0	0	0.0	1	0.0	0	0.0	0	0.0	0	0.1	1
Total Estimated Cost Savings	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
<b>FUNDING SOURCE*</b>														
General Fund	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Federal Fund	100%	37,631,249	100%	21,904,637	100%	18,118,655	100%	12,634,269	0%	0	0%	0	100%	90,288,810
Special Fund	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Reimbursement	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
<b>TOTAL FUNDING</b>	<b>100%</b>	<b>37,631,249</b>	<b>100%</b>	<b>21,904,637</b>	<b>100%</b>	<b>18,118,655</b>	<b>100%</b>	<b>12,634,269</b>	<b>100%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>100%</b>	<b>90,288,810</b>

\*Type: 100% federally funded by the USDA (United States Department of Agriculture)



## eWIC Project - Risk Log

#	MIS, EBT, or MIS/EBT	Risk #	Origin Date (MM/DD/YY)	Date Closed	Trigger Date	Risk Status (Open, Closed, Monitor)	Risk Owner	Probability (1 - 5)	Potential Impact (1 - 5)	Risk Level (1 - 25)	Color	Risk Response	Risk Description	Risk Mitigation Strategy
26	EBT	EBT-26-20130628	06/28/2013			Open	Sharon Streifling	5	5	25	Red	Mitigate	<b>Other Project Dependency</b> -WIC MIS is on critical path of eWIC EBT project. If eWIC MIS schedule implements past the October 1, 2010 federal mandate, CDPH will not be in compliance with EBT.	Shared risk with eWIC MIS. The EBT Services vendor may still begin work with CDPH on Automated Response Unit scripts, website development, and other tasks prior to MIS system integator start date.
2	MIS/EBT	MIS/EBT-2-20140628	06/28/2014			Open	Schenelle Flores / Betsy Vallejo	5	5	25	Red	Mitigate	<b>Schedule</b> - Urgency to implement EBT and MIS project in shortest timeframe may preclude success of project due to incomplete analysis of all options.	1) PMT working with WIC and ITSD staff to ensure their understanding of the process. 3) Keep SC informed of impacts. 4) Manage deliverables and milestones closely to ensure staff are on-board with deadlines. 5) Share and discuss scheduled tasks and milestones on a weekly (at minimum) and daily (preferred) basis between PMO and STPD staff. 6) Strategy of having multiple implementation teams. 7) Roll out implementation by prioritized requirements.
1	MIS	MIS-1-20141230	12/30/2014			open	Schenelle Flores / Betsy Vallejo	4	5	20	Red	Mitigate	<b>Schedule</b> - Allowances for state and federal review of the MIS RFP may jeopardize project completion in accordance with USDA deadlines. MIS RFP development taking longer than originally planned.	1) STPD agreed to work days other than Wednesday/Friday and reviewing section on a flow basis 2) USDA may consider giving 45 day instead of 60 day review if resources available and agrees with 10 day review prior to release to bidders 3) Built in langage in MIS RFP for contractor to shorten implementation schedule 4) Conduct walkthroughs to expedite executive management review of RFP sections. 5) WIC Management inform USDA statewide implementation may exceed federal mandate; work with USDA to resolve issues as a result of not meeting federal deadline. 6) Rob Peterson, CalTech Procurement expert, available fulltime to work on MIS RFP. 7) Possible amendments to PCG contract 8) Leave upto MIS vendor how to implement in time to meet federal mandate of October 1, 2020. 9) Prioritization MIS requirements to ensure that it meets EBT mandate 10) Bring new RFP developer on board
3	MIS/EBT	MIS/EBT-3-20130301	03/01/2013			Open	Schenelle Flores / Betsy Vallejo	4	5	20	Red	Mitigate	<b>Human Resources</b> -Lack of availability of key state staff due to program workload, competing priorities, and hiring constraints increases project schedule and decreases success and quality of implementation.	Monitor and report monthly on the continued availability of redirected resources. Specifically: 1) Brief WIC Management during one on one weekly meetings. 2) Work with ITSD management to advertise and fill DPM III. 3) Continue to brief Steering Committee and WIC/ITSD management on needs of eWIC to ensure resources and plan for redirection of WIC staff as approved in the IAPD and FSR. 4) Have focus session for identifying resources and skill availability. 5) WIC's reorganization adds more resources for program to support eWIC project.

## eWIC Project - Risk Log

#	MIS, EBT, or MIS/EBT	Risk #	Origin Date (MM/DD/YY)	Date Closed	Trigger Date	Risk Status (Open, Closed, Monitor)	Risk Owner	Probability (1 - 5)	Potential Impact (1 - 5)	Risk Level (1 - 25)	Color	Risk Response	Risk Description	Risk Mitigation Strategy
45	MIS/EBT	MIS/EBT-45-20150710	07/10/2015			Open	OSI	4	5	20	Red	Mitigate	<b>Schedule</b> -Transition of project management efforts, including RFP Developer's RFO, SPR, and eWIC MIS RFP, to OSI may cause delays in the development of the MIS RFP and the USDA Mandate of 2020 for EBT	1) OSI has support from CHHS for 16/17 BCP. 2) OSI to expedite the development of the SPR, IAA, and Acquisition Specialist RFO
13	MIS/EBT	MIS/EBT-13-20140826	08/26/2014			Open	Betsy Vallejo	2	5	10	Yellow	Mitigate	<b>MIS-EBT Interface Requirements Management</b> - EBT and MIS vendors may not collaborate successfully if requirements not clear on integration causing scope, schedule, and cost issues.	1) Work with OSI, WIC, and ITSD staff to ensure clear concise requirements and deliverables are written in both RFPs for Integration Management. 2) EBT Integration Management Plan 3) Interface Specifications 4) Test jointly requirements.
34	EBT	EBT-34-20141202	12/02/2014			Open	Sharon Streifling	3	3	9	Green	Mitigate	<b>Procurement</b> - EBT 3 RFP Key Action Dates - Execution of contract may be held up if <b>IAPD Update/SPR to update for cost</b> not yet approved by date planned for contract execution.	1) Develop IAPD/SPR text and be ready to put in numbers as soon as selection is made. 2) Route draft for language content prior to numbers being populated to have buy-off from WIC Management and Executive, for content. Then when costs/schedule updated there can be a more focused review.
35	EBT	EBT-35-20141202	12/02/2014			Open	Sharon Streifling	3	3	9	Green	Mitigate	<b>Procurement</b> - EBT 3 RFP Key Action Dates - Execution of contract may be held up if <b>SPR</b> not yet approved by date planned for contract execution.	1) Develop SPR text and be ready to put in numbers as soon as selection is made. 2) Route draft for language content prior to numbers being populated to have buy-off from WIC Management and Executive, for content. Then when costs/schedule updated there can be a more focused review. 3) Engage Eric Aguilar, Project Oversight for MIS at CTA, early in process to get buy-in on content of SPR and provide CHHSA and CTA advocate for timely approval.
28	EBT	EBT-28-20130301	03/01/2013			Open	Sharon Streifling	2	3	6	Green	Mitigate	<b>Stakeholder Management</b> - If MIS-EBT pilot or statewide implementation occur during months of Oct-Dec (holiday months) retailers will not want to participate.	1) Plan pilot and rollout during non-holiday months. 2) Work with MIS system integrator to determine best roll-out.
6	MIS	MIS-6-20130301	03/01/2013			Open	Eddie Lieu	2	3	6	Green	Mitigate	<b>Infrastructure</b> - Complexity of hardware and software (servers, client PC's printers, et al) needed to support the system may impact schedule, scope, and cost.	1) Engage hosting entity early and often. Maintain direct contacts and maintain communications. 2) Require the MIS contractor to document the infrastructure design and architecture and present to CDPH and OTech staff.

## eWIC Project - Risk Log

#	MIS, EBT, or MIS/EBT	Risk #	Origin Date (MM/DD/YY YY)	Date Closed	Trigger Date	Risk Status (Open, Closed, Monitor)	Risk Owner	Probability (1 - 5)	Potential Impact (1 - 5)	Risk Level (1 - 25)	Color	Risk Response	Risk Description	Risk Mitigation Strategy
4	MIS	MIS-4-20130301	03/01/2013			Open	Eddie Lieu	2	2	4	Green	Mitigate	<b>Technology</b> - A system may not be able to support California's caseload capacity. Currently there is no WIC MIS proven to handle CA's volume in transactions. Scope at risk if requirements not properly defined.	1) View demonstrations of other state's systems. 2) Communicate with other states and vendors so that everyone is aware of our concern about scalability. 3) Require the MIS contractor to design and architect a system infrastructure needed for the size of California. 4) Plan for performance testing of the new MIS system. Do not accept the system if it fails these performance tests. 5) Technical requirements will be included in RFP related with system performance in terms of transaction per second. 6) Requirements will be added to RFP to account for scalability.
5	MIS	MIS-5-20140826	08/26/2014			Open	Schenelle Flores / Betsy Vallejo	2	2	4	Green	Mitigate	<b>Technology</b> - Minimal selection of vendors to bid in CA. Schedule could be delayed if appropriate implementation vendor is not found; vendor bids may be higher than anticipated.	1) Include requirements in MIS RFP to allow competitive bid process. 2) Work with STPD for creating contingency plan 3) There can be more than 3 vendors who can do bidding
48	MIS	MIS-48-20160108	01/08/2016			Open	John Gaebler	3	5	15	Yellow	Mitigate	<b>OSI Project Positions</b> - The SPR #1 includes the addition of 19.5 OSI positions to support and manage the project. The SPR has not been approved and the inability to hire the positions will impact the management of the Project.	1) Discuss strategic proposals with WIC and elicit input 2) Conduct preliminary outreach to USDA regarding project changes and strategies 3) Identify OSI resources that may be redirected to support the project if current strategy is not approved 4) Re-evaluate project duration, staffing, and funding needs
49	MIS	MIS-49-20160108	01/08/2016			Open	John Gaebler	2	5	10	Yellow	Mitigate	<b>USDA SPR #1 Strategy Approval</b> - The SPR #1 elaborates on the strategy to address shortcomings in the project through the transition of PM responsibilities to OSI; decomposition of the project schedule; revision of the staffing model; and increasing the total project costs to account for project staffing, overhead expenses, and increasing the duration for Planning/Procurement activities. USDA provides federal funding for the project and may not approve of the new strategic approach.	1) Discuss strategic proposals with WIC and elicit input 2) Conduct preliminary outreach to USDA regarding project changes and strategies 3) Identify OSI resources that may be redirected to support the project if current strategy is not approved 4) Re-evaluate project duration and funding needs

Risk Response	Definition
Avoid	The risk is completely eliminated.
Mitigate	The risk level is reduced to an acceptable level
Transfer	The project team transfers both the threat and the responsibility for the risk to a third party
Accept	Use in two situations, the team has made a conscious decision not to pursue a response strategy for the risk involved, the team cannot identify a suitable response strategy

**eWIC MANAGEMENT INFORMATION SYSTEM (4265-028) Planning & Procurement Schedule**

ID	% Work	Task Name	Duration	Planned Start	Planned Finish
0	<b>57%</b>	<b>eWIC MANAGEMENT INFORMATION SYSTEM (4265-028) Planning &amp; Procurement Schedule</b>	<b>1613 days</b>	<b>Tue 10/28/14</b>	<b>Wed 3/31/21</b>
1	<b>70%</b>	<b>eWIC MIS PLANNING</b>	<b>356 days</b>	<b>Tue 10/28/14</b>	<b>Thu 3/31/16</b>
2	<b>77%</b>	<b>Complete eWIC MIS Approval, Governance &amp; Budgeting Activities (Planning)</b>	<b>328 days</b>	<b>Tue 10/28/14</b>	<b>Mon 2/22/16</b>
3	<b>100%</b>	<b>State FSR Approval</b>	<b>0 days</b>	<b>Tue 10/28/14</b>	<b>Tue 10/28/14</b>
5	<b>100%</b>	<b>Charter and Governance Plan</b>	<b>121 days</b>	<b>Wed 10/29/14</b>	<b>Mon 4/27/15</b>
14	<b>36%</b>	<b>IAPD-Update to combine EBT and MIS projects for USDA</b>	<b>203 days</b>	<b>Fri 5/1/15</b>	<b>Mon 2/22/16</b>
20	<b>96%</b>	<b>Special Project Report (Triggered by schedule variance for MIS RFP Release)</b>	<b>118 days</b>	<b>Fri 6/12/15</b>	<b>Mon 11/30/15</b>
21	100%	Identify lead for SPR development	36 days	Fri 6/12/15	Fri 7/31/15
22	100%	Develop SPR	72 days	Mon 8/3/15	Thu 11/12/15
23	0%	Approve SPR	10 days	Fri 11/13/15	Mon 11/30/15
24	<b>67%</b>	<b>Complete eWIC MIS Project Management Plans</b>	<b>298 days</b>	<b>Mon 1/26/15</b>	<b>Thu 3/31/16</b>
25	<b>100%</b>	<b>Risk and Issue Management Plan</b>	<b>39 days</b>	<b>Mon 1/26/15</b>	<b>Fri 3/20/15</b>
31	<b>100%</b>	<b>Communication Management Plan</b>	<b>34 days</b>	<b>Mon 1/26/15</b>	<b>Fri 3/13/15</b>
36	<b>100%</b>	<b>Procurement Management Plan</b>	<b>39 days</b>	<b>Sun 3/1/15</b>	<b>Fri 4/24/15</b>
40	<b>45%</b>	<b>Schedule Management Plan</b>	<b>231 days</b>	<b>Fri 5/1/15</b>	<b>Thu 3/31/16</b>
44	<b>100%</b>	<b>Scope Management Plan</b>	<b>10 days</b>	<b>Fri 5/1/15</b>	<b>Thu 5/14/15</b>
48	<b>100%</b>	<b>Change Control Management Plan</b>	<b>70 days</b>	<b>Mon 3/2/15</b>	<b>Tue 6/9/15</b>
52	<b>100%</b>	<b>Quality Management Plan</b>	<b>70 days</b>	<b>Mon 3/2/15</b>	<b>Tue 6/9/15</b>
56	<b>36%</b>	<b>Human Resources Management Plan</b>	<b>231 days</b>	<b>Fri 5/1/15</b>	<b>Thu 3/31/16</b>
60	<b>100%</b>	<b>Cost Management Plan</b>	<b>30 days</b>	<b>Fri 5/15/15</b>	<b>Fri 6/26/15</b>
64	<b>100%</b>	<b>Contractor Management Plan</b>	<b>30 days</b>	<b>Fri 5/15/15</b>	<b>Fri 6/26/15</b>
68	<b>0%</b>	<b>Complete eWIC MIS Bidder Library Website Development</b>	<b>20 days</b>	<b>Mon 6/1/15</b>	<b>Fri 6/26/15</b>
74	<b>59%</b>	<b>eWIC MIS PROCUREMENT</b>	<b>971 days</b>	<b>Wed 10/29/14</b>	<b>Fri 9/7/18</b>
75	<b>100%</b>	<b>Acquire #1 MIS RFP Acquisition Specialist &amp; SME Contract</b>	<b>9 days</b>	<b>Wed 10/29/14</b>	<b>Mon 11/10/14</b>
79	<b>100%</b>	<b>Acquire IV&amp;V Consultant for RFP Review</b>	<b>109 days</b>	<b>Wed 10/29/14</b>	<b>Thu 4/9/15</b>
95	<b>74%</b>	<b>Acquire #2 MIS RFP Acquisition Specialist &amp; SME Contract</b>	<b>233 days</b>	<b>Mon 3/2/15</b>	<b>Tue 2/2/16</b>
101	<b>0%</b>	<b>Acquire eWIC MIS Consultants</b>	<b>424 days</b>	<b>Mon 11/2/15</b>	<b>Mon 7/10/17</b>
102	<b>0%</b>	<b>eWIC MIS Project Management Support Consultant</b>	<b>63 days</b>	<b>Mon 11/2/15</b>	<b>Thu 2/4/16</b>
110	<b>0%</b>	<b>eWIC MIS OCM Support Services Consultant</b>	<b>82 days</b>	<b>Wed 3/15/17</b>	<b>Mon 7/10/17</b>
118	<b>0%</b>	<b>eWIC MIS Retailer Enablement Consultant</b>	<b>103 days</b>	<b>Mon 3/7/16</b>	<b>Fri 7/29/16</b>
126	<b>0%</b>	<b>Hire Group 1 of eWIC MIS State Staff</b>	<b>41 days</b>	<b>Mon 11/2/15</b>	<b>Mon 1/4/16</b>
130	<b>0%</b>	<b>Hire Group 2 eWIC MIS State Staff</b>	<b>61 days</b>	<b>Mon 11/16/15</b>	<b>Tue 2/16/16</b>
134	<b>0%</b>	<b>Hire Group 3 of eWIC MIS State Staff</b>	<b>70 days</b>	<b>Tue 11/17/15</b>	<b>Tue 3/1/16</b>

eWIC MANAGEMENT INFORMATION SYSTEM (4265-028) Planning & Procurement Schedule

ID	% Work	Task Name	Duration	Planned Start	Planned Finish
138	59%	<b>MIS REQUEST FOR PROPOSAL DEVELOPMENT, RELEASE, and CONTRACT AWARD</b>	958 days	Tue 11/18/14	Fri 9/7/18
139	71%	<b>MIS RFP DEVELOPMENT</b>	410 days	Tue 11/18/14	Thu 7/7/16
256	0%	<b>Assemble all RFP sections into complete package prior to Informal Draft review</b>	23 days	Fri 7/8/16	Tue 8/9/16
257	0%	<b>All RFP sections assembled into complete package</b>	23 days	Fri 7/8/16	Tue 8/9/16
258	0%	Informal Draft RFP assembled and ready for review	0 days	Tue 8/9/16	Tue 8/9/16
259	0%	<b>MIS RFP REVIEW</b>	211 days	Wed 8/10/16	Fri 6/9/17
260	0%	<b>CDPH Management &amp; CalTech Critical Partners Review Informal Draft RFP</b>	25 days	Wed 8/10/16	Wed 9/14/16
270	0%	<b>USDA Informal Draft RFP Review (to approve posting Draft RFP for bidder comment)</b>	23 days	Thu 9/15/16	Mon 10/17/16
274	0%	<b>STPD Informal Draft RFP Review</b>	30 days	Tue 10/18/16	Thu 12/1/16
278	0%	<b>STPD Formal Draft RFP Review</b>	34 days	Fri 12/2/16	Thu 1/19/17
283	0%	<b>Post Formal Draft RFP on Fi\$CAL for bidder review and incorporate comments</b>	20 days	Fri 1/20/17	Thu 2/16/17
285	0%	<b>STPD / CDPH compile, review, and update Formal Draft RFP based on bidder comments</b>	10 days	Fri 2/17/17	Fri 3/3/17
288	0%	<b>Distribute Formal Draft RFP for review by PMT / IVV / IPOC / CDPH Management / STPD after bidder comments</b>	13 days	Mon 3/6/17	Wed 3/22/17
297	0%	<b>USDA / FNS Formal Review of Final RFP</b>	48 days	Thu 3/23/17	Tue 5/30/17
301	0%	<b>Distribute to STPD for secondary Final RFP review, PMT update as necessary based on STPD input</b>	7 days	Wed 5/31/17	Thu 6/8/17
305	0%	<b>STPD approves Final RFP and releases on Fi\$CAL</b>	1 day	Fri 6/9/17	Fri 6/9/17
306	0%	STPD approves and releases RFP on Fi\$Cal	1 day	Fri 6/9/17	Fri 6/9/17
307	0%	<b>RELEASE FINAL RFP</b>	0 days	Fri 6/9/17	Fri 6/9/17
308	0%	<b>MIS RFP RELEASE TO CONTRACT EXECUTION</b>	314 days	Mon 6/12/17	Fri 9/7/18
309	0%	<b>Draft Proposals (4.5 months)</b>	98 days	Mon 6/12/17	Fri 10/27/17
319	0%	<b>Final Proposals (4 months)</b>	81 days	Mon 10/30/17	Tue 2/27/18
328	0%	<b>Notification of Intent to Award (3 months)</b>	44 days	Wed 2/28/18	Tue 5/1/18
332	0%	<b>IAPD-Update and SPR Development</b>	44 days	Wed 2/28/18	Tue 5/1/18
335	0%	<b>Obtain USDA / State approval of contract (3.5 months)</b>	91 days	Wed 5/2/18	Fri 9/7/18
336	0%	WIC Prepare for State and USDA approvals	30 days	Wed 5/2/18	Tue 6/12/18
337	0%	Submit to USDA/CalTech for federal review	60 days	Wed 6/13/18	Thu 9/6/18
338	0%	<b>Contract Execution</b>	1 day	Fri 9/7/18	Fri 9/7/18
339	0%	<b>MIS IV&amp;V Services and Quality Assurance Services for Implementation</b>	260 days	Mon 10/3/16	Wed 10/11/17
340	0%	Approve and Release RFO, Solicitation Period, Evaluate and Select offers, Award IV&V Contract	260 days	Mon 10/3/16	Wed 10/11/17
341	0%	<b>eWIC MIS IMPLEMENTATION</b>	641 days	Mon 9/10/18	Wed 3/31/21
342	0%	Complete development, pilot and statewide implementation of Priority 1 requirements	519 days	Mon 9/10/18	Wed 9/30/20
343	0%	Complete implementation of Priority 2 and 3 requirements (6 months)	122 days	Thu 10/1/20	Wed 3/31/21

**Project Name:** EWIC MIS  
**Technology Agency Project #:**  
**Department:** California Department of Public Health (CDPH)  
**Revision Date:** 10/22/15

# Complexity Assessment

## Business Complexity

**Instructions:** On a scale of .5 - low to 4-high (0 = N/A), rate each applicable attribute and compute the Business Complexity by dividing the total by the number of items rated above zero. [Notes: Business and technical complexity will be computed automatically in this worksheet, using the ratings you enter. Move your pointer over each attribute cell, marked with a red triangle, to see a definition of the attribute.]

Low Complexity		Business Attribute	High Complexity	Rating
0	1	2	3	
Static		<b>Business rules</b>	Changing	3.5
Static		<b>Current Business Systems</b>	Changing	4
Known and Followed		<b>Decision Making Process</b>	Not Known	2
Low		<b>Financial Risk to State</b>	High	4
Local		<b>Geography</b>	State Wide	4
Clear and Stable		<b>High Level Requirements</b>	Vague	2.5
Few & Routine		<b>Interaction with Other Departments and Entities</b>	Many and New	4
None		<b>Impact to Business Process</b>	High	4
Few & Straight Forward		<b>Issues</b>	Multiple & Contentious	4
High		<b>Level of Authority</b>	Low	3
Clear		<b>Objectives</b>	Vague	1
Established		<b>Policies</b>	Non-existent	1
Minimal		<b>Politics</b>	High	4
Familiar		<b>Target Users</b>	Unfamiliar	3.5
Experienced		<b>Project Manager's Experience</b>	Inexperienced	1.5
Experienced		<b>Team</b>	Inexperienced	1.5
Loose		<b>Time Scale</b>	Tight	4
Low		<b>Visibility</b>	High	4
			Total:	55.5
			Complexity:	3.1

**Project Name:** EWIC MIS  
**Technology Agency Project #:**  
**Department:** California Department of Public Health (CDPH)  
**Revision Date:** 10/22/15

# Complexity Assessment

## Technical Complexity

**Instructions:** On a scale of 0-low to 4-high, rate each applicable attribute and compute the Technical Complexity by dividing the total by the number of items rated above zero. Use the definitions in the student notebook for clarity.

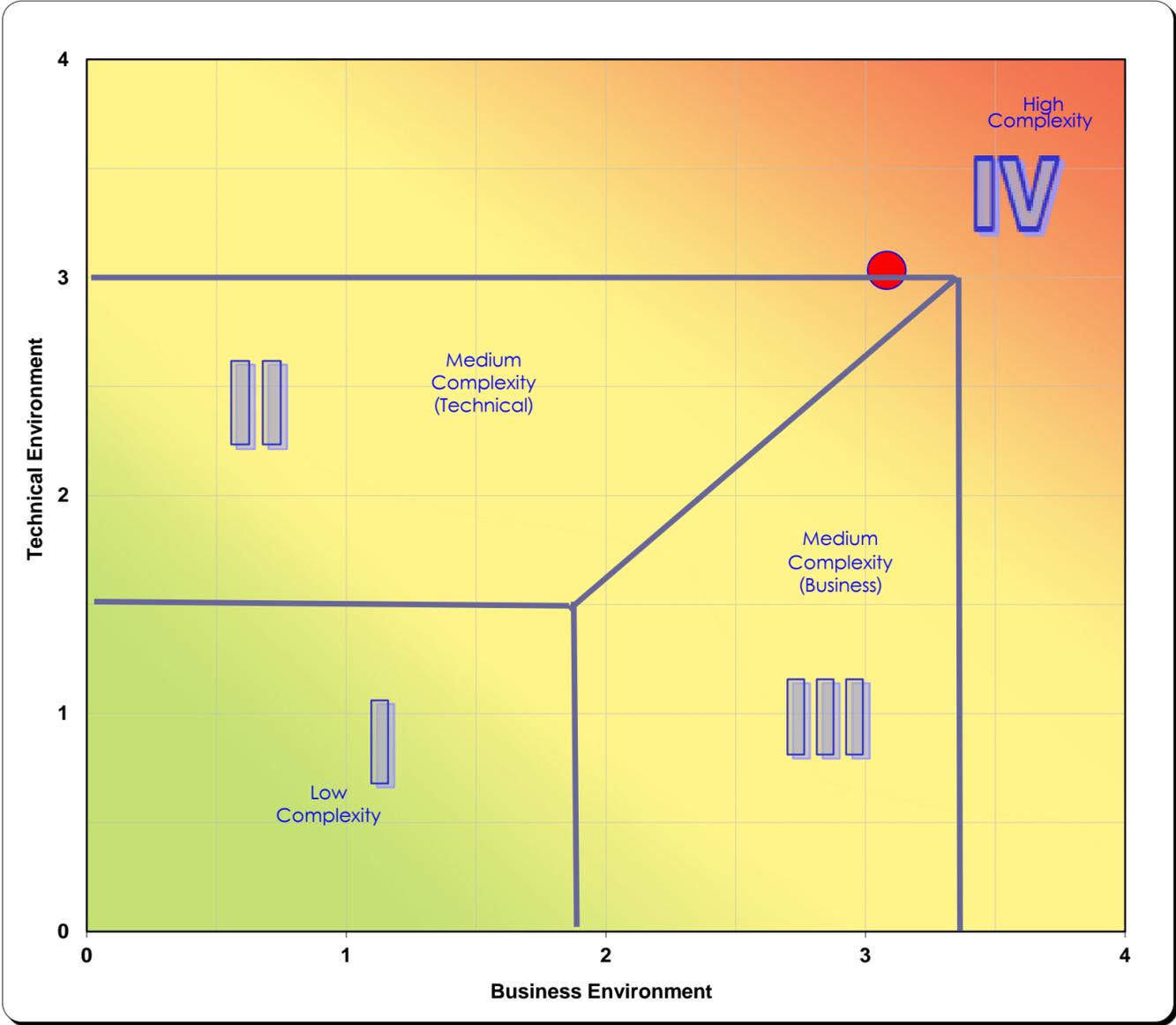
Low Complexity		Technical Attribute	High Complexity	Rating
0	1	2	3	
Local		<b>Communications</b>	State wide	4
Established		<b>Delivery Mechanism</b>	New	3
Local		<b>Geography</b>	State wide	4
Proven		<b>Hardware</b>	New	4
Stand-alone		<b>Level Of Integration</b>	Tightly Integrated	4
Proven/Stable		<b>Networks (L/W)</b>	New	3
In place		<b>New Technology Architecture</b>	Not in place	2
9-5, Mon-Fri		<b>Operations</b>	24-hour, 7-day	4
Expert		<b>PM Technical Experience</b>	Novice	2
Established and in use		<b>Scope Management Process</b>	None	2
Light		<b>Security</b>	Tight	4
Proven		<b>Software</b>	New	2
Established and In Use		<b>Standards And Methods</b>	None	1.5
Experienced		<b>Team</b>	Inexperienced	1.5
High		<b>Tolerance To Fault</b>	Low	3.5
Low		<b>Transaction Volume</b>	High	4
			Total:	48.5
			Complexity:	3.0

Project Name: EWIC MIS  
Technology Agency Project #:  
Department: California Department of Public Health (CDPH)  
Revision Date: 10/22/15

# Complexity Assessment

## Complexity Diagram

**Instructions:** Plot your project in the appropriate complexity zone.  
[Note: Your project will be plotted automatically in this worksheet, using the values computed in the previous tables.]



Scores	Business Complexity	3.1
	Technical Complexity	3.0

Project Name: EWIC MIS  
 Technology Agency Project #: \_\_\_\_\_  
 Department: California Department of Public Health (CDPH)  
 Revision Date: 10/22/15

# Complexity Assessment

## Suggested Project Manager Skill Set Guidelines

Complexity		Duration		Budget		Resources	
<input type="radio"/>	Zone 1	<input type="radio"/>	< 6 months	<input type="radio"/>	<\$500K	<input type="radio"/>	< 5
<input type="radio"/>	Zone II, Medium Zone III, Medium	<input type="radio"/>	< 1 year	<input type="radio"/>	<\$1M	<input type="radio"/>	<10
<input type="radio"/>	Zone II, High Zone III, High	<input type="radio"/>	>1 year; < 3 years	<input type="radio"/>	>\$1M; <\$5M	<input type="radio"/>	11 – 20
<input checked="" type="radio"/>	Zone IV	<input checked="" type="radio"/>	>3 years; <10 years	<input checked="" type="radio"/>	>\$5M; <\$100M	<input type="radio"/>	21 – 40
		<input type="radio"/>	>10 years	<input type="radio"/>	>\$100M	<input checked="" type="radio"/>	40+

PM Level: 4

Experience: 5+ years working as Project Manager or Project Director on large IT projects .  
 Technical experience commensurate with the proposed technology.  
 Professional Knowledge: Strong working knowledge of the CA-PMM; CA Budgeting, Procurement and Contracting processes; department’s methodology; and Software Development Life Cycle.

<b>For Oversight Purposes:</b>
Zone I = Low Criticality/Risk
Zones II and III = Medium Criticality/Risk
Zone IV = High Criticality/Risk

**Assess the complexity of the project periodically: every two - three months and/or at the conclusion of each phase**