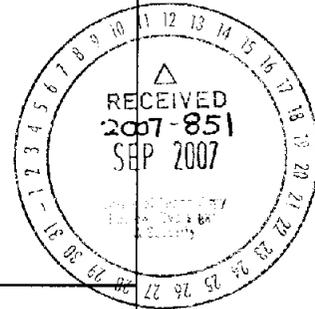


**Information Technology Project Request**

**Special Project Report  
Executive Approval Transmittal**



<b>Department Name</b>			
Office of Systems Integration (OSI)			
<b>Project Title (maximum of 75 characters)</b>			<b>Project Acronym</b>
Statewide Automated Welfare System (SAWS) – Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER) Consortium Replacement System Project			SAWS – LEADER Replacement System
<b>FSR Project ID</b>	<b>FSR Approval Date</b>	<b>Department Priority</b>	<b>Agency Priority</b>
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.

<b>Chief Information Officer</b>		<b>Date Signed</b>
		8/15/07
<b>Printed name:</b>	George Christie	
<b>Chief Financial Officer</b>		<b>Date Signed</b>
		8/15/07
<b>Printed name:</b>	Stephen Zaretsky	
<b>Department Director</b>		<b>Date Signed</b>
		8/24/07
<b>Printed name:</b>	Carlos Ramos	
<b>Agency Secretary</b>		<b>Date Signed</b>
		9/10/07
<b>Printed name:</b>	Kimberly Belshé	

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

1. Submittal Date      June 2007

2. Type of Document Project Number	FSR	SPR	PSP Only	Other:
		X		
		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**

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

**Executive Contacts**

	<b>First Name</b>	<b>Last Name</b>	<b>Area Code</b>	<b>Phone #</b>	<b>Ext.</b>	<b>Area Code</b>	<b>Fax #</b>	<b>E-mail</b>
<b>Agency Secretary</b>	Kimberly	Belshe	916	654-3345		916	440-5000	<a href="mailto:kbelshe@hhs.ca.gov">kbelshe@hhs.ca.gov</a>
<b>Dept. Director</b>	Carlos	Ramos	916	263-4111		916	263-0753	<a href="mailto:carlos.ramos@osi.ca.gov">carlos.ramos@osi.ca.gov</a>
<b>Budget Officer</b>	Stephen	Zaretsky	916	263-4035		916	263-4119	<a href="mailto:stephen.zaretsky@osi.ca.gov">stephen.zaretsky@osi.ca.gov</a>
<b>CIO</b>	George	Christie	916	229-4409		916	229-4487	<a href="mailto:george.christie@osi.ca.gov">george.christie@osi.ca.gov</a>
<b>Proj. Sponsor</b>	Char Lee	Metsker	916	657-3546		916	653-1716	<a href="mailto:charlee.metsker@dss.ca.gov">charlee.metsker@dss.ca.gov</a>

**Direct Contacts**

	<b>First Name</b>	<b>Last Name</b>	<b>Area Code</b>	<b>Phone #</b>	<b>Ext.</b>	<b>Area Code</b>	<b>Fax #</b>	<b>E-mail</b>
<b>Doc. prepared by</b>	Linda	Lawson	916	229-4450		916	229-4487	<a href="mailto:linda.lawson@osi.ca.gov">linda.lawson@osi.ca.gov</a>
<b>Primary contact</b>	Russell	Carroll	916	263-4368		916	263-0739	<a href="mailto:russell.carroll@osi.ca.gov">russell.carroll@osi.ca.gov</a>
<b>Project Manager</b>	George	Christie	916	229-4409		916	229-4487	<a href="mailto:george.christie@osi.ca.gov">george.christie@osi.ca.gov</a>

**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.	<b>TOTAL PROJECT BUDGET</b>	<b>\$ 392,313</b>	<b>\$ 657,630</b>	<b>\$ 2,018,220</b>	<b>\$ 1,432,320</b>	<b>\$ 119,448</b>	<b>\$ 4,619,931</b>

**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.	<b>PROJECT BUDGET</b>	<b>\$ 392,313</b>	<b>\$ 657,630</b>	<b>\$ 2,018,220</b>	<b>\$ 1,432,320</b>	<b>\$ 119,448</b>	<b>\$ 4,619,931</b>

**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**

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

Project #	0530-200
Doc. Type	SPR/PAPDU

**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**

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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**

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**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,

**STATEWIDE AUTOMATED WELFARE SYSTEM  
LEADER CONSORTIUM REPLACEMENT SYSTEM**

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**PLANNING ADVANCE PLANNING DOCUMENT UPDATE**

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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.

<b>SFY 2008/09 Consortium Project Staff Costs</b>						
<b>Classification</b>	<b>Number of Positions</b>	<b>Monthly Salary &amp; Benefits</b>	<b>Annual Salary &amp; Benefits</b>	<b>Total Annual Salary &amp; Benefits</b>	<b>Approved Costs</b>	<b>Change</b>
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
<b>Total</b>	<b>10</b>	<b>\$35,708</b>	<b>\$428,496</b>	<b>\$904,320</b>	<b>\$0</b>	<b>\$904,320</b>

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<b>SFY 2009/10 Consortium Project Staff Costs*</b>						
<b>Classification</b>	<b>Number of Positions</b>	<b>Monthly Salary &amp; Benefits</b>	<b>Annual Salary &amp; Benefits</b>	<b>July 2009 Salary &amp; Benefits</b>	<b>Approved Costs</b>	<b>Change</b>
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
<b>Total</b>	<b>10</b>	<b>\$35,708</b>	<b>N/A</b>	<b>\$75,360</b>	<b>\$0</b>	<b>\$75,360</b>

\*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.

<b>Summary of Consortium Project Staff Changes</b>						
	<b>SFY 2005/06*</b>	<b>SFY 2006/07</b>	<b>SFY 2007/08</b>	<b>SFY 2008/09</b>	<b>SFY 2009/10</b>	<b>Total</b>
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

**STATEWIDE AUTOMATED WELFARE SYSTEM  
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**PLANNING ADVANCE PLANNING DOCUMENT UPDATE**

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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.

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

\*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.

<b>Initial Planning Consultant</b>			
<b>SFY 2005/06</b>	<b>SFY 2006/07</b>	<b>SFY 2007/08</b>	<b>Total</b>
\$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.

<b>Summary of Total Planning Cost Changes</b>						
	<b>SFY 2005/06</b>	<b>SFY 2006/07</b>	<b>SFY 2007/08</b>	<b>SFY 2008/09</b>	<b>SFY 2009/10</b>	<b>Total</b>
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
<b>Total Change</b>	<b>(\$203,839)</b>	<b>(\$915,510)</b>	<b>(\$11,460)</b>	<b>\$1,432,320</b>	<b>\$119,448</b>	<b>\$420,959</b>

## 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.

<b>Project Budget</b>	<b>EAW</b>
<b>Non-Recurring Costs</b>	<b>One-Time IT Project Costs</b>
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
<b>Totals</b>	<b>\$596,152</b>	<b>\$392,313</b>	<b>-\$203,839</b>	<b>\$1,573,140</b>	<b>\$657,630</b>	<b>-\$915,510</b>	<b>\$2,029,680</b>	<b>\$2,018,220</b>	<b>-\$11,460</b>	<b>\$0</b>	<b>\$1,432,320</b>	<b>\$1,432,320</b>	<b>\$0</b>	<b>\$119,448</b>	<b>\$119,448</b>	<b>\$4,198,972</b>	<b>\$4,619,931</b>	<b>\$420,959</b>

**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
<b>TOTAL</b>	<b>100.00%</b>	<b>392,313</b>		<b>215,360</b>	<b>36,364</b>	<b>115,909</b>	<b>24,680</b>	<b>152,273</b>

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
<b>TOTAL</b>	<b>100.00%</b>	<b>657,630</b>		<b>361,007</b>	<b>60,955</b>	<b>194,297</b>	<b>41,371</b>	<b>255,252</b>

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
<b>TOTAL</b>	<b>100.00%</b>	<b>2,018,220</b>		<b>1,089,335</b>	<b>202,093</b>	<b>597,595</b>	<b>129,197</b>	<b>799,688</b>

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
<b>TOTAL</b>	<b>100.00%</b>	<b>1,432,320</b>		<b>773,095</b>	<b>143,424</b>	<b>424,110</b>	<b>91,691</b>	<b>567,534</b>

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
<b>TOTAL</b>	<b>100.00%</b>	<b>119,448</b>		<b>64,472</b>	<b>11,961</b>	<b>35,368</b>	<b>7,647</b>	<b>47,329</b>

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
<b>TOTAL</b>		<b>4,619,931</b>		<b>2,503,269</b>	<b>454,797</b>	<b>1,367,279</b>	<b>294,586</b>	<b>1,822,078</b>

**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
<b>One-Time IT Project Costs</b>												
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
<b>Total One-time IT Costs</b>	<b>0.0</b>	<b>392,313</b>	<b>0.0</b>	<b>657,630</b>	<b>0.0</b>	<b>2,018,220</b>	<b>0.0</b>	<b>1,432,320</b>	<b>0.0</b>	<b>119,448</b>	<b>0</b>	<b>4,619,931</b>
<b>Continuing IT Project Costs</b>												
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
<b>Total Continuing IT Costs</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Project Costs</b>	<b>0.0</b>	<b>392,313</b>	<b>0.0</b>	<b>657,630</b>	<b>0.0</b>	<b>2,018,220</b>	<b>0.0</b>	<b>1,432,320</b>	<b>0.0</b>	<b>119,448</b>	<b>0</b>	<b>4,619,931</b>
<b>Continuing Existing Costs</b>												
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
<b>Total Continuing Existing IT Costs</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Total Continuing Existing Program Costs</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Continuing Existing Costs</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ALTERNATIVE COSTS</b>	<b>0.0</b>	<b>392,313</b>	<b>0.0</b>	<b>657,630</b>	<b>0.0</b>	<b>2,018,220</b>	<b>0.0</b>	<b>1,432,320</b>	<b>0.0</b>	<b>119,448</b>	<b>0</b>	<b>4,619,931</b>
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
<b>PROPOSED ALTERNATIVE</b>												
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  
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**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
<b>TOTAL PROJECT COSTS</b>	<b>0.0</b>	<b>392,313</b>	<b>0.0</b>	<b>657,630</b>	<b>0.0</b>	<b>2,018,220</b>	<b>0.0</b>	<b>1,432,320</b>	<b>0.0</b>	<b>119,448</b>	<b>0.0</b>	<b>4,619,931</b>
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
<b>TOTAL REDIRECTED RESOURCES</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>
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
<b>TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR</b>	<b>0.0</b>	<b>392,313</b>	<b>0.0</b>	<b>657,630</b>	<b>0.0</b>	<b>2,018,220</b>	<b>0.0</b>	<b>1,432,320</b>	<b>0.0</b>	<b>119,448</b>	<b>0.0</b>	<b>4,619,931</b>
<b>TOTAL PROJECT FUNDING</b>	<b>0.0</b>	<b>392,313</b>	<b>0.0</b>	<b>657,630</b>	<b>0.0</b>	<b>2,018,220</b>	<b>0.0</b>	<b>1,432,320</b>	<b>0.0</b>	<b>119,448</b>	<b>0.0</b>	<b>4,619,931</b>
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  
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**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
<b>Annual Project Adjustments</b>												
<b>One-time Costs</b>												
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
<b>Continuing Costs</b>												
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
<b>Total Annual Project Budget Augmentation /(Reduction) [A + C]</b>	<b>0.0</b>	<b>392,313</b>	<b>0.0</b>	<b>265,317</b>	<b>0.0</b>	<b>(11,460)</b>	<b>0.0</b>	<b>(597,360)</b>	<b>0.0</b>	<b>(1,312,872)</b>		

[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**

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**Planning Schedule**

<b>Activities</b>	<b>Start</b>	<b>End</b>	<b>Duration</b>
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
	<b>Total</b>	<b>2000</b>

STATEWIDE AUTOMATED WELFARE SYSTEM  
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**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
	<b>Total</b>	<b>2000</b>