

**STATEWIDE AUTOMATED WELFARE SYSTEM**

**Los Angeles Eligibility, Automated Determination,  
Evaluation and Reporting (LEADER) Consortium  
Replacement System Project**

**IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

**SPECIAL PROJECT REPORT #7**

**STATE OF CALIFORNIA  
HEALTH AND HUMAN SERVICES AGENCY  
OFFICE OF SYSTEMS INTEGRATION**

Information Technology Project Request



Special Project Report  
Executive Approval Transmittal

Agency/state entity Name

Office of Systems Integration (OSI)

Project Title (maximum of 75 characters)

Project Acronym

Statewide Automated Welfare System (SAWS) – Los Angeles Eligibility, Automated Determination, Evaluation and Reporting

SAWS – LEADER Replacement System

FSR Project ID

0530-200

FSR Approval Date

April 6, 2005

State entity Priority

Agency Priority

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 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).

APPROVAL SIGNATURES

Chief Information Officer

Date Signed

*David Patch*  
Printed name: DAVID PATCH

8/26/15

Budget Officer

Date Signed

*Matthew Schueler*  
Printed name: MATTHEW SCHUELER

8/25/15

State Entity Director

Date Signed

*John Boulc*  
Printed name: John Boulc

9/3/15

Agency Chief Information Officer

Date Signed

*Amy Tong*  
Printed name: Amy Tong  
Agency Secretary

9/4/15

Date Signed

*John Wordlaw*  
Printed name: John Wordlaw

9/30/15

## Executive Approval Transmittal IT Accessibility Certification

**Yes or No**

<b>Yes</b>	<b>The Proposed Project Meets Government Code 11135 / Section 508 Requirements and no exceptions apply.</b>
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**Exceptions Not Requiring Alternative Means of Access**

<b>Yes or No</b>	<b>Accessibility Exception Justification</b>
N/A	The IT project meets the definition of a national security system.
N/A	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.")
N/A	The IT acquisition is acquired by a contractor incidental to a contract.

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

<b>Yes or No</b>	<b>Accessibility Exception Justification</b>
N/A	<p>Meeting the accessibility requirements would constitute an "undue burden" (i.e., a significant difficulty or expense considering all agency resources).</p> <p>Explain:</p> <p>Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.</p>
N/A	<p>No commercial solution is available to meet the requirements for the IT project that provides for accessibility.</p> <p>Explain:</p> <p>Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.</p>

**Special Project Report  
Executive Approval Transmittal  
IT Accessibility Certification  
(continued)**

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

<b>Yes or No</b>	<b>Accessibility Exception Justification</b>
N/A	<p>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.</p> <p>Explain:</p>  <p>Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.</p>

**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE**  
**SECTION A: EXECUTIVE SUMMARY**

<b>1. Submittal Date</b>	<b>August 2015</b>
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<b>2. Type of Document</b>	<b>FSR</b>	<b>SPR</b>	<b>PSP Only</b>	<b>Other:</b>
		<b>X</b>		<b>SPR #7</b>
<b>Project Number</b>	<b>0530-200</b>			

<b>3. Project Title</b>	<b>Statewide Automated Welfare System – Los Angeles Eligibility, Automated Determination, Evaluation and Reporting Replacement System</b>	<b>Estimated Project Dates</b>	
		<b>Start</b>	<b>End</b>
<b>Project Acronym</b>	<b>SAWS – LEADER Replacement System</b>	<b>7/05</b>	<b>11/16</b>

<b>4. Submitting Department</b>	<b>Office of Systems Integration (OSI)</b>
<b>5. Reporting Agency</b>	<b>Health &amp; Human Services Agency</b>

<b>6. Project Objectives</b>
<p>Los Angeles County is committed to promoting technologies that improve and/or expand services, improve communications, improve interdepartmental collaboration and data sharing, and that meet the Department of Technology goals of shared solutions and integrated systems. The objectives of the LEADER Replacement System (LRS) project are to:</p> <ul style="list-style-type: none"> <li>• Replace the existing LEADER system, GEARS, and GROW, with a LRS that utilizes a web services and standards-based (vendor-neutral), Service Oriented Architecture (SOA).</li> <li>• Manage, operate, and support, including maintain, modify, and enhance, the LRS for the term of the Agreement, ensuring that LRS functionality and performance continues to meet the requirements of the County.</li> </ul> <p>In order to achieve the County's mission of providing effective services to all of its welfare population, the LRS will:</p> <ul style="list-style-type: none"> <li>• Support all County administered public assistance programs.</li> <li>• Support the public assistance population during the term of the resultant Agreement.</li> <li>• Support document imaging, enhanced reporting and interface functionality.</li> </ul>

<b>8. Major Milestones</b>	<b>Est Complete Date</b>
DD&I Start	November 2012
Design and Development	March 2015
UAT	August 2015
Pilot	February 2016
Countywide Implementation	November 2016
<b>PIER</b>	<b>May 2018</b>
<b>Key Deliverables</b>	
Requirements Traceability Matrix & Report	August 2013
General Design Document	September 2013
Functional Design Document	January 2014
Master Test Plan	February 2014
Implementation Master Plan	February 2015
System Test Results Report	May 2015
LRS Training Materials	June 2015
Certification of Operational Readiness	August 2015
UAT Certificate of Successful Completion	September 2015
Pilot Evaluation Report	February 2016
Certification of Performance Verification	April 2017
Final Acceptance Certification	October 2017

**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE**  
**SECTION A: EXECUTIVE SUMMARY**

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- Allow users (both fixed and mobile) to have access to the LRS via a secure internet connection and via the LANet/EN.
- Wherever possible, utilize commercially available and stable products.
- Include centralized database functions while distributing accessibility to the various types of users for inputting data and accessing case file information via a web services environment.
- Have technology based on SOA principles, utilizing web services.
- Include the ability to host at non-County facilities.

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**7. Proposed Solution**

Implement a system that will meet the county's business and technical requirements to replace the existing LEADER system, will leverage the latest advances in Web standards and open platforms, and will minimize the County's dependency on a particular vendor or proprietary technology.

**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE**  
**SECTION B: PROJECT CONTACTS**

<b>Project #</b>	<b>0530-200</b>
<b>Doc. Type</b>	<b>SPR/IAPDU</b>

<b>Executive Contacts</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>	<b>E-mail</b>
<b>Agency Undersecretary</b>	Michael	Wilkening	916	654-3454		916	654-3343	mwilkening@chhs.ca.gov
<b>Dept. Director</b>	John	Boule	916	263-0738		916	263-3245	john.boule@osi.ca.gov
<b>Budget Officer</b>	Matt	Schueller	916	263-4368		916	263-4119	matt.schueller@osi.ca.gov
<b>CIO</b>	Amy	Tong	916	263-4261		916	263-3245	Amy.tong@osi.ca.gov
<b>Proj. Sponsor</b>	Todd	Bland	916	657-3546		916	651-8280	todd.bland@dss.ca.gov

<b>Direct Contacts</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>	<b>E-mail</b>
<b>Doc. prepared by</b>	Tammy	Parkison	916	263-0438		916	263-0510	tammy.parkison@osi.ca.gov
<b>Primary contact</b>	Kristine	Dudley	916	263-0436		916	263-0510	kristine.dudley@osi.ca.gov
<b>Project Manager</b>	Kurtis	Knapp	916	263-0282		916	263-0510	Kurtis.knapp@osi.ca.gov

**INFORMATION TECHNOLOGY PROJECT SUMMARY**  
**SECTION C: PROJECT RELEVANCE TO STATE AND/OR DEPARTMENTAL PLANS**

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1.	What is the date of your current Operational Recovery Plan (ORP)?	Date	7/14
2.	What is the date of your current Agency Information Management Strategy (AIMS)?	Date	08/14
3.	For the proposed project, provide the page reference in your current AIMS and/or strategic business plan.	Doc.	Section 7
		Page #	49-50

Project #	0530-200
Doc. Type	SPR/IAPDU

4.	Is the project reportable to control agencies?		Yes	No
			X	
	If YES, CHECK all that apply:			
	X	a) The project involves a budget action.		
		b) A new system development or acquisition that is specifically required by legislative mandate or is subject to special legislative review as specified in budget control language or other legislation.		
		c) The project involves the acquisition of microcomputer commodities and the agency does not have an approved Workgroup Computing Policy.		
	d) The estimated total development and acquisition cost exceeds the departmental cost threshold.			
X	e) The project meets a condition previously imposed by Finance.			

**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE  
SECTION D: BUDGET INFORMATION**

<b>Project #</b>	<b>0530-200</b>
<b>Doc. Type</b>	<b>SPR/IAPDU</b>

**Budget Augmentation  
Required?**

<b>No</b>	
<b>Yes</b>	<b>X</b>

**If YES, indicate fiscal year(s) and associated amount:**

<b>FY</b>	<b>05/06</b>	<b>FY</b>	<b>06/07</b>	<b>FY</b>	<b>07/08</b>	<b>FY</b>	<b>08/09</b>	<b>FY</b>	<b>09/10</b>	<b>FY</b>	<b>10/11</b>
	\$0		\$0		\$113,622		\$10,428,774		\$1,897,296		\$0

**PROJECT COSTS**

<b>1.</b>	<b>Fiscal Year</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>
<b>2.</b>	<b>One-Time Cost</b>	\$385,516	\$657,056	\$2,018,126	\$1,157,763	\$1,035,170	\$672,382
<b>3.</b>	<b>Continuing Costs</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>4.</b>	<b>TOTAL PROJECT BUDGET</b>	\$385,516	\$657,056	\$2,018,126	\$1,157,763	\$1,035,170	\$672,382

**SOURCES OF FUNDING**

<b>5.</b>	<b>General Fund</b>	\$152,755	\$260,350	\$799,651	\$462,457	\$412,935	\$263,308
<b>6.</b>	<b>Redirection</b>						
<b>7.</b>	<b>Reimbursements</b>						
<b>8.</b>	<b>Federal Funds</b>	\$208,084	\$354,647	\$1,089,284	\$622,992	\$554,694	\$360,799
<b>9.</b>	<b>Special Funds</b>						
<b>10.</b>	<b>Grant Funds</b>						
<b>11.</b>	<b>Other Funds</b>	\$24,677	\$42,059	\$129,191	\$72,314	\$67,541	\$48,275
<b>12.</b>	<b>PROJECT BUDGET</b>	\$385,516	\$657,056	\$2,018,126	\$1,157,763	\$1,035,170	\$672,382

**PROJECT FINANCIAL BENEFITS**

<b>13.</b>	<b>Cost Savings/Avoidances</b>	(\$385,516)	(\$657,056)	(\$2,018,126)	(\$1,157,763)	(\$1,035,170)	(\$672,382)
<b>14.</b>	<b>Revenue Increase</b>	\$	\$	\$	\$	\$	\$

**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE**  
**SECTION D: BUDGET INFORMATION**

Project #	0530-200
Doc. Type	SPR/IAPDU

Budget Augmentation Required?														
	No													
	Yes	X	If YES, indicate fiscal year(s) and associated amount:											
			FY	11/12	FY	12/13	FY	13/14	FY	14/15	FY	15/16	FY	16/17
				\$0		\$0		\$113,622		\$10,428,774		\$1,897,296		\$0

1.	Fiscal Year	11/12	12/13	13/14	14/15	15/16	16/17
2.	One-Time Cost	\$548,674	\$40,044,185	\$86,951,932	\$96,045,729	\$97,444,098	\$41,994,486
3.	Continuing Costs	\$0	\$0	\$0	\$0	\$0	\$42,537,786
4.	TOTAL PROJECT BUDGET	\$548,674	\$40,044,185	\$86,951,932	\$96,045,729	\$97,444,098	\$84,532,272

5.	General Fund	\$210,653	\$4,325,660	\$9,278,668	\$10,303,977	\$23,378,094	\$26,978,098
6.	Redirection						
7.	Reimbursements						
8.	Federal Funds	\$294,472	\$33,751,328	\$73,414,194	\$81,400,676	\$67,704,507	\$50,220,576
9.	Special Funds						
10.	Grant Funds						
11.	Other Funds	\$43,549	\$1,967,197	\$4,259,070	\$4,341,076	\$6,361,497	\$7,333,598
12.	PROJECT BUDGET	\$548,674	\$40,044,185	\$86,951,932	\$96,045,729	\$97,444,098	\$84,532,272

**PROJECT FINANCIAL BENEFITS**

13.	Cost Savings/Avoidances	(\$548,674)	(\$40,044,185)	(\$86,951,932)	(\$96,045,729)	(\$97,444,098)	(\$59,991,336)
14.	Revenue Increase	\$	\$	\$	\$	\$	\$

**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE**  
**SECTION D: BUDGET INFORMATION**

<b>Project #</b>	<b>0530-200</b>
<b>Doc. Type</b>	<b>SPR/IAPDU</b>

<b>Budget Augmentation Required?</b>			<b>If YES, indicate fiscal year(s) and associated amount:</b>											
No														
Yes		X	FY	17/18	FY									
				\$0		\$0		\$0		\$0		\$0		\$0

**PROJECT COSTS**

<b>1.</b>	<b>Fiscal Year</b>	<b>17/18</b>							<b>Total</b>
<b>2.</b>	<b>One-Time Cost</b>	<b>\$10,021,949</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$378,977,066</b>
<b>3.</b>	<b>Continuing Costs</b>	<b>\$63,298,053</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$105,835,839</b>
<b>4.</b>	<b>TOTAL PROJECT BUDGET</b>	<b>\$73,320,002</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$484,812,905</b>

**SOURCES OF FUNDING**

<b>5.</b>	<b>General Fund</b>	<b>\$19,818,289</b>							<b>\$96,644,895</b>
<b>6.</b>	<b>Redirection</b>								
<b>7.</b>	<b>Reimbursements</b>								
<b>8.</b>	<b>Federal Funds</b>	<b>\$46,804,665</b>							<b>\$356,780,918</b>
<b>9.</b>	<b>Special Funds</b>								
<b>10.</b>	<b>Grant Funds</b>								
<b>11.</b>	<b>Other Funds</b>	<b>\$6,697,048</b>							<b>\$31,387,092</b>
<b>12.</b>	<b>PROJECT BUDGET</b>	<b>\$73,320,002</b>							<b>\$484,812,905</b>

**PROJECT FINANCIAL BENEFITS**

<b>13.</b>	<b>Cost Savings/Avoidances</b>	<b>(\$31,008,043)</b>							<b>(\$417,960,010)</b>
<b>14.</b>	<b>Revenue Increase</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

**Note:** The totals in Item 4 and Item 12 must have the same cost estimate.

**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE  
SECTION E: VENDOR PROJECT BUDGET**

Vendor Cost for FSR Development (if applicable)	\$
Vendor Name	

Project #	0530-200
Doc. Type	SPR/IAPDU

**VENDOR PROJECT BUDGET**

1.	Fiscal Year	05/06	06/07	07/08	08/09	09/10	10/11	11/12
2.	Primary Vendor Budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3.	Independent Oversight Budget(QA)	\$86,235	\$0	\$1,070,124	\$253,992	\$299,889	\$124,716	\$0
4.	IV&V Budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5.	Other Budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6.	<b>TOTAL VENDOR BUDGET</b>	<b>\$86,235</b>	<b>\$0</b>	<b>\$1,070,124</b>	<b>\$253,992</b>	<b>\$299,889</b>	<b>\$124,716</b>	<b>\$0</b>

1.	Fiscal Year	12/13	13/14	14/15	15/16	16/17	17/18	TOTAL
2.	Primary Vendor Budget	\$38,121,994	\$68,414,528	\$60,105,909	\$60,976,482	\$60,021,600	\$55,207,346	\$342,847,859
3.	Independent Oversight Budget(QA)	\$50,000	\$2,750,000	\$4,200,000	\$4,200,000	\$3,600,000	\$1,200,000	\$17,834,956
4.	IV&V Budget	\$355,414	\$827,700	\$928,760	\$846,300	\$282,100	\$0	\$3,240,274
5.	Other Budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6.	<b>TOTAL VENDOR BUDGET</b>	<b>\$38,527,408</b>	<b>\$71,992,228</b>	<b>\$65,234,669</b>	<b>\$66,022,782</b>	<b>\$63,903,700</b>	<b>\$56,407,346</b>	<b>\$363,923,089</b>

------(Applies to FALL only)-----

**PRIMARY VENDOR HISTORY SPECIFIC TO THIS PROJECT**

7.	Primary Vendor	Accenture
8.	Contract Start Date	November 2012
9.	Contract End Date (projected)	October 2023
10.	Amount	\$577,148,460

**PRIMARY VENDOR CONTACTS**

	Vendor	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
11.	Accenture	Seth	Richman	530	306-3558		562	692-3949	seth.w.richman@accenture.com

**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE  
SECTION F: RISK ASSESSMENT INFORMATION**

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<b>Project #</b>	<b>0530-200</b>
<b>Doc. Type</b>	SPR/IAPDU

**RISK ASSESSMENT**

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

<b>General Comment(s)</b>
The LRS Project's Risk and Issue Management Plan is Section 6 of the Project Control Document (Deliverable 1.1.1) approved in December 2012.

**STATEWIDE AUTOMATED WELFARE SYSTEM**

**Los Angeles Eligibility, Automated Determination,  
Evaluation and Reporting (LEADER) Consortium  
Replacement System Project**

**IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

**SPECIAL PROJECT REPORT #7**

**STATE OF CALIFORNIA  
HEALTH AND HUMAN SERVICES AGENCY  
OFFICE OF SYSTEMS INTEGRATION**

<b>Revision History</b>		
<b>Date</b>	<b>Author</b>	<b>Summary of Change</b>
04 15 2014	OSI-Raquel Steving	Original submission sent to CDSS
07 10 2014	OSI-Raquel Steving	Updated OCM from 40 to 43 FTEs, updated corresponding costs
08 25 2014	LRS-Vat Om	Added migration planning costs for 15/16 and 16/17.

Contents

- 1.0 Proposed Project Change ..... 5
  - 1.1 Project Background/Status..... 5
    - LRS Project Background..... 5
    - LRS Project Status..... 6
  - 1.2 Reason for the Proposed Project Change..... 6
    - LRS Deliverable Schedule Adjustment ..... 6
    - Organizational Change Management..... 7
    - LRS/C-IV Migration Planning ..... 7
  - 1.3 Proposed Project Change ..... 8
    - LRS Deliverable Schedule Adjustment ..... 8
    - Organizational Change Management..... 8
    - LRS/C-IV Migration Planning ..... 13
    - SFY Summary of Proposed Changes ..... 15
  - 1.4 Impact of Proposed Change..... 15
    - LRS Deliverable Schedule Adjustment ..... 15
    - Organizational Change Management..... 15
    - LRS/C-IV Migration Planning ..... 16
  - 1.5 Implementation Plan ..... 17
- 2.0 Project Management Plan ..... 17
  - 2.1 Project Schedule ..... 17
- 3.0 Updated Risk Management Plan ..... 17
- 4.0 Project Budget..... 18
  - 4.1 Budget Comparison by Fiscal Year..... 18
    - Development and Implementation..... 18
  - 4.2 Project Budget..... 18
  - 4.3 Project Funding Plan..... 18
  - 4.4 Cost Benefit Analysis ..... 19
- 5.0 Exhibits..... 19

**Tables**

Table 1 Deliverable Schedule Adjustment Fiscal Impact..... 8  
Table 2 Organizational Change Management..... 9  
Table 3 Organizational Change Management Cost Breakdown..... 9  
Table 4 OCM Team Organizational Chart ..... 10  
Table 5 LRS/C-IV Migration Planning..... 15  
Table 6 Total Changes by Category by SFY ..... 15  
Table 7 Summary of Proposed Changes by Project Budget Line Item ..... 16

**STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER Replacement System Project**

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**IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

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## **1.0 Proposed Project Change**

### **1.1 Project Background/Status**

#### **LRS Project Background**

As described in the August 2008 Implementation Advance Planning Document (IAPD), The LEADER Replacement System (LRS) Project will design, develop and implement a system to replace the existing Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER) system, a system based on outdated mainframe and client server architecture and a proprietary database that only runs on Unisys servers.

As one of three county-level consortia welfare systems providing the automation of county welfare business processes in California, the LRS will support a user base that exceeds 16,000 users, providing services to approximately 2.9 million beneficiaries. State-level project oversight is provided by the Office of Systems Integration. When fully implemented, the LRS will replace the existing LEADER system and 17 other county systems providing the automation of county welfare business processes in Los Angeles County. It will encompass the following functions: eligibility determination, benefit computation, benefit delivery, case management and management information.

The system automation supports the following programs:

- CalWORKs—California Work Opportunities and Responsibility to Kids
- CalFresh
- Cash Assistance Program for Immigrants (CAPI)
- Foster Care
- Medi-Cal
- Refugee Cash Assistance
- Kinship Guardianship Assistance Payment Program (Kin-GAP)
- California Food Assistance Program (CFAP)
- General Assistance/General Relief (GA/GR)

The planning phase for the project to build a replacement for LEADER, currently called the LRS Project, began in July 2005. The Los Angeles County Request for Proposal

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**STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER Replacement System Project**

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**IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

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(RFP) used to procure the services of a contractor for the development, implementation, maintenance and operation of the LRS was released November 2007. The county and selected vendor, Accenture, concluded contract negotiations in May 2010. The LRS, which is based on an upgraded version of C-IV, began design, development and implementation activities on November 7, 2012. The start of these activities was initially delayed due to the state's fiscal difficulties as well as discussions with federal partners regarding the state's strategy for eligibility systems and the development of the California Healthcare, Eligibility, Enrollment and Retention System (CalHEERS) which is the automated solution for implementing federal health care reform in California.

In April 2012, the LRS obtained approval from state and federal stakeholders for enhanced federal financial participation (EFFP) and use of the A-87 cost allocation exception for Medicaid-related LRS project design, development and implementation (DDI) activities, as well as continued enhanced funding throughout maintenance and operations.

On September 20, 2011, Governor Brown signed Assembly Bill 16 (AB 16), which sets forth C-IV migration to the LRS as State law, which will result in a combined 40-county consortium to replace/consolidate the existing LEADER and C-IV consortia.

### **LRS Project Status**

LRS is in the 20th month of the 48 month DDI Phase of the project, and is on schedule and under budget. The Office of Systems Integration (OSI) provides state-level project management and project oversight of the LRS project and has also procured IV&V assessment services for the LRS Project.

## **1.2 Reason for the Proposed Project Change**

### **LRS Deliverable Schedule Adjustment**

Two deliverables assigned for completion at the end of June 2015 were shifted to July 2015. This shift was deemed necessary in order to ensure minimal disruption to the project schedule and fiscal year funding schedule. The deliverables identified in this shift were scheduled for completion at the end of state fiscal year 15/16 with very little margin of time to ensure completion within that fiscal year.

**STATEWIDE AUTOMATED WELFARE SYSTEM**  
**LEADER Replacement System Project**

---

**IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

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## **Organizational Change Management**

In light of significant changes that the LRS will introduce into the Los Angeles County business environment and in response to the rapid rate of changes to health and human services programs introduced by implementation of the Affordable Care Act, the LEADER consortium recognized the need for dedicated resources to manage organizational development and communication strategies to promote early adoption of changes in business processes and technology.

The LRS Organization Change Management (OCM) effort requires preparing over 16,000 users to move from a legacy environment with multiple segregated and antiquated systems (each with varying architectures and platforms) to the modern integrated LRS environment. The LRS environment will replace, integrate and extend the functionality of legacy systems, which are currently used by the Department of Public Social Services (DPSS) and Department of Children and Family Services (DCFS). Further, the LEADER consortium is undergoing a Business Process Reengineering (BPR) effort, which will require rigorous business process change to improve business performance and implement business innovations using emerging technology, including virtual offices and online service delivery which are supported by the LRS.

## **LRS/C-IV Migration Planning**

AB 16 updated the state's Welfare and Institutions Code mandating that the 39 counties composing the Consortium IV shall migrate to a system jointly designed by the 39 counties plus Los Angeles County. The actual migration of C-IV counties is tentatively scheduled to begin in SFY 17/18, approximately one year after LRS completes implementation in Los Angeles County. In order to ensure a sound migration project plan, the LRS Project must add consortium personnel to conduct migration planning activities in collaboration with C-IV. The migration planning effort will include providing project management support related to migration planning, 40-county governance, and vendor contract management activities. Additional tasks will include migration budget-related activities, selecting staff for migration D&I, and conducting county readiness assessments.

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**STATEWIDE AUTOMATED WELFARE SYSTEM**  
**LEADER Replacement System Project**  

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**IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

---

### 1.3 Proposed Project Change

#### LRS Deliverable Schedule Adjustment

Two deliverables assigned for completion at the end of June 2015 were shifted to July 2015. This shift was deemed necessary in order to ensure minimal disruption to the project schedule and fiscal year funding schedule. The deliverables identified in this shift were scheduled for completion at the end of state fiscal year 15/16 with very little margin of time to ensure completion within that fiscal year.

**Table 1 Deliverable Schedule Adjustment Fiscal Impact**

Deliverable Adjustment	SFY 14/15	SFY 15/16	TOTAL CHANGE
Deliverables 11.5 & 12.1	(\$4,953,438)	\$4,953,438	\$0
<b>Total</b>	<b>(\$4,953,438)</b>	<b>\$4,953,438</b>	<b>\$0</b>

#### Organizational Change Management

Recent changes, such as Assembly Bill 16, the Affordable Care Act, and the department's Business Process Reengineering (BPR) initiatives have precipitated the need for the department to create a specialized Organizational Change Management Team. Due to these significant business impacts, the LEADER consortium recognizes the need for a dedicated team to evaluate the current business state and move the enterprise to the future business state.

The Organizational Change Management (OCM) effort is a key component in the successful implementation of the LRS. The goal of the OCM efforts for the Los Angeles County offices is to prepare the individuals, teams, and the overall organization for the process and procedure changes associated with the LRS. OCM is designed to minimize decreases in production and degradation of service quality while the organization adopts organizational changes and transitions to the new business environment. OCM will require substantial engagement with all levels of personnel (from the executives down to the line personnel) to align the organization with a common understanding of the purpose and business impact of change. The OCM effort will help the organization overcome inherent challenges of the adoption and buy-in of such changes through proven OCM processes and effective communication strategies.

In order to improve the effectiveness and efficiency of change management efforts, the Department will form a new team dedicated to OCM and enterprise readiness. This OCM Team will act as the catalyst from which all change analysis, communications, and implementation endeavors will take place. The OCM Team will unify all Bureaus,

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**STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER Replacement System Project  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

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Divisions, Sections, and offices as a central hub for information and leadership, tailored as a service to the operations we serve. The OCM Team will assist all organizational stakeholders in all change implementations endeavors from start to finish. The table below demonstrates the Fiscal Year requirements for OCM:

**Table 2 Organizational Change Management**

OCM Resources	SFY 14/15	SFY 15/16	SFY 16/17	TOTAL CHANGE
OCM Staffing	\$4,467,060	\$4,467,060	\$1,489,020	\$10,423,140
OCM Consultant	\$600,000	\$600,000	\$0	\$1,200,000
<b>Total</b>	<b>\$5,067,060</b>	<b>\$5,067,060</b>	<b>\$1,489,020</b>	<b>\$11,623,140</b>

**Table 3 Organizational Change Management Cost Breakdown**

<b>Organizational Change Management (OCM) Resources Breakdown</b>		
Consortium Personnel Roles	FTE	Total FY Cost
OCM Director	1	\$165,600
OCM Manager	2	\$295,416
OCM Team Leads	8	\$1,018,464
OCM Analysts	24	\$2,361,600
OCM Specialist	5	\$625,980
<b>SUBTOTALS</b>	<b>40</b>	<b>\$4,467,060</b>
<b>Organizational Change Management (OCM) Consultant</b>		
Outsourced Roles	FTE	Total FY Cost
OCM Planning Consultant	1	\$239,040
OCM Resource Developer	1	\$221,120
OCM Process Modeling	1	\$139,840
<b>SUBTOTALS</b>	<b>3</b>	<b>\$600,000</b>

*Organization Change Management Team*

The OCM Team will be comprised of 43 core resources to provide a structured and standardized methodology to implement change management. The responsibilities of the OCM Team include change management, budget planning, business impact

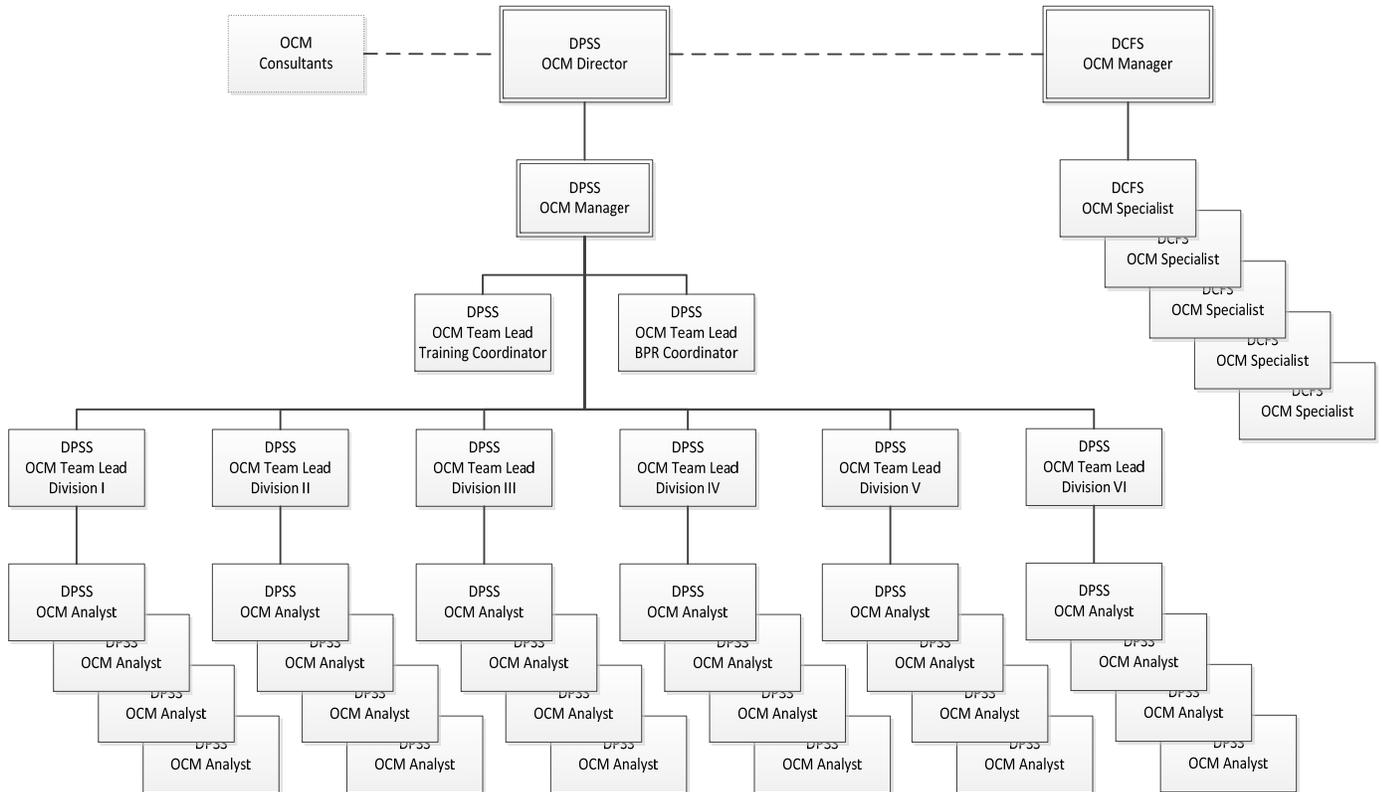
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**STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER Replacement System Project  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

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analysis, training support, local site preparation, pilot and rollout support, and knowledgebase content.

**Table 4 OCM Team Organizational Chart**



*Organizational Change Management Director*

Under the direction of the DPSS BWS Division Chief, the OCM Director (HSA III) will be responsible for executive management of the OCM Team and ensuring the successful transition of county staff to the LRS. The OCM Director will interface with the LRS Project Team as needed. In addition to executive management of the OCM Team, the OCM Director will be responsible for the following functions:

- Working with Executive Management to obtain resources for the OCM effort.
- Collaborating with LRS training and implementation teams.
- Collaborating with Departmental Business Process Reengineering effort.

**STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER Replacement System Project**

---

**IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

---

- Ensuring appropriate County stakeholder involvement in key decisions.
- Facilitating timely resolution of issues.
- Reporting project status and issues to stakeholders as required.
- Serving as the liaison to state and federal stakeholders.
- Providing overall project guidance and leadership for the OCM Team.
- Managing and developing the communication strategy for all stakeholders, including a comprehensive marketing plan.

### *OCM Managers*

Under the direction of the OCM Director, the Department of Public Social Services (DPSS) OCM Manager and the Department of Children and Family Services (DCFS) OCM Manager will be responsible for managing the project's day-to-day activities and ensuring the successful transition of county staff to the LRS. The OCM Managers will collaborate with the LRS Project Team and the OCM Team on a daily basis. In addition to management of the OCM Team, the OCM Managers will be responsible for the following functions:

- Coordinating project activities between OCM Team and County staff.
- Ensuring appropriate County representation in planned activities and involvement in project decisions.
- Managing day to day OCM implementation activities.
- Managing and monitoring OCM Consultant's performance.
- Reporting project status and issues to stakeholders as required.
- Serving as the liaison to state and federal stakeholders.
- Managing the day to day activities of the OCM Team's staff.
- Executing the communication and marketing plan.

### *DPSS OCM Team Leads*

Under the guidance and direction of the DPSS OCM Manager, each OCM Team Lead will manage a team of four (4) OCM Analysts. Each team will be responsible for preparing a distinct division within DPSS. The OCM Team Leads will collaborate with

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**STATEWIDE AUTOMATED WELFARE SYSTEM**  
**LEADER Replacement System Project**

---

**IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

---

the LRS Project Team, and the Office Heads of the impacted offices. Each OCM Team Lead will be responsible for the following functions:

- Reviewing existing business process documentation and analysis.
- Studying the current business environment and business culture and evaluating it against future business state definition.
- Proposing communication strategies.
- Developing a marketing strategy and a communications management approach.
- Reviewing workflow and impact analysis.
- Developing reports and gathering statistics on project impacts.
- Organizing onsite LRS training and implementation support.
- Mitigating risks and issues.

*DPSS OCM Analysts*

Under the guidance and direction of the DPSS OCM Team Leads, the DPSS OCM Analysts (Management Analyst) will be responsible for the following functions:

- Identifying and evaluate changes that impact the organization including the LRS project and BPR.
- Performing impact analysis.
- Formulating and implementing change management strategy and plans.
- Providing communication to county staff regarding the change, including reports and presentations to assist in communication efforts for the OCM project.
- Organizing the onsite support for training and implementation of the LRS.

*DCFS OCM Specialists*

Under the guidance and direction of the DCFS OCM Manager, each DCFS OCM Specialist will be responsible for the following DCFS-specific business functions:

- Reviewing existing business process documentation and analysis.
  - Studying the current business environment and business culture.
  - Evaluating against future business state definition.
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**STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER Replacement System Project**

---

**IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

---

- Proposing communication strategies.
- Developing a marketing strategy and a communications management approach.
- Reviewing workflow and impact analysis.
- Developing reports and gathering statistics on project impacts.
- Organizing onsite LRS training and implementation support.
- Mitigating risks and issues.
- Performing impact analysis.
- Formulating and implementing change management strategy and plans.
- Providing communication to county staff regarding the change, including reports and presentations to assist in communication efforts for the OCM project.
- Organizing the onsite support for training and implementation of the LRS.

#### *OCM Consultants*

The IAPDU has also been adjusted based on the addition of the OCM activities to the LRS project that will be performed by consultants. The OCM consultants will educate the consortium's OCM team resources in the principles, standards, methodologies and best practices of OCM. The OCM consultants will actively assess and document the needs of the DPSS and DCFS and develop a comprehensive OCM plan tailored to the business needs of the two departments. The OCM consultants will work with the County to develop timelines, work plans, and communication strategies for LRS implementation and associated business changes. The OCM consultants will perform quality inspections of OCM planning and execution. While the OCM consultants are primarily responsible for assisting in the development of a mature OCM team for the Department, the OCM Consultants will also conduct independent quality reviews of the OCM effort, including assessing OCM methodologies and performance measures. Further, the OCM Consultants will support business process modeling and documentation, as well as knowledge-base content management surrounding LRS usage.

#### **LRS/C-IV Migration Planning**

The passage of AB 16 has mandated that the 39 counties composing the Consortium IV shall migrate to a system jointly designed by the 39 counties plus Los Angeles County.

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**STATEWIDE AUTOMATED WELFARE SYSTEM**  
**LEADER Replacement System Project**

---

**IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

---

The actual migration of C-IV counties is tentatively scheduled to begin in SFY 17/18, approximately one year after LRS completes implementation in Los Angeles County. In order to ensure a sound migration project plan prior to migration development and implementation activities, the LRS Project must add consortium personnel to conduct migration planning activities in collaboration with C-IV beginning in SFY 15/16.

The proposed LRS/C-IV migration planning staff will perform the following activities:

- Perform project initiation activities to confirm and update the Project Management Plan, Migration Strategy, and contacts;
- Provide project management support related to the planning activities to provide status updates to County and State stakeholders, and manage issues and risks;
- Conduct governance planning activities for how the C-IV Counties and Los Angeles County will work together to mutually administer the LRS and related vendor contracts, and implement the governance strategy;
- Support governance planning to provide expertise related to the current C-IV JPA Agreement and support discussions regarding changes needed to develop a new JPA Agreement for the combined 40-county consortium.
- Identify, confirm and document all requirements for migration-related processes and system functionality (e.g. interfaces, interactive voice response (IVR), imaging, County Medical Services Program (CMSP), etc.);
- Develop a statement of work (SOW) and resulting contract amendment that identifies the goods and services that are to be sole-sourced to the current vendor;
- Conduct contract amendment negotiations with the current vendor for migration development and implementation (D&I);
- Facilitate state and federal approvals for the contract amendment with the current vendor;
- Develop project approval documents that request development and implementation funding for migration activities based on the planned services;
- Develop project approval documents that to request updated development and implementation funding for migration based on the negotiated contract;
- Develop and conduct migration project preparation activities to recruit and select project staff for the D&I phase of the migration effort; and
- Conduct county readiness planning activities within the 39 C-IV Counties to prepare the counties for the development and implementation phase of the migration effort.

According to the proposed schedule migration planning activities begin in July 2015 and conclude in July 2017.

The cost of staff resources for migration planning results in an overall increase of \$816,552, as shown below.

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**STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER Replacement System Project**

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**IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

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**Table 5 LRS/C-IV Migration Planning**

<b>LRS/C-IV Migration Planning Consortium Personnel</b>	<b>Monthly Rate</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>TOTAL</b>
Project Manager/Budget Specialist	\$11,341	\$136,092	\$136,092	\$272,184
Program Policy Specialist	\$11,341	\$136,092	\$136,092	\$272,184
Technical/Business Systems Analyst	\$11,341	\$136,092	\$136,092	\$272,184
<b>TOTAL</b>		<b>\$408,276</b>	<b>\$408,276</b>	<b>\$816,552</b>

**SFY Summary of Proposed Changes**

The following table provides a summary of the cost of each change component as described above by fiscal year.

**Table 6 Total Changes by Category by SFY**

<b>PROPOSED CHANGE</b>	<b>SFY 14/15</b>	<b>SFY 15/16</b>	<b>SFY 16/17</b>	<b>Total Change</b>
Deliverable Shift	(\$4,953,438)	\$4,953,438	\$0	\$0
Organizational Change Management	\$5,067,060	\$5,067,060	\$1,489,020	\$11,623,140
LRS/C-IV Migration Planning		\$408,276	\$408,276	\$816,552
<b>TOTAL</b>	<b>\$113,622</b>	<b>\$10,428,774</b>	<b>\$1,897,296</b>	<b>\$12,439,692</b>

**1.4 Impact of Proposed Change**

**LRS Deliverable Schedule Adjustment**

The LRS Deliverable Schedule Adjustment resulted in the shifting of \$4,953,438 from SFY 14/15 to SFY 15/16 resulting in no net change to the Contractor Services costs.

**Organizational Change Management**

The addition of LRS Organizational Change Management staff results in an overall increase of \$11,623,140 as described by line item below.

- Total net increase to the Consortium Personnel costs is \$10,423,140

**STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER Replacement System Project**

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**IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

---

- Total net increase to the Quality Assurance costs is \$1,200,000.

**LRS/C-IV Migration Planning**

The addition of Migration Planning staff results in an overall increase of \$816,552, as described by the line item below.

- Total net increase to the Consortium Personnel cost is \$816,552.

**Summary of Proposed Changes by Project Budget Line Item**

The below table summarizes the impact of each change identified above in relation to the line item in the project budget.

**Table 7 Summary of Proposed Changes by Project Budget Line Item**

<b>IAPDU Line Item</b>	<b>LRS Deliverable Schedule Adjustment</b>	<b>Organizational Change Management</b>	<b>LRS/C-IV Migration Planning</b>	<b>Total</b>
Quality Assurance	\$0	\$1,200,000		\$1,200,000
Consortium Personnel	\$0	\$10,423,140	\$816,552	\$11,239,692
<b>Total</b>	<b>\$0</b>	<b>\$11,623,140</b>	<b>\$816,552</b>	<b>\$12,439,692</b>

**STATEWIDE AUTOMATED WELFARE SYSTEM**  
**LEADER Replacement System Project**

---

**IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

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### **1.5 Implementation Plan**

Organizational change management activities have been added to the project plan for the design, development & implementation or maintenance & operations of LRS.

### **2.0 Project Management Plan**

Under the direction of the CHHS, the Office of Systems Integration (OSI) is responsible for state-level project management and oversight of the SAWS project. The project sponsors, Department of Social Services (CDSS) and the Department of Health Care Services (DHCS), partner with OSI to confirm that project management activities are in accordance with contracted standards and adhere to accepted information technology best practices.

The unique structure of the SAWS Project and the corresponding project management roles and responsibilities create a project oversight model unlike the traditional model addressed by the project oversight framework. The oversight functions for the SAWS Project are fulfilled as follows:

- CHHS provides direction to OSI, CDSS, and DHCS relative to project issues and reviews and addresses project risk reports.
- OSI provides state-level project management and independent project oversight of the SAWS consortia using statewide project management staff and specialized technical consultants.
- CDSS and DHCS provide strategic and policy direction for the SAWS Project.
- Los Angeles County provides local project management and quality assurance for the prime vendor contract.

### **2.1 Project Schedule**

No change has been made to the project schedule for the design, development & implementation or maintenance & operations of LRS as described in the February 2013 IAPDU.

### **3.0 Updated Risk Management Plan**

There are no changes to the LRS Project Risk Management approach. The Consortium will continue to adhere to internal processes to manage and mitigate risk. LRS and OSI

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**STATEWIDE AUTOMATED WELFARE SYSTEM**  
**LEADER Replacement System Project**

---

**IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

---

will continue to closely monitor progress on the known risk areas and monitor for other areas that could potentially impact the system or client service.

#### **4.0 Project Budget**

##### **4.1 Budget Comparison by Fiscal Year**

Exhibit A summarizes the change in costs from IAPD estimated costs by fiscal year as outlined in the preceding narrative

##### **Development and Implementation**

- Contractor Services – DD&I costs decrease in SFY 2014/2015 due to the shifting of two deliverables to SFY 2015/16. Contractor Services – DD&I costs increase in SFY 2015/2016 due to the shifting of two deliverables.
- Consortium Personnel costs increase in SFY 2014/2015 due to the Organizational Change Management effort. The costs increase in SFY 2014/2015 through SFY 2016/2017 due to the addition of costs associated with LRS Organizational Change Management effort and the migration planning effort.
- Quality Assurance costs increase in SFY 2014/2015 due to the Organizational Change Management effort. The costs increase in SFY 2014/2015 through SFY 2016/2017 due to the addition of costs associated with the LRS Organizational Change Management effort.

##### **Maintenance and Operations**

- Consortium Personnel costs increase in SFY 2016/17 due to the migration planning effort.

##### **4.2 Project Budget**

Exhibit B contains the Project Budget, which includes total costs, benefits, and payback from planning through November 2024. Exhibit A reflects the total increase in costs. The revised total cost is \$816,999,559, which is composed of \$372,312,887 in LRS development costs and \$444,686,672 in M&O costs. This total is also reflected in Exhibit B. This represents a cost increase of \$12,439,692 as shown in Exhibit A.

##### **4.3 Project Funding Plan**

Exhibit C contains the Cost Allocation Plan (CAP), which uses a federally-approved costing methodology. No changes have been made to the CAP since the February 2013 IAPDU aside from updating it with the 12/13 Persons Count.

**STATEWIDE AUTOMATED WELFARE SYSTEM**  
**LEADER Replacement System Project**

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**IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

---

This section describes the costs for the design, development, implementation, and ongoing operations of LRS, which are based on negotiated pricing by the selected vendor. Budget and cost details are categorized and itemized by quarter and year in Exhibit B (Project Budget). Cost comparisons between the February 2013 IAPDU and this IAPDU are provided in Exhibit A (Budget Comparison).

**4.4 Cost Benefit Analysis**

There has been no change to the Cost Benefit Analysis as documented in the February 2013 IAPDU.

**5.0 Exhibits**

Exhibit A – Budget Comparison by Fiscal Year

Exhibit B – Project Budget

Exhibit C – Cost Allocation Plan

**STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER Replacement System Project**

---

**IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

---

**EXHIBIT A  
BUDGET COMPARISON BY FISCAL YEAR**

**STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER Replacement System Project**

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**IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

---

**EXHIBIT B  
PROJECT BUDGET**

**STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER Replacement System Project**

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**IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

---

**EXHIBIT C  
COST ALLOCATION PLAN**

STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

<b>BUDGET COMPARISON</b>	<b>SFY 2012/13</b>			<b>SFY 2013/14</b>			<b>SFY 2014/15</b>		
	<b>FEB 2013 IAPDU</b>	<b>JUN 2014 IAPDU</b>	<b>CHANGE</b>	<b>FEB 2013 IAPDU</b>	<b>JUN 2014 IAPDU</b>	<b>CHANGE</b>	<b>FEB 2013 IAPDU</b>	<b>JUN 2014 IAPDU</b>	<b>CHANGE</b>
<b>DEVELOPMENT &amp; IMPLEMENTATION</b>									
<b>Contractor Services</b>									
Development & Implementation	10,177,063	10,177,063	0	29,225,290	29,225,290	0	26,163,166	21,209,728	-4,953,438
Production & Operations	27,944,931	27,944,931	0	39,189,238	39,189,238	0	38,896,181	38,896,181	0
Quality Assurance	50,000	50,000	0	2,750,000	2,750,000	0	3,600,000	4,200,000	600,000
Independent Verification & Validation	355,414	355,414	0	827,700	827,700	0	928,760	928,760	0
<b>Consortium Personnel</b>	1,327,285	1,327,285	0	14,959,704	14,959,704	0	17,662,056	22,129,116	4,467,060
<b>Consortium Hardware &amp; Software</b>	0	0	0	0	0	0	8,681,944	8,681,944	0
<b>TOTAL DEVELOPMENT &amp; IMPLEMENTATION</b>	<b>39,854,693</b>	<b>39,854,693</b>	<b>0</b>	<b>86,951,932</b>	<b>86,951,932</b>	<b>0</b>	<b>95,932,107</b>	<b>96,045,729</b>	<b>113,622</b>
Total Consortium	1,327,285	1,327,285	0	14,959,704	14,959,704	0	26,344,000	30,811,060	4,467,060
Total Contractor	38,527,408	38,527,408	0	71,992,228	71,992,228	0	69,588,107	65,234,669	-4,353,438
<b>MAINTENANCE &amp; OPERATIONS</b>									
<b>Contractor Services</b>									
Application Maintenance									
Production & Operations									
Quality Assurance									
<b>Consortium Personnel</b>									
<b>Consortium Hardware &amp; Software</b>									
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>									
Total Consortium									
Total Contractor									
<b>TOTAL PROJECT COST</b>	<b>39,854,693</b>	<b>39,854,693</b>	<b>0</b>	<b>86,951,932</b>	<b>86,951,932</b>	<b>0</b>	<b>95,932,107</b>	<b>96,045,729</b>	<b>113,622</b>
Total Consortium	1,327,285	1,327,285	0	14,959,704	14,959,704	0	26,344,000	30,811,060	4,467,060
Total Contractor	38,527,408	38,527,408	0	71,992,228	71,992,228	0	69,588,107	65,234,669	-4,353,438

STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

BUDGET COMPARISON	SFY 2015/16			SFY 2016/17			SFY 2017/18		
	FEB 2013 IAPDU	JUN 2014 IAPDU	CHANGE	FEB 2013 IAPDU	JUN 2014 IAPDU	CHANGE	FEB 2013 IAPDU	JUN 2014 IAPDU	CHANGE
<b>DEVELOPMENT &amp; IMPLEMENTATION</b>									
<b>Contractor Services</b>									
Development & Implementation	11,888,257	16,841,695	4,953,438	12,743,755	12,743,755	0	10,021,949	10,021,949	0
Production & Operations	44,134,787	44,134,787	0	18,687,347	18,687,347	0	0	0	0
Quality Assurance	3,600,000	4,200,000	600,000	1,200,000	1,200,000	0	0	0	0
Independent Verification & Validation	846,300	846,300	0	282,100	282,100	0	0	0	0
<b>Consortium Personnel</b>	16,208,176	21,083,512	4,875,336	4,457,752	6,082,864	1,625,112	0	0	0
<b>Consortium Hardware &amp; Software</b>	10,337,804	10,337,804	0	2,998,420	2,998,420	0	0	0	0
<b>TOTAL DEVELOPMENT &amp; IMPLEMENTATION</b>	<b>87,015,324</b>	<b>97,444,098</b>	<b>10,428,774</b>	<b>40,369,374</b>	<b>41,994,486</b>	<b>1,625,112</b>	<b>10,021,949</b>	<b>10,021,949</b>	<b>0</b>
Total Consortium	26,545,980	31,421,316	4,875,336	7,456,172	9,081,284	1,625,112	0	0	0
Total Contractor	60,469,344	66,022,782	5,553,438	32,913,202	32,913,202	0	10,021,949	10,021,949	0
<b>MAINTENANCE &amp; OPERATIONS</b>									
<b>Contractor Services</b>									
Application Maintenance				6,328,000	6,328,000	0	10,848,000	10,848,000	0
Production & Operations				22,262,498	22,262,498	0	34,337,397	34,337,397	0
Quality Assurance				2,400,000	2,400,000	0	1,200,000	1,200,000	0
<b>Consortium Personnel</b>				8,915,504	9,187,688	272,184	13,373,256	13,373,256	0
<b>Consortium Hardware &amp; Software</b>				2,359,600	2,359,600	0	3,539,400	3,539,400	0
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>				<b>42,265,602</b>	<b>42,537,786</b>	<b>272,184</b>	<b>63,298,053</b>	<b>63,298,053</b>	<b>0</b>
Total Consortium				11,275,104	11,547,288	272,184	16,912,656	16,912,656	0
Total Contractor				30,990,498	30,990,498	0	46,385,397	46,385,397	0
<b>TOTAL PROJECT COST</b>	<b>87,015,324</b>	<b>97,444,098</b>	<b>10,428,774</b>	<b>82,634,976</b>	<b>84,532,272</b>	<b>1,897,296</b>	<b>73,320,002</b>	<b>73,320,002</b>	<b>0</b>
Total Consortium	26,545,980	31,421,316	4,875,336	18,731,276	20,628,572	1,897,296	16,912,656	16,912,656	0
Total Contractor	60,469,344	66,022,782	5,553,438	63,903,700	63,903,700	0	56,407,346	56,407,346	0

STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

<b>BUDGET COMPARISON</b>	<b>SFY 2018/19</b>			<b>SFY 2019/20</b>			<b>SFY 2020/21</b>		
	<b>FEB 2013 IAPDU</b>	<b>JUN 2014 IAPDU</b>	<b>CHANGE</b>	<b>FEB 2013 IAPDU</b>	<b>JUN 2014 IAPDU</b>	<b>CHANGE</b>	<b>FEB 2013 IAPDU</b>	<b>JUN 2014 IAPDU</b>	<b>CHANGE</b>
<b>DEVELOPMENT &amp; IMPLEMENTATION</b>									
<b>Contractor Services</b>									
Development & Implementation									
Production & Operations									
Quality Assurance									
Independent Verification & Validation									
<b>Consortium Personnel</b>									
<b>Consortium Hardware &amp; Software</b>									
<b>TOTAL DEVELOPMENT &amp; IMPLEMENTATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Total Consortium	0	0	0	0	0	0	0	0	0
Total Contractor	0	0	0	0	0	0	0	0	0
<b>MAINTENANCE &amp; OPERATIONS</b>									
<b>Contractor Services</b>									
Application Maintenance	10,904,000	10,904,000	0	11,112,000	11,112,000	0	11,456,000	11,456,000	0
Production & Operations	33,283,126	33,283,126	0	32,010,013	32,010,013	0	30,961,025	30,961,025	0
Quality Assurance	0	0	0	0	0	0	0	0	0
<b>Consortium Personnel</b>	13,373,256	13,373,256	0	13,373,256	13,373,256	0	13,373,256	13,373,256	0
<b>Consortium Hardware &amp; Software</b>	3,539,400	3,539,400	0	8,962,200	8,962,200	0	10,394,264	10,394,264	0
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	<b>61,099,782</b>	<b>61,099,782</b>	<b>0</b>	<b>65,457,469</b>	<b>65,457,469</b>	<b>0</b>	<b>66,184,545</b>	<b>66,184,545</b>	<b>0</b>
Total Consortium	16,912,656	16,912,656	0	22,335,456	22,335,456	0	23,767,520	23,767,520	0
Total Contractor	44,187,126	44,187,126	0	43,122,013	43,122,013	0	42,417,025	42,417,025	0
<b>TOTAL PROJECT COST</b>	<b>61,099,782</b>	<b>61,099,782</b>	<b>0</b>	<b>65,457,469</b>	<b>65,457,469</b>	<b>0</b>	<b>66,184,545</b>	<b>66,184,545</b>	<b>0</b>
Total Consortium	16,912,656	16,912,656	0	22,335,456	22,335,456	0	23,767,520	23,767,520	0
Total Contractor	44,187,126	44,187,126	0	43,122,013	43,122,013	0	42,417,025	42,417,025	0

STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

<b>BUDGET COMPARISON</b>	<b>SFY 2021/22</b>			<b>SFY 2022/23</b>			<b>SFY 2023/24</b>		
	<b>FEB 2013 IAPDU</b>	<b>JUN 2014 IAPDU</b>	<b>CHANGE</b>	<b>FEB 2013 IAPDU</b>	<b>JUN 2014 IAPDU</b>	<b>CHANGE</b>	<b>FEB 2013 IAPDU</b>	<b>JUN 2014 IAPDU</b>	<b>CHANGE</b>
<b>DEVELOPMENT &amp; IMPLEMENTATION</b>									
<b>Contractor Services</b>									
Development & Implementation									
Production & Operations									
Quality Assurance									
Independent Verification & Validation									
<b>Consortium Personnel</b>									
<b>Consortium Hardware &amp; Software</b>									
<b>TOTAL DEVELOPMENT &amp; IMPLEMENTATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Total Consortium	0	0	0	0	0	0	0	0	0
Total Contractor	0	0	0	0	0	0	0	0	0
<b>MAINTENANCE &amp; OPERATIONS</b>									
<b>Contractor Services</b>									
Application Maintenance	11,840,000	11,840,000	0	12,392,000	12,392,000	0	5,280,000	5,280,000	0
Production & Operations	30,752,532	30,752,532	0	31,237,243	31,237,243	0	13,072,662	13,072,662	0
Quality Assurance	0	0	0	0	0	0	0	0	0
<b>Consortium Personnel</b>	13,373,256	13,373,256	0	13,373,256	13,373,256	0	4,457,752	4,457,752	0
<b>Consortium Hardware &amp; Software</b>	5,611,132	5,611,132	0	3,539,400	3,539,400	0	1,179,804	1,179,804	0
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	<b>61,576,920</b>	<b>61,576,920</b>	<b>0</b>	<b>60,541,899</b>	<b>60,541,899</b>	<b>0</b>	<b>23,990,218</b>	<b>23,990,218</b>	<b>0</b>
Total Consortium	18,984,388	18,984,388	0	16,912,656	16,912,656	0	5,637,556	5,637,556	0
Total Contractor	42,592,532	42,592,532	0	43,629,243	43,629,243	0	18,352,662	18,352,662	0
<b>TOTAL PROJECT COST</b>	<b>61,576,920</b>	<b>61,576,920</b>	<b>0</b>	<b>60,541,899</b>	<b>60,541,899</b>	<b>0</b>	<b>23,990,218</b>	<b>23,990,218</b>	<b>0</b>
Total Consortium	18,984,388	18,984,388	0	16,912,656	16,912,656	0	5,637,556	5,637,556	0
Total Contractor	42,592,532	42,592,532	0	43,629,243	43,629,243	0	18,352,662	18,352,662	0

STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

BUDGET COMPARISON	AGGREGATE		
	FEB 2013 IAPDU	JUN 2014 IAPDU	CHANGE
<b>DEVELOPMENT &amp; IMPLEMENTATION</b>			
<b>Contractor Services</b>			
Development & Implementation	100,219,480	100,219,480	0
Production & Operations	168,852,484	168,852,484	0
Quality Assurance	11,200,000	12,400,000	1,200,000
Independent Verification & Validation	3,240,274	3,240,274	0
<b>Consortium Personnel</b>	54,614,973	65,582,481	10,967,508
<b>Consortium Hardware &amp; Software</b>	22,018,168	22,018,168	0
<b>TOTAL DEVELOPMENT &amp; IMPLEMENTATION</b>	<b>360,145,379</b>	<b>372,312,887</b>	<b>12,167,508</b>
Total Consortium	76,633,141	87,600,649	10,967,508
Total Contractor	283,512,238	284,712,238	1,200,000
<b>MAINTENANCE &amp; OPERATIONS</b>			
<b>Contractor Services</b>			
Application Maintenance	80,160,000	80,160,000	0
Production & Operations	227,916,496	227,916,496	0
Quality Assurance	3,600,000	3,600,000	0
<b>Consortium Personnel</b>	93,612,792	93,884,976	272,184
<b>Consortium Hardware &amp; Software</b>	39,125,200	39,125,200	0
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	<b>444,414,488</b>	<b>444,686,672</b>	<b>272,184</b>
Total Consortium	132,737,992	133,010,176	272,184
Total Contractor	311,676,496	311,676,496	0
<b>TOTAL PROJECT COST</b>	<b>804,559,867</b>	<b>816,999,559</b>	<b>12,439,692</b>
Total Consortium	209,371,133	220,610,825	11,239,692
Total Contractor	595,188,734	596,388,734	1,200,000

**STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

PROJECT BUDGET	FFY 2013				FFY 2014				FFY 2015			
	SFY 2012/13		SFY 2013/14		SFY 2013/14		SFY 2014/15		SFY 2014/15		SFY 2014/15	
	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep
<b>Development &amp; Implementation (D&amp;I)</b>												
<b>Contractor Services</b>												
Development & Implementation	4,052,813	3,242,250	2,882,000	11,437,940	2,701,876.00	10,807,503.00	4,277,971.00	5,854,064	1,801,250.00	4,503,128.50	9,051,285.00	
Production & Operations	0	0	27,944,931	11,976,399	10,731,205	8,240,817	8,240,817	8,240,817	9,088,376	10,783,494	10,783,494	
Quality Assurance	0	0	50,000	150,000	800,000	900,000	900,000	1,050,000	1,050,000	1,050,000	1,050,000	
Independent Verification & Validation		110,011	245,403	192,975	211,575	211,575	211,575	294,035	211,575	211,575	211,575	
<b>Consortium Personnel</b>	173,638	421,797	731,850	3,739,926	3,739,926	3,739,926	3,739,926	5,085,099	5,532,279	5,755,869	5,755,869	
<b>Consortium Hardware &amp; Software</b>	0	0	0	0	0	0	0	0	2,170,486	3,255,729	3,255,729	
<b>Total D&amp;I Cost</b>	<b>4,226,451</b>	<b>3,774,058</b>	<b>31,854,184</b>	<b>27,497,240</b>	<b>18,184,582</b>	<b>23,899,821</b>	<b>17,370,289</b>	<b>20,524,015</b>	<b>19,853,966</b>	<b>25,559,796</b>	<b>30,107,952</b>	
<b>Cumulative D&amp;I Cost</b>	<b>4,226,451</b>	<b>8,000,509</b>	<b>39,854,693</b>	<b>67,351,933</b>	<b>85,536,515</b>	<b>109,436,336</b>	<b>126,806,625</b>	<b>147,330,640</b>	<b>167,184,606</b>	<b>192,744,402</b>	<b>222,852,354</b>	
<b>Total D&amp;I Cost by Federal Fiscal Year</b>	<b>67,351,933</b>				<b>79,978,707</b>				<b>105,956,891</b>			
<b>Total D&amp;I Cost by State Fiscal Year</b>	<b>39,854,693</b>				<b>86,951,932</b>				<b>96,045,729</b>			
<b>Maintenance &amp; Operations (M&amp;O)</b>												
<b>Contractor Services</b>												
Application Maintenance												
Production & Operations												
Quality Assurance												
<b>Consortium Personnel</b>												
<b>Consortium Hardware &amp; Software</b>												
<b>Total M&amp;O Cost</b>												
<b>Cumulative M&amp;O Cost</b>												
<b>Total M&amp;O Cost by Federal Fiscal Year</b>	<b>0</b>				<b>0</b>				<b>0</b>			
<b>Total M&amp;O Cost by State Fiscal Year</b>	<b>0</b>				<b>0</b>				<b>0</b>			
<b>Total Planning Cost</b>												
<b>Total Project Cost (D&amp;I + M&amp;O)</b>	<b>4,226,451</b>	<b>3,774,058</b>	<b>31,854,184</b>	<b>27,497,240</b>	<b>18,184,582</b>	<b>23,899,821</b>	<b>17,370,289</b>	<b>20,524,015</b>	<b>19,853,966</b>	<b>25,559,796</b>	<b>30,107,952</b>	
<b>Cumulative Cost (Planning + D&amp;I + M&amp;O)</b>	<b>11,197,810</b>	<b>14,971,868</b>	<b>46,826,052</b>	<b>74,323,292</b>	<b>92,507,874</b>	<b>116,407,695</b>	<b>133,777,984</b>	<b>154,301,999</b>	<b>174,155,965</b>	<b>199,715,761</b>	<b>229,823,713</b>	
<b>TOTAL COST BY FEDERAL FISCAL YEAR</b>	<b>67,351,933</b>				<b>79,978,707</b>				<b>105,956,891</b>			
<b>TOTAL COST BY STATE FISCAL YEAR</b>	<b>39,854,693</b>				<b>86,951,932</b>				<b>96,045,729</b>			
<b>Savings (Elimination of Current System Costs)</b>												
<b>Total Savings</b>												
<b>Cumulative Savings</b>												
<b>Payback Calculation</b>												
Project Cost (Cumm Planning*, D&I & M&O)	11,197,810	14,971,868	46,826,052	74,323,292	92,507,874	116,407,695	133,777,984	154,301,999	174,155,965	199,715,761	229,823,713	
PAYBACK (Cumm Savings-Cumm Project Costs)	-11,197,810	-14,971,868	-46,826,052	-74,323,292	-92,507,874	-116,407,695	-133,777,984	-154,301,999	-174,155,965	-199,715,761	-229,823,713	

**STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

PROJECT BUDGET	FFY 2016				FFY 2017				FFY 2018			
	SFY 2015/16				SFY 2016/17				SFY 2017/18			
	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun
<b>Development &amp; Implementation (D&amp;I)</b>												
<b>Contractor Services</b>												
Development & Implementation	9,276,441	0	7,565,254	0	3,602,502	9,006,253	0	135,000	10,021,949			
Production & Operations	10,783,494	10,926,467	11,212,413	11,212,413	11,212,413	7,474,934	0	0				
Quality Assurance	1,050,000	1,050,000	1,050,000	1,050,000	900,000	300,000						
Independent Verification & Validation	211,575	211,575	211,575	211,575	211,575	70,525						
<b>Consortium Personnel</b>	5,857,938	5,139,178	5,043,198	5,043,198	4,562,148	1,520,716						
<b>Consortium Hardware &amp; Software</b>	3,255,729	2,584,451	2,248,812	2,248,812	2,248,812	749,608						
<b>Total D&amp;I Cost</b>	<b>30,435,177</b>	<b>19,911,671</b>	<b>27,331,252</b>	<b>19,765,998</b>	<b>22,737,450</b>	<b>19,122,036</b>	<b>0</b>	<b>135,000</b>	<b>10,021,949</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cumulative D&amp;I Cost</b>	<b>253,287,531</b>	<b>273,199,202</b>	<b>300,530,454</b>	<b>320,296,452</b>	<b>343,033,902</b>	<b>362,155,938</b>	<b>362,155,938</b>	<b>362,290,938</b>	<b>372,312,887</b>	<b>372,312,887</b>	<b>372,312,887</b>	<b>372,312,887</b>
<b>Total D&amp;I Cost by Federal Fiscal Year</b>	<b>89,746,371</b>				<b>29,278,985</b>				<b>0</b>			
<b>Total D&amp;I Cost by State Fiscal Year</b>	<b>97,444,098</b>				<b>41,994,486</b>				<b>10,021,949</b>			
<b>Maintenance &amp; Operations (M&amp;O)</b>												
<b>Contractor Services</b>												
Application Maintenance						904,000	2,712,000	2,712,000	2,712,000	2,712,000	2,712,000	2,712,000
Production & Operations						3,240,674	9,722,022	9,299,802	8,455,362	8,529,069	8,676,483	8,676,483
Quality Assurance						600,000	900,000	900,000	900,000	300,000		
<b>Consortium Personnel</b>						2,296,922	3,445,383	3,445,383	3,343,314	3,343,314	3,343,314	3,343,314
<b>Consortium Hardware &amp; Software</b>						589,900	884,850	884,850	884,850	884,850	884,850	884,850
<b>Total M&amp;O Cost</b>						<b>7,631,496</b>	<b>17,664,255</b>	<b>17,242,035</b>	<b>16,295,526</b>	<b>15,769,233</b>	<b>15,616,647</b>	<b>15,616,647</b>
<b>Cumulative M&amp;O Cost</b>						<b>7,631,496</b>	<b>25,295,751</b>	<b>42,537,786</b>	<b>58,833,312</b>	<b>74,602,545</b>	<b>90,219,192</b>	<b>105,835,839</b>
<b>Total M&amp;O Cost by Federal Fiscal Year</b>	<b>0</b>				<b>58,833,312</b>				<b>62,619,174</b>			
<b>Total M&amp;O Cost by State Fiscal Year</b>	<b>0</b>				<b>42,537,786</b>				<b>63,298,053</b>			
<b>Total Planning Cost</b>												
<b>Total Project Cost (D&amp;I + M&amp;O)</b>	<b>30,435,177</b>	<b>19,911,671</b>	<b>27,331,252</b>	<b>19,765,998</b>	<b>22,737,450</b>	<b>26,753,532</b>	<b>17,664,255</b>	<b>17,377,035</b>	<b>26,317,475</b>	<b>15,769,233</b>	<b>15,616,647</b>	<b>15,616,647</b>
<b>Cumulative Cost (Planning + D&amp;I + M&amp;O)</b>	<b>260,258,890</b>	<b>280,170,561</b>	<b>307,501,813</b>	<b>327,267,811</b>	<b>350,005,261</b>	<b>376,758,793</b>	<b>394,423,048</b>	<b>411,800,083</b>	<b>438,117,558</b>	<b>453,886,791</b>	<b>469,503,438</b>	<b>485,120,085</b>
<b>TOTAL COST BY FEDERAL FISCAL YEAR</b>	<b>89,746,371</b>				<b>88,112,297</b>				<b>62,619,174</b>			
<b>TOTAL COST BY STATE FISCAL YEAR</b>	<b>97,444,098</b>				<b>84,532,272</b>				<b>73,320,002</b>			
<b>Savings (Elimination of Current System Costs)</b>												
						10,513,515	12,346,848	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515
						2,153,250	2,153,250	2,264,837	2,264,837	2,264,837	2,264,837	2,264,837
						537,671	537,671	537,671	537,671	548,424	548,424	548,424
						639,837	639,837	639,837	639,837	652,634	652,634	652,634
<b>Total Savings</b>						<b>13,844,273</b>	<b>15,677,606</b>	<b>16,705,860</b>	<b>16,705,860</b>	<b>16,729,410</b>	<b>16,729,410</b>	<b>16,729,410</b>
<b>Cumulative Savings</b>						<b>13,844,273</b>	<b>29,521,879</b>	<b>46,227,739</b>	<b>62,933,599</b>	<b>79,663,009</b>	<b>96,392,419</b>	<b>113,121,829</b>
<b>Payback Calculation</b>												
Project Cost (Cumm Planning*, D&I & M&O)	260,258,890	280,170,561	307,501,813	327,267,811	350,005,261	376,758,793	394,423,048	411,800,083	438,117,558	453,886,791	469,503,438	485,120,085
PAYBACK (Cumm Savings-Cumm Project Costs)	-260,258,890	-280,170,561	-307,501,813	-327,267,811	-350,005,261	-362,914,520	-364,901,169	-365,572,344	-375,183,959	-374,223,782	-373,111,019	-371,998,256

**STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

PROJECT BUDGET	FFY 2019				FFY 2020				FFY 2021			
	SFY 2018/19				SFY 2019/20				SFY 2020/21			
	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun
<b>Development &amp; Implementation (D&amp;I)</b>												
<b>Contractor Services</b>												
Development & Implementation												
Production & Operations												
Quality Assurance												
Independent Verification & Validation												
<b>Consortium Personnel</b>												
<b>Consortium Hardware &amp; Software</b>												
<b>Total D&amp;I Cost</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Cumulative D&amp;I Cost</b>	372,312,887	372,312,887	372,312,887	372,312,887	372,312,887	372,312,887	372,312,887	372,312,887	372,312,887	372,312,887	372,312,887	372,312,887
<b>Total D&amp;I Cost by Federal Fiscal Year</b>												
<b>Total D&amp;I Cost by State Fiscal Year</b>												
<b>Maintenance &amp; Operations (M&amp;O)</b>												
<b>Contractor Services</b>												
Application Maintenance	2,712,000	2,720,000	2,736,000	2,736,000	2,736,000	2,760,000	2,808,000	2,808,000	2,808,000	2,840,000	2,904,000	2,904,000
Production & Operations	8,676,483	8,473,225	8,066,709	8,066,709	8,066,709	8,030,020	7,956,642	7,956,642	7,956,642	7,832,993	7,585,695	7,585,695
Quality Assurance												
<b>Consortium Personnel</b>	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314
<b>Consortium Hardware &amp; Software</b>	884,850	884,850	884,850	884,850	884,850	2,240,550	2,918,400	2,918,400	2,918,400	2,598,566	2,438,649	2,438,649
<b>Total M&amp;O Cost</b>	15,616,647	15,421,389	15,030,873	15,030,873	15,030,873	16,373,884	17,026,356	17,026,356	17,026,356	16,614,873	16,271,658	16,271,658
<b>Cumulative M&amp;O Cost</b>	121,452,486	136,873,875	151,904,748	166,935,621	181,966,494	198,340,378	215,366,734	232,393,090	249,419,446	266,034,319	282,305,977	298,577,635
<b>Total M&amp;O Cost by Federal Fiscal Year</b>												
<b>Total M&amp;O Cost by State Fiscal Year</b>												
<b>Total Planning Cost</b>												
<b>Total Project Cost (D&amp;I + M&amp;O)</b>	15,616,647	15,421,389	15,030,873	15,030,873	15,030,873	16,373,884	17,026,356	17,026,356	17,026,356	16,614,873	16,271,658	16,271,658
<b>Cumulative Cost (Planning + D&amp;I + M&amp;O)</b>	500,736,732	516,158,121	531,188,994	546,219,867	561,250,740	577,624,624	594,650,980	611,677,336	628,703,692	645,318,565	661,590,223	677,861,881
<b>TOTAL COST BY FEDERAL FISCAL YEAR</b>												
<b>TOTAL COST BY STATE FISCAL YEAR</b>												
<b>Savings (Elimination of Current System Costs)</b>												
	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515
	2,264,837	2,264,837	2,264,837	3,170,771	3,170,771	3,170,771	3,170,771	3,170,771	3,170,771	3,170,771	3,170,771	3,170,771
	548,424	559,393	559,393	559,393	559,393	570,581	570,581	570,581	570,581	581,992	581,992	581,992
	652,634	665,686	665,686	665,686	665,686	679,000	679,000	679,000	679,000	692,580	692,580	692,580
<b>Total Savings</b>	16,729,410	16,753,431	16,753,431	17,659,365	17,659,365	17,683,867	17,683,867	17,683,867	17,683,867	17,708,858	17,708,858	17,708,858
<b>Cumulative Savings</b>	129,851,239	146,604,670	163,358,101	181,017,466	198,676,831	216,360,698	234,044,565	251,728,432	269,412,299	287,121,157	304,830,015	322,538,873
<b>Payback Calculation</b>												
Project Cost (Cumm Planning*, D&I & M&O)	500,736,732	516,158,121	531,188,994	546,219,867	561,250,740	577,624,624	594,650,980	611,677,336	628,703,692	645,318,565	661,590,223	677,861,881
PAYBACK (Cumm Savings-Cumm Project Costs)	-370,885,493	-369,553,451	-367,830,893	-365,202,401	-362,573,909	-361,263,926	-360,606,415	-359,948,904	-359,291,393	-358,197,408	-356,760,208	-355,323,008

**STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

PROJECT BUDGET	FFY 2022				FFY 2023				FFY 2024		Total Project Cost
	SFY 2021/22				SFY 2022/23				SFY 2023/24		
	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	
<b>Development &amp; Implementation (D&amp;I)</b>											
<b>Contractor Services</b>											
Development & Implementation											100,219,480
Production & Operations											168,852,484
Quality Assurance											12,400,000
Independent Verification & Validation											3,240,274
<b>Consortium Personnel</b>											65,582,481
<b>Consortium Hardware &amp; Software</b>											22,018,168
<b>Total D&amp;I Cost</b>	0	0	0	0	0	0	0	0	0	0	372,312,887
<b>Cumulative D&amp;I Cost</b>	372,312,887	372,312,887	372,312,887	372,312,887	372,312,887	372,312,887	372,312,887	372,312,887	372,312,887	372,312,887	372,312,887
<b>Total D&amp;I Cost by Federal Fiscal Year</b>											372,312,887
<b>Total D&amp;I Cost by State Fiscal Year</b>											372,312,887
<b>Maintenance &amp; Operations (M&amp;O)</b>											
<b>Contractor Services</b>											
Application Maintenance	2,904,000	2,936,000	3,000,000	3,000,000	3,000,000	3,056,000	3,168,000	3,168,000	3,168,000	2,112,000	80,160,000
Production & Operations	7,585,695	7,644,231	7,761,303	7,761,303	7,761,303	7,788,736	7,843,602	7,843,602	7,843,602	5,229,060	227,916,496
Quality Assurance											3,600,000
<b>Consortium Personnel</b>	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	1,114,438	93,884,976
<b>Consortium Hardware &amp; Software</b>	2,438,649	1,402,783	884,850	884,850	884,850	884,850	884,850	884,850	884,850	294,954	39,125,200
<b>Total M&amp;O Cost</b>	16,271,658	15,326,328	14,989,467	14,989,467	14,989,467	15,072,900	15,239,766	15,239,766	15,239,766	8,750,452	444,686,672
<b>Cumulative M&amp;O Cost</b>	314,849,293	330,175,621	345,165,088	360,154,555	375,144,022	390,216,922	405,456,688	420,696,454	435,936,220	444,686,672	444,686,672
<b>Total M&amp;O Cost by Federal Fiscal Year</b>											444,686,672
<b>Total M&amp;O Cost by State Fiscal Year</b>											444,686,672
<b>Total Planning Cost</b>											6,971,359
<b>Total Project Cost (D&amp;I + M&amp;O)</b>	16,271,658	15,326,328	14,989,467	14,989,467	14,989,467	15,072,900	15,239,766	15,239,766	15,239,766	8,750,452	816,999,559
<b>Cumulative Cost (Planning + D&amp;I + M&amp;O)</b>	694,133,539	709,459,867	724,449,334	739,438,801	754,428,268	769,501,168	784,740,934	799,980,700	815,220,466	823,970,918	823,970,918
<b>TOTAL COST BY FEDERAL FISCAL YEAR</b>											816,999,559
<b>TOTAL COST BY STATE FISCAL YEAR</b>											816,999,559
<b>Savings (Elimination of Current System Costs)</b>											
	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	
	3,170,771	3,170,771	3,170,771	3,170,771	3,170,771	3,170,771	3,170,771	3,170,771	3,170,771	3,170,771	
	581,992	593,632	593,632	593,632	593,632	605,505	605,505	605,505	605,505	605,505	
	692,580	706,432	706,432	706,432	706,432	720,560	720,560	720,560	720,560	720,560	
<b>Total Savings</b>	17,708,858	17,734,350	17,734,350	17,734,350	17,734,350	17,760,351	17,760,351	17,760,351	17,760,351	17,760,351	499,986,886
<b>Cumulative Savings</b>	340,247,731	357,982,081	375,716,431	393,450,781	411,185,131	428,945,482	446,705,833	464,466,184	482,226,535	499,986,886	499,986,886
<b>Payback Calculation</b>											
Project Cost (Cumm Planning*, D&I & M&O)	694,133,539	709,459,867	724,449,334	739,438,801	754,428,268	769,501,168	784,740,934	799,980,700	815,220,466	823,970,918	823,970,918
PAYBACK (Cumm Savings-Cumm Project Costs)	-353,885,808	-351,477,786	-348,732,903	-345,988,020	-343,243,137	-340,555,686	-338,035,101	-335,514,516	-332,993,931	-323,984,032	-323,984,032

**STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

PROJECT BUDGET	FFY 2013	FFY 2014	FFY 2015	FFY 2016	FFY 2017	FFY 2018	FFY 2019	FFY 2020	FFY 2021	FFY 2022	FFY 2023
	SFY 12/13	SFY 13/14	SFY 14/15	SFY 15/16	SFY 16/17	SFY 17/18	SFY 18/19	SFY 19/20	SFY 20/21	SFY 21/22	SFY 22/23
<b>Development &amp; Implementation (D&amp;I)</b>											
<b>Contractor Services</b>											
Development & Implementation	10,177,063.00	29,225,290.00	21,209,728	16,841,695.00	12,743,755.00	10,021,949.00					
Production & Operations	27,944,931	39,189,238	38,896,181	44,134,787	18,687,347	0					
Quality Assurance	50,000	2,750,000	4,200,000	4,200,000	1,200,000	0					
Independent Verification & Validation	355,414	827,700	928,760	846,300	282,100	0					
<b>Consortium Personnel</b>	1,327,285	14,959,704	22,129,116	21,083,512	6,082,864	0					
<b>Consortium Hardware &amp; Software</b>	0	0	8,681,944	10,337,804	2,998,420	0					
<b>Total D&amp;I Cost</b>	<b>39,854,693</b>	<b>86,951,932</b>	<b>96,045,729</b>	<b>97,444,098</b>	<b>41,994,486</b>	<b>10,021,949</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cumulative D&amp;I Cost</b>	<b>39,854,693</b>	<b>126,806,625</b>	<b>222,852,354</b>	<b>320,296,452</b>	<b>362,290,938</b>	<b>372,312,887</b>	<b>372,312,887</b>	<b>372,312,887</b>	<b>372,312,887</b>	<b>372,312,887</b>	<b>372,312,887</b>
<b>Total D&amp;I Cost by Federal Fiscal Year</b>	<b>67,351,933</b>	<b>79,978,707</b>	<b>105,956,891</b>	<b>89,746,371</b>	<b>29,278,985</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total D&amp;I Cost by State Fiscal Year</b>	<b>39,854,693</b>	<b>86,951,932</b>	<b>96,045,729</b>	<b>97,444,098</b>	<b>41,994,486</b>	<b>10,021,949</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Maintenance &amp; Operations (M&amp;O)</b>											
<b>Contractor Services</b>											
Application Maintenance					6,328,000	10,848,000	10,904,000	11,112,000	11,456,000	11,840,000	12,392,000
Production & Operations					22,262,498	34,337,397	33,283,126	32,010,013	30,961,025	30,752,532	31,237,243
Quality Assurance					2,400,000	1,200,000	0	0	0	0	0
<b>Consortium Personnel</b>					9,187,688	13,373,256	13,373,256	13,373,256	13,373,256	13,373,256	13,373,256
<b>Consortium Hardware &amp; Software</b>					2,359,600	3,539,400	3,539,400	8,962,200	10,394,264	5,611,132	3,539,400
<b>Total M&amp;O Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,537,786</b>	<b>63,298,053</b>	<b>61,099,782</b>	<b>65,457,469</b>	<b>66,184,545</b>	<b>61,576,920</b>	<b>60,541,899</b>
<b>Cumulative M&amp;O Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,537,786</b>	<b>105,835,839</b>	<b>166,935,621</b>	<b>232,393,090</b>	<b>298,577,635</b>	<b>360,154,555</b>	<b>420,696,454</b>
<b>Total M&amp;O Cost by Federal Fiscal Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>58,833,312</b>	<b>62,619,174</b>	<b>60,514,008</b>	<b>67,452,952</b>	<b>65,429,847</b>	<b>60,294,729</b>	<b>60,792,198</b>
<b>Total M&amp;O Cost by State Fiscal Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,537,786</b>	<b>63,298,053</b>	<b>61,099,782</b>	<b>65,457,469</b>	<b>66,184,545</b>	<b>61,576,920</b>	<b>60,541,899</b>
<b>Total Planning Cost</b>											
<b>Total Project Cost (D&amp;I + M&amp;O)</b>	<b>39,854,693</b>	<b>86,951,932</b>	<b>96,045,729</b>	<b>97,444,098</b>	<b>84,532,272</b>	<b>73,320,002</b>	<b>61,099,782</b>	<b>65,457,469</b>	<b>66,184,545</b>	<b>61,576,920</b>	<b>60,541,899</b>
<b>Cumulative Cost (Planning + D&amp;I + M&amp;O)</b>	<b>46,826,052</b>	<b>133,777,984</b>	<b>229,823,713</b>	<b>327,267,811</b>	<b>411,800,083</b>	<b>485,120,085</b>	<b>546,219,867</b>	<b>611,677,336</b>	<b>677,861,881</b>	<b>739,438,801</b>	<b>799,980,700</b>
<b>TOTAL COST BY FEDERAL FISCAL YEAR</b>	<b>67,351,933</b>	<b>79,978,707</b>	<b>105,956,891</b>	<b>89,746,371</b>	<b>88,112,297</b>	<b>62,619,174</b>	<b>60,514,008</b>	<b>67,452,952</b>	<b>65,429,847</b>	<b>60,294,729</b>	<b>60,792,198</b>
<b>TOTAL COST BY STATE FISCAL YEAR</b>	<b>39,854,693</b>	<b>86,951,932</b>	<b>96,045,729</b>	<b>97,444,098</b>	<b>84,532,272</b>	<b>73,320,002</b>	<b>61,099,782</b>	<b>65,457,469</b>	<b>66,184,545</b>	<b>61,576,920</b>	<b>60,541,899</b>
<b>Savings (Elimination of Current System Costs)</b>					36,123,878	53,054,060	53,054,060	53,054,060	53,054,060	53,054,060	53,054,060
					6,571,337	9,059,348	9,965,282	12,683,084	12,683,084	12,683,084	12,683,084
					1,613,013	2,182,943	2,226,603	2,271,136	2,316,557	2,362,888	2,410,147
					1,919,511	2,597,739	2,649,692	2,702,686	2,756,740	2,811,876	2,868,112
<b>Total Savings</b>					<b>46,227,739</b>	<b>66,894,090</b>	<b>67,895,637</b>	<b>70,710,966</b>	<b>70,810,441</b>	<b>70,911,908</b>	<b>71,015,403</b>
<b>Cumulative Savings</b>					<b>46,227,739</b>	<b>113,121,829</b>	<b>181,017,466</b>	<b>251,728,432</b>	<b>322,538,873</b>	<b>393,450,781</b>	<b>464,466,184</b>
<b>Payback Calculation</b>											
Project Cost (Cumm Planning*, D&I & M&O)					411,800,083	485,120,085	546,219,867	611,677,336	677,861,881	739,438,801	799,980,700
PAYBACK (Cumm Savings-Cumm Project Costs)					-365,572,344	-371,998,256	-365,202,401	-359,948,904	-355,323,008	-345,988,020	-335,514,516

**STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE**

PROJECT BUDGET	FFY 2024	Total Project Cost
	SFY 23/24	
<b>Development &amp; Implementation (D&amp;I)</b>		
<b>Contractor Services</b>		
Development & Implementation		100,219,480
Production & Operations		168,852,484
Quality Assurance		12,400,000
Independent Verification & Validation		3,240,274
<b>Consortium Personnel</b>		65,582,481
<b>Consortium Hardware &amp; Software</b>		22,018,168
<b>Total D&amp;I Cost</b>	<b>0</b>	<b>372,312,887</b>
<b>Cumulative D&amp;I Cost</b>	<b>372,312,887</b>	<b>372,312,887</b>
<b>Total D&amp;I Cost by Federal Fiscal Year</b>	<b>0</b>	<b>372,312,887</b>
<b>Total D&amp;I Cost by State Fiscal Year</b>	<b>0</b>	<b>372,312,887</b>
<b>Maintenance &amp; Operations (M&amp;O)</b>		
<b>Contractor Services</b>		
Application Maintenance	5,280,000	80,160,000
Production & Operations	13,072,662	227,916,496
Quality Assurance	0	3,600,000
<b>Consortium Personnel</b>	4,457,752	93,884,976
<b>Consortium Hardware &amp; Software</b>	1,179,804	39,125,200
<b>Total M&amp;O Cost</b>	<b>23,990,218</b>	<b>444,686,672</b>
<b>Cumulative M&amp;O Cost</b>	<b>444,686,672</b>	<b>444,686,672</b>
<b>Total M&amp;O Cost by Federal Fiscal Year</b>	<b>8,750,452</b>	<b>444,686,672</b>
<b>Total M&amp;O Cost by State Fiscal Year</b>	<b>23,990,218</b>	<b>444,686,672</b>
<b>Total Planning Cost</b>		<b>6,971,359</b>
<b>Total Project Cost (D&amp;I + M&amp;O)</b>	<b>23,990,218</b>	<b>816,999,559</b>
<b>Cumulative Cost (Planning + D&amp;I + M&amp;O)</b>	<b>823,970,918</b>	<b>823,970,918</b>
<b>TOTAL COST BY FEDERAL FISCAL YEAR</b>	<b>8,750,452</b>	<b>816,999,559</b>
<b>TOTAL COST BY STATE FISCAL YEAR</b>	<b>23,990,218</b>	<b>816,999,559</b>
<b>Savings (Elimination of Current System Costs)</b>	26,527,030	
	6,341,542	
	1,211,010	
	1,441,120	
<b>Total Savings</b>	<b>35,520,702</b>	<b>499,986,886</b>
<b>Cumulative Savings</b>	<b>499,986,886</b>	<b>499,986,886</b>
<b>Payback Calculation</b>		
Project Cost (Cumm Planning*, D&I & M&O)	823,970,918	<b>823,970,918</b>
PAYBACK (Cumm Savings-Cumm Project Costs)	-323,984,032	<b>-323,984,032</b>

**EXISTING SYSTEM/BASELINE COST WORKSHEET**

Agency/state entity: Office of System Integration

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

Date Prepared: August 2015

Project: SAWS/LEADER Replacement System

SPR #7

	FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		FY 2010/11		SUBTOTAL	
	PYs	Amts	PYs	Amts										
<b>Continuing Information</b>														
<b>Technology Costs</b>														
Staff (salaries & benefits)	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	726.0	80,202,300
Hardware Lease/Maintenance		3,047,789		2,642,687		565,999		565,999		565,999		565,999		7,954,472
Software Maintenance/Licenses		0		0		0		0		0		0		0
Contract Services		14,208,166		16,436,580		27,515,102		27,515,102		27,515,102		27,515,102		140,705,154
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
<b>Total IT Costs</b>	<b>121.0</b>	<b>30,623,005</b>	<b>121.0</b>	<b>32,446,317</b>	<b>121.0</b>	<b>41,448,151</b>	<b>121.0</b>	<b>41,448,151</b>	<b>121.0</b>	<b>41,448,151</b>	<b>121.0</b>	<b>41,448,151</b>	<b>726.0</b>	<b>228,861,926</b>
<b>Continuing Program Costs:</b>														
Staff	27000.0	1,770,201,000	27000.0	1,770,201,000	27000.0	1,770,201,000	27000.0	1,770,201,000	27000.0	1,770,201,000	27000.0	1,770,201,000	162000.0	10,621,206,000
Other		0		0		0		0		0		0		0
<b>Total Program Costs</b>	<b>27000.0</b>	<b>1,770,201,000</b>	<b>162000.0</b>	<b>10,621,206,000</b>										
<b>TOTAL EXISTING SYSTEM COSTS</b>	<b>27121.0</b>	<b>1,800,824,005</b>	<b>27121.0</b>	<b>1,802,647,317</b>	<b>27121.0</b>	<b>1,811,649,151</b>	<b>27121.0</b>	<b>1,811,649,151</b>	<b>27121.0</b>	<b>1,811,649,151</b>	<b>27121.0</b>	<b>1,811,649,151</b>	<b>162726.0</b>	<b>10,850,067,926</b>

**EXISTING SYSTEM/BASELINE COST WORKSHEET**

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

	Subtotal		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		SUBTOTAL	
	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)	726.0	80,202,300	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	1331.0	147,037,550
Hardware Lease/Maintenance		7,954,472		565,999		565,999		565,999		565,999		565,999		10,784,467
Software Maintenance/Licenses		0		0		0		0		0		0		0
Contract Services		140,705,154		27,515,102		28,378,910		28,378,910		28,378,910		28,378,910		281,735,896
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
<b>Total IT Costs</b>	<b>726.0</b>	<b>228,861,926</b>	<b>121.0</b>	<b>41,448,151</b>	<b>121.0</b>	<b>42,311,959</b>	<b>121.0</b>	<b>42,311,959</b>	<b>121.0</b>	<b>42,311,959</b>	<b>121.0</b>	<b>42,311,959</b>	<b>1331.0</b>	<b>439,557,913</b>
<b>Continuing Program Costs:</b>														
Staff	162000.0	10,621,206,000	27000.0	1,770,201,000	27000.0	1,770,201,000	27000.0	1,770,201,000	27000.0	1,770,201,000	27000.0	1,770,201,000	297000.0	19,472,211,000
Other		0		0		0		0		0		0		0
<b>Total Program Costs</b>	<b>162000.0</b>	<b>10,621,206,000</b>	<b>27000.0</b>	<b>1,770,201,000</b>	<b>297000.0</b>	<b>19,472,211,000</b>								
<b>TOTAL EXISTING SYSTEM COSTS</b>	<b>162726.0</b>	<b>10,850,067,926</b>	<b>27121.0</b>	<b>1,811,649,151</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>298331.0</b>	<b>19,911,768,913</b>

**EXISTING SYSTEM/BASELINE COST WORKSHEET**

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

	Subtotal		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		FY 2020/21		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)	1331.0	147,037,550	121.0	13,367,050	121.0	13,367,050	0.0	0	0.0	0	0.0	0	1573.0	173,771,650
Hardware Lease/Maintenance		10,784,467		565,999		565,999		0		0		0		11,916,465
Software Maintenance/Licenses		0		0		0		0		0		0		0
Contract Services		281,735,896		28,378,910		28,378,910		0		0		0		338,493,716
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
<b>Total IT Costs</b>	<b>1331.0</b>	<b>439,557,913</b>	<b>121.0</b>	<b>42,311,959</b>	<b>121.0</b>	<b>42,311,959</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>1573.0</b>	<b>524,181,831</b>
<b>Continuing Program Costs:</b>														
Staff	297000.0	19,472,211,000	27000.0	1,770,201,000	27000.0	1,770,201,000	0.0	0	0.0	0	0.0	0	351000.0	23,012,613,000
Other		0		0		0		0		0		0		0
<b>Total Program Costs</b>	<b>297000.0</b>	<b>19,472,211,000</b>	<b>27000.0</b>	<b>1,770,201,000</b>	<b>27000.0</b>	<b>1,770,201,000</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>351000.0</b>	<b>23,012,613,000</b>
<b>TOTAL EXISTING SYSTEM COSTS</b>	<b>298331.0</b>	<b>19,911,768,913</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>352573.0</b>	<b>23,536,794,831</b>







**ECONOMIC ANALYSIS SUMMARY**

Agency/state entity: Office of System Integration  
 Project: SAWS/LEADER Replacement System

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

	FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		FY 2010/11		SUBTOTAL	
	PYs	Amts	PYs	Amts										
<b>EXISTING SYSTEM</b>														
Total IT Costs	121.0	30,623,005	121.0	32,446,317	121.0	41,448,151	121.0	41,448,151	121.0	41,448,151	121.0	41,448,151	726.0	228,861,926
Total Program Costs	27000.0	1,770,201,000	27000.0	1,770,201,000	27000.0	1,770,201,000	27000.0	1,770,201,000	27000.0	1,770,201,000	27000.0	1,770,201,000	162000.0	10,621,206,000
<b>Total Existing System Costs</b>	<b>27121.0</b>	<b>1,800,824,005</b>	<b>27121.0</b>	<b>1,802,647,317</b>	<b>27121.0</b>	<b>1,811,649,151</b>	<b>27121.0</b>	<b>1,811,649,151</b>	<b>27121.0</b>	<b>1,811,649,151</b>	<b>27121.0</b>	<b>1,811,649,151</b>	<b>162726.0</b>	<b>10,850,067,926</b>
<b>PROPOSED ALTERNATIVE</b>														
Total Project Costs	5.5	385,516	7.0	657,056	10.0	2,018,126	10.0	1,157,763	9.2	1,035,170	9.2	672,382	50.9	5,926,013
Total Cont. Exist. Costs	27121.0	1,800,824,005	27121.0	1,802,647,317	27121.0	1,811,649,151	27121.0	1,811,649,151	27121.0	1,811,649,151	27121.0	1,811,649,151	162726.0	10,850,067,926
<b>Total Alternative Costs</b>	<b>27126.5</b>	<b>1,801,209,521</b>	<b>27128.0</b>	<b>1,803,304,373</b>	<b>27131.0</b>	<b>1,813,667,277</b>	<b>27131.0</b>	<b>1,812,806,914</b>	<b>27130.2</b>	<b>1,812,684,321</b>	<b>27130.2</b>	<b>1,812,321,533</b>	<b>162776.9</b>	<b>10,855,993,939</b>
<b>COST SAVINGS/AVOIDANCES</b>	(5.5)	(385,516)	(7.0)	(657,056)	(10.0)	(2,018,126)	(10.0)	(1,157,763)	(9.2)	(1,035,170)	(9.2)	(672,382)	(50.9)	(5,926,013)
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	(5.5)	(385,516)	(7.0)	(657,056)	(10.0)	(2,018,126)	(10.0)	(1,157,763)	(9.2)	(1,035,170)	(9.2)	(672,382)	(50.9)	(5,926,013)
Cum. Net (Cost) or Benefit	(5.5)	(385,516)	(12.5)	(1,042,572)	(22.5)	(3,060,698)	(32.5)	(4,218,461)	(41.7)	(5,253,631)	(50.9)	(5,926,013)		
<b>ALTERNATIVE #1</b>														
Total Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Cont. Exist. Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
<b>Total Alternative Costs</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>										
<b>COST SAVINGS/AVOIDANCES</b>	27121.0	1,800,824,005	27121.0	1,802,647,317	27121.0	1,811,649,151	27121.0	1,811,649,151	27121.0	1,811,649,151	27121.0	1,811,649,151	162726.0	10,850,067,926
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	27121.0	1,800,824,005	27121.0	1,802,647,317	27121.0	1,811,649,151	27121.0	1,811,649,151	27121.0	1,811,649,151	27121.0	1,811,649,151	162726.0	10,850,067,926
Cum. Net (Cost) or Benefit	27121.0	1,800,824,005	54242.0	3,603,471,322	81363.0	5,415,120,473	108484.0	7,226,769,624	135605.0	9,038,418,775	162726.0	10,850,067,926		
<b>ALTERNATIVE #2</b>														
Total Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Cont. Exist. Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
<b>Total Alternative Costs</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>										
<b>COST SAVINGS/AVOIDANCES</b>	27121.0	1,800,824,005	27121.0	1,802,647,317	27121.0	1,811,649,151	27121.0	1,811,649,151	27121.0	1,811,649,151	27121.0	1,811,649,151	162726.0	10,850,067,926
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	27121.0	1,800,824,005	27121.0	1,802,647,317	27121.0	1,811,649,151	27121.0	1,811,649,151	27121.0	1,811,649,151	27121.0	1,811,649,151	162726.0	10,850,067,926
Cum. Net (Cost) or Benefit	27121.0	1,800,824,005	54242.0	3,603,471,322	81363.0	5,415,120,473	108484.0	7,226,769,624	135605.0	9,038,418,775	162726.0	10,850,067,926		

**ECONOMIC ANALYSIS SUMMARY**

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

	SUBTOTAL		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		SUBTOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
<b>EXISTING SYSTEM</b>														
Total IT Costs	726.0	228,861,926	121.0	41,448,151	121.0	42,311,959	121.0	42,311,959	121.0	42,311,959	121.0	42,311,959	1331.0	439,557,913
Total Program Costs	162000.0	10,621,206,000	27000.0	1,770,201,000	27000.0	1,770,201,000	27000.0	1,770,201,000	27000.0	1,770,201,000	27000.0	1,770,201,000	297000.0	19,472,211,000
Total Existing System Costs	162726.0	10,850,067,926	27121.0	1,811,649,151	27121.0	1,812,512,959	27121.0	1,812,512,959	27121.0	1,812,512,959	27121.0	1,812,512,959	298331.0	19,911,768,913
<b>PROPOSED ALTERNATIVE</b>														
Total Project Costs	50.9	5,926,013	9.2	548,674	15.0	40,044,185	130.0	86,951,932	198.0	96,045,729	185.5	97,444,098	588.6	326,960,631
Total Cont. Exist. Costs	162726.0	10,850,067,926	27121.0	1,811,649,151	27121.0	1,812,512,959	27121.0	1,812,512,959	27121.0	1,812,512,959	27121.0	1,812,512,959	298331.0	19,911,768,913
Total Alternative Costs	162776.9	10,855,993,939	27130.2	1,812,197,825	27136.0	1,852,557,144	27251.0	1,899,464,891	27319.0	1,908,558,688	27306.5	1,909,957,057	298919.6	20,238,729,544
COST SAVINGS/AVOIDANCES	(50.9)	(5,926,013)	(9.2)	(548,674)	(15.0)	(40,044,185)	(130.0)	(86,951,932)	(198.0)	(96,045,729)	(185.5)	(97,444,098)	(588.6)	(326,960,631)
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	(50.9)	(5,926,013)	(9.2)	(548,674)	(15.0)	(40,044,185)	(130.0)	(86,951,932)	(198.0)	(96,045,729)	(185.5)	(97,444,098)	(588.6)	(326,960,631)
Cum. Net (Cost) or Benefit	(50.9)	(5,926,013)	(9.2)	(548,674)	(15.0)	(40,044,185)	(130.0)	(86,951,932)	(198.0)	(96,045,729)	(185.5)	(97,444,098)	(588.6)	(326,960,631)
<b>ALTERNATIVE #1</b>														
Total Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Cont. Exist. Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Alternative Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
COST SAVINGS/AVOIDANCES	162726.0	10,850,067,926	27121.0	1,811,649,151	27121.0	1,812,512,959	27121.0	1,812,512,959	27121.0	1,812,512,959	27121.0	1,812,512,959	298331.0	19,911,768,913
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	162726.0	10,850,067,926	27121.0	1,811,649,151	27121.0	1,812,512,959	27121.0	1,812,512,959	27121.0	1,812,512,959	27121.0	1,812,512,959	298331.0	19,911,768,913
Cum. Net (Cost) or Benefit	162726.0	10,850,067,926	27121.0	1,811,649,151	27121.0	1,812,512,959	27121.0	1,812,512,959	27121.0	1,812,512,959	27121.0	1,812,512,959	298331.0	19,911,768,913
<b>ALTERNATIVE #2</b>														
Total Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Cont. Exist. Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Alternative Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
COST SAVINGS/AVOIDANCES	162726.0	10,850,067,926	27121.0	1,811,649,151	27121.0	1,812,512,959	27121.0	1,812,512,959	27121.0	1,812,512,959	27121.0	1,812,512,959	298331.0	19,911,768,913
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	162726.0	10,850,067,926	27121.0	1,811,649,151	27121.0	1,812,512,959	27121.0	1,812,512,959	27121.0	1,812,512,959	27121.0	1,812,512,959	298331.0	19,911,768,913
Cum. Net (Cost) or Benefit	162726.0	10,850,067,926	27121.0	1,811,649,151	27121.0	1,812,512,959	27121.0	1,812,512,959	27121.0	1,812,512,959	27121.0	1,812,512,959	298331.0	19,911,768,913

**ECONOMIC ANALYSIS SUMMARY**

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

	SUBTOTAL		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		FY 2020/21		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
<b>EXISTING SYSTEM</b>														
Total IT Costs	1331.0	439,557,913	121.0	42,311,959	121.0	42,311,959	0.0	0	0.0	0	0.0	0	1573.0	524,181,831
Total Program Costs	297000.0	19,472,211,000	27000.0	1,770,201,000	27000.0	1,770,201,000	0.0	0	0.0	0	0.0	0	351000.0	23,012,613,000
<b>Total Existing System Costs</b>	<b>298331.0</b>	<b>19,911,768,913</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>352573.0</b>	<b>23,536,794,831</b>
<b>PROPOSED ALTERNATIVE</b>														
Total Project Costs	588.6	326,960,631	132.3	84,532,272	116.0	73,320,002	0.0	0	0.0	0	0.0	0	836.9	484,812,905
Total Cont. Exist. Costs	298331.0	19,911,768,913	27050.4	1,787,972,023	27000.0	1,770,201,000	0.0	0	0.0	0	0.0	0	352381.4	23,469,941,936
<b>Total Alternative Costs</b>	<b>298919.6</b>	<b>20,238,729,544</b>	<b>27182.7</b>	<b>1,872,504,295</b>	<b>27116.0</b>	<b>1,843,521,002</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>353218.3</b>	<b>23,954,754,841</b>
<b>COST SAVINGS/AVOIDANCES</b>	<b>(588.6)</b>	<b>(326,960,631)</b>	<b>(61.7)</b>	<b>(59,991,336)</b>	<b>5.0</b>	<b>(31,008,043)</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>(645.3)</b>	<b>(417,960,010)</b>
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net (Cost) or Benefit</b>	<b>(588.6)</b>	<b>(326,960,631)</b>	<b>(61.7)</b>	<b>(59,991,336)</b>	<b>5.0</b>	<b>(31,008,043)</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>(645.3)</b>	<b>(417,960,010)</b>
<b>Cum. Net (Cost) or Benefit</b>	<b>(588.6)</b>	<b>(326,960,631)</b>	<b>(61.7)</b>	<b>(59,991,336)</b>	<b>5.0</b>	<b>(31,008,043)</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>(645.3)</b>	<b>(417,960,010)</b>
<b>ALTERNATIVE #1</b>														
Total Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Cont. Exist. Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
<b>Total Alternative Costs</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>COST SAVINGS/AVOIDANCES</b>	<b>298331.0</b>	<b>19,911,768,913</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>352573.0</b>	<b>23,536,794,831</b>
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net (Cost) or Benefit</b>	<b>298331.0</b>	<b>19,911,768,913</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>352573.0</b>	<b>23,536,794,831</b>
<b>Cum. Net (Cost) or Benefit</b>	<b>298331.0</b>	<b>19,911,768,913</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>352573.0</b>	<b>23,536,794,831</b>
<b>ALTERNATIVE #2</b>														
Total Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Cont. Exist. Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
<b>Total Alternative Costs</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>COST SAVINGS/AVOIDANCES</b>	<b>298331.0</b>	<b>19,911,768,913</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>352573.0</b>	<b>23,536,794,831</b>
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net (Cost) or Benefit</b>	<b>298331.0</b>	<b>19,911,768,913</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>352573.0</b>	<b>23,536,794,831</b>
<b>Cum. Net (Cost) or Benefit</b>	<b>298331.0</b>	<b>19,911,768,913</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>27121.0</b>	<b>1,812,512,959</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>352573.0</b>	<b>23,536,794,831</b>

**PROJECT FUNDING PLAN**

Agency/state entity: Office of System Integration

All Costs to be in whole (unrounded) dollars

Date Prepared: August 2015

Project: SAWS/LEADER Replacement System

**SPR #7**

	FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		FY 2010/11		SUBTOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
<b>TOTAL PROJECT COSTS</b>	<b>5.5</b>	<b>385,516</b>	<b>7.0</b>	<b>657,056</b>	<b>10.0</b>	<b>2,018,126</b>	<b>10.0</b>	<b>1,157,763</b>	<b>9.2</b>	<b>1,035,170</b>	<b>9.2</b>	<b>672,382</b>	<b>50.9</b>	<b>5,926,013</b>
RESOURCES TO BE REDIRECTED														
Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Funds:														
Existing System		0		0		0		0		0		0		0
Other Fund Sources		0		0		0		0		0		0		0
<b>TOTAL REDIRECTED RESOURCES</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>
ADDITIONAL PROJECT FUNDING NEEDED														
One-Time Project Costs	5.5	385,516	7.0	657,056	10.0	2,018,126	10.0	1,157,763	9.2	1,035,170	9.2	672,382	50.9	5,926,013
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>5.5</b>	<b>385,516</b>	<b>7.0</b>	<b>657,056</b>	<b>10.0</b>	<b>2,018,126</b>	<b>10.0</b>	<b>1,157,763</b>	<b>9.2</b>	<b>1,035,170</b>	<b>9.2</b>	<b>672,382</b>	<b>50.9</b>	<b>5,926,013</b>
<b>TOTAL PROJECT FUNDING</b>	<b>5.5</b>	<b>385,516</b>	<b>7.0</b>	<b>657,056</b>	<b>10.0</b>	<b>2,018,126</b>	<b>10.0</b>	<b>1,157,763</b>	<b>9.2</b>	<b>1,035,170</b>	<b>9.2</b>	<b>672,382</b>	<b>50.9</b>	<b>5,926,013</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%	152,755	0%	260,350	0%	799,651	0%	462,457	0%	412,935	0%	263,308	40%	2,351,456
Federal Fund	0%	208,084	0%	354,647	0%	1,089,284	0%	622,992	0%	554,694	0%	360,799	54%	3,190,500
Special Fund	0%	24,677	0%	42,059	0%	129,191	0%	72,314	0%	67,541	0%	48,275	6%	384,057
Reimbursement	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
<b>TOTAL FUNDING</b>	<b>0%</b>	<b>385,516</b>	<b>0%</b>	<b>657,056</b>	<b>0%</b>	<b>2,018,126</b>	<b>0%</b>	<b>1,157,763</b>	<b>0%</b>	<b>1,035,170</b>	<b>0%</b>	<b>672,382</b>	<b>100%</b>	<b>5,926,013</b>

\*Type: If applicable, for each funding source, beginning on row 29, describe what type of funding is included, such as local assistance or grant funding, the date the funding is to become available, and the duration of the funding.



**PROJECT FUNDING PLAN**

Agency/state entity: Office of System Integration

All Costs to be in whole (unrounded) dollars

Date Prepared: August 2015

Project: SAWS/LEADER Replacement System

**SPR #7**

	SUBTOTALS		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		SUBTOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
<b>TOTAL PROJECT COSTS</b>	<b>50.9</b>	<b>5,926,013</b>	<b>9.2</b>	<b>548,674</b>	<b>15.0</b>	<b>40,044,185</b>	<b>130.0</b>	<b>86,951,932</b>	<b>198.0</b>	<b>96,045,729</b>	<b>185.5</b>	<b>97,444,098</b>	<b>588.6</b>	<b>326,960,631</b>
<b>RESOURCES TO BE REDIRECTED</b>														
Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Funds:														
Existing System		0		0		0		0		0		0		0
Other Fund Sources		0		0		0		0		0		0		0
<b>TOTAL REDIRECTED RESOURCES</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>ADDITIONAL PROJECT FUNDING NEEDED</b>														
One-Time Project Costs	50.9	5,926,013	9.2	548,674	15.0	40,044,185	130.0	86,951,932	198.0	96,045,729	185.5	97,444,098	588.6	326,960,631
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>50.9</b>	<b>5,926,013</b>	<b>9.2</b>	<b>548,674</b>	<b>15.0</b>	<b>40,044,185</b>	<b>130.0</b>	<b>86,951,932</b>	<b>198.0</b>	<b>96,045,729</b>	<b>185.5</b>	<b>97,444,098</b>	<b>588.6</b>	<b>326,960,631</b>
<b>TOTAL PROJECT FUNDING</b>	<b>50.9</b>	<b>5,926,013</b>	<b>9.2</b>	<b>548,674</b>	<b>15.0</b>	<b>40,044,185</b>	<b>130.0</b>	<b>86,951,932</b>	<b>198.0</b>	<b>96,045,729</b>	<b>185.5</b>	<b>97,444,098</b>	<b>588.6</b>	<b>326,960,631</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	40%	2,351,456	0%	210,653	0%	4,325,660	0%	9,278,668	0%	10,303,977	0%	23,378,094	15%	49,848,508
Federal Fund	54%	3,190,500	0%	294,472	0%	33,751,328	0%	73,414,194	0%	81,400,676	0%	67,704,507	79%	259,755,677
Special Fund	6%	384,057	0%	43,549	0%	1,967,197	0%	4,259,070	0%	4,341,076	0%	6,361,497	5%	17,356,446
Reimbursement	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
<b>TOTAL FUNDING</b>	<b>100%</b>	<b>5,926,013</b>	<b>0%</b>	<b>548,674</b>	<b>0%</b>	<b>40,044,185</b>	<b>0%</b>	<b>86,951,932</b>	<b>0%</b>	<b>96,045,729</b>	<b>0%</b>	<b>97,444,098</b>	<b>100%</b>	<b>326,960,631</b>

\*Type: If applicable, for each funding source, beginning on row 29, describe what type of funding is included, such as local assistance or grant funding, the date the funding is to become available, and the duration of the funding.



**PROJECT FUNDING PLAN**

All Costs to be in whole (unrounded) dollars

	SUBTOTALS		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		FY 2020/21		TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
<b>TOTAL PROJECT COSTS</b>	<b>588.6</b>	<b>326,960,631</b>	<b>132.3</b>	<b>84,532,272</b>	<b>116.0</b>	<b>73,320,002</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>836.9</b>	<b>484,812,905</b>
<b>RESOURCES TO BE REDIRECTED</b>														
Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Funds:														
Existing System		0		0		0		0		0		0		0
Other Fund Sources		0		0		0		0		0		0		0
<b>TOTAL REDIRECTED RESOURCES</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>ADDITIONAL PROJECT FUNDING NEEDED</b>														
One-Time Project Costs	588.6	326,960,631	53.0	41,994,486	0.0	10,021,949	0.0	0	0.0	0	0.0	0	641.6	378,977,066
Continuing Project Costs	0.0	0	79.3	42,537,786	116.0	63,298,053	0.0	0	0.0	0	0.0	0	195.3	105,835,839
<b>TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR</b>	<b>588.6</b>	<b>326,960,631</b>	<b>132.3</b>	<b>84,532,272</b>	<b>116.0</b>	<b>73,320,002</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>836.9</b>	<b>484,812,905</b>
<b>TOTAL PROJECT FUNDING</b>	<b>588.6</b>	<b>326,960,631</b>	<b>132.3</b>	<b>84,532,272</b>	<b>116.0</b>	<b>73,320,002</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>836.9</b>	<b>484,812,905</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	15%	49848508	0%	26,978,098	0%	19,818,289	0%	0	0%	0	0%	0	20%	96,644,895
Federal Fund	79%	259755677	0%	50,220,576	0%	46,804,665	0%	0	0%	0	0%	0	74%	356,780,918
Special Fund	5%	17356446	0%	7,333,598	0%	6,697,048	0%	0	0%	0	0%	0	6%	31,387,092
Reimbursement	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
<b>TOTAL FUNDING</b>	<b>100%</b>	<b>326,960,631</b>	<b>0%</b>	<b>84,532,272</b>	<b>0%</b>	<b>73,320,002</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>100%</b>	<b>484,812,905</b>

\*Type: If applicable, for each funding source, beginning on row 29, describe what type of funding is included, such as local assistance or grant funding, the date the funding is to become available, and the duration of the funding.



STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

FY 2012-13 APPLICATION DEVELOPMENT COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	0.0076%	48	100/0/0/0	48			
Medi-Cal	93.7752%	596,252	90/0/10/0	536,627		59,625	
Calfresh	0.0038%	24	50/35/0/15	12	8		4
CFAP	0.5340%	3,395	0/100/0/0		3,395		
Refugee	0.0236%	150	100/0/0/0	150			
CAPI	0.2230%	1,418	0/100/0/0		1,418		
GA/GR	4.7610%	30,272	0/0/0/100				30,272
Foster Care	0.4554%	2,896	0/70/0/30		2,027		869
KinGAP	0.2164%	1,376	0/100/0/0		1,376		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>635,831</b>		<b>536,837</b>	<b>8,224</b>	<b>59,625</b>	<b>31,145</b>

FY 2012-13 OTHER DEVELOPMENT & IMPLEMENTATION COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	0.0076%	2,981	100/0/0/0	2,981			
Medi-Cal	93.7752%	36,777,565	90/0/10/0	33,099,808		3,677,757	
Calfresh	0.0038%	1,490	50/35/0/15	745	522		223
CFAP	0.5340%	209,429	0/100/0/0		209,429		
Refugee	0.0236%	9,256	100/0/0/0	9,256			
CAPI	0.2230%	87,458	0/100/0/0		87,458		
GA/GR	4.7610%	1,867,210	0/0/0/100				1,867,210
Foster Care	0.4554%	178,603	0/70/0/30		125,022		53,581
KinGAP	0.2164%	84,870	0/100/0/0		84,870		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>39,218,862</b>		<b>33,112,790</b>	<b>507,301</b>	<b>3,677,757</b>	<b>1,921,014</b>

FY 2012-13 MAINTENANCE & OPERATIONS COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	12.10%	0	100/0/0/0	0			
Medi-Cal	47.52%	0	75/0/25/0	0		0	
Calfresh	35.42%	0	50/35/0/15	0	0		0
CFAP	0.41%	0	0/100/0/0		0		
Refugee	0.01%	0	100/0/0/0	0			
CAPI	0.17%	0	0/100/0/0		0		
GA/GR	3.68%	0	0/0/0/100				0
Foster Care	0.47%	0	0/70/0/30		0		0
KinGAP	0.22%	0	0/100/0/0		0		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

FY 2012-13 TOTAL FISCAL YEAR COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs		3,029		3,029	0	0	0
Medi-Cal		37,373,817		33,636,435	0	3,737,382	0
Calfresh		1,514		757	530	0	227
CFAP		212,824		0	212,824	0	0
Refugee		9,406		9,406	0	0	0
CAPI		88,876		0	88,876	0	0
GA/GR		1,897,482		0	0	0	1,897,482
Foster Care		181,499		0	127,049	0	54,450
KinGAP		86,246		0	86,246	0	0
<b>TOTAL</b>		<b>39,854,693</b>		<b>33,649,627</b>	<b>515,525</b>	<b>3,737,382</b>	<b>1,952,159</b>

FY 2013-14 APPLICATION DEVELOPMENT COST							
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STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	0.0076%	2,023	100/0/0/0	2,023			
Medi-Cal	93.7752%	24,964,852	90/0/10/0	22,468,367		2,496,485	
Calfresh	0.0038%	1,012	50/35/0/15	506	354		152
CFAP	0.5340%	142,162	0/100/0/0		142,162		
Refugee	0.0236%	6,283	100/0/0/0	6,283			
CAPI	0.2230%	59,367	0/100/0/0		59,367		
GA/GR	4.7610%	1,267,474	0/0/0/100				1,267,474
Foster Care	0.4554%	121,237	0/70/0/30		84,866		36,371
KinGAP	0.2164%	57,610	0/100/0/0		57,610		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>26,622,020</b>		<b>22,477,179</b>	<b>344,359</b>	<b>2,496,485</b>	<b>1,303,997</b>

**FY 2013-14**

**OTHER DEVELOPMENT & IMPLEMENTATION COST**

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	0.0076%	4,585	100/0/0/0	4,585			
Medi-Cal	93.7752%	56,574,495	90/0/10/0	50,917,045		5,657,450	
Calfresh	0.0038%	2,293	50/35/0/15	1,147	803		343
CFAP	0.5340%	322,162	0/100/0/0		322,162		
Refugee	0.0236%	14,238	100/0/0/0	14,238			
CAPI	0.2230%	134,536	0/100/0/0		134,536		
GA/GR	4.7610%	2,872,307	0/0/0/100				2,872,307
Foster Care	0.4554%	274,742	0/70/0/30		192,319		82,423
KinGAP	0.2164%	130,554	0/100/0/0		130,554		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>60,329,912</b>		<b>50,937,015</b>	<b>780,374</b>	<b>5,657,450</b>	<b>2,955,073</b>

**FY 2013-14**

**MAINTENANCE & OPERATIONS COST**

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	12.10%	0	100/0/0/0	0			
Medi-Cal	47.52%	0	75/0/25/0	0		0	
Calfresh	35.42%	0	50/35/0/15	0	0		0
CFAP	0.41%	0	0/100/0/0		0		
Refugee	0.01%	0	100/0/0/0	0			
CAPI	0.17%	0	0/100/0/0		0		
GA/GR	3.68%	0	0/0/0/100				0
Foster Care	0.47%	0	0/70/0/30		0		0
KinGAP	0.22%	0	0/100/0/0		0		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FY 2013-14**

**TOTAL FISCAL YEAR COST**

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs		6,608		6,608	0	0	0
Medi-Cal		81,539,347		73,385,412	0	8,153,935	0
Calfresh		3,305		1,653	1,157	0	495
CFAP		464,324		0	464,324	0	0
Refugee		20,521		20,521	0	0	0
CAPI		193,903		0	193,903	0	0
GA/GR		4,139,781		0	0	0	4,139,781
Foster Care		395,979		0	277,185	0	118,794
KinGAP		188,164		0	188,164	0	0
<b>TOTAL</b>		<b>86,951,932</b>		<b>73,414,194</b>	<b>1,124,733</b>	<b>8,153,935</b>	<b>4,259,070</b>

**FY 2014-15**

**APPLICATION DEVELOPMENT COST**

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	0.009%	1,718	100/0/0/0	1,718			

STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

Medi-Cal	94.140%	17,975,060	90/0/10/0	16,177,554		1,797,506	
Calfresh	0.004%	764	50/35/0/15	382	267		115
CFAP	0.540%	103,107	0/100/0/0		103,107		
Refugee	0.015%	2,864	100/0/0/0	2,864			
CAPI	0.230%	43,916	0/100/0/0		43,916		
GA/GR	4.380%	836,316	0/0/0/100				836,316
Foster Care	0.464%	88,596	0/70/0/30		62,017		26,579
KinGAP	0.218%	41,625	0/100/0/0		41,625		
<b>SUBTOTAL</b>	<b>100.000%</b>	<b>19,093,966</b>		<b>16,182,518</b>	<b>250,932</b>	<b>1,797,506</b>	<b>863,010</b>

**FY 2014-15  
OTHER DEVELOPMENT & IMPLEMENTATION COST**

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	0.009%	6,926	100/0/0/0	6,926			
Medi-Cal	94.140%	72,442,389	90/0/10/0	65,198,150		7,244,239	
Calfresh	0.004%	3,078	50/35/0/15	1,539	1,077		462
CFAP	0.540%	415,540	0/100/0/0		415,540		
Refugee	0.015%	11,543	100/0/0/0	11,543			
CAPI	0.230%	176,989	0/100/0/0		176,989		
GA/GR	4.380%	3,370,487	0/0/0/100				3,370,487
Foster Care	0.464%	357,056	0/70/0/30		249,939		107,117
KinGAP	0.218%	167,755	0/100/0/0		167,755		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>76,951,763</b>		<b>65,218,158</b>	<b>1,011,300</b>	<b>7,244,239</b>	<b>3,478,066</b>

**FY 2014-15  
MAINTENANCE & OPERATIONS COST**

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	0	100/0/0/0	0			
Medi-Cal	49.72%	0	75/0/25/0	0		0	
Calfresh	34.91%	0	50/35/0/15	0	0		0
CFAP	0.41%	0	0/100/0/0		0		
Refugee	0.01%	0	100/0/0/0	0			
CAPI	0.18%	0	0/100/0/0		0		
GA/GR	3.31%	0	0/0/0/100				0
Foster Care	0.43%	0	0/70/0/30		0		0
KinGAP	0.20%	0	0/100/0/0		0		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FY 2014-15  
TOTAL FISCAL YEAR COST**

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs		8,644		8,644	0	0	0
Medi-Cal		90,417,449		81,375,704	0	9,041,745	0
Calfresh		3,842		1,921	1,344	0	577
CFAP		518,647		0	518,647	0	0
Refugee		14,407		14,407	0	0	0
CAPI		220,905		0	220,905	0	0
GA/GR		4,206,803		0	0	0	4,206,803
Foster Care		445,652		0	311,956	0	133,696
KinGAP		209,380		0	209,380	0	0
<b>TOTAL</b>		<b>96,045,729</b>		<b>81,400,676</b>	<b>1,262,232</b>	<b>9,041,745</b>	<b>4,341,076</b>

**FY 2015-16 (EFFP JUL 2014 - DEC 2015)  
APPLICATION DEVELOPMENT COST**

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	0.0090%	318	100/0/0/0	318			
Medi-Cal	94.1400%	3,329,044	90/0/10/0	2,996,140		332,904	
Calfresh	0.0040%	141	50/35/0/15	71	49		21
CFAP	0.5400%	19,096	0/100/0/0		19,096		
Refugee	0.0150%	530	100/0/0/0	530			

STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

CAPI	0.2300%	8,133	0/100/0/0		8,133		
GA/GR	4.3800%	154,889	0/0/0/100				154,889
Foster Care	0.4640%	16,408	0/70/0/30		11,486		4,922
KinGAP	0.2180%	7,709	0/100/0/0		7,709		
<b>SUBTOTAL</b>	<b>100.0000%</b>	<b>3,536,268</b>		<b>2,997,059</b>	<b>46,473</b>	<b>332,904</b>	<b>159,832</b>

**FY 2015-16 (EFFP JUL 2014 - DEC 2015)**

**OTHER DEVELOPMENT & IMPLEMENTATION COST (EFFP JULY THRU DECEMBER 2015)**

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	0.0090%	4,213	100/0/0/0	4,213			
Medi-Cal	94.1400%	44,067,481	90/0/10/0	39,660,733		4,406,748	
Calfresh	0.0040%	1,872	50/35/0/15	936	655		281
CFAP	0.5400%	252,777	0/100/0/0		252,777		
Refugee	0.0150%	7,022	100/0/0/0	7,022			
CAPI	0.2300%	107,664	0/100/0/0		107,664		
GA/GR	4.3800%	2,050,303	0/0/0/100				2,050,303
Foster Care	0.4640%	217,201	0/70/0/30		152,041		65,160
KinGAP	0.2180%	102,047	0/100/0/0		102,047		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>46,810,580</b>		<b>39,672,904</b>	<b>615,184</b>	<b>4,406,748</b>	<b>2,115,744</b>

**FY 2015-16 (EFFP JUL 2014 - DEC 2015)**

**MAINTENANCE & OPERATIONS COST**

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	0	100/0/0/0	0			
Medi-Cal	49.72%	0	75/0/25/0	0		0	
Calfresh	34.91%	0	50/35/0/15	0	0		0
CFAP	0.41%	0	0/100/0/0		0		
Refugee	0.01%	0	100/0/0/0	0			
CAPI	0.18%	0	0/100/0/0		0		
GA/GR	3.31%	0	0/0/0/100				0
Foster Care	0.43%	0	0/70/0/30		0		0
KinGAP	0.20%	0	0/100/0/0		0		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

<b>FY 2015-16 (NON-EFFP JAN 2016 - JUN 2016)</b>							
<b>APPLICATION DEVELOPMENT COST</b>							
<b>Program</b>	<b>Program Percent</b>	<b>Program Costs</b>	<b>Funding Ratios F/SW/SH/C</b>	<b>Federal Share</b>	<b>State Welfare Share</b>	<b>State Health Share</b>	<b>County Share</b>
CalWORKs	10.83%	259,453	100/0/0/0	259,453			
Medi-Cal	49.72%	1,191,140	50/0/50/0	595,570		595,570	
CalFresh	34.91%	836,336	50/35/0/15	418,168	292,718		125,450
CFAP	0.41%	9,822	0/100/0/0		9,822		
Refugee	0.01%	240	100/0/0/0	240			
CAPI	0.18%	4,312	0/100/0/0		4,312		
GA/GR	3.31%	79,297	0/0/0/100				79,297
Foster Care	0.43%	10,301	0/70/0/30		7,211		3,090
KinGAP	0.20%	4,791	0/100/0/0		4,791		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>2,395,692</b>		<b>1,273,431</b>	<b>318,854</b>	<b>595,570</b>	<b>207,837</b>

<b>FY 2015-16 (NON-EFFP JAN 2016 - JUN 2016)</b>							
<b>OTHER DEVELOPMENT &amp; IMPLEMENTATION COST (NON-EFFP JANUARY - JUNE 2016)</b>							
<b>Program</b>	<b>Program Percent</b>	<b>Program Costs</b>	<b>Funding Ratios F/SW/SH/C</b>	<b>Federal Share</b>	<b>State Welfare Share</b>	<b>State Health Share</b>	<b>County Share</b>
CalWORKs	10.83%	4,841,179	100/0/0/0	4,841,179			
Medi-Cal	49.72%	22,225,614	50/0/50/0	11,112,807		11,112,807	
CalFresh	34.91%	15,605,314	50/35/0/15	7,802,657	5,461,860		2,340,797
CFAP	0.41%	183,276	0/100/0/0		183,276		
Refugee	0.01%	4,470	100/0/0/0	4,470			
CAPI	0.18%	80,463	0/100/0/0		80,463		
GA/GR	3.31%	1,479,622	0/0/0/100				1,479,622
Foster Care	0.43%	192,217	0/70/0/30		134,552		57,665
KinGAP	0.20%	89,403	0/100/0/0		89,403		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>44,701,558</b>		<b>23,761,113</b>	<b>5,949,554</b>	<b>11,112,807</b>	<b>3,878,084</b>

STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

FY 2015-16 (EFFP JUL 2014 - DEC 2015)							
TOTAL FISCAL YEAR COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs		5,105,163		5,105,163	0	0	0
Medi-Cal		70,813,279		54,365,250	0	16,448,029	0
CalFresh		16,443,663		8,221,832	5,755,282	0	2,466,549
CFAP		464,971		0	464,971	0	0
Refugee		12,262		12,262	0	0	0
CAPI		200,572		0	200,572	0	0
GA/GR		3,764,111		0	0	0	3,764,111
Foster Care		436,127		0	305,290	0	130,837
KinGAP		203,950		0	203,950	0	0
<b>TOTAL</b>		<b>97,444,098</b>		<b>67,704,507</b>	<b>6,930,065</b>	<b>16,448,029</b>	<b>6,361,497</b>

FY 2016-17							
APPLICATION DEVELOPMENT COST 50/50							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	172,969	100/0/0/0	172,969			
Medi-Cal	49.72%	794,092	50/0/50/0	397,046		397,046	
CalFresh	34.91%	557,557	50/35/0/15	278,779	195,145		83,633
CFAP	0.41%	6,548	0/100/0/0		6,548		
Refugee	0.01%	160	100/0/0/0	160			
CAPI	0.18%	2,875	0/100/0/0		2,875		
GA/GR	3.31%	52,865	0/0/0/100				52,865
Foster Care	0.43%	6,868	0/70/0/30		4,808		2,060
KinGAP	0.20%	3,194	0/100/0/0		3,194		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>1,597,128</b>		<b>848,954</b>	<b>212,570</b>	<b>397,046</b>	<b>138,558</b>

FY 2016-17							
OTHER DEVELOPMENT & IMPLEMENTATION COST 50/50							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	4,375,034	100/0/0/0	4,375,034			
Medi-Cal	49.72%	20,085,565	50/0/50/0	10,042,782		10,042,783	
CalFresh	34.91%	14,102,718	50/35/0/15	7,051,359	4,935,951		2,115,408
CFAP	0.41%	165,629	0/100/0/0		165,629		
Refugee	0.01%	4,040	100/0/0/0	4,040			
CAPI	0.18%	72,715	0/100/0/0		72,715		
GA/GR	3.31%	1,337,153	0/0/0/100				1,337,153
Foster Care	0.43%	173,709	0/70/0/30		121,596		52,113
KinGAP	0.20%	80,795	0/100/0/0		80,795		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>40,397,358</b>		<b>21,473,215</b>	<b>5,376,686</b>	<b>10,042,783</b>	<b>3,504,674</b>

FY 2016-17							
MAINTENANCE & OPERATIONS COST 50/50							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	4,606,842	100/0/0/0	4,606,842			
Medi-Cal	49.72%	21,149,787	75/0/25/0	15,862,340		5,287,447	
CalFresh	34.91%	14,849,941	50/35/0/15	7,424,971	5,197,479		2,227,491
CFAP	0.41%	174,405	0/100/0/0		174,405		
Refugee	0.01%	4,254	100/0/0/0	4,254			
CAPI	0.18%	76,568	0/100/0/0		76,568		
GA/GR	3.31%	1,408,001	0/0/0/100				1,408,001
Foster Care	0.43%	182,912	0/70/0/30		128,038		54,874
KinGAP	0.20%	85,076	0/100/0/0		85,076		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>42,537,786</b>		<b>27,898,407</b>	<b>5,661,566</b>	<b>5,287,447</b>	<b>3,690,366</b>

FY 2016-17							
TOTAL FISCAL YEAR COST							
			Funding		State	State	

STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

Program	Program Percent	Program Costs	Ratios F/SW/SH/C	Federal Share	Welfare Share	Health Share	County Share
CalWORKs		9,154,845		9,154,845	0	0	0
Medi-Cal		42,029,444		26,302,168	0	15,727,276	0
CalFresh		29,510,216		14,755,109	10,328,575	0	4,426,532
CFAP		346,582		0	346,582	0	0
Refugee		8,454		8,454	0	0	0
CAPI		152,158		0	152,158	0	0
GA/GR		2,798,019		0	0	0	2,798,019
Foster Care		363,489		0	254,442	0	109,047
KinGAP		169,065		0	169,065	0	0
<b>TOTAL</b>		<b>84,532,272</b>		<b>50,220,576</b>	<b>11,250,822</b>	<b>15,727,276</b>	<b>7,333,598</b>

FY 2017-18 APPLICATION DEVELOPMENT COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	0	100/0/0/0	0			
Medi-Cal	49.72%	0	75/0/25/0	0		0	
CalFresh	34.91%	0	50/35/0/15	0	0		0
CFAP	0.41%	0	0/100/0/0		0		
Refugee	0.01%	0	100/0/0/0	0			
CAPI	0.18%	0	0/100/0/0		0		
GA/GR	3.31%	0	0/0/0/100				0
Foster Care	0.43%	0	0/70/0/30		0		0
KinGAP	0.20%	0	0/100/0/0		0		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

FY 2017-18 OTHER DEVELOPMENT & IMPLEMENTATION COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	1,085,377	100/0/0/0	1,085,377			
Medi-Cal	49.72%	4,982,913	50/0/50/0	2,491,456		2,491,457	
CalFresh	34.91%	3,498,662	50/35/0/15	1,749,331	1,224,532		524,799
CFAP	0.41%	41,090	0/100/0/0		41,090		
Refugee	0.01%	1,002	100/0/0/0	1,002			
CAPI	0.18%	18,040	0/100/0/0		18,040		
GA/GR	3.31%	331,727	0/0/0/100				331,727
Foster Care	0.43%	43,094	0/70/0/30		30,166		12,928
KinGAP	0.20%	20,044	0/100/0/0		20,044		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>10,021,949</b>		<b>5,327,166</b>	<b>1,333,872</b>	<b>2,491,457</b>	<b>869,454</b>

FY 2017-18 MAINTENANCE & OPERATIONS COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	6,855,179	100/0/0/0	6,855,179			
Medi-Cal	49.72%	31,471,792	75/0/25/0	23,603,844		7,867,948	
CalFresh	34.91%	22,097,350	50/35/0/15	11,048,675	7,734,073		3,314,602
CFAP	0.41%	259,522	0/100/0/0		259,522		
Refugee	0.01%	6,330	100/0/0/0	6,330			
CAPI	0.18%	113,936	0/100/0/0		113,936		
GA/GR	3.31%	2,095,166	0/0/0/100				2,095,166
Foster Care	0.43%	272,182	0/70/0/30		190,527		81,655
KinGAP	0.20%	126,596	0/100/0/0		126,596		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>63,298,053</b>		<b>41,514,028</b>	<b>8,424,654</b>	<b>7,867,948</b>	<b>5,491,423</b>

FY 2017-18 TOTAL FISCAL YEAR COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs		7,940,556		7,940,556	0	0	0
Medi-Cal		36,454,705		26,095,300	0	10,359,405	0

STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

CalFresh		25,596,012		12,798,006	8,958,605	0	3,839,401
CFAP		300,612		0	300,612	0	0
Refugee		7,332		7,332	0	0	0
CAPI		131,976		0	131,976	0	0
GA/GR		2,426,893		0	0	0	2,426,893
Foster Care		315,276		0	220,693	0	94,583
KinGAP		146,640		0	146,640	0	0
<b>TOTAL</b>		<b>73,320,002</b>		<b>46,841,194</b>	<b>9,758,526</b>	<b>10,359,405</b>	<b>6,360,877</b>

FY 2018-19 APPLICATION DEVELOPMENT COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	0	100/0/0/0	0			
Medi-Cal	49.72%	0	50/0/50/0	0		0	
CalFresh	34.91%	0	50/35/0/15	0	0		0
CFAP	0.41%	0	0/100/0/0	0	0		
Refugee	0.01%	0	100/0/0/0	0			
CAPI	0.18%	0	0/100/0/0		0		
GA/GR	3.31%	0	0/0/0/100				0
Foster Care	0.43%	0	0/70/0/30		0		0
KinGAP	0.20%	0	0/100/0/0		0		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

FY 2018-19 OTHER DEVELOPMENT & IMPLEMENTATION COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	0	100/0/0/0	0			
Medi-Cal	49.72%	0	50/0/50/0	0		0	
CalFresh	34.91%	0	50/35/0/15	0	0		0
CFAP	0.41%	0	0/100/0/0	0	0		
Refugee	0.01%	0	100/0/0/0	0			
CAPI	0.18%	0	0/100/0/0		0		
GA/GR	3.31%	0	0/0/0/100				0
Foster Care	0.43%	0	0/70/0/30		0		0
KinGAP	0.20%	0	0/100/0/0		0		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

FY 2018-19 MAINTENANCE & OPERATIONS COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	6,617,106	100/0/0/0	6,617,106			
Medi-Cal	49.72%	30,378,811	75/0/25/0	22,784,108		7,594,703	
CalFresh	34.91%	21,329,934	50/35/0/15	10,664,967	7,465,477		3,199,490
CFAP	0.41%	250,509	0/100/0/0		250,509		
Refugee	0.01%	6,110	100/0/0/0	6,110			
CAPI	0.18%	109,980	0/100/0/0		109,980		
GA/GR	3.31%	2,022,403	0/0/0/100				2,022,403
Foster Care	0.43%	262,729	0/70/0/30		183,910		78,819
KinGAP	0.20%	122,200	0/100/0/0		122,200		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>61,099,782</b>		<b>40,072,291</b>	<b>8,132,076</b>	<b>7,594,703</b>	<b>5,300,712</b>

FY 2018-19 TOTAL FISCAL YEAR COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs		6,617,106		6,617,106	0	0	0
Medi-Cal		30,378,811		22,784,108	0	7,594,703	
CalFresh		21,329,934		10,664,967	7,465,477	0	3,199,490
CFAP		250,509		0	250,509	0	0
Refugee		6,110		6,110	0	0	0
CAPI		109,980		0	109,980	0	0

STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

GA/GR		2,022,403		0	0	0	2,022,403
Foster Care		262,729		0	183,910	0	78,819
KinGAP		122,200		0	122,200	0	0
<b>TOTAL</b>		<b>61,099,782</b>		<b>40,072,291</b>	<b>8,132,076</b>	<b>7,594,703</b>	<b>5,300,712</b>

**FY 2019-20**

**APPLICATION DEVELOPMENT COST**

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	0	100/0/0/0	0			
Medi-Cal	49.72%	0	50/0/50/0	0		0	
Calfresh	34.91%	0	50/35/0/15	0	0		0
CFAP	0.41%	0	0/100/0/0		0		
Refugee	0.01%	0	100/0/0/0	0			
CAPI	0.18%	0	0/100/0/0		0		
GA/GR	3.31%	0	0/0/0/100				0
Foster Care	0.43%	0	0/70/0/30		0		0
KinGAP	0.20%	0	0/100/0/0		0		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FY 2019-20**

**OTHER DEVELOPMENT & IMPLEMENTATION COST**

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	0	100/0/0/0	0			
Medi-Cal	49.72%	0	50/0/50/0	0		0	
Calfresh	34.91%	0	50/35/0/15	0	0		0
CFAP	0.41%	0	0/100/0/0		0		
Refugee	0.01%	0	100/0/0/0	0			
CAPI	0.18%	0	0/100/0/0		0		
GA/GR	3.31%	0	0/0/0/100				0
Foster Care	0.43%	0	0/70/0/30		0		0
KinGAP	0.20%	0	0/100/0/0		0		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FY 2019-20**

**MAINTENANCE & OPERATIONS COST**

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	7,089,044	100/0/0/0	7,089,044			
Medi-Cal	49.72%	32,545,454	75/0/25/0	24,409,090		8,136,364	
Calfresh	34.91%	22,851,202	50/35/0/15	11,425,601	7,997,921		3,427,680
CFAP	0.41%	268,376	0/100/0/0		268,376		
Refugee	0.01%	6,546	100/0/0/0	6,546			
CAPI	0.18%	117,823	0/100/0/0		117,823		
GA/GR	3.31%	2,166,642	0/0/0/100				2,166,642
Foster Care	0.43%	281,467	0/70/0/30		197,027		84,440
KinGAP	0.20%	130,915	0/100/0/0		130,915		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>65,457,469</b>		<b>42,930,281</b>	<b>8,712,062</b>	<b>8,136,364</b>	<b>5,678,762</b>

**FY 2019-20**

**TOTAL FISCAL YEAR COST**

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs		7,089,044		7,089,044	0	0	0
Medi-Cal		32,545,454		24,409,090	0	8,136,364	0
Calfresh		22,851,202		11,425,601	7,997,921	0	3,427,680
CFAP		268,376		0	268,376	0	0
Refugee		6,546		6,546	0	0	0
CAPI		117,823		0	117,823	0	0
GA/GR		2,166,642		0	0	0	2,166,642
Foster Care		281,467		0	197,027	0	84,440
KinGAP		130,915		0	130,915	0	0
<b>TOTAL</b>		<b>65,457,469</b>		<b>42,930,281</b>	<b>8,712,062</b>	<b>8,136,364</b>	<b>5,678,762</b>

STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

<b>FY 2020-21 APPLICATION DEVELOPMENT COST</b>							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	0	100/0/0/0	0			
Medi-Cal	49.72%	0	50/0/50/0	0		0	
Calfresh	34.91%	0	50/35/0/15	0	0		0
CFAP	0.41%	0	0/100/0/0		0		
Refugee	0.01%	0	100/0/0/0	0			
CAPI	0.18%	0	0/100/0/0		0		
GA/GR	3.31%	0	0/0/0/100				0
Foster Care	0.43%	0	0/70/0/30		0		0
KinGAP	0.20%	0	0/100/0/0		0		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>FY 2020-21 OTHER DEVELOPMENT &amp; IMPLEMENTATION COST</b>							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	0	100/0/0/0	0			
Medi-Cal	49.72%	0	50/0/50/0	0		0	
Calfresh	34.91%	0	50/35/0/15	0	0		0
CFAP	0.41%	0	0/100/0/0		0		
Refugee	0.01%	0	100/0/0/0	0			
CAPI	0.18%	0	0/100/0/0		0		
GA/GR	3.31%	0	0/0/0/100				0
Foster Care	0.43%	0	0/70/0/30		0		0
KinGAP	0.20%	0	0/100/0/0		0		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>FY 2020-21 MAINTENANCE &amp; OPERATIONS COST</b>							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	7,167,786	100/0/0/0	7,167,786			
Medi-Cal	49.72%	32,906,956	75/0/25/0	24,680,217		8,226,739	
Calfresh	34.91%	23,105,025	50/35/0/15	11,552,513	8,086,759		3,465,753
CFAP	0.41%	271,357	0/100/0/0		271,357		
Refugee	0.01%	6,618	100/0/0/0	6,618			
CAPI	0.18%	119,132	0/100/0/0		119,132		
GA/GR	3.31%	2,190,708	0/0/0/100				2,190,708
Foster Care	0.43%	284,594	0/70/0/30		199,216		85,378
KinGAP	0.20%	132,369	0/100/0/0		132,369		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>66,184,545</b>		<b>43,407,134</b>	<b>8,808,833</b>	<b>8,226,739</b>	<b>5,741,839</b>

<b>FY 2020-21 TOTAL FISCAL YEAR COST</b>							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs		7,167,786		7,167,786	0	0	0
Medi-Cal		32,906,956		24,680,217	0	8,226,739	0
Calfresh		23,105,025		11,552,513	8,086,759	0	3,465,753
CFAP		271,357		0	271,357	0	0
Refugee		6,618		6,618	0	0	0
CAPI		119,132		0	119,132	0	0
GA/GR		2,190,708		0	0	0	2,190,708
Foster Care		284,594		0	199,216	0	85,378
KinGAP		132,369		0	132,369	0	0
<b>TOTAL</b>		<b>66,184,545</b>		<b>43,407,134</b>	<b>8,808,833</b>	<b>8,226,739</b>	<b>5,741,839</b>

<b>FY 2021-22 APPLICATION DEVELOPMENT COST</b>							
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STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	0	100/0/0/0	0			
Medi-Cal	49.72%	0	50/0/50/0	0		0	
Calfresh	34.91%	0	50/35/0/15	0	0		0
CFAP	0.41%	0	0/100/0/0		0		
Refugee	0.01%	0	100/0/0/0	0			
CAPI	0.18%	0	0/100/0/0		0		
GA/GR	3.31%	0	0/0/0/100				0
Foster Care	0.43%	0	0/70/0/30		0		0
KinGAP	0.20%	0	0/100/0/0		0		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FY 2021-22**

**OTHER DEVELOPMENT & IMPLEMENTATION COST**

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	0	100/0/0/0	0			
Medi-Cal	49.72%	0	50/0/50/0	0		0	
Calfresh	34.91%	0	50/35/0/15	0	0		0
CFAP	0.41%	0	0/100/0/0		0		
Refugee	0.01%	0	100/0/0/0	0			
CAPI	0.18%	0	0/100/0/0		0		
GA/GR	3.31%	0	0/0/0/100				0
Foster Care	0.43%	0	0/70/0/30		0		0
KinGAP	0.20%	0	0/100/0/0		0		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FY 2021-22**

**MAINTENANCE & OPERATIONS COST**

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	6,668,780	100/0/0/0	6,668,780			
Medi-Cal	49.72%	30,616,045	75/0/25/0	22,962,034		7,654,011	
Calfresh	34.91%	21,496,503	50/35/0/15	10,748,252	7,523,776		3,224,475
CFAP	0.41%	252,465	0/100/0/0		252,465		
Refugee	0.01%	6,158	100/0/0/0	6,158			
CAPI	0.18%	110,838	0/100/0/0		110,838		
GA/GR	3.31%	2,038,196	0/0/0/100				2,038,196
Foster Care	0.43%	264,781	0/70/0/30		185,347		79,434
KinGAP	0.20%	123,154	0/100/0/0		123,154		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>61,576,920</b>		<b>40,385,224</b>	<b>8,195,580</b>	<b>7,654,011</b>	<b>5,342,105</b>

**FY 2021-22**

**TOTAL FISCAL YEAR COST**

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs		6,668,780		6,668,780	0	0	0
Medi-Cal		30,616,045		22,962,034	0	7,654,011	0
Calfresh		21,496,503		10,748,252	7,523,776	0	3,224,475
CFAP		252,465		0	252,465	0	0
Refugee		6,158		6,158	0	0	0
CAPI		110,838		0	110,838	0	0
GA/GR		2,038,196		0	0	0	2,038,196
Foster Care		264,781		0	185,347	0	79,434
KinGAP		123,154		0	123,154	0	0
<b>TOTAL</b>		<b>61,576,920</b>		<b>40,385,224</b>	<b>8,195,580</b>	<b>7,654,011</b>	<b>5,342,105</b>

**FY 2022-23**

**APPLICATION DEVELOPMENT COST**

Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	0	100/0/0/0	0			

STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

Medi-Cal	49.72%	0	50/0/50/0	0		0	
Calfresh	34.91%	0	50/35/0/15	0	0		0
CFAP	0.41%	0	0/100/0/0	0	0		
Refugee	0.01%	0	100/0/0/0	0			
CAPI	0.18%	0	0/100/0/0		0		
GA/GR	3.31%	0	0/0/0/100				0
Foster Care	0.43%	0	0/70/0/30		0		0
KinGAP	0.20%	0	0/100/0/0		0		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

FY 2022-23 OTHER DEVELOPMENT & IMPLEMENTATION COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	0	100/0/0/0	0			
Medi-Cal	49.72%	0	50/0/50/0	0		0	
Calfresh	34.91%	0	50/35/0/15	0	0		0
CFAP	0.41%	0	0/100/0/0		0		
Refugee	0.01%	0	100/0/0/0	0			
CAPI	0.18%	0	0/100/0/0		0		
GA/GR	3.31%	0	0/0/0/100				0
Foster Care	0.43%	0	0/70/0/30		0		0
KinGAP	0.20%	0	0/100/0/0		0		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

FY 2022-23 MAINTENANCE & OPERATIONS COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	6,556,688	100/0/0/0	6,556,688			
Medi-Cal	49.72%	30,101,432	75/0/25/0	22,576,074		7,525,358	
Calfresh	34.91%	21,135,177	50/35/0/15	10,567,589	7,397,312		3,170,276
CFAP	0.41%	248,222	0/100/0/0		248,222		
Refugee	0.01%	6,054	100/0/0/0	6,054			
CAPI	0.18%	108,975	0/100/0/0		108,975		
GA/GR	3.31%	2,003,937	0/0/0/100				2,003,937
Foster Care	0.43%	260,330	0/70/0/30		182,231		78,099
KinGAP	0.20%	121,084	0/100/0/0		121,084		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>60,541,899</b>		<b>39,706,405</b>	<b>8,057,824</b>	<b>7,525,358</b>	<b>5,252,312</b>

FY 2022-23 TOTAL FISCAL YEAR COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs		6,556,688		6,556,688	0	0	0
Medi-Cal		30,101,432		22,576,074	0	7,525,358	0
Calfresh		21,135,177		10,567,589	7,397,312	0	3,170,276
CFAP		248,222		0	248,222	0	0
Refugee		6,054		6,054	0	0	0
CAPI		108,975		0	108,975	0	0
GA/GR		2,003,937		0	0	0	2,003,937
Foster Care		260,330		0	182,231	0	78,099
KinGAP		121,084		0	121,084	0	0
<b>TOTAL</b>		<b>60,541,899</b>		<b>39,706,405</b>	<b>8,057,824</b>	<b>7,525,358</b>	<b>5,252,312</b>

FY 2023-24 APPLICATION DEVELOPMENT COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	0	100/0/0/0	0			
Medi-Cal	49.72%	0	50/0/50/0	0		0	
Calfresh	34.91%	0	50/35/0/15	0	0		0
CFAP	0.41%	0	0/100/0/0		0		
Refugee	0.01%	0	100/0/0/0	0			

STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

CAPI	0.18%	0	0/100/0/0		0		
GA/GR	3.31%	0	0/0/0/100				0
Foster Care	0.43%	0	0/70/0/30		0		0
KinGAP	0.20%	0	0/100/0/0		0		0
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

FY 2023-24 OTHER DEVELOPMENT & IMPLEMENTATION COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	0	100/0/0/0	0			
Medi-Cal	49.72%	0	50/0/50/0	0		0	
Calfresh	34.91%	0	50/35/0/15	0	0		0
CFAP	0.41%	0	0/100/0/0		0		
Refugee	0.01%	0	100/0/0/0	0			
CAPI	0.18%	0	0/100/0/0		0		
GA/GR	3.31%	0	0/0/0/100				0
Foster Care	0.43%	0	0/70/0/30		0		0
KinGAP	0.20%	0	0/100/0/0		0		0
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

FY 2023-24 MAINTENANCE & OPERATIONS COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	10.83%	2,598,141	100/0/0/0	2,598,141			
Medi-Cal	49.72%	11,927,937	75/0/25/0	8,945,953		2,981,984	
Calfresh	34.91%	8,374,985	50/35/0/15	4,187,493	2,931,245		1,256,247
CFAP	0.41%	98,360	0/100/0/0		98,360		
Refugee	0.01%	2,399	100/0/0/0	2,399			
CAPI	0.18%	43,182	0/100/0/0		43,182		
GA/GR	3.31%	794,076	0/0/0/100				794,076
Foster Care	0.43%	103,158	0/70/0/30		72,211		30,947
KinGAP	0.20%	47,980	0/100/0/0		47,980		
<b>SUBTOTAL</b>	<b>100.00%</b>	<b>23,990,218</b>		<b>15,733,986</b>	<b>3,192,978</b>	<b>2,981,984</b>	<b>2,081,270</b>

FY 2023-24 TOTAL FISCAL YEAR COST							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs		2,598,141		2,598,141	0	0	0
Medi-Cal		11,927,937		8,945,953	0	2,981,984	0
Calfresh		8,374,985		4,187,493	2,931,245	0	1,256,247
CFAP		98,360		0	98,360	0	0
Refugee		2,399		2,399	0	0	0
CAPI		43,182		0	43,182	0	0
GA/GR		794,076		0	0	0	794,076
Foster Care		103,158		0	72,211	0	30,947
KinGAP		47,980		0	47,980	0	0
<b>TOTAL</b>		<b>23,990,218</b>		<b>15,733,986</b>	<b>3,192,978</b>	<b>2,981,984</b>	<b>2,081,270</b>

## PROJECT TOTALS

TOTAL APPLICATION DEVELOPMENT COST (CUMMULATIVE)							
Program	Aggregate Program Percent	Aggregate Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs		436,529		436,529	0	0	0
Medi-Cal		48,850,440		43,171,304	0	5,679,136	0
Calfresh		1,395,834		697,918	488,541	0	209,375
CFAP		284,130		0	284,130	0	0
Refugee		10,227		10,227	0	0	0
CAPI		120,021		0	120,021	0	0
GA/GR		2,421,113		0	0	0	2,421,113

STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM  
IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

Foster Care		246,306		0	172,415	0	73,891
KinGAP		116,305		0	116,305	0	0
<b>TOTAL</b>		<b>53,880,905</b>		<b>44,315,978</b>	<b>1,181,412</b>	<b>5,679,136</b>	<b>2,704,379</b>

**TOTAL OTHER DEVELOPMENT & IMPLEMENTATION COST (CUMMULATIVE)**

Program	Aggregate Program Percent	Aggregate Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs		10,320,295		10,320,295	0	0	0
Medi-Cal		257,156,022		212,522,781	0	44,633,241	0
Calfresh		33,215,427		16,607,714	11,625,400	0	4,982,313
CFAP		1,589,903		0	1,589,903	0	0
Refugee		51,571		51,571	0	0	0
CAPI		677,865		0	677,865	0	0
GA/GR		13,308,809		0	0	0	13,308,809
Foster Care		1,436,622		0	1,005,635	0	430,987
KinGAP		675,468		0	675,468	0	0
<b>TOTAL</b>		<b>318,431,982</b>		<b>239,502,361</b>	<b>15,574,271</b>	<b>44,633,241</b>	<b>18,722,109</b>

**TOTAL MAINTENANCE & OPERATIONS COST (CUMMULATIVE)**

Program	Aggregate Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	48,159,566		48,159,566	0	0	0
Medi-Cal	221,098,214		165,823,660	0	55,274,554	0
Calfresh	155,240,117		77,620,061	54,334,042	0	23,286,014
CFAP	1,823,216		0	1,823,216	0	0
Refugee	44,469		44,469	0	0	0
CAPI	800,434		0	800,434	0	0
GA/GR	14,719,129		0	0	0	14,719,129
Foster Care	1,912,153		0	1,338,507	0	573,646
KinGAP	889,374		0	889,374	0	0
<b>TOTAL</b>	<b>444,686,672</b>		<b>291,647,756</b>	<b>59,185,573</b>	<b>55,274,554</b>	<b>38,578,789</b>

**TOTAL PROJECT COST (CUMMULATIVE)**

Program	Aggregate Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	58,916,390		58,916,390	0	0	0
Medi-Cal	527,104,676		421,517,745	0	105,586,931	0
Calfresh	189,851,378		94,925,693	66,447,983	0	28,477,702
CFAP	3,697,249		0	3,697,249	0	0
Refugee	106,267		106,267	0	0	0
CAPI	1,598,320		0	1,598,320	0	0
GA/GR	30,449,051		0	0	0	30,449,051
Foster Care	3,595,081		0	2,516,557	0	1,078,524
KinGAP	1,681,147		0	1,681,147	0	0
<b>GRAND TOTAL</b>	<b>816,999,559</b>		<b>575,466,095</b>	<b>75,941,256</b>	<b>105,586,931</b>	<b>60,005,277</b>