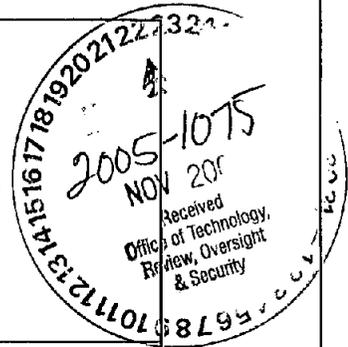


Information Technology Project Request

**Special Project Report
Executive Approval Transmittal**



Department Name			
Office of Systems Integration			
Project Title (maximum of 75 characters)			Project Acronym
Statewide Automated Welfare System –Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER) Consortium Replacement System Project			SAWS- LEADER Replacement System
FSR Project ID	FSR Approval Date	Department Priority	Agency Priority
4130-200	April 6, 2005		

APPROVAL SIGNATURES

I am submitting the attached Special Project Report (SPR) in support of our request for approval to continue 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.

Chief Information Officer		Date Signed
		11/22/2005
Printed name:	Bruce van der Schyff	
Chief Financial Officer		Date Signed
		11/22/05
Printed name:	Stephen Zaretsky	
Acting Department Director		Date Signed
		11/22/05
Printed name:	Christine Dunham	
Agency Secretary		Date Signed
		11/22/05
Printed name:	Kimberly Belshé	

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

1. Submittal Date

2. Type of Document	FSR	SPR	PSP Only	Other:
		X		
Project Number	4130-200			

3. Project Title	Statewide Automated Welfare System – Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER) Consortium Replacement System	Estimated Project Dates	
		Start	End
Project Acronym	SAWS – LEADER Replacement System	07/05	06/07

4. Submitting Department	Office of Systems Integration (OSI)
5. Reporting Agency	

6. Project Objectives

Continue to provide a fully functional automated system to support public assistance program eligibility determination and benefit issuance.

8.	Major Milestones	Est Complete Date
	Release Request for Proposal (RFP)	02/06
	Select Vendor	09/06
	Approve Contract	06/07

7. Proposed Solution

Modify and implement a California-based SAWS system to replace the existing LEADER system.

INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE
SECTION B: PROJECT CONTACTS

Project #	4130-200
Doc. Type	SPR/PAPDU

Executive Contacts								
	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
Agency Secretary	Kimberly	Belshe	916	654-3345		916	440-5000	kbelshe@hhs.ca.gov
Dept. Director	Christine	Dunham	916	263-4111		916	263-3245	chris.dunham@osi.ca.gov
Chief Financial Officer	Stephen	Zaretsky	916	263-4035		916	263-4119	stephen.zaretsk@osi.ca.gov
Acting CIO	Bruce	van der Schyff	916	263-4300		916	263-3245	bruce.vanderschyff@osi.ca.gov
Proj. Sponsor	Christine	Dunham	916	263-4111		916	263-3245	chris.dunham@osi.ca.gov

Direct Contacts								
	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
Doc. prepared by	Linda	Lawson	916	229-4450		916	229-4487	linda.lawson@osi.ca.gov
Primary contact	Julie	Lee	916	263-0729		916	263-3245	Julie.lee@osi.ca.gov
Project Manager	George	Christie	916	229-4409		916	229-4487	george.christie@osi.ca.gov

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

1.	What is the date of your current Operational Recovery Plan (ORP)?	Date	8/04
2.	What is the date of your current Agency Information Management Strategy (AIMS)?	Date	1/05
3.	For the proposed project, provide the page reference in your current AIMS and/or strategic business plan.	Doc.	Section III
		Page #	7, 8, 13

Project #	4130-200
Doc. Type	SPR/PAPDU

4.	Is the project reportable to control agencies?	Yes	No
	If YES, CHECK all that apply:	X	
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.		
	e) The project meets a condition previously imposed by Finance.		

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

Project #	4130-200
Doc. Type	SPR/PAPU

**Budget Augmentation
Required?**

No	X
Yes	

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

FY	05/06	FY	06/07		FY		FY	
\$1,267,406*		\$1,080,206			\$		\$	

PROJECT COSTS

1. Fiscal Year	05/06	06/07					Total
2. One-Time Cost	\$3,021,120	\$2,833,920					\$5,855,040
3. Continuing Costs	\$0	\$0					\$0
4. TOTAL PROJECT BUDGET	\$3,021,120	\$2,833,920					\$5,855,040

SOURCES OF FUNDING

5. General Fund	\$1,177,784	\$1,104,804					\$2,282,588
6. Redirection							
7. Reimbursements							
8. Federal Funds	\$1,664,335	\$1,561,207					\$3,225,542
9. Special Funds							
10. Grant Funds							
11. Other Funds	\$179,001	\$167,909					\$346,910
12. PROJECT BUDGET	\$3,021,120	\$2,833,920					\$5,855,040

*Unexpended FY 2004/05 funds are available for reappropriation in the CDSS budget to cover some of the FY 2005/06 increase.

PROJECT FINANCIAL BENEFITS

13. Cost Savings/Avoidances		\$0	\$0	\$0	\$0	\$0
14. Revenue Increase		\$	\$	\$	\$	\$

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

Has a Risk Management Plan been developed for this project?

Yes	No
	X

General Comment(s)

The Project Team will adhere to internal processes to manage and mitigate risk. As the project continues, the project management team and OSI will closely monitor progress on the known risk areas and watch progress on other areas that could potentially impact the project.

STATEWIDE AUTOMATED WELFARE SYSTEM

**LOS ANGELES ELIGIBILITY, AUTOMATED DETERMINATION,
EVALUATION AND REPORTING (LEADER) CONSORTIUM
REPLACEMENT SYSTEM**

PLANNING ADVANCE PLANNING DOCUMENT UPDATE

**JUNE 2005
(REVISED NOVEMBER 2005)**

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

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

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1.0 Proposed Project

1.1 Project Background/Status

The Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER) Consortium is one of four consortia within the Statewide Automated Welfare System (SAWS). State-level project management and oversight for SAWS is provided by the California Health and Human Services Agency (CHHS), Office of Systems Integration (OSI). The LEADER project is locally managed by the Department of Public Social Services (DPSS) within Los Angeles County, the only county in the LEADER Consortium. This Consortium represents approximately 39 percent of the clients statewide based on the State Fiscal Year (SFY) 2003/04 Persons Count.

In September 1995, Los Angeles County entered into the LEADER Information Technology Agreement with the Unisys Corporation. On October 4, 1999, the LEADER project started the implementation phase of its effort to consolidate and automate most of the county's human services programs. Countywide implementation was completed on April 30, 2001 and the maintenance and operations (M&O) phase began on May 1, 2001. The initial term of the LEADER Agreement expired on April 30, 2005, and the county elected to extend the Agreement for 24 months. The extended term commenced on May 1, 2005 and will end on April 30, 2007.

The LEADER system is integral to DPSS welfare program administration and interaction with other departments and agencies. LEADER is the core tool used by over 11,000 workers to determine eligibility and issue benefits for the CalWORKs, Food Stamp, Medi-Cal, Refugee Assistance and General Assistance Programs. LEADER processes over five million transactions daily. It is essential to the Los Angeles County Department of Public Social Services' daily operations to ensure uninterrupted continuation of the LEADER system.

In June 2004, Los Angeles County acquired the services of Fox Systems Inc. to conduct an assessment of the current LEADER system to provide the analysis needed for the county to determine the welfare administration automation strategy to be followed after the expiration of the current contract. The Alternative Analysis was completed in October 2004. As a result of the study, and discussions with the state, the county intends to transfer an existing SAWS system rather than continue maintenance and operations of the LEADER system.

This document updates the January 2004 Planning Advance Planning Document (PAPD).

1.2 Reasons for Proposed Change

Procurement Scope – The county will procure and implement a replacement system rather than procuring continued maintenance and operations for the LEADER system.

Revised Project Schedule – Activities identified in this PAPDU will begin in July 2005 instead of October 2004 as proposed in the January 2004 PAPD.

1.3 Proposed Project Change

Procurement Scope

The purpose of the Alternative Analysis was to determine the most cost-effective and technically sound alternative for the continued operation of an automated welfare system in Los Angeles County. The alternatives in the study were:

- Transfer all or part of the existing LEADER system to the county's Internal Services Department (ISD).
- Issue an RFP for a competitive procurement for the continued maintenance, operations, and modification and enhancement of the LEADER system.
- Port the LEADER system to a different platform.

The report findings are summarized below:

- Transfer to ISD – This alternative would be costly and time consuming and would not satisfy the county's business and technical needs. At an estimated \$100 million and one and one-half years to complete the transition, the county would still have a system based on largely proprietary hardware and software that would have to be re-architected and functionally enhanced. The report did find that transferring the wide area network responsibility to ISD would be feasible and desirable.
- Issue an RFP – Given the proprietary nature of the current LEADER system, this alternative would provide for limited competition unless a significant financial investment was made to level the playing field for other vendors. As with the first alternative, the county would still be left with essentially the same system, problems and risks.
- Port the system – This alternative provides a range of opportunities to reduce costs, facilitate application changes and expand accessibility to the system.

The report recommended transition of the LEADER system to a new architecture. The current M&O contract would have to be extended to provide sufficient time for this to occur.

In early 2005, after reviewing the findings of the Alternative Analysis, the state and county mutually agreed to a procurement approach. The county will release an RFP requiring vendors to propose the transfer of a California-based SAWS system that will meet the county's requirements, as specified in the RFP. Limiting proposals to systems already in use in California opens competition and takes advantage of the significant investment that has already been made to develop systems that contain California's welfare program rules.

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

Based on this agreement, the purpose of the planning phase of the LEADER Replacement System project is to develop a Request for Proposal (RFP) for the transfer of an existing SAWS system into Los Angeles County, and, by competitive bid, to award a new contract for the services and goods necessary to implement, maintain, and operate the replacement system.

The LEADER Replacement System RFP will not be a simple continuation of the current processes and requirements. The lessons learned by DPSS since the implementation of LEADER identify the need for a more manageable, accountable and comprehensive LEADER organization. Project management reporting and measurement needs have also changed since the initial implementation of LEADER. The LEADER Replacement System Plan includes tasks to improve LEADER change management and ensure that the future M&O organization will fully support and be responsive to the SAWS Project Change Order Validation and Metrics programs.

To achieve the objectives of this strategy, a contract is anticipated to be awarded to a development vendor by June 2007 and the existing M&O contract will have to be extended an additional three years, through June 2010, while the proposed system is modified and implemented. The June 2005 LEADER Consortium IAPDU addresses the specifics of the M&O schedule extension.

Revised Planning Schedule

The initial Statement of Work (SOW) for the Alternative Analysis included a fourth alternative. This alternative would have assessed the potential of DPSS migrating to one of the other SAWS consortia. The vendor responses to this SOW were all more costly than the county had budgeted for the Alternative Analysis. The SOW was reassessed and it was determined that the migration alternative was not likely to be feasible. The demographics of Los Angeles County result in unique programmatic needs that would not be represented in the other consortia. There were concerns that the county's program requirements might not be met by the application maintenance process if they joined another consortium. In addition, the Los Angeles County Board of Supervisors plays a strong role in the oversight of the LEADER contract. This governance structure could not be accommodated by the other consortia. Consequently, the SOW was re-released without this alternative. In June 2004, the county selected Fox Systems, Inc., as the Alternative Analysis consultant and the study was completed in October 2004. County and state review and discussion of the report findings and recommendations continued into early 2005. As a result, the planning activities did not begin in October 2004 as scheduled in the January 2004 PAPD.

In addition, the county decided to conduct the planning consultant procurement with existing county resources before initiating the Replacement System project. The project start date has moved from October 2004 to July 2005.

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

1.4 Impact of Proposed Changes

Procurement Scope

Some county staff tasks and many of the consultant tasks have been revised to reflect the change to the procurement scope. The cost impact of changes in this PAPDU is more attributable to the schedule change and is addressed below. The revised Project Tasks are in Exhibit E, LEADER Replacement System Project Tasks.

Revised Planning Schedule

The joint county and consultant planning team will be assembled by July 2005. Consultants will be used extensively between July 2005 and June 2007 to provide expertise not available within county resources. The RFP and related documents will be developed during SFY 2005/06 to meet the target RFP release date of February 2006. Vendor selection, contract negotiation, and related approval activities will occur in SFY 2006/07 to meet the final contract approval target date of June 2007. The updated planning schedule is outlined in Exhibit F.

As a result of the delay in beginning planning activities and the decision to conduct the procurement for a planning consultant using existing county resources, the planning costs decrease.

- Consortium Project Staff – County staff costs for SFY 2004/05 have been deleted since planning will begin in July 2005. County staffing levels remain the same as presented in the January 2004 PAPD; however, the costs have been updated to reflect the county's proposed SFY 2005/06 Salary and Employee Benefits (S&EB) budget.

Classification	Number of Positions	Monthly S&EB	Annual S&EB	Total Annual S&EB
Administrative Services Manager III	1	\$9,928	\$119,136	\$119,136
Administrative Services Manager II	3	\$8,261	\$99,132	\$297,396
Administrative Services Manager I	4	\$7,710	\$92,520	\$370,080
Senior Secretary II	1	\$5,498	\$65,976	\$65,976
Intermediate Typist Clerk	1	\$4,311	\$51,732	\$51,732
Totals	10			\$904,320

The total cost for Consortium Project Staff is \$1,808,640, a decrease of \$396,607 from previously projected costs. The SFY 2005/06 and 2006/07 costs are \$904,320 for each year.

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

- Consultants – The change in the procurement scope and the schedule delay resulted in a redefinition of the consultant planning tasks and required completion of those tasks in a shorter timeframe. Consequently, costs will not occur in SFY 2004/05 and costs for SFY 2005/06 and 2006/07 have been revised. This results in total planning consultant costs of \$4,046,400, a \$304,510 increase from the January 2004 PAPD. The SFY 2005/06 and SFY 2006/07 costs are \$2,116,800 and \$1,929,600, respectively.

SFY 2005/06				
Title	No. of Staff	Rate	Estimated Total Hours	Costs
Project Management Consultant	1	\$160	2160	\$345,600
Technical Consultants	2	\$150	4320	\$648,000
Systems Analysts	4	\$130	8640	\$1,123,200
Total				\$2,116,800

SFY 2006/07				
Title	No. of Staff	Rate	Estimated Total Hours	Costs
Project Management Consultant	1	\$160	2160	\$345,600
Technical Consultants	2	\$150	4320	\$648,000
Systems Analysts	4*	\$130	7200	\$936,000
Total				\$1,929,600

*The fourth Systems Analyst will only be required for the first four months of SFY 2006/07.

2.0 Project Management Plan

Under the direction of CHHS, OSI is responsible for state-level project management and oversight of the SAWS Project. The project sponsors, the California Department of Social Services (CDSS) and the Department of Health Services (DHS), partner with OSI to ensure that project management activities are in accordance with industry standards and adhere to accepted information technology Best Practices. In addition, Appendix B, Department Project Management Assessment Form contained in the Department of Finance Information Technology Project Oversight Framework, has been completed and will be periodically assessed.

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 DHS 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 DHS provide strategic and policy direction for the SAWS Project.

The LEADER Consortium provides local project management.

2.1 Project Scope

Changes to the project scope are addressed in Section 1.2 through 1.4 of this PAPDU.

2.2 Project Organization

There are no changes to the planning organizational chart that was included in Exhibit D of the January 2004 PAPD. The revised planning consultant team is provided in Section 1.4 of this PAPDU.

2.3 Project Tasks

An updated list of the LEADER Replacement System planning tasks and responsibilities is contained in Exhibit E. This revised exhibit reflects the change in the procurement scope.

2.4 Project Management Approach

There is no change to the project management approach as presented in the January 2004 PAPD.

2.5 Project Schedule

A revised project schedule is contained in Exhibit F.

3.0 Risk Management Plan

The LEADER Replacement System Project adheres to internal processes to manage and mitigate risk. As the project continues, the project management team and OSI closely monitor progress on the known risk areas and watch progress on other areas that could potentially impact the project.

4.0 Project Budget

4.1 Budget Comparison by Fiscal Year

Exhibit A summarizes the changes by fiscal year and reflects the following changes included in the document.

- Consortium Project Staff costs decrease because of the delayed start of planning activities.
- Consultant costs increase because of the delayed start of planning activities.

4.2 Project Budget

Exhibit B contains the Project Budget reflecting total costs from July 2005 through June 2007. The new total planning cost is \$5,855,040.

4.3 Project Funding Plan

Exhibit C contains the Cost Allocation Plan (CAP) displaying the distribution of planning costs. The CAP is based on SFY 2003/04 actual average monthly Persons Count for the programs included in the current LEADER system. Costs are distributed within the programs in accordance with the federal, state, and county funding ratios for each program.

4.4 Economic Analysis Workbook

Exhibit D contains the Economic Analysis Workbook (EAW). The following table maps the Project Budget line items to the EAW line items.

Project Budget	EAW
Non-Recurring Costs	One-Time IT Project Costs
Consortium Project Staff	Staff
Consultants	Contract Services: Other

5.0 Exhibits

- Exhibit A – Budget Comparison by Fiscal Year
- Exhibit B – Project Budget
- Exhibit C – Cost Allocation Plan
- Exhibit D – Economic Analysis Workbook
- Exhibit E – LEADER Replacement System Project Tasks
- Exhibit F – LEADER Replacement System Project Schedule

EXHIBIT A

BUDGET COMPARISON BY FISCAL YEAR

**STATEWIDE AUTOMATED WELFARE SYSTEM
LEADER CONSORTIUM MAINTENANCE AND OPERATIONS
PLANNING ADVANCE PLANNING DOCUMENT UPDATE**

Budget Comparison by Fiscal Year

Planning Costs	2004/05			2005/06			2006/07			Total 2004/05 - 2006/07		
	Jan 2004	June 2005 (Revised November 2005)	Change	Jan 2004	June 2005 (Revised November 2005)	Change	Jan 2004	June 2005 (Revised November 2005)	Change	Jan 2004	June 2005 (Revised November 2005)	Change
Consortium Project Staff	\$640,233	\$0	-\$640,233	\$853,644	\$904,320	\$50,676	\$711,370	\$904,320	\$192,950	\$2,205,247	\$1,808,640	-\$396,607
Consultants	\$2,091,740	\$0	-\$2,091,740	\$900,070	\$2,116,800	\$1,216,730	\$750,080	\$1,929,600	\$1,179,520	\$3,741,890	\$4,046,400	\$304,510
Totals	\$2,731,973	\$0	-\$2,731,973	\$1,753,714	\$3,021,120	\$1,267,406	\$1,461,450	\$2,833,920	\$1,372,470	\$5,947,137	\$5,855,040	-\$92,097

EXHIBIT B
PROJECT BUDGET

**STATEWIDE AUTOMATED WELFARE SYSTEM
LEADER CONSORTIUM MAINTENANCE AND OPERATIONS
PLANNING ADVANCE PLANNING DOCUMENT UPDATE**

Project Budget

SFY 2005/06					
Planning	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Total
Consortium Project Staff	\$226,080	\$226,080	\$226,080	\$226,080	\$904,320
Consultants	\$529,200	\$529,200	\$529,200	\$529,200	\$2,116,800
Total Planning	\$755,280	\$755,280	\$755,280	\$755,280	\$3,021,120

SFY 2006/07					
Planning	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Total
Consortium Project Staff	\$226,080	\$226,080	\$226,080	\$226,080	\$904,320
Consultants	\$482,400	\$482,400	\$482,400	\$482,400	\$1,929,600
Total Planning	\$708,480	\$708,480	\$708,480	\$708,480	\$2,833,920

TOTAL	
Planning	Total
Consortium Project Staff	\$1,808,640
Consultants	\$4,046,400
Total Planning	\$5,855,040

EXHIBIT C

COST ALLOCATION PLAN

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

Cost Allocation Plan

SFY 2005/06								
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share	GF Share
CalWORKs	13.02%	393,350	100/0/0/0	393,350	0	0	0	0
Food Stamps	23.50%	709,963	50/35/0/15	354,982	248,487	0	106,494	248,487
Medi-Cal	60.60%	1,830,799	50/0/50/0	915,399	0	915,400	0	915,400
Refugee	0.02%	604	100/0/0/0	604	0	0	0	0
State Only FS	0.35%	10,574	0/100/0/0	0	10,574	0	0	10,574
State Only CAPI	0.11%	3,323	0/100/0/0	0	3,323	0	0	3,323
GA/GR	2.40%	72,507	0/0/0/100	0	0	0	72,507	0
TOTAL	100.00%	3,021,120		1,664,335	262,384	915,400	179,001	1,177,784

SFY 2006/07								
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share	GF Share
CalWORKs	13.02%	368,976	100/0/0/0	368,976	0	0	0	0
Food Stamps	23.50%	665,971	50/35/0/15	332,986	233,090	0	99,895	233,090
Medi-Cal	60.60%	1,717,356	50/0/50/0	858,678	0	858,678	0	858,678
Refugee	0.02%	567	100/0/0/0	567	0	0	0	0
State Only FS	0.35%	9,919	0/100/0/0	0	9,919	0	0	9,919
State Only CAPI	0.11%	3,117	0/100/0/0	0	3,117	0	0	3,117
GA/GR	2.40%	68,014	0/0/0/100	0	0	0	68,014	0
TOTAL	100.00%	2,833,920		1,561,207	246,126	858,678	167,909	1,104,804

LEADER - Planning Total								
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share	GF Share
CalWORKS		762,326		762,326	0	0	0	0
Food Stamps		1,375,934		687,968	481,577	0	206,389	481,577
Medi-Cal		3,548,155		1,774,077	0	1,774,078	0	1,774,078
Refugee		1,171		1,171	0	0	0	0
State Only FS		20,493		0	20,493	0	0	20,493
State Only CAPI		6,440		0	6,440	0	0	6,440
General Relief		140,521		0	0	0	140,521	0
TOTAL		5,855,040		3,225,542	508,510	1,774,078	346,910	2,282,588

EXHIBIT D

ECONOMIC ANALYSIS WORKBOOK

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

Department: OSI
PROJECT: LEADER REPLACEMENT SYSTEM

All Costs Should be shown in whole (unrounded) dollars.

Date Prepared: November 2005

	FY 2004/05		FY 2005/06		FY 2006/07		FY		FY		FY		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	904,320	0.0	904,320	0.0	0	0.0	0	0.0	0	0	1,808,640
Hardware Purchase		0		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services														0
Software Customization		0		0		0		0		0		0		0
Project Management		0		0		0		0		0		0		0
Project Oversight		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0
Other Contract Services		0		2,116,800		1,929,600		0		0		0		0
TOTAL Contract Services		0		2,116,800		1,929,600		0		0		0		4,046,400
Data Center Services		0		0		0		0		0		0		4,046,400
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total One-time IT Costs	0.0	0	0.0	3,021,120	0.0	2,833,920	0.0	0	0.0	0	0.0	0	0	5,855,040
Continuing IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0
Hardware Lease/Maintenance		0		0		0		0		0		0		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
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
Total Continuing IT Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0
Total Project Costs	0.0	0	0.0	3,021,120	0.0	2,833,920	0.0	0	0.0	0	0.0	0	0	5,855,040
Continuing Existing Costs														
Information Technology Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0
Other IT Costs		0		0		0		0		0		0		0
Total Continuing Existing IT Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0
Program Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0
Other Program Costs		0		0		0		0		0		0		0
Total Continuing Existing Program Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0
Total Continuing Existing Costs	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	3,021,120	0.0	2,833,920	0.0	0	0.0	0	0.0	0	0	5,855,040
INCREASED REVENUES		0		0		0		0		0		0		0

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

ECONOMIC ANALYSIS SUMMARY

Date Prepared: November 2005

Department: OSI

All Costs Should be shown in whole (unrounded) dollars.

PROJECT: LEADER REPLACEMENT SYSTEM

	FY 2004/05		FY 2005/06		FY 2006/07		FY		FY		FY		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
PROPOSED ALTERNATIVE														
Total Project Costs	0.0	0	0.0	3,021,120	0.0	2,833,920	0.0	0	0.0	0	0.0	0	0.0	5,855,040
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	3,021,120	0.0	2,833,920	0.0	0	0.0	0	0.0	0	0.0	5,855,040
COST SAVINGS/AVOIDANCES	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Increased Revenues		0		0		0		0		0		0		0
Net (Cost) or Benefit	0.0	0	0.0	(3,021,120)	0.0	(2,833,920)	0.0	0	0.0	0	0.0	0	0.0	(5,855,040)
Cum. Net (Cost) or Benefit	0.0	0	0.0	(3,021,120)	0.0	(5,855,040)	0.0	(5,855,040)	0.0	(5,855,040)	0.0	(5,855,040)	0.0	(5,855,040)

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

PROJECT FUNDING PLAN

Department: OSI

All Costs Should be shown in whole (unrounded) dollars.

Date Prepared: November 2005

PROJECT: LEADER REPLACEMENT SYSTEM

	FY 2004/05		FY 2005/06		FY 2006/07		FY 0		FY 0		FY 0		TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
TOTAL PROJECT COSTS	0.0	0	0.0	3,021,120	0.0	2,833,920	0.0	0	0.0	0	0.0	0	0.0	5,855,040
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
TOTAL REDIRECTED RESOURCES	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
ADDITIONAL PROJECT FUNDING NEEDED														
One-Time Project Costs	0.0	0	0.0	3,021,120	0.0	2,833,920	0.0	0	0.0	0	0.0	0	0.0	5,855,040
Continuing Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR	0.0	0	0.0	3,021,120	0.0	2,833,920	0.0	0	0.0	0	0.0	0	0.0	5,855,040
TOTAL PROJECT FUNDING	0.0	0	0.0	3,021,120	0.0	2,833,920	0.0	0	0.0	0	0.0	0	0.0	5,855,040
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

**ADJUSTMENTS, SAVINGS AND REVENUES WORKSHEET
(DOF Use Only)**

Department: OSI
PROJECT: LEADER REPLACEMENT SYSTEM

Date Prepared: November 2005

Annual Project Adjustments	FY 2004/05		FY 2005/06		FY 2006/07		FY 0		FY 0		FY 0		Net Adjustments	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-time Costs														
Previous Year's Baseline	0.0	0	0.0	0	0.0	3,021,120	0.0	2,833,920	0.0	0	0.0	0		
(A) Annual Augmentation /(Reduction)	0.0	0	0.0	3,021,120	0.0	(187,200)	0.0	(2,833,920)	0.0	0	0.0	0		
(B) Total One-Time Budget Actions	0.0	0	0.0	3,021,120	0.0	2,833,920	0.0	0	0.0	0	0.0	0	0.0	5,855,040
Continuing Costs														
Previous Year's Baseline	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0		
(C) Annual Augmentation /(Reduction)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0		
(D) Total Continuing Budget Actions	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Annual Project Budget Augmentation /(Reduction) [A + C]	0.0	0	0.0	3,021,120	0.0	(187,200)	0.0	(2,833,920)	0.0	0	0.0	0		

[A, C] Excludes Redirected Resources

Total Additional Project Funds Needed [B + D]

0.0	5,855,040
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Annual Savings/Revenue Adjustments

Cost Savings	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0		
Increased Program Revenues		0		0		0		0		0		0		

EXHIBIT E

LEADER REPLACEMENT SYSTEM PROJECT TASKS

LEADER REPLACEMENT SYSTEM PROJECT TASKS

Consortium Project Staff Responsibilities

In addition to working with the Planning Consultant and reviewing the deliverables, the county planning team will be responsible for, at a minimum, the following activities:

- Conduct sessions with LEADER users to define and reach consensus on business process requirements.
- Identify system requirements.
- Develop an Implementation Advance Planning Document (IAPD) for state and federal approval.
- Develop PAPDUs as needed.
- Develop the Statement of Work.
- Develop the Technical/Performance Requirements.
- Develop the Sample Agreement.
- Develop the RFP.
- Develop Proposal Preparation Instructions.
- Develop Proposal Evaluation Manual.
- Develop Evaluation and Selection tools, including methodologies and weighting, to evaluate responses to business requirements, technical requirements, management approach, corporate capabilities and costs.
- Clear Evaluation and Selection tools.
- Train the evaluation committee.
- Prepare LEADER Library for vendor review.
- Notify Board of Supervisors of intent to release.
- Mail Notice of Intent to Release to 500+ vendors.
- Prepare advertisements for release to local newspapers.
- Post solicitation on county's web page.
- Conduct the bidder's conference.
- Respond to written vendor questions related to the procurement.
- Prepare format for and conduct oral presentations.
- Prepare format for and conduct vendor site visits.
- Conduct and participate in evaluation of business/technical proposals.
- Conduct proposers' reference checks.
- Screen proposals for early disqualification.
- Evaluate cost proposals.
- Complete vendor evaluation and selection documentation.
- Negotiate contract terms and conditions with selected vendor.
- Prepare Contract Agreement with selected vendor.

**STATEWIDE AUTOMATED WELFARE SYSTEM
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PLANNING ADVANCE PLANNING DOCUMENT UPDATE

- Prepare vendor selection report format and cost benefit analysis for state and federal approval.
- Prepare and file Board letter recommending selected vendor.
- Debrief non-winning proposers.
- Conduct executive briefings related to procurement.

Planning Consultant

The county will require consultant services to assist in planning tasks by providing technical expertise not available within county resources. The consultant tasks include, but are not limited to:

- Develop a Project Plan.
- Provide ongoing project management for vendor Tasks and Deliverables.
- Provide support in developing an RFP including, but not limited to, a Sample Vendor Contract.
- Provide support in developing an Implementation Advance Planning Document (IAPD).
- Prepare a vendor proposal Evaluation Manual Package and provide support for the County Counsel and Auditor-Controller in the RFP and Evaluation Manual Package review process.
- Provide assistance to DPSS staff during the preparation for the vendor proposal evaluation process.
- Participate in the Proposers' Conference.
- Provide support in the evaluation of vendor proposals, oral presentations, demonstrations and site visits.
- Provide support in the vendor selection and development and compilation of a final vendor selection report.
- Assist DPSS with vendor negotiations.
- Develop a Risk Mitigation Plan for the selected vendor.
- Provide support to DPSS staff with writing the vendor contract.
- Support DPSS in obtaining County Board of Supervisors, state and federal approval for the vendor contract. The vendor contract shall also be subject to approval by the County Board of Supervisors.
- Assist the county, as needed, to develop a LEADER Replacement System vendor selection summation document for the County Board of Supervisors.

EXHIBIT F

LEADER REPLACEMENT SYSTEM PROJECT SCHEDULE

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

LEADER REPLACEMENT SYSTEM PROJECT ACTIVITIES TIMELINE

Activities	Target Start	Target End
Develop Statement of Work, Statement of Requirements, and Sample Agreement	07/05	09/05
Finalize RFP, Sample Agreement and Proposal Preparation Instructions	11/05	11/05
State and Federal approval process	11/05	1/06
Mail Notice of Intent to Release	01/06	01/06
Advertise RFP and Post to County Web Page	02/06	02/06
Release RFP	02/06	02/06
Select and Train Evaluation Team	02/06	04/06
Bidders' Conference	04/06	04/06
Prepare Formal Response to Bidders' Questions	04/06	04/06
Finalize Evaluation and Selection Tools	04/06	04/06
Finalize Evaluation Training Manual	04/06	04/06
Proposals Due	05/06	05/06
Evaluate Proposals (Assumes 5 Valid Bids are Received)	05/06	09/06
Site Visits, Oral Presentations and Demos	06/06	08/06
Finalize Vendor Selection Documents	07/06	09/06
Request and Receive Board Approval to Negotiate with Selected Vendor	09/06	09/06
Negotiate with Selected Vendor	09/06	12/06
Develop Cost Benefit Analysis (CBA)	11/06	11/06
Finalize Contract, Board Letter and CBA	12/06	12/06
Prepare IAPD	01/07	01/07
County Clearance of Contract, Board Letter and CBA	01/07	02/07
State and Federal Approval Process	02/07	04/07
Notification to the Legislature	05/07	05/07
Board Deputy Clearance	05/07	05/07
File with Board of Supervisors	06/07	06/07