

Office of Technology Review, Oversight, and Security

Document Control Sheet



Log No. 2007-851
 Dept. HWA 0530 Health & Human Services Agency, Secy
 Document Type SPR
 Budget Analyst *Marvin Doan*
 Title LEADER Replacement PAPDU - June 2007

Date	From	To	Comments and Action Required
09/12/2007	KYANG	Chase, Da	Logged in
12/21/07	DE	RG	For review
12/21/07	RG	DC	edits
12/24/07	DLW	NY	Please prepare letter - thanks!
12/24/07	KY	HW	FINALIZED & STAMPED
12/24/07	DLW	RG	Approval in signature
12/24/07	RG	HW	Signed - late to Budgets
12/24/07	DLW	MD	Review, route for signature. Thanks!
12/27/07	BUDGETS	DE	Edit
12/27/07	DE	KY	Please go final.
12/27/07	KY	DC	FINALIZED & STAMPED
12/27/07	DE	RG	For review and signature
12/27/07	RG	DC	Signed
12/27/07	DE	BUDGETS	For signature
12/27/07	MD	SW/NB	u
12/28/07	SW/NB	KG	Review/Approval
12-29-07	KG	MW	"
12/31/07	BUDGETS	DE	Signed - Returned to OTRNS.
1/3/08	DE	KY	Please distribute, log out and file - Hold for Jan 10 processing.

- Action
- Approved
 - Disapproved
 - No Action Required
 - Delegated
 - Returned
 - Withdrawn
 - Other

Filing Information

Project No. 0530-200

Comments

LOGGED OUT, Now for Jan 10 Release
 DISTRIBUTED, FILE

1-3-08 KY
 1-10-08 KY

Handwritten initials/signature



DEC 31 2007

Mr. Carlos Ramos, Assistant Secretary
Health and Human Services Agency
1600 Ninth Street
Sacramento, CA 95814

Dear Mr. Ramos:

Special Project Report/Planning Advance Planning Document Update for the Los Angeles Eligibility, Automated Determination, Evaluation and Reporting Consortium Replacement System, Project Number 0530-200

The Department of Finance (Finance) has completed its review of the Health and Human Services Agency's Office of Systems Integration Special Project Report/Planning Advance Planning Document Update (SPR/PAPDU) for the Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER) Consortium Replacement System project. Based on our review of the SPR/PAPDU, Finance approves the continued expenditure of resources for this project subject to the conditions specified in this letter.

Description	Last Approved (January 10, 2007)	Approved Revision	Change
Project Cost	\$4,198,972	\$4,619,931	\$420,959
One-Time	\$4,198,972	\$4,619,931	\$420,959
Continuing	\$0	\$0	\$0
Funding Source	General Fund, Federal Funds, County Funds, and Reimbursements	General Fund, Federal Funds, County Funds, and Reimbursements	N/A
Project Schedule			
Start Date	July 2005	July 2005	None
Implementation Date	June 2008	July 2009	13 months
PIER Date	N/A	N/A	N/A
Criticality Rating	High	High	None

The LEADER Consortium consists solely of Los Angeles County and represents approximately 39 percent of the Statewide Automated Welfare System caseload. The LEADER system is used by over 11,000 workers to determine eligibility and issue benefits for CalWORKs, Food Stamps, Medi-Cal, Refugee Assistance and General Assistance. In April 2005, Finance approved the LEADER Replacement project to initiate planning and procurement activities to obtain a replacement LEADER system.

This SPR requests approval for the following project changes: an extension of the project schedule, changes in consultant contract services, and additional functionality for the LEADER Replacement system. The schedule extension is the result of an underestimation of time and effort required to complete project activities and resolve project issues. The change in consultant services involves the replacement of a planning services consultant with a quality

assurance contractor. Finally, the Consortium plans to add automated Foster Care Eligibility Determination (FCED) and Welfare to Work functionality to the LEADER Replacement system. The inclusion of FCED is required to comply with the state statute governing Statewide Automated Welfare Systems.

The total estimated project costs have increased by \$421,000 (\$167,000 General Fund) as a result of the schedule extension and the change in support contractor resources. The change in LEADER Replacement system functionality does not increase the cost of the project at this time, as the project is only approved for planning activities. The 2008-09 Governor's Budget includes a decrease of \$562,000 (\$228,000 General Fund) in 2008-09 to reflect changes to planning activities.

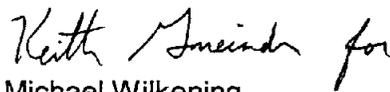
Please note that this approval does not in itself guarantee that funds or expenditure authority for the project will be available. The continuation of any information technology project remains subject to the availability of funding and legislative concurrence for funding and expenditure authority in accordance with the normal state budget process.

This project is subject to the project reporting and oversight requirements of Finance. Should the project costs, benefits, or schedule change by 10 percent or more, or should the project scope or methodology change, a SPR/PAPDU will be required. Refer to the Information Technology Project Oversight Framework to determine the minimum level of project management and oversight activities required for this project. At the conclusion of this project, please submit a Post Implementation Evaluation Report to Finance.

If you have any questions, please contact David Chase at (916) 445-1777, extension 3246, or by e-mail at david.chase@dof.ca.gov. Please refer to Project Number 0530-200 in any future correspondence regarding the project.

Sincerely,


for Debbie D. Leibrock, Chief
Office of Technology Review,
Oversight, and Security


Michael Wilkening
Program Budget Manager
Health and Human Services Unit

DC:ky
Project No. 0530-200
Log No. 2007-851

cc: On following page

cc: Office of the State Chief Information Officer
Mr. George Christie, Deputy Director, Statewide Automated Welfare System, Office of Systems Integration
Ms. Linda Lawson, Assistant Deputy Director, Statewide Automated Welfare System, Office of Systems Integration
Mr. Steve Zaretsky, Budget Officer, Office of Systems Integration
Ms. Fran Mueller, Chief, Financial Management and Contracts Branch, Department of Social Services
Ms. Kathy Curtis, Principal Fiscal and Policy Analyst, Legislative Analyst's Office
Mr. Adrian Farley, Interim Deputy Director, Procurement Division, Department of General Services
Ms. Marnell Voss, Acquisitions Branch Manager, Procurement Division, Department of General Services
Mr. John Wordlaw, Principal Program Budget Analyst, Department of Finance
Mr. Nick Buchen, Principal Program Budget Analyst, Department of Finance
Mr. Marvin Deon, Budget Analyst, Department of Finance
Mr. John Evpak, Budget Analyst, Department of Finance
Ms. Colleen Pedroza, State Information Security Officer, Department of Finance

OTROS Mgr: David Chase
 Date Doc Rec'd: 9/12/2007

Dept. Acronym: OSI
 Project No: 0530-200
 Log No: 2007-851

Document Control	Review Point: <input type="checkbox"/> Initial Review <input type="checkbox"/> Detailed Briefing <input checked="" type="checkbox"/> Final Analysis Date of current revision: December 21, 2007		
Dept. Name	Office of Systems Integration		
Project Name	Statewide Automated Welfare System (SAWS) – Los Angeles Eligibility, Automated Determination, Evaluation and Reporting Consortium (LEADER) Replacement System Special Project Report/Planning Advance Planning Document Update/ (SPR/PAPDU)		
Proj. Acronym	SAWS - LEADER Replacement Project		
Project Cost	Last Approved (January 10, 2007)	Proposed Revision	Change
Total Project Cost	\$4,198,972	\$4,619,931	\$420,959
One-Time	\$4,198,972	\$4,619,931	\$420,959
Continuing	\$0	\$0	\$0
Annual M&O	\$0	\$0	\$0
M&O Begin Year	N/A	N/A	N/A
Fund Source	(check all that apply) <input checked="" type="checkbox"/> GF <input checked="" type="checkbox"/> SF <input checked="" type="checkbox"/> Reimb <input checked="" type="checkbox"/> Fed <input type="checkbox"/> Redirect <input checked="" type="checkbox"/> BCP		
Funding Desc.	Reimbursement from DSS (General Funds, Federal Funds, County Funds)		
Bud. Actions	A corresponding BCP (SPI) is included in the 2008-09 Governor's Budget.		
Project Schedule	Last Approved	Proposed Revision	Change
Start Date	July 2005	July 2005	None
Implementation Date	June 2008	July 2009	13 months
PIER Date	N/A	N/A	N/A
Background/History/Business Case			
<p>The LEADER Consortium consists solely of Los Angeles County and represents approximately 39 percent of the statewide SAWS caseload. The LEADER system completed implementation on April 30, 2001, and has been in system maintenance and operations since May 1, 2001.</p> <p>In 2004, LA County conducted an analysis of alternatives for replacing the LEADER system and determined that it would procure and modify an existing SAWS system. In April 2005, Finance approved a project to procure a replacement LEADER system. In January 2007, Finance approved a revised procurement strategy to permit prospective bidders to propose solutions other than an existing SAWS system.</p>			
Project Chronology:			
Approval Date	Project Document and Summary		
April 2005	Planning Advance Planning Document /Feasibility Study Report (PAPDU/FSR) requesting funds to ensure a smooth transition and uninterrupted continuance of LEADER Maintenance and Operations, planning and procurement activities. Costs included 10 county staff to coordinate and manage the planning effort; and planning consultants to perform technical analysis, business process improvement, RFP development, cost benefit analysis, risk mitigation planning,		

	and of vendor selection support. 2-year project cost - \$5,947,137 (all one-time)
January 2006	PAPDU/FSR requesting a reduction in funding to reflect a change in the project start date from April 2005 to July 2005, as well as the addition of two months to the project schedule to allow sufficient time for review by state and federal agencies. Funding for consortium project staff was decreased, while consultant staff funding increased, producing an overall reduction in project funding. 2-year project cost - \$5,855,040 (all one-time)
January 2007	SPR/PAPDU reflecting a change in procurement strategy to permit bidders to propose solutions other than an existing SAWS system. In addition, the project extended the planning phase by 12 months. Funding was decreased by \$1,656,068. 2-year project cost - \$4,198,972 (all one-time)

Proposed Project Changes

This SPR/PAPDU is submitted to extend planning and procurement activities through July 2009, to revise consultant services, and to include additional system functionality. The proposed 2008-09 budget includes a reduction for planning consultant services and an increase for Quality Assurance consultant services.

Revised Project Schedule:

The LEADER Replacement project has experienced a series of schedule delays. In evaluating the project schedule, the OSI has determined that the current approved schedule significantly underestimated the time, resources and dependent tasks required to complete planning activities and resolve project issues. Stakeholder review and Request For Proposal (RFP) development activities extended well beyond the period allotted in the current schedule. The effort involved in revising the procurement strategy was an unplanned event which consumed considerable time and impacted the completion of scheduled project activities. In addition, the county only filled 5.5 of 10.0 authorized project positions, which further delayed the completion of required activities.

To resolve these issues, the OSI has revised the project schedule and established more realistic time frames for completing project activities and tasks. The schedule has been adjusted to include sufficient time for stakeholder review of project work products and procurement materials. The OSI has also allotted additional time to complete federal and state review and approval processes. The schedule revision has extended the end date of the planning phase by 13 months from June 2008 to July 31, 2009.

Consultant Services:

Los Angeles county recently reevaluated the need for project consultant services and determined that the current planning consultant's services were no longer needed after the completion of the RFP. As a result, the contract for planning services was terminated by mutual agreement between the county and the planning consultant. The county concluded that a Quality Assurance (QA) consultant would best provide the project's needs for day-to-day consultation and guidance, recommendations on improving the quality of project work products, project task monitoring and QA reviews and recommendations. These functions are needed to maintain quality project operations as the project completes planning phase activities. The OSI plans to engage a new planning consultant in 2008-09 to assist the project in preparing for the development and implementation phase.

Additional Functionality:

The current LEADER system does not contain Foster Care Eligibility Determination (FCED) functionality since the Foster Care program is administered by the Department of Children and Family services (DCFS) and not the Department of Public Social Services (DPSS). For years, DCFS has been interested in automating the FCED function. In May 2007, the DSS advised Los Angeles county that FCED must be provided through one of the SAWS systems to fully comply with Welfare and Institutions Code 10823 (a)(1). DCFS is not permitted to develop its own system to provide FCED since this code only permits the SAWS consortia to provide this functionality. DCFS has since requested DPSS to include FCED functionality in the LEADER system. In addition, Los Angeles county has long considered the inclusion of Welfare to Work functionality in the LEADER system. The LEADER Replacement project provides an opportunity to establish this additional functionality without impacting the design and operation of the current system. The inclusion of the additional FCED and Welfare to Work functionalities in the scope of the LEADER Replacement system will not increase planning phase costs.

Issues/Risk Assessment**Criticality Rating** High Med Low

LEADER Replacement activities continue to remain at a high criticality rating given the impact and consequences of a system that performs CalWORKs, Food Stamp, Medi-Cal, Refugee Assistance and General Assistance eligibility determination for all of LA County.

Budget Unit Position

The Budget Unit supports the changes proposed in this SPR/PAPDU.

Security Information Provided

No input from the Security Unit was requested or received as part of this document review.

OTROS Recommendation/Conditions

OTROS supports the project changes proposed in this SPR/PAPDU.

Mr. Carlos Ramos, Assistant Secretary
 Health and Human Services Agency
 1600 Ninth Street
 Sacramento, CA 95814

Reviewed By			
TIRU		BUDGETS	
Analyst	PBM	Analyst	PBM
12/27/07	12/27	12/27	
		12/28/07	76

Dear Mr. Ramos:

Special Project Report/Planning Advance Planning Document Update for the Los Angeles Eligibility, Automated Determination, Evaluation and Reporting Consortium Replacement System, Project Number 0530-200

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Sincerely,

Debbie D. Leibrock, Chief
Office of Technology Review,
Oversight, and Security

Michael Wilkening
Program Budget Manager
Health and Human Services Unit

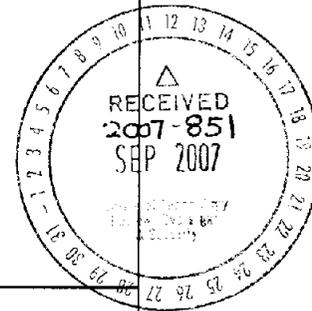
DC:ky
Project No. 0530-200
Log No. 2007-851

cc: On following page

cc: Office of the State Chief Information Officer
Mr. George Christie, Deputy Director, Statewide Automated Welfare System, Office of Systems Integration
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Mr. Marvin Deon, Budget Analyst, Department of Finance
Mr. John Evpak, Budget Analyst, Department of Finance
Ms. Colleen Pedroza, State Information Security Officer, Department of Finance

Information Technology Project Request

**Special Project Report
Executive Approval Transmittal**



Department 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 (LEADER) Consortium Replacement System Project			SAWS – LEADER Replacement System
FSR Project ID	FSR Approval Date	Department Priority	Agency Priority
0530-200	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
<i>George Christie</i>		8/15/07
Printed name:	George Christie	
Chief Financial Officer		Date Signed
<i>Stephen Zaretsky</i>		8/15/07
Printed name:	Stephen Zaretsky	
Department Director		Date Signed
<i>Carlos Ramos</i>		8/24/07
Printed name:	Carlos Ramos	
Agency Secretary		Date Signed
<i>Kimberly Belshé</i>		9/10/07
Printed name:	Kimberly Belshé	

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

1. Submittal Date June 2007

2. Type of Document	FSR	SPR	PSP Only	Other:
		X		
Project Number	0530-200			

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	07/09

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)	11/07
	Select Vendor	07/08
	Approve Contract	07/09
	PIER	TBD
	Key Deliverables	
	RFP	11/07
IAPD	10/08	

7. Proposed Solution

Implement a system that meets the county's business and technical requirements to replace the existing LEADER system.

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

Project #	0530-200
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	Carlos	Ramos	916	263-4111		916	263-0753	carlos.ramos@osi.ca.gov
Budget Officer	Stephen	Zaretsky	916	263-4035		916	263-4119	stephen.zaretsky@osi.ca.gov
CIO	George	Christie	916	229-4409		916	229-4487	george.christie@osi.ca.gov
Proj. Sponsor	Char Lee	Metsker	916	657-3546		916	653-1716	charlee.metsker@dss.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	Russell	Carroll	916	263-4368		916	263-0739	russell.carroll@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 VIII
		Page #	7, 8, 13

Project #	0530-200
Doc. Type	SPR/PAPDU

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 estimated total development and acquisition cost exceeds the departmental cost threshold and the project does not meet the criteria of a desktop and mobile computing commodity expenditure (see SAM 4989 – 4989.3).		
X	d) The project meets a condition previously imposed by Finance.		

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

Project #	0530-200
Doc. Type	SPR/PAPDU

Budget Augmentation
Required?

No	X
Yes	

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

FY	07/08	FY	08/09	FY		FY		FY	
	(\$11,460)		(\$597,360)						

PROJECT COSTS

1.	Fiscal Year	05/06	06/07	07/08	08/09	09/10	TOTAL
2.	One-Time Cost	\$ 392,313	\$ 657,630	\$ 2,018,220	\$ 1,432,320	\$ 119,448	\$ 4,619,931
3.	Continuing Costs	\$	\$	\$	\$	\$	\$
4.	TOTAL PROJECT BUDGET	\$ 392,313	\$ 657,630	\$ 2,018,220	\$ 1,432,320	\$ 119,448	\$ 4,619,931

SOURCES OF FUNDING

5.	General Fund	\$ 152,273	\$ 255,252	\$ 799,688	\$ 567,534	\$ 47,329	\$ 1,822,076
6.	Redirection	\$	\$	\$	\$	\$	\$
7.	Reimbursements	\$	\$	\$	\$	\$	\$
8.	Federal Funds	\$ 215,360	\$ 361,007	\$ 1,089,335	\$ 773,095	\$ 64,472	\$ 2,503,269
9.	Special Funds	\$	\$	\$	\$	\$	\$
10.	Grant Funds	\$	\$	\$	\$	\$	\$
11.	Other Funds	\$ 24,680	\$ 41,371	\$ 129,197	\$ 91,691	\$ 7,647	\$ 294,586
12.	PROJECT BUDGET	\$ 392,313	\$ 657,630	\$ 2,018,220	\$ 1,432,320	\$ 119,448	\$ 4,619,931

PROJECT FINANCIAL BENEFITS

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

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**

Project #	0530-200
Doc. Type	SPR/PAPDU

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

Vendor Name	
-------------	--

VENDOR PROJECT BUDGET

1.	Fiscal Year							TOTAL
2.	Primary Vendor Budget							\$
3.	Independent Oversight Budget							\$
4.	IV&V Budget							\$
5.	Other Budget							
6.	TOTAL VENDOR BUDGET	\$	\$	\$	\$	\$	\$	\$

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

PRIMARY VENDOR HISTORY SPECIFIC TO THIS PROJECT

7.	Primary Vendor	
8.	Contract Start Date	
9.	Contract End Date (projected)	
10.	Amount	\$

PRIMARY VENDOR CONTACTS

	Vendor	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
11.									
12.									
13.									

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

Project #	0530-200
Doc. Type	SPR/PAPDU

RISK ASSESSMENT

Yes	No
	X

Has a Risk Management Plan been developed for this project?

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 2007

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). The California Health and Human Services Agency (CHHS), Office of Systems Integration (OSI) provides state-level project management and oversight for SAWS. The Department of Public Social Services (DPSS) within Los Angeles County, the only county in the LEADER Consortium, locally manages the LEADER Replacement System project. This consortium represents approximately 36 percent of the clients statewide based on the State Fiscal Year (SFY) 2005/06 Persons Count.

In September 1995, Los Angeles County entered into the LEADER Information Technology (IT) 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 IT Agreement expired on April 30, 2005, and the county elected to exercise optional extensions which increased the term 24 months to April 30, 2007. The county executed an amendment to the Agreement providing four additional years of M&O with four optional one-year extensions. The four-year base extension commenced on May 1, 2007 and will expire on April 30, 2011.

In June 2004, Los Angeles County began the assessment of the LEADER system against current technology requirements to enable DPSS to effectively serve the residents of Los Angeles County. A consulting firm was contractually engaged to conduct an analysis and assessment of the current LEADER system with recommendations for either transferring LEADER to the county's Internal Services Department, completing a Request for Proposal (RFP) for the continued M&O of LEADER, including potential upgrades, or porting LEADER to a different platform. This LEADER Alternative Analysis was completed in October 2004.

In early 2005, after reviewing the findings of the LEADER Alternative Analysis, the state and county mutually agreed to a procurement approach that would result in the replacement of the LEADER system. The plan was to release an RFP requiring vendors to propose the transfer of a California-based SAWS system that would meet the county's requirements, as specified in the RFP. The rationale for this strategy was to open competition while taking advantage of the significant investment that has already been made to develop systems that contain California's welfare program rules.

After planning activities for the LEADER Replacement System project began, further discussions between the county and the state concluded that a procurement strategy based on the county's business and technical requirements could result in other viable

proposals. Specifically, vendors can now propose a modified California-based SAWS system or another system not based on an existing California SAWS system.

The procurement strategy for Los Angeles County's future automation needs has not changed since the last update. The strategy continues to allow the county to preserve its business requirements, as appropriate, incorporate best practices and lessons learned from the other consortia, and take advantage of updated technology to implement an open and more current architecture at the most favorable price.

This document updates the June 2006 (Revised November 2006) Planning Advance Planning Document Update (PAPDU).

1.2 Reasons for Proposed Change

Revised Project Schedule – The planning schedule has been extended 13 months to reflect the actual time required to develop the RFP and more realistic timeframes to complete the procurement.

Consultant Services – The county's needs for consultant services have been reassessed resulting in the acquisition of QA consultant services and a change in planning consultant services.

Additional Functionality – Los Angeles County and the California Department of Social Services (CDSS) have decided that Foster Care eligibility functionality should be added to the LEADER replacement system. In addition, with CDSS and OSI support, CalWORKs and General Relief work requirements will be added to the replacement system.

1.3 Proposed Project Change

Revised Planning Schedule

The previous project schedule underestimated the time, dependencies and resources required to complete all of the documents in the RFP package; i.e., Statement of Work, Sample Agreement and Statement of Requirements, particularly where coordination with other external organizations was required. Each review and revision cycle of one document had consequences which resulted in changes to other documents of the RFP package. This, coupled with the underestimation of the effort involved to resolve and finalize the following outstanding RFP issues, resulted in a 13-month extension of planning.

- Development of the liquidated damages language for the Statement of Work and the Sample Agreement – Based on lessons learned and information gathered from similar implemented systems, the project team compiled hundreds of liquidated damages criteria. To narrow the number of liquidated damages conditions,

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numerous discussions took place and a policy decision was made to distinguish liquidated damages from Service Level Agreements (SLAs). Furthermore, discussion with the county's legal counsel resulted in an incongruity on the definition of system availability; i.e., how to determine and devise the formula to calculate it. The project management team believes liquidated damages for the new system should be adjusted to reflect the architectural and responsibility changes from the existing system to the replacement system; i.e., network support is now from the vendor's host to the Los Angeles County gateway vs. vendor's host to desktop. Such intricate discussions on liquidated damages and related items delayed the completion of the Statement of Work and Sample Agreement.

- Development of the evaluation manual and strategy – The development effort for the evaluation manual and strategy did not begin as soon as it should have. The original assumption was that the manual could be submitted to state review after the RFP was completed. However, OSI-SAWS advised the county that the manual had to be submitted with the RFP package to allow for a concurrent review and approval since the provisions of one could impact the other. This required the redirection of resources to work on the evaluation manual and strategy.
- Deliverable based application maintenance – There were numerous lengthy discussions that took place between the county's legal counsel and the project management team regarding whether the application maintenance should be deliverable based or time and materials based. The pros and cons of either option were evaluated; however, the time required for this activity further delayed completion of the RFP.
- Optimized network configuration to address performance, scalability, maintainability and security – Protracted participation of the county's partner departments (Internal Services Department, Auditor-Controller, Department of Health Services, Department of Children and Families Services, etc.) in the development of the network configuration requirements and the roles and responsibilities of various parties resulted in a delayed completion of the Statement of Work and Statement of Requirements.
- County vs. vendor roles and responsibilities under the replacement system organizational structure and network configuration/architecture – Lengthy discussions between the county's legal counsel and the project team on the division of labor and whether or not the county would assume the desktop maintenance function impacted the completion of the Statement of Work, Statement of Requirements, and Sample Agreement.
- Large volume of comments from stakeholders on the draft RFP package – The project schedule did not anticipate the volume of comments received from county and state stakeholders and the associated time required to evaluate and to incorporate them into the appropriate section of the RFP package. With each

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change or addition, the potential impact to other documents required careful evaluation. This process was time consuming and required resources to be diverted from other critical RFP tasks.

- Multiple reviews and revisions by stakeholders and the county's legal counsel – To date, there have been an average of seven major revisions for each document in the RFP package. The need for these multiple reviews and revisions was not considered in previous schedules.
- In addition to collecting input from the state and county representatives for the development of this RFP, the county also met regularly during 2006 with the Service Employees International Union (SEIU), Local 721, and community stakeholders to collect and evaluate recommendations for best practices of policy and procedures concerning the procurement, conversion, and implementation of the replacement system. Additional time and staffing resources were diverted from other RFP tasks to support this effort. Furthermore, this undertaking was not accounted for in the project schedule.
- Although funding for 10 positions was authorized through the LEADER Replacement System PAPDU, the county did not authorize the project to fill all of the positions. During SFY 2005/06 the equivalent of only 5.5 positions were dedicated to the LEADER Replacement System project. This increased to the equivalent of 7 positions in SFY 2006/07. All 10 positions will be filled in FY 2007/08.
- Generally, in an effort to reduce the LEADER M&O contract extension period with Unisys Corporation, Los Angeles County was significantly optimistic in previous project schedules and in its ability to procure the LEADER replacement system within those timeframes.

The county recently experienced a change in its executive management team, with the appointment of a new county DPSS director as well as a new chief deputy. Upon learning of state and federal concerns specific to the slippage in the procurement schedule, the department's new executive management team immediately began implementing changes to rectify the situation. Under the new county executive direction, an Executive Steering Committee, comprised of county DPSS executives, as well as other county stakeholders, was established to provide guidance and oversight to the project. To demonstrate the county's commitment to the success of the project, the county's Chief Information Office, legal counsel, Internal Services Department, and Auditor-Controller have become actively engaged as stakeholders. As a result, the DPSS project team is working closer with these participating departments to minimize project schedule variances.

Moreover, additional staffing resources have been diverted from other areas of DPSS to supplement the planning team for the remainder of SFY 2006/07. Additional positions

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have also been requested in the county's budget to staff the planning team up to the approved 10 positions in SFY 2007/08. The county anticipates administrative approval for the requested positions and for the SFY 2008/09 and 2009/10 staffing levels to remain the same as SFY 2007/08. The county executive management team is devoted to working with state and federal agencies to ensure that no additional delays will be experienced with the completion of this mission-critical project.

The revised planning schedule (Exhibit E) calls for the majority of the activities; e.g., RFP completion and release, proposal evaluation, vendor selection, contract negotiation, and review and approval, to be adjusted from SFY 2006/07 and 2007/08 to SFY 2007/08 and 2008/09. The execution of the contract is now scheduled to occur in early SFY 2009/10. This impacts both the consortium project staff and consultant costs.

- Consortium Project Staff

Extension of the schedule by 13 months increases the costs for Consortium Project Staff by \$979,680. This increase is partially offset by decreases of \$203,838 and \$246,690 in SFY 2005/06 and 2006/07, respectively, as a result of not filling all 10 positions. The net increase for Consortium Project staff is \$529,152. The detailed costs for the 13 months are shown in the following tables.

SFY 2008/09 Consortium Project Staff Costs						
Classification	Number of Positions	Monthly Salary & Benefits	Annual Salary & Benefits	Total Annual Salary & Benefits	Approved Costs	Change
Administrative Services Manager III	1	\$9,928	\$119,136	\$119,136	\$0	\$119,136
Administrative Services Manager II	3	\$8,261	\$99,132	\$297,396	\$0	\$297,396
Administrative Services Manager I	4	\$7,710	\$92,520	\$370,080	\$0	\$370,080
Senior Secretary II	1	\$5,498	\$65,976	\$65,976	\$0	\$65,976
Intermediate Typist Clerk	1	\$4,311	\$51,732	\$51,732	\$0	\$51,732
Total	10	\$35,708	\$428,496	\$904,320	\$0	\$904,320

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SFY 2009/10 Consortium Project Staff Costs*						
Classification	Number of Positions	Monthly Salary & Benefits	Annual Salary & Benefits	July 2009 Salary & Benefits	Approved Costs	Change
Administrative Services Manager III	1	\$9,928	N/A	\$9,928	\$0	\$9,928
Administrative Services Manager II	3	\$8,261	N/A	\$24,783	\$0	\$24,783
Administrative Services Manager I	4	\$7,710	N/A	\$30,840	\$0	\$30,840
Senior Secretary II	1	\$5,498	N/A	\$5,498	\$0	\$5,498
Intermediate Typist Clerk	1	\$4,311	N/A	\$4,311	\$0	\$4,311
Total	10	\$35,708	N/A	\$75,360	\$0	\$75,360

*Based on the revised project completion date of July 2009, consortium project staff will be required for a month in SFY 2009/10.

The following table summarizes the changes to Consortium Project Staff costs.

Summary of Consortium Project Staff Changes						
	SFY 2005/06*	SFY 2006/07	SFY 2007/08	SFY 2008/09	SFY 2009/10	Total
Approved Costs	\$509,916	\$904,320	\$904,320	\$0	\$0	\$2,318,556
Revised Schedule	(\$203,838)	(\$246,690)	\$0	\$904,320	\$75,360	\$529,152
Revised Costs	\$306,078	\$657,630	\$904,320	\$904,320	\$75,360	\$2,847,708

*Reflects actual costs.

The change to the planning schedule also shifts planning consultant activities across fiscal years. However, consultant services are further impacted by the following proposed change.

Consultant Services

The success of the LEADER Replacement System project is extremely important to the county. The Los Angeles County implementation of the existing LEADER system was the largest undertaking of its kind in the social services industry. The county is now embarking on the next phase of its welfare automation life cycle. This fact, coupled with the profound effect that the LEADER Replacement System project will again have on the DPSS workforce and workload, places a significant sense of eminence to this project, which needs to be carefully balanced with insightful management and technical support.

It is widely recognized that the success of an IT project is directly correlated to planning, coordination, and oversight. All of these factors can be accomplished with professional

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and experienced project management. With the RFP nearly complete and county resources committed for the remainder of the planning effort, the county reassessed its need for consultant services.

The contract with the planning consultant was to expire on June 15, 2007 and provided for a 12-month extension. Since the planning consultant was involved in preparation of the RFP and it was not yet complete, the county extended the contract for 12 months. Based on the current extended schedule, planning would continue beyond the term of the contract extension.

Looking ahead to the remainder of the planning phase, the county determined that its needs would best be met by the services of a quality assurance (QA) consultant beginning in SFY 2007/08. Furthermore, the county believes that planning consultant services will also be needed beginning in SFY 2008/09 to assist with contract negotiations and approvals, and county readiness planning as they approach contract award and the development and implementation (D&I) phase.

As a result of the county's reassessment of its consultant services needs, the county and the consultant mutually agreed to terminate the planning consultant contract after completion of the RFP. It was agreed that the consultant had fulfilled the requirements of the first four of 12 deliverables in the contract. This resulted in a SFY 2007/08 final payment of \$885,900.

The QA consultant will perform the following activities during the remainder of the planning phase.

- Provide day-to-day consultation and guidance.
- Provide recommendations regarding overall project direction and approaches.
- Provide recommendations on techniques and procedures to enhance the quality and reliability of project work products and processes.
- Monitor project phases and tasks.
- Provide independent review and input on work products and deliverables.
- Conduct QA reviews to assess progress.
- Attend key project and status meetings.
- Assist in communications.
- Present independent reports on findings and recommendations

The new Planning consultant will perform the following activities beginning in SFY 2008/09.

- Provide day-to-day consultation and guidance.
- Participate in contract negotiations.
- Develop a Cost-Benefit Analysis.
- Provide assistance and guidance with potential vendor protests.

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- Review and provide input on designated work products.
- Provide oversight and assistance in preparing for the D&I phase.
- Provide staff training for the D&I phase.
- Assist in communications and reporting.
- Present independent findings and recommendations.

Additional detail about the tasks and associated hours for these consultant services are provided in Exhibit F, QA Consultant Task Descriptions and Planning Consultant Task Descriptions.

Costs for the QA consultant are based on the executed contract for 2000 hours a year at \$114 an hour. Costs for the Planning consultant are estimated for 2000 hours a year at \$150 an hour based on experience with the county's Information Technology Support Services Master Agreement for services of this nature.

The table below summarizes the new consultant costs by fiscal year.

Consultant Services				
Service	SFY 2007/08	SFY 2008/09	SFY 2009/10*	Total
Planning	\$0	\$300,000	\$25,050	\$325,050
QA	\$228,000	\$228,000	\$19,038	\$475,038
Total	\$228,000	\$528,000	\$44,088	\$800,088

*One-month of costs.

Based on the prior year actual costs, scheduled delays and the contract termination agreement, final costs for the initial planning consultant are \$972,135 as shown in the table below.

Initial Planning Consultant			
SFY 2005/06	SFY 2006/07	SFY 2007/08	Total
\$86,235	\$0	\$885,900	\$972,135

Additional Functionality

- Foster Care Eligibility Functionality

In Los Angeles County, the Foster Care Program is administered by the Department of Children and Family Services (DCFS), not DPSS. The existing LEADER system serves only those programs administered by DPSS and therefore does not include Foster Care. For years the DCFS has been interested in obtaining automation for Foster Care eligibility. While various alternatives were considered, none came to fruition. In recent months, discussions have occurred between both Los Angeles County departments, CDSS and OSI on this subject. In May 2007 CDSS advised the county that Foster Care automated eligibility functionality for Los Angeles County must be provided through one of the SAWS systems. This is based on Welfare and

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Institutions Code 10823(a)(1) which identifies Foster Care as one of the programs to be included in SAWS and limits the number of consortia to four. Consequently, DCFS would not be permitted to develop its own system and inclusion of Foster Care in the statewide Child Welfare Services/Case Management System would be inconsistent with the statute.

Given that DPSS was in the process of developing its RFP for the LEADER replacement system, DCFS requested DPSS to include Foster Care eligibility functionality that could be used by DCFS. CDSS supported this plan and the scope of the LEADER Replacement System project has been modified to include the Foster Care Program. The Kinship Guardianship Assistance Program, which is a Foster Care related program, will also be added to the LEADER replacement system.

- **Work Requirements Functionality**

Currently, Welfare to Work functionality, which is part of the CalWORKs Program, resides in the Greater Avenues for Independence (GAIN) Employment Activity and Reporting System (GEARS). While the Welfare to Work functionality has been operational in GEARS for some time, the state and county have discussed its inclusion in the current LEADER system on a number of occasions. These discussions concluded that incorporating the Welfare to Work functionality in the LEADER system would be beneficial, but that the timing to do so was not right. The LEADER Replacement System procurement provides the opportunity to achieve this long-term goal, which will provide a single system to support users and clients of the CalWORKs Program and achieve savings by eliminating maintenance of a second system.

In addition to the efficiencies and savings that will be gained by this proposal, Welfare and Institutions Code §10823(a)(1) requires OSI to implement SAWS for a variety of public assistance programs, including CalWORKs. Since Welfare to Work is a component of the CalWORKs Program, inclusion of Welfare to Work functionality in the LEADER replacement system will fully automate the CalWORKs Program in the county's SAWS system as required by law.

The county has also decided to incorporate the General Relief Opportunities for Work (GROW) requirements into the LEADER replacement system. This will result in further savings by eliminating the system that currently supports these requirements.

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1.4 Impact of Proposed Changes

Revised Planning Schedule

Consortium Project Staff costs increase \$904,320 and \$75,360 in SFY 2008/09 and 2009/10, respectively, as a result of the additional 13 months of planning. These costs are partially offset by decreases of \$203,838 and \$246,690 in SFY 2005/06 and 2006/07 resulting in a total increase of \$529,152. There is no change to SFY 2007/08 costs.

Consultant Services

In SFY 2007/08, costs for the initial Planning consultant decrease \$239,460 and costs for the QA consultant increase \$228,000 resulting in a net decrease of \$11,460. In SFY 2008/09, costs increase \$300,000 for the new Planning consultant and \$228,000 for the QA consultant services and increase \$25,050 and \$19,038, respectively, in SFY 2009/10 as a result of the 13-month schedule extension. The total change to all consultant services is a reduction of \$108,192.

Additional Functionality

Addition of the Foster Care and KinGAP programs, as well as the Welfare to Work and GROW requirements, to the LEADER Replacement System project is not expected to impact the planning schedule or increase the planning costs. It will impact the distribution of costs among programs as reflected in the cost allocation plan.

The following table summarizes the Planning cost changes by fiscal year.

Summary of Total Planning Cost Changes						
	SFY 2005/06	SFY 2006/07	SFY 2007/08	SFY 2008/09	SFY 2009/10	Total
Consortium Project Staff	(\$203,838)	(\$246,690)	\$0	\$904,320	\$75,360	\$529,152
Planning Consultant	(\$1)	(\$668,820)	(\$239,460)	\$300,000	\$25,050	(\$583,231)
QA Consultant	\$0	\$0	\$228,000	\$228,000	\$19,038	\$475,038
Total Change	(\$203,839)	(\$915,510)	(\$11,460)	\$1,432,320	\$119,448	\$420,959

1.5 Implementation Plan

The proposed changes are effective beginning in SFY 2007/08.

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, CDSS and the Department of Health Care Services (DHCS), partner with OSI to ensure that project management

activities are in accordance with industry 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.

The LEADER Consortium provides local project management.

2.1 Project Scope

The scope of this project has been modified to include the Foster Care and KinGAP programs, as well as work requirements for the CalWORKs and General Relief programs.

2.2 Project Schedule

A revised project schedule is contained in Exhibit E.

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 observe progress on other areas that could potentially affect 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.

Prior year costs have been updated to reflect actuals based on available data. Prior year adjustments are not final as SFY 2005/06 and 2006/07 are not closed out.

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- Consortium Project Staff costs are added beginning in SFY 2008/09 due to the 13-month extension of the project schedule.
- Planning Consultant costs shift across fiscal years based on the revised schedule and decrease overall beginning in SFY 2007/08 as a result of the termination of the existing Planning consultant contract. Costs for the new Planning consultant begin in SFY 2008/09.
- QA Consultant costs begin in SFY 2007/08 with the addition of these services.

4.2 Project Budget

Exhibit B contains the Project Budget reflecting total costs from July 2005 through July 2009. The revised total planning cost is \$4,619,931.

4.3 Project Funding Plan

Exhibit C contains the revised Cost Allocation Plan (CAP). Planning costs are allocated to the benefiting programs based on the SFY 2005/06 actual average monthly duplicated Persons Count for the programs to be included in the LEADER replacement system. Beginning in SFY 2007/08 the Foster Care and KinGAP programs have been added to the CAP. Costs are distributed within the programs in accordance with the federal, state and county funding ratios for each program. The CAP is updated annually.

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
Planning Consultant	Contract Services: Other Contract Services
QA Consultant	Contract Services: Other Contract Services

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 – Planning Schedule

Exhibit F – QA Consultant and Planning Consultant Task Descriptions

EXHIBIT A

BUDGET COMPARISON BY FISCAL YEAR

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Budget Comparison By Fiscal Year

Planning Costs	2005/06			2006/07			2007/08			2008/09			2009/10			Total 2005/06 - 2009/10		
	June 2006 (Revised November 2006)	June 2007	Change	June 2006 (Revised November 2006)	June 2007	Change	June 2006 (Revised November 2006)	June 2007	Change	June 2006 (Revised November 2006)	June 2007	Change	June 2006 (Revised November 2006)	June 2007	Change	June 2006 (Revised November 2006)	June 2007	Change
Consortium Project Staff	\$509,916	\$306,078	-\$203,838	\$904,320	\$657,630	-\$246,690	\$904,320	\$904,320	\$0	\$0	\$904,320	\$904,320	\$0	\$75,360	\$75,360	\$2,318,556	\$2,847,708	\$529,152
Planning Consultant	\$86,236	\$86,235	-\$1	\$668,820	\$0	-\$668,820	\$1,125,360	\$885,900	-\$239,460	\$0	\$300,000	\$300,000	\$0	\$25,050	\$25,050	\$1,880,416	\$1,297,185	-\$583,231
QA Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$228,000	\$228,000	\$0	\$228,000	\$228,000	\$0	\$19,038	\$19,038	\$0	\$475,038	\$475,038
Totals	\$596,152	\$392,313	-\$203,839	\$1,573,140	\$657,630	-\$915,510	\$2,029,680	\$2,018,220	-\$11,460	\$0	\$1,432,320	\$1,432,320	\$0	\$119,448	\$119,448	\$4,198,972	\$4,619,931	\$420,959

EXHIBIT B
PROJECT BUDGET

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Project Budget

SFY 2005/06					
Planning	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Total
Consortium Project Staff	\$56,197	\$70,714	\$73,948	\$105,219	\$306,078
Planning Consultant	\$0	\$0	\$5,969	\$80,266	\$86,235
QA Consultant	\$0	\$0	\$0	\$0	\$0
Total Planning	\$56,197	\$70,714	\$79,917	\$185,485	\$392,313

SFY 2006/07					
Planning	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Total
Consortium Project Staff	\$127,022	\$143,274	\$159,366	\$227,968	\$657,630
Planning Consultant	\$0	\$0	\$0	\$0	\$0
QA Consultant	\$0	\$0	\$0	\$0	\$0
Total Planning	\$127,022	\$143,274	\$159,366	\$227,968	\$657,630

SFY 2007/08					
Planning	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Total
Consortium Project Staff	\$226,080	\$226,080	\$226,080	\$226,080	\$904,320
Planning Consultant	\$885,900	\$0	\$0	\$0	\$885,900
QA Consultant	\$57,000	\$57,000	\$57,000	\$57,000	\$228,000
Total Planning	\$1,168,980	\$283,080	\$283,080	\$283,080	\$2,018,220

SFY 2008/09					
Planning	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Total
Consortium Project Staff	\$226,080	\$226,080	\$226,080	\$226,080	\$904,320
Planning Consultant	\$75,000	\$75,000	\$75,000	\$75,000	\$300,000
QA Consultant	\$57,000	\$57,000	\$57,000	\$57,000	\$228,000
Total Planning	\$358,080	\$358,080	\$358,080	\$358,080	\$1,432,320

SFY 2009/10					
Planning	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Total
Consortium Project Staff	\$75,360	\$0	\$0	\$0	\$75,360
Planning Consultant	\$25,050	\$0	\$0	\$0	\$25,050
QA Consultant	\$19,038	\$0	\$0	\$0	\$19,038
Total Planning	\$119,448	\$0	\$0	\$0	\$119,448

TOTAL	
Planning	Total
Consortium Project Staff	\$2,847,708
Planning Consultant	\$1,297,185
QA Consultant	\$475,038
Total Planning	\$4,619,931

EXHIBIT C
COST ALLOCATION PLAN

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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	12.76%	50,059	100/0/0/0	50,059	0	0	0	0
Food Stamps	25.14%	98,627	50/35/0/15	49,313	34,520	0	14,794	34,520
Medi-Cal	59.09%	231,818	50/0/50/0	115,909	0	115,909	0	115,909
Refugee	0.02%	79	100/0/0/0	79	0	0	0	0
CFAP	0.36%	1,412	0/100/0/0	0	1,412	0	0	1,412
CAPI	0.11%	432	0/100/0/0	0	432	0	0	432
GA/GR	2.52%	9,886	0/0/0/100	0	0	0	9,886	0
TOTAL	100.00%	392,313		215,360	36,364	115,909	24,680	152,273

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	12.76%	83,914	100/0/0/0	83,914	0	0	0	0
Food Stamps	25.14%	165,328	50/35/0/15	82,664	57,865	0	24,799	57,865
Medi-Cal	59.09%	388,594	50/0/50/0	194,297	0	194,297	0	194,297
Refugee	0.02%	132	100/0/0/0	132	0	0	0	0
CFAP	0.36%	2,367	0/100/0/0	0	2,367	0	0	2,367
CAPI	0.11%	723	0/100/0/0	0	723	0	0	723
GA/GR	2.52%	16,572	0/0/0/100	0	0	0	16,572	0
TOTAL	100.00%	657,630		361,007	60,955	194,297	41,371	255,252

SFY 2007/08								
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share	GF Share
CalWORKs	11.91%	240,370	100/0/0/0	240,370	0	0	0	0
Foster Care	0.78%	15,338	0/70/0/30	0	10,736	0	4,602	10,736
Food Stamps	24.89%	502,335	50/35/0/15	251,168	175,817	0	75,350	175,817
Medi-Cal	59.22%	1,195,190	50/0/50/0	597,595	0	597,595	0	597,595
Refugee	0.01%	202	100/0/0/0	202	0	0	0	0
CFAP	0.35%	7,064	0/100/0/0	0	7,064	0	0	7,064
CAPI	0.10%	2,018	0/100/0/0	0	2,018	0	0	2,018
KinGAP	0.32%	6,458	0/100/0/0	0	6,458	0	0	6,458
GA/GR	2.44%	49,245	0/0/0/100	0	0	0	49,245	0
TOTAL	100.00%	2,018,220		1,089,335	202,093	597,595	129,197	799,688

SFY 2008/09								
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share	GF Share
CalWORKs	11.91%	170,590	100/0/0/0	170,590	0	0	0	0
Foster Care	0.76%	10,888	0/70/0/30	0	7,620	0	3,268	7,620
Food Stamps	24.89%	356,504	50/35/0/15	178,252	124,776	0	53,476	124,776
Medi-Cal	59.22%	648,220	50/0/50/0	424,110	0	424,110	0	424,110
Refugee	0.01%	143	100/0/0/0	143	0	0	0	0
CFAP	0.35%	5,013	0/100/0/0	0	5,013	0	0	5,013
CAPI	0.10%	1,432	0/100/0/0	0	1,432	0	0	1,432
KinGAP	0.32%	4,583	0/100/0/0	0	4,583	0	0	4,583
GA/GR	2.44%	34,949	0/0/0/100	0	0	0	34,949	0
TOTAL	100.00%	1,432,320		773,095	143,424	424,110	91,691	567,534

SFY 2009/10								
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share	GF Share
CalWORKs	11.91%	14,226	100/0/0/0	14,226	0	0	0	0
Foster Care	0.76%	908	0/70/0/30	0	636	0	272	636
Food Stamps	24.89%	29,731	50/35/0/15	14,865	10,406	0	4,460	10,406
Medi-Cal	59.22%	70,737	50/0/50/0	35,369	0	35,368	0	35,368
Refugee	0.01%	12	100/0/0/0	12	0	0	0	0
CFAP	0.35%	418	0/100/0/0	0	418	0	0	418
CAPI	0.10%	119	0/100/0/0	0	119	0	0	119
KinGAP	0.32%	382	0/100/0/0	0	382	0	0	382
GA/GR	2.44%	2,915	0/0/0/100	0	0	0	2,915	0
TOTAL	100.00%	119,448		64,472	11,961	35,368	7,647	47,329

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		559,159		559,159	0	0	0	0
Foster Care		27,132		0	18,992	0	8,140	18,992
Food Stamps		1,152,525		576,262	403,384	0	172,879	403,384
Medi-Cal		2,734,559		1,367,280	0	1,367,279	0	1,367,279
Refugee		568		568	0	0	0	0
CFAP		16,274		0	16,274	0	0	16,274
CAPI		4,724		0	4,724	0	0	4,724
KinGAP		11,423		0	11,423	0	0	11,423
GA/GR		113,567		0	0	0	113,567	0
TOTAL		4,619,931		2,503,269	454,797	1,367,279	294,586	1,822,078

EXHIBIT D
ECONOMIC ANALYSIS WORKBOOK

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

Date Prepared: June 2007

Department: OSI

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

PROJECT: LEADER REPLACEMENT SYSTEM

	FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs												
Staff (Salaries & Benefits)	0.0	306,078	0.0	657,630	0.0	904,320	0.0	904,320	0.0	75,360	0	2,847,708
Hardware Purchase		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0
Contract Services												
Software Customization		0		0		0		0		0		0
Project Management		0		0		0		0		0		0
Project Oversight		0		0		0		0		0		0
IV&V/QA & Monitoring Services		0		0		228,000		228,000		19,038		475,038
Other Contract Services		86,235		0		885,900		300,000		25,050		1,297,185
TOTAL Contract Services		86,235		0		1,113,900		528,000		44,088		1,772,223
Data Center Services		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0
Other		0		0		0		0		0		0
Total One-time IT Costs	0.0	392,313	0.0	657,630	0.0	2,018,220	0.0	1,432,320	0.0	119,448	0	4,619,931
Continuing IT Project Costs												
Staff (Salaries & Benefits)	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
Software Maintenance/Licenses		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0
Other		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
Total Project Costs	0.0	392,313	0.0	657,630	0.0	2,018,220	0.0	1,432,320	0.0	119,448	0	4,619,931
Continuing Existing Costs												
Information Technology Staff	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
Total Continuing Existing IT Costs	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
Other Program Costs		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
Total Continuing Existing Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0
TOTAL ALTERNATIVE COSTS	0.0	392,313	0.0	657,630	0.0	2,018,220	0.0	1,432,320	0.0	119,448	0	4,619,931
INCREASED REVENUES		0		0		0		0		0		0

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

ECONOMIC ANALYSIS SUMMARY

Date Prepared: June 2007

Department: OSI

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

PROJECT: LEADER REPLACEMENT SYSTEM

	FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
PROPOSED ALTERNATIVE												
Total Project Costs	0.0	392,313	0.0	657,630	0.0	2,018,220	0.0	1,432,320	0.0	119,448	0.0	4,619,931
Total Cont. Exist. Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Alternative Costs	0.0	392,313	0.0	657,630	0.0	2,018,220	0.0	1,432,320	0.0	119,448	0.0	4,619,931
COST SAVINGS/AVOIDANCES	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
Net (Cost) or Benefit	0.0	(392,313)	0.0	(657,630)	0.0	(2,018,220)	0.0	(1,432,320)	0.0	(119,448)	0.0	(4,619,931)
Cum. Net (Cost) or Benefit	0.0	(392,313)	0.0	(1,049,943)	0.0	(3,068,163)	0.0	(4,500,483)	0.0	(4,619,931)		

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: June 2007

PROJECT: LEADER REPLACEMENT SYSTEM

	FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
TOTAL PROJECT COSTS	0.0	392,313	0.0	657,630	0.0	2,018,220	0.0	1,432,320	0.0	119,448	0.0	4,619,931
RESOURCES TO BE REDIRECTED												
Staff	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
Other Fund Sources		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
ADDITIONAL PROJECT FUNDING NEEDED												
One-Time Project Costs	0.0	392,313	0.0	657,630	0.0	2,018,220	0.0	1,432,320	0.0	119,448	0.0	4,619,931
Continuing Project Costs	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	392,313	0.0	657,630	0.0	2,018,220	0.0	1,432,320	0.0	119,448	0.0	4,619,931
TOTAL PROJECT FUNDING	0.0	392,313	0.0	657,630	0.0	2,018,220	0.0	1,432,320	0.0	119,448	0.0	4,619,931
Difference: Funding - Costs	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

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

ADJUSTMENTS, SAVINGS AND REVENUES WORKSHEET

(DOF Use Only)

Date Prepared: June 2007

Department: OSI

PROJECT: LEADER REPLACEMENT SYSTEM

	FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		Net Adjustments	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Annual Project Adjustments												
One-time Costs												
Previous Year's Baseline	0.0	0	0.0	392,313	0.0	2,029,680	0.0	2,029,680	0.0	1,432,320		
(A) Annual Augmentation /(Reduction)	0.0	392,313	0.0	265,317	0.0	(11,460)	0.0	(597,360)	0.0	(1,312,872)		
(B) Total One-Time Budget Actions	0.0	392,313	0.0	657,630	0.0	2,018,220	0.0	1,432,320	0.0	119,448	0.0	4,619,931
Continuing Costs												
Previous Year's Baseline	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		
(D) Total Continuing Budget Actions	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	392,313	0.0	265,317	0.0	(11,460)	0.0	(597,360)	0.0	(1,312,872)		

[A, C] Excludes Redirected Resources

Total Additional Project Funds Needed [B + D]

0.0 4,619,931

Annual Savings/Revenue Adjustments

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

EXHIBIT E
PLANNING SCHEDULE

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

Planning Schedule

Activities	Start	End	Duration
RFP Development (RFP, Statement of Work, Statement of Requirements, and Sample Agreement)	07/01/05	07/02/07	2 Years
State and Federal Review and Approval of RFP	07/02/07	10/31/07	4 Months
Release RFP	11/01/07	11/01/07	
Proposals Due	03/01/08	03/01/08	4 Months
Proposal Evaluation/Selection	03/01/08	06/30/08	4 Months
County Board Approval to Negotiate with Selected Vendor	07/01/08	07/31/08	1 Month
Contract Negotiations	08/01/08	11/30/08	4 Months
Board of Supervisors' Contract Approval	12/01/08	01/31/09	2 Months
State and Federal IAPD and Contract Approval	02/01/09	05/31/09	4 Months
Complete Budget Process/Notify Legislature	06/01/09	06/30/09	1 Month
County Board Clearance/File	07/01/09	07/31/09	1 Month

EXHIBIT F

QA CONSULTANT AND PLANNING CONSULTANT TASK DESCRIPTIONS

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

**QA Consultant
Task Descriptions**

No.	Task Description	Projected Average Annual Hours
1.	Provide day-to-day consultation and guidance to the Project Director and/or Project Manager during the Planning phase based on experience and proven practices, including making resource recommendations during the remainder of the project, accompanied by continual monitoring of project progress and team member production.	300
2.	Provide recommendations to the Project Director and/or Project Manager regarding overall project direction and approaches, including strategic direction, major project decisions, risk management, budget management, and deliverable management.	300
3.	Provide recommendations on techniques and procedures to enhance the quality and reliability of project work products and processes; e.g., risk mitigation plan and work project plan and schedule.	300
4.	Monitor project phases and tasks and identify discrepancies and non-conformities, documenting, resolving, and/or escalating issues to the appropriate level.	300
5.	Provide independent review and input on work products and deliverables created by the project team, including the Planning consultant.	240
6.	Conduct QA reviews to assess progress made with the planning effort and work with the Project Director and/or Project Manager to identify project risks.	240
7.	Attend key project and status meetings as directed by the Project Director or Project Manager.	120
8.	Assist the Project Director and/or Project Manger in communications with vendors and reporting to various State agencies.	100
9.	Present independent reports on findings and recommendations to the Project Director and/or Project Manager.	100
	Total	2000

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

Planning Consultant Task Descriptions

No.	Task Description	Projected Average Annual Hours
1.	Provide day-to-day consultation and guidance to the Project Director and/or Project Manager based on experience and proven practices, including making resource recommendations, accompanied by continual oversight of planning progress and reports.	240
2.	Participate in contract negotiations with the selected vendor and provide assistance and independent oversight to ensure county's best interests are met.	180
3.	Develop a Cost-Benefit Analysis of the selected vendor's proposal to ensure the cost is defensible, sound, and reasonable within industry standards.	240
4.	Provide assistance and guidance in compiling material and preparing documents to defend potential vendor protests.	120
5.	Review and provide input on designated project work products.	180
6.	Provide oversight and assistance to ensure the county is taking appropriate steps to prepare for the D&I phase by identifying required tasks and processes.	120
7.	Provide assistance in development of a tentative Project Plan for transition from the Planning phase to the D&I phase, including a Staffing Plan and schedule for their addition to the Project, in preparation for Project start-up.	120
8.	Assist the county to ensure D&I phase participants are fully knowledgeable of county processes, especially those associated with their planned area of Project responsibility, by developing and helping county execute a work plan and schedule to review line and central processes.	180
9.	Assist the county to develop processes and procedures to prepare Project staff for the D&I phase, including providing training in the roles and responsibilities of the contractor and customer in Requirements and Design Joint Application Development (JAD) sessions.	180
10.	Provide training to Project staff on how to effectively review and respond to contractor deliverables.	200
11.	Assist the Project Director and/or Project Manager in communications with vendors and reporting to various state agencies.	120
12.	Present independent reports on findings and recommendations to the Project Director and/or Project Manager.	120
	Total	2000