

STATEWIDE AUTOMATED WELFARE SYSTEM
**LOS ANGELES ELIGIBILITY, AUTOMATED DETERMINATION,
EVALUATION AND REPORTING (LEADER) CONSORTIUM
REPLACEMENT SYSTEM**
IMPLEMENTATION ADVANCE PLANNING DOCUMENT

Revised

August 2008

STATE OF CALIFORNIA

Office of Systems Integration

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

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1.0 PROJECT INTRODUCTION AND STATUS

Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER) Consortium is submitting this Implementation Advance Planning Document (IAPD) to request approval for the design, development, implementation, maintenance, and operation of the LEADER Replacement System (LRS).

1.1 STATEWIDE AUTOMATED WELFARE SYSTEM (SAWS)

The SAWS Project is the automation of county welfare business processes in California. The SAWS Project encompasses four county consortia systems and supports six core programs which are California Work Opportunity and Responsibility to Kids (CalWORKs), Food Stamp, Medi-Cal, Foster Care, Refugee Cash Assistance (RCA), and County Medical Services. Based on individual consortium business requirements, other programs may be included in a consortium system.

The Budget Act of 1995 established the multiple county consortium strategy to facilitate the collaboration of counties in meeting their business needs in the areas of system planning, development, implementation, and maintenance. The consortium concept was intended to provide flexibility to county welfare departments while balancing choice with the reality that funding is limited.

Through a consortium, counties have had significant autonomy in developing and maintaining their systems. Although the counties lead the development and implementation of automated systems, counties recognize that autonomy in administering welfare, including the supporting automated systems, is guided by federal and state laws, regulations, rules, and policies.

State project management for SAWS is provided by the California Health and Human Services Agency (CHHS), Office of Systems Integration (OSI). The County of Los Angeles (County) constitutes the LEADER Consortium; and the County's Department of Public Social Services (DPSS) locally manages the LEADER Consortium. This consortium represents approximately 35 percent of the State of California's welfare population, based on the State Fiscal Year (SFY) 2006/07 Person's Count.

1.2 EXISTING LEADER SYSTEM

The LEADER Information Technology Agreement with Unisys commenced in November 1995. The LEADER System was fully implemented in April 2001, replacing 22 legacy systems. The LEADER system is integral to DPSS welfare program administration and is the core tool used by workers to determine eligibility, benefit calculation and issuance, case maintenance, reporting, and case management for the CalWORKs, Food Stamp, Medi-Cal, RCA and General Relief (GR) Programs. The LEADER system currently

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supports approximately 17,500 users at 112 networked sites, as well as over 200 remote sites for nine County departments.

The LEADER system is one of the largest client-server systems in the world. The LEADER application has approximately 850 screens developed in PowerBuilder and roughly 13,000 programs with over 9 million lines of code in Common Business Oriented Language (COBOL). The LEADER system uses a proprietary Relational Database Management System (RDMS 2200) that runs on multiple Unisys enterprise servers, and currently maintains approximately 6 terabytes of data.

1.3 ALTERNATIVES ANALYSIS

The County, in conjunction with state and county stakeholders, explored multiple alternatives to determine the best option available to the LEADER consortium at the conclusion of the agreement with Unisys Corporation for the maintenance and operations (M&O) of the existing LEADER System. This analysis included an assessment of the following three alternatives:

Alternative Number 1: Competitively procure a contractor to continue M&O services for the existing LEADER system, which is operated on a Unisys proprietary platform.

Findings:

- The incumbent would have an inherent advantage, given that the existing LEADER system is operated on the incumbent's proprietary hardware and software.
- It would be extremely difficult for any other contractor to be able to take over the M&O of the existing LEADER system in its current state, without major investment in Unisys' proprietary equipment, software, and other infrastructure.
- The procurement of M&O services for the existing LEADER system's proprietary environment would raise competitiveness and cost issues that would continue to be a problem in future procurements for M&O services.

Alternative Number 2: Release a Request For Proposal (RFP) requiring contractors to propose the transfer of a California-based SAWS system that would meet the County's business requirements.

Findings:

- This option would narrow the number of potential bidders. As a result, the incumbent contractors on each of the current California SAWS systems would have a distinct advantage over other potential bidders and would not be subject to pricing pressures that come with greater competition.
- This option prematurely concludes that the best framework from which to build the successor to the existing LEADER system is one of the current California systems. Though this may very well prove to be the case, there is no reason to limit the scope of allowable responses to the RFP.
- This option would exclude any proven solutions outside California.

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Alternative Number 3: Release an RFP requiring contractors to propose a solution that would accommodate the County's business and technical requirements reflected in the RFP. Proposals could include other SAWS solutions modified to meet the County's business and technical requirements or another solution that would meet the County's needs as required in the RFP.

Findings:

- Takes full advantage of the benefits of open competition and does not preclude any proposal that could be submitted under Alternative Number 2.
- This option provides the greatest opportunity for generating the most interest among contractors. An increase in the number of proposals should result in the best overall price for each proposal.
- This option would allow contractors to propose any proven solutions that could meet the County's business and technical needs which may take greater advantage of emerging technologies and innovative approaches available beyond the current California SAWS systems.

After considering the alternatives, the County, in conjunction with federal, state and county stakeholders, determined that Alternative Number 3 provided the best solution.

1.4 LEADER REPLACEMENT SYSTEM (LRS)

On November 30, 2007, The Department of Public Social Services (DPSS) released an (RFP) seeking proposals from qualified vendors to replace the existing LEADER System with an open and more flexible technological solution.

The LRS will leverage the latest advances in open standards-based architecture and technology to enhance functionality, adaptability, and scalability, as well as to improve data integrity, communication, user-friendliness and productivity, to effectively support rapidly evolving welfare programs and operations. During development of the RFP, decisions were made to include business and functional requirements for additional programs, such as Welfare to Work and Foster Care related programs, currently automated in systems other than LEADER. The LRS will integrate these multiple systems into a single system and automate DCFS and GR manual processes to streamline services to the public and improve communication between public assistance agencies and providers. In addition to replacing the existing LEADER System, the LRS will replace the following systems:

GAIN (Greater Avenues for Independence) Employment and Reporting System (GEARS)

GEARS was originally developed and fully implemented by Systemhouse Inc. in 1988. The GEARS Information Technology Agreement with Electronic Data Systems Corporation (EDS) commenced in 1993. GEARS was designed to automate GAIN or

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Welfare-to-Work (WTW) program services, including case management and tracking employment, education, vocational, and training activities of GAIN participants, as well as issuing supportive services payments (i.e., child care, transportation, and ancillary payments to support WTW activities). GEARS currently supports approximately 3,500 users who manage roughly 55,000 active cases at 120 sites.

GEARS utilizes IBM mainframe processing architecture designed in the 1980s and the ADABAS database management system, which currently maintains approximately 400,000 gigabytes of data.

General Relief Opportunities for Work (GROW) System

The GROW system was developed in 1998 and fully implemented in 1999 by County staff and consultants. The GROW system was designed to automate GROW program services, including case management and tracking training and employment activities, work-related expenses, and sanction information of GR participants. The GROW system currently supports approximately 700 users who manage roughly 30,000 active cases at 61 sites.

The GROW system is a mainframe application developed using Business Information Server (BIS) graphical interface software and MAPPER programming language. It contains approximately 180 screens, 350 programs with roughly 145,000 lines of code, and over 3.4 gigabytes of data.

Department of Children and Family Services (DCFS) Systems

The DCFS systems consist of five legacy systems: Automated Provider Payment System (APPS), Adoption Assistance Payments System (AAPS), Integrated Financial System (IFS), Welfare Case Management Information System (WCMIS), and EW Works, developed and maintained internal by DCFS staff and consultants. The DCFS systems currently support nearly 600 users who process Foster Care, Kin-GAP, and AAP program benefits and services. The five DCFS systems are described below.

- APPS supports out-of-home placement tracking, foster care vendor maintenance, budget computation, and payment history system and receives payment authorizations through an interface from the State's Child Welfare Services/Case Management System (CWS/CMS). APPS contains 21 screens developed in Visual Basic 6.0. APPS utilizes RDMS 2200 running on a Unisys enterprise server and contains over 687 programs with 615,000 lines of code developed in COBOL.
- AAPS supports the processing of adoption assistance payment transactions to adoptive parents and prospective adoptive parents. AAPS contains 31 screens developed in Clipper 5 and uses the Netware 6.5 operating system.
- IFS supports tracking and control of foster care overpayments and repayments, child support collections, and child welfare trust funds (i.e. financial benefits available to foster care children, including Supplemental Security Income (SSI), Social Security

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Administration (SSA), and inheritance). IFS contains 57 screens developed in Microsoft Active Server Pages (ASP) and runs on an IBM Blade server using an Oracle database.

- WCMIS supports case and client indexing of all families and persons who receive services from DCFS. WCMIS assigns a unique case number and person ID used as the primary identifier for all DCFS Systems and interfaces. WCMIS was developed in COBOL and utilizes RDMS 2200 running on a Unisys enterprise server.
- EW Works supports resolution tracking and control of eligibility and benefit issuance related calls received by the DCFS call center. EW Works is a Microsoft.NET application.

1.5 LRS GOALS AND OBJECTIVES

The county is committed to promoting technologies that improve and/or expand services, improve communications, and improve interdepartmental collaboration and data sharing. This can be accomplished through several different means, including web-based information systems, enhanced user interface functionality, better collaboration and messaging tools, and improved data management exchange and reporting capabilities. The objective of the LRS project is to acquire the services of a qualified vendor to:

- Replace the existing LEADER system, GEARS, GROW, and the DCFS foster care related systems (i.e., Automated Provider Payment System, Integrated Financial System, Adoption Assistance Payments System, Welfare Case Management Information System, and EW Works), with a LRS that utilizes a web services and standards-based, Service Oriented Architecture (SOA).
- Automate DCFS manual processes, such as Foster Care eligibility.
- Manage, operate, and support, including maintain, modify, and enhance, the LRS for the term of the Agreement, ensuring that LRS functionality and performance continues to meet the requirements of the County.

In order to achieve the County's mission of providing effective services to all of its welfare population, the LRS shall:

- Support all County administered public assistance programs.
- Support the public assistance population during the term of the resultant Agreement.
- Support document imaging, enhanced reporting and interface functionality.
- Allow users (both fixed and mobile) to have access to the LRS via a secure internet connection and via the LANet/EN.
- Wherever possible, utilize commercially available and stable products.
- Include centralized database functions while distributing accessibility to the various types of users for inputting data and accessing case file information via a web services environment.
- Have technology based on SOA principles, utilizing web services.
- Include the ability to host at non-County facilities.

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Consistent with the County's vision for IT, the County seeks to improve service delivery through an innovative technological solution that emphasizes the following technologies:

- Open and scalable technical architecture – To increase LRS flexibility, enabling the development and integration of future LRS features and functionality with existing capabilities.
- Enhanced workflow – To improve communication and efficiency through automatic scheduling of appointments, initiation of subsequent activities, and the creation and maintenance of alerts for case management activities.
- Systems integration and data sharing – To increase communication with relevant and related systems (e.g., data warehouses, public and private agencies).
- Common relational database platform – To increase LRS flexibility and the ability for the County to respond readily to federal, state, and local mandates.
- Business intelligence and ad hoc reporting – to develop a business intelligence and ad hoc reporting system that improves and maintains the data and information flow to the County's data warehouses and increases the County's business intelligence and reporting capabilities.
- e-Government support – To improve self-service delivery by providing LRS access to the growing number of users (e.g., citizens, service providers, external agencies, remote locations, etc.) through web technologies.

As a result of implementing a LRS with these technical characteristics, as well as the functional and business requirements described in the LRS RFP, the County will meet its business objectives and adhere to all public assistance program requirements, and departmental mission and philosophy.

1.6 PROJECT STATUS

The planning process that began in July 2005 resulted in the completion and state and federal approval of the LRS Planning Advance Planning Document (PAPD).

1.6.1 Achieved Milestones

LRS RFP – November 30, 2007

DPSS released an RFP seeking proposals from qualified vendors to replace the existing LEADER system with an open and flexible technological solution. In addition to replacing all the functionality of the existing LEADER system, the LRS will integrate functionality of Welfare-to-Work programs (GAIN, Cal Learn, and GROW) and will automate functionality for DCFS programs.

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Proposer's Conference – December 17, 2007

This conference provided prospective vendors with an overview of the RFP scope and submission process. Eighty-one (81) individuals representing twenty-four (24) vendors attended the conference.

Technical Presentation – December 18, 2007

This presentation provided prospective vendors with a technical overview of the County's systems: LEADER, GEARS, GROW, and DCFS systems.

District Office Walkthroughs - December 18 and 19, 2007

These walkthroughs provided the vendors with an opportunity to observe DPSS' business processes, including customer service center and line operations, and the application of existing systems to support the administration and delivery of public assistance programs.

Proposal Submission- May 15, 2007

The County received four (4) proposals by the proposal submission deadline. On average, each proposal is approximately 4,000 pages in length.

1.6.2 Remaining Planning Tasks

Planning and preparation efforts will continue prior to the start of Phase 1 (Design, development, and implementation). Multiple issues will be addressed to ensure that the LRS is prepared to engage in full-scale development at the time of the project initiation. The following timeline shows the major remaining tasks to be completed prior to project initiation:

Project initiation, originally anticipated to be January 2010, has been delayed six months due to the unanticipated budget crisis the State of California is currently experiencing. The delay does not impact estimated costs, except to move them forward six months.

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Tasks	Start	End
Proposal Evaluation/Selection and Vendor Selection Report Creation and Internal Review	05/19/08	11/24/08
IAPD State and Federal Review and Approval	09/01/08	04/03/09
OSI Review of Vendor Selection Report and Winning Proposal, and County Response	11/25/08	12/19/08
Release of Intent to Award	12/22/08	01/09/09
Contract Negotiations	01/14/09	06/03/09
IAPDU Development	03/01/09	07/20/09
Finalize Contract and Board Letter	06/04/09	07/20/09
State and Federal Contract Approval	07/21/09	11/19/09
Board Deputy Clearance and Contract Filing for Board Approval	10/23/09	12/21/09
County Board Approval	12/22/09	12/22/09
LRS Project Initiation	07/01/10	

1.7 PROCUREMENT PROCESS

The County is conducting a comprehensive, fair, and impartial evaluation of proposals received in response to the LRS RFP. The County will select one of those proposals through a formal evaluation process.

1.7.1 Overview of Review and Evaluation Process

The goal of the LRS procurement is to select a vendor's proposal that best meets the needs of the County and provides the most value.

The following are elements of the evaluation:

- LRS evaluation committee (Committee) - The objective of the Committee is to conduct a thorough evaluation of the proposals in order to identify and recommend the vendor whose proposal provides the best value, including price evaluation. The

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Committee is comprised of representatives from DPSS, DCFS, ISD, and the Auditor-Controller (A-C)

- Subject matter experts - Subject matter experts are available to the Committee for consulting on questions, issues, and information needs that may arise (i.e. SOA). These experts are “on-call” for consultation; however, they are not members of the Committee and will not participate in the evaluation scoring discussions. They include representatives with procurement experience from other counties and from the Information Systems Commission.
- Evaluation process - The LRS evaluation process consists of the following steps:
 - Development of the evaluation handbook
 - Compliance review of proposals
 - Business proposal review and reference checks
 - Management/technical proposal assessment
 - Oral presentations by proposers
 - Consensus scoring and sign-off
 - Price proposal evaluation and final scoring
 - Selection report preparation and review

At the end of the selection process, the Committee will prepare a final selection report for review by the DPSS Director. Subsequently, a selection recommendation will be made to the Los Angeles County’s Board of Supervisors (the Board), and state and federal agencies.

2.0 PROJECT OVERVIEW

2.1 PROJECT SCOPE

The LRS Project is procuring a contractor with a technical solution that will meet the business demands of public assistance and employment program administration. The general scope of work that will be performed by the LRS contractor includes:

- *Phase 1 (Design/Development/Implementation Phase)* - This phase, which will occur in 48 months, includes all planning, design, development, testing, training, conversion, archiving, implementation, and acceptance work that are required to replace DPSS Systems and DCFS Systems with a standards-based, web-services, and SOA design. This phase also includes Management and Operations Services.
- *Phase 2 (Performance Verification Phase)* - During this phase, which will occur over a six-month period following Phase I, contractor and County will verify that LRS performance meets all the requirements specified in the Agreement under full production load. All deficiencies identified by either contractor or County during Phase 1 and Phase 2 will be corrected prior to final acceptance of the LRS by County. This phase also includes Management and Operations Services and Application Software Modifications and Enhancements Services.

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- *Phase 3 (Operational Phase)* - This phase includes the following:
 - Continued Management and Operations Services that include continued project management and Project office operations, hosting of the LRS, operation of the central print facility, and all support services.
 - Continued Modifications and Enhancements Services that include continued provision of County requested modifications of the LRS application software (e.g., Work associated with developing functional improvements of the LRS) and enhancements of the LRS application software (e.g., work associated with development of new application functionality and major enhancements of the LRS as a result of changes in requirements).
 - Outgoing transition support that provides for a smooth transition or transfer of the LRS at the end of the agreement, LRS data, and LRS repository from contractor's environment to the County or County selected vendor.
- **Extended Term** - The Extended Term (3 optional 1-year terms) includes continued management and operations services, continued modifications and enhancements services, and outgoing transition support as described above.

2.2 PROGRAMS SUPPORTED BY THE LRS SYSTEM

The LRS system shall be a fully integrated system designed to automate and support case management of the County's public assistance and employment programs, including the CalWORKs, Food Stamps, GR, Cash Assistance Program for Immigrants (CAPI), Medi-Cal, In-Home Supportive Systems (IHSS), Foster Care Program, Kin-GAP, and the AAP, and associated subprograms.

Functionality for DCFS Programs is included as an option in the LRS requirements; however, the County is aware that the state, in response to the Administration for Children and Families (ACF), is performing an analysis to determine if the Title IV-E Program eligibility functionality should reside in SAWS. Should the decision be to not place the Title IV-E Program eligibility functionality in SAWS, the County will exercise the option to remove Title IV-E Programs functionality from the LRS.

CalWORKs

The CalWORKs program is the state's version of the federal Temporary Aid for Needy Families (TANF) program that provides temporary financial assistance and employment-focused services to families with dependent children based on income, resources, property, family composition, deprivation, and other factors.

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WTW

The WTW program (known as the GAIN in Los Angeles County) provides training, employment, and supportive services to help able-bodied CalWORKs recipients transition from public assistance dependency to financial self-sufficiency.

Cal-Learn

The Cal-Learn program is mandatory for pregnant or parenting teens who are under 19 years of age without a high school diploma and receive CalWORKs benefits. The Cal-Learn program provides such individuals with supportive services needed to complete their high school education.

RCA

The RCA Program is a federally funded program that provides cash and medical assistance to eligible adults who are admitted to the United States as refugees.

Food Stamp

The Food Stamp program provides benefits for low-income households to supplement their nutritional needs and the ability to purchase adequate amounts of food. Eligibility for the program is based on income, asset limits, household size and work requirements for those who are 18 through 50 years of age, as set by the federal government. Income reporting requirements apply to all households.

CFAP

The California Food Assistance Program (CFAP) is the state-funded Food Stamp Program for legal noncitizen adults (18-64) who meet all federal food stamp eligibility criteria except that they have resided in the United States less than five years.

GR/GROW

The GR program is a County funded program that provides cash aid to indigent adults and certain sponsored legal immigrant families who are ineligible for federal or state programs. As part of the GR program, the GROW program provides training, employment, and supportive services to help able-bodied GR recipients transition from public assistance dependency to financial self-sufficiency.

CAP

The CAPI program provides cash to certain aged, blind, and disabled legal non-citizens ineligible to Supplemental Security Income/State Supplemental Payment (SSI/SSP) due

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to their immigration status. CAPI participants may be eligible for Medi-Cal, IHSS, and/or Food Stamp benefits.

Medi-Cal

The Medi-Cal program provides free and low-cost health care and services to eligible recipients regardless of age, race, or immigration status.

In Home Supportive Services (IHSS)

The IHSS program provides financial assistance for in-home services to the elderly, disabled, or blind. IHSS provides an alternative to out-of-home care, such as nursing homes or board and care facilities.

Foster Care

The Foster Care program provides cash payments and related benefits such as Medi-Cal for children in out-of-home placements.

Kin-GAP

The Kin-GAP program provides financial assistance to relative caregivers who become legal guardians of foster care children.

Adoption Assistance Program (AAP)

The Adoption Assistance Program (AAP) provides cash assistance and related Medi-Cal benefits for the adoptive child(ren) who meet program-specific eligibility factors.

2.3 PROJECT ASSUMPTIONS

The assumptions for the development/implementation phase schedule and budget are as follows:

- Project approval, including the negotiated contract required to begin development activities, will be received by December 2009. Any delay beyond this date will require the schedule and costs to be adjusted accordingly.
- The design, development, and implementation of the LRS will occur within 48 months.
- LRS project schedule and resources are based on the assumption that Title IV-E Program eligibility will be included in the LRS.
- Appropriate state agencies will continue to provide oversight through the operational phase.
- Stakeholder support will be maintained throughout the project life cycle.

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2.4 PROJECT SCHEDULE

The schedule for primary project tasks are displayed in the following chart.

Tasks	Estimated Start Date	Estimated End Date
Design and Development	07/01/10	12/31/12
Pilot	01/01/13	06/30/13
Countywide Implementation	07/01/13	06/30/14
6-Month Performance Verification Phase	07/01/14	12/31/14
6.5-Year Operational Phase	01/01/15	06/30/21
Extended Term for Operational Phase (Three optional one-year extensions)	07/01/21	06/30/24

2.5 PROJECT PRIORITIES

Adherence to the LRS project schedule is one of the highest priorities for the County. The ability to adhere to the agreed upon schedule will directly impact resource allocations, budget, stakeholder commitment, user acceptance, and overall successful project completion. Extension of the project schedule would most likely occur because of a change in the original scope. In an environment such as welfare administration, changes are continually made to laws and regulations that effect programs. The challenge is to minimize the amount of changes relative to the original planned scope. Careful consideration will be given to each identified scope issue to determine the timing of any proposed change. Impact analysis will be performed to weigh both advantages and disadvantages to business objectives and overall LRS project schedule to best determine when to implement the scope change, if required.

In addition to maintenance of the project schedule, the LRS project team will be focused on deliverable reviews as a priority to ensure quality and adherence to business requirements and design and development standards. The LRS County project team is committed to working closely with the LRS contractor project team during the entire life cycle of each task to guarantee full understanding of deliverables prior to review. The Deliverable Expectation Document (DED) will serve as one of the documents that will be maintained to document the expectations and the scope of each deliverable. This approach allows for reviews to be completed in a context consistent with the decisions made during the design and development stages. It is anticipated that such review

methods will greatly reduce surprises that can lead to major changes and fixes being needed prior to deliverable approval. LRS project team involvement during the entire deliverable development process will enhance the quality of final products, as well as ensure adherence to the overall LRS project schedule.

3.0 PROJECT MANAGEMENT PLAN

The County project management approach is based on the formation of an integrated project team consisting of County, LRS contractor, Quality Assurance (QA) contractor and Verification and Validation (V&V) contractor staff. This will be an integrated organization committed to delivering a high quality LRS to the workers and customers of the County of Los Angeles.

The County's project management approach includes the planning, reporting, and controlling of work; the identification, tracking and resolution of problems and issues; proactive risk mitigation; and the communication and leadership necessary to ensure project success. The LRS contractor will work cooperatively with the County project director, QA contractor, and LRS County project team to keep the project team on schedule, stakeholders informed, and deliver the LRS to the County.

As a key component of the LRS project management methodology, the LRS contractor will report on the status of the project in the form of weekly and monthly status meetings and reports, and Project Control Document (PCD) and work plan updates. The status reports will not only present actual progress as compared to planned progress, but will also include any new issues and the disposition of previously identified issues.

3.1 PROJECT ORGANIZATION

The LRS project organization includes organizational information from the highest reporting levels for the LRS project to the LRS County project team and the LRS contractor project team. Roles and responsibilities of key stakeholders as well as the County, LRS contractor, QA contractor, and V&V contractor are also discussed.

3.1.1 State Management and Oversight

The County has received guidance from multiple oversight entities during the planning stages, and will continue to utilize such guidance during the design, development, and implementation phase, and throughout the performance verification and operational phase. These entities include the Office of Systems Integration (OSI), California Department of Social Services (CDSS), and the California Department of Health Care Services (DHCS). Primary roles and responsibilities for OSI, key state agencies, and the County are summarized below.

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Under the direction of California Health and Human Services Agency (CHHS), OSI is responsible for state-level project management and oversight of the SAWS Project. As part of their oversight responsibilities, these entities, or their designees, may undertake various activities during the course of the project, including risk assessment, independent testing, and review of interim products and deliverables. The LRS contractor will be required to cooperate fully with all authorized oversight entities in their performance of these and similar activities. The project sponsors, CDSS and DHCS, partner with OSI to ensure that project management activities are conducted in accordance with industry standards and adhere to accepted information technology best practices.

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 risks.
- CDSS and DHCS provide strategic and policy direction for the SAWS Project.
- OSI provides state-level project management and project oversight of the LRS project.
- Department of Finance (DOF) and Office of the Chief Information Officer (OCIO) provide project and financial oversight at the state level.

3.1.2 LRS County Project Team

All LRS County project team staff (with the exception of the County Oversight and Executive Steering Committee) will be full-time resources devoted to development of the LRS Project. However, the LRS project understands that the project will likely require intermittent involvement of County program or operational specialists throughout the development and implementation effort. Because the involvement of these staff will not be at a level significant enough to warrant appropriation of salary expense for the LRS project, the consortium has agreed to provide these resources on an ad hoc basis for the benefit of the project. The proposed organization of LRS County project team staff during Phase 1 (Design/Development/Implementation Phase) and Phase 2 (Performance Verification) is illustrated in Exhibit E (LRS Organization Chart).

3.1.2.1 County Oversight and Executive Steering Committee

The County Oversight and Executive Steering Committee will provide executive guidance and direction to the LRS Project Team over the full duration of the project. This committee will be responsible for major programmatic decisions and for public and legislature/governmental relations. The committee will act as, or designate, liaisons to other state and federal agencies, the public, and to the Legislature on critical policy and budget issues. County Oversight and Executive Steering Committee responsibilities will also include the allocation of resources to support the project and resolution of project issues. The membership of the County Oversight and Executive Steering Committee

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will be composed of executive level representatives from the County who are empowered with final decision-making authority, including the County project director. The composition of this committee may also include representation from the LRS contractor, QA contractor, V&V contractor(s), OSI, or other County and state stakeholder organizations.

3.1.2.2 County Project Executive

Under the direction of the DPSS Director, the County project executive will be responsible for ensuring that the project results in the successful development and implementation of a fully integrated system that supports the County's business model, and is completed on time and within budget. In addition to general management of the LRS County project team staff assigned to the project and LRS contractor management responsibilities, the County project executive will be accountable for the following specific functions:

- Providing oversight of all LRS contractor performance, including the evaluation of work plans and staffing plans.
- Ensuring appropriate County representatives participate in planned activities and key decisions.
- Facilitating timely resolution of issues raised by project participants.
- Timely review of all project deliverables.
- Reporting project status and issues to all stakeholders as required.
- Overall budget management and reporting.
- Serving as the liaison to state and federal stakeholders
- Ensuring the system design meets applicable, County, state and federal requirements.

3.1.2.3 County Project Director

Under the direction of the County project executive, the County project director will be responsible for overseeing the project's day-to-day activities, including:

- Coordinating project activities between County staff and contractor staff.
- Serving as liaison to the contractor in areas relating to program, policy, and procedural requirements.
- Leading all technical design, development, and implementation activities.
- Monitoring the development of the LRS based on the design documentation.
- Final approval of all project deliverables and other work.
- Monitoring contractor's performance.

The project controller, application manager, and technical manager will assist the project director with a variety of tasks and responsibilities and provide for coordinating and assisting a variety of teams in conducting various project tasks.

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Three secretaries and one administrative assistant will provide administrative support for the project team.

3.1.2.4 Project Controller

Under the guidance and direction of the County project director, the project controller will serve as the main point of contact with the QA/V&V contractors to ensure that schedules are maintained and deliverables are submitted on time and within budget. The project controller will assume project authority in the absence of the County project director and will assist with other project management duties, as needed. The project controller will be responsible for:

- Project tracking
- Contract development and maintenance
- Contract monitoring
- Fiscal control
- Budget planning
- Funding requests
- Human resource control and claiming

The project controller will be responsible for analyzing the project work plan to ensure that variations in the individual task schedules are reflected throughout the work plan and that the impact of these variations is minimized. The critical path will be closely monitored, along with the interdependencies between critical path tasks

Section Manager - Contract Administration: Under the direction of the project controller, the section manager for contract administration will be responsible for:

- Project tracking
- Contract maintenance
- Contract monitoring

Section Manager - Fiscal Administration: Under the direction of the project controller, the section manager for Fiscal Administration will be responsible for:

- Fiscal control and budget planning
- Funding requests
- Human resource control and claiming

3.1.2.5 Application Manager

Under the guidance and direction of the County project director, the application manager will assist the County project director in the day-to-day management and operations of the project, and will be responsible for:

- Management and oversight of all application development activities and staff.

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- Overseeing the process of LRS functional requirements analysis, verification, and validation as it relates to LRS rules and workflows.
- Ensuring that the technical design and implementation of the LRS meets all functional requirements.
- Managing the automated conversion of DPSS systems data, DCFS systems data, and other legacy data to the LRS and the LRS data archiving methodology.

Section Manager (2) – Application Development: Under direction of the application manager. Section managers for application development will be responsible for:

- Management and oversight of all application development teams.
- Ensuring that all application development team members have the resources to complete all necessary activities and tasks.
- Ensuring system adherence to requirements for design, development, and testing.

Assistant Section Managers (4) - Application Development: Under direction of the application section managers, assistant section managers are responsible for managing application development teams under their respective sub-section as depicted in the LRS Organizational Chart (Exhibit E).

Team Leaders (18) - Application Development: Under direction of the assistant section managers for application development, Application development team leaders will be responsible for ensuring that the component functions of the system are correctly designed, developed, and tested to meet users' needs. On-going tasks for application development team leaders include but are not limited to attending and convening design workshops and acting as liaison with the LRS contractor to answer functional questions and resolve outstanding issues. Each team leader will have the responsibility for each of the sub-functions within the team.

As depicted in LRS Organizational Chart (Exhibit E) the eighteen application development teams have been defined within the LRS project as follows:

- Case management
- Work participation (including WTW, GROW)
- Quality control/fraud/appeals
- e-Government
- Interfaces (2 teams)
- Testing/UAT
- Reports
- Conversion and archiving
- ED/BC (CaWORKs/RCA)
- ED/BC (Medi-Cal/IHSS)
- ED/BC (Food Stamps)
- ED/BC (DCFS Programs)
- ED/BC (GR/CAPI)

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- Benefit Issuance (BI)/Benefit Recovery (BV)
- BI/BV interfaces
- Client correspondence
- Periodic reporting/redeterminations

3.1.2.6 Technical Manager

Under the guidance and direction of the County project director, the technical manager will assist the County project director in the day-to-day operations of the LRS project, and will be responsible for:

- Serving as the technical liaison to the LRS contractor for managing, analyzing and resolving operational issues and technical concerns related to the LRS (e.g., system performance and design) during the term of the Agreement.
- Overseeing the procurement and integration of all hardware and software components of the LRS.
- Managing the County's implementation preparation, planning, and execution, including delivery of required training.
- Ensuring that all implementation tasks of the LRS project proceed smoothly, creating minimal disruption to DPSS systems and DCFS systems activities.

Section Manager - Technical Infrastructure and Network Administration: Under the direction of the technical manager, the section manager for Infrastructure and network administration will be responsible for the day-to-day management and oversight of four team leaders responsible for all technical infrastructure and network administration activities, including:

- Ensuring that team members have the resources to complete all necessary activities and tasks.
- Ensuring system adherence to technical requirements for design, development, testing, system performance, training and operability.
- Reviewing deliverables associated with the technical aspects of the project (design, development, testing, system performance and operability).

Technical Team Leaders (4) - Under the direction of the section manager for technical infrastructure and network administration, four technical team leaders will be responsible for:

- Network administration
- Security
- Performance and SLA monitoring
- Project Management Office (PMO) support

Section Manager - Implementation and User Support: Under the direction of the technical manager, the section manager for implementation and user support will be responsible for the day-to-day management and oversight of five team leaders responsible for all implementation and user support activities, including:

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- Overseeing the development and maintenance of the Contractor's Training Plan, including the training facilities, training curriculum, and the training schedule.
- Ensuring appropriate preparation, planning, implementation and execution of the LRS.
- Managing the development and delivery of training curriculum via e-learning modules with the LRS contractor.
- Ensuring that adequate help is available to all system users.
- Maintaining and controlling user accounts.
- Overseeing the collection and organization of information (such as answers to frequently asked questions) that will be available on-line to all users and is to be used as a tool to help troubleshoot known issues or problems that have been catalogued in the knowledgebase.
- Team Leaders (5) - Implementation and User Support: Under the direction of the section manager for implementation support, each team leader will have the responsibility for each of the sub-functions within the following teams:
 - Training
 - Implementation support
 - E-Learning
 - Help desk and access control
 - Knowledgebase

3.1.2.7 QA Contractor

The QA contractor will act on behalf of the County to assure adherence by the contractor to all of LRS' functional, technical, and contractual requirements. The QA contractor will actively monitor requirements specified in the RFP, contractor response to the LRS, contractual agreements, and overall project progress. In the event requirements are not being fully met, the QA contractor will work with the County to develop plans and timelines for meeting requirements without sacrificing quality of deliverables.

3.1.2.8 V&V Contractor

The V&V consultant will act on behalf of the County to perform extremely complex evaluations and technical review tasks for the LEADER Replacement System (LRS) project. While the LRS contractor is primarily responsible for delivering quality work products, the V&V contractor will monitor project activities and perform independent reviews. This includes assessing LRS project methodologies, requirements tracking, deliverable and milestone reviews, test evaluation, independent risk assessment, and performance measures tracking.

3.1.3 LRS Contractor Project Team

The LRS contractor project team will provide the leadership and commitment necessary to ensure a successful project. A full-time contractor project director will lead the LRS contractor's personnel. The LRS contractor project team will be responsible for the day-to-day operations which include, but are not limited to, project organization and staffing and development and maintenance of schedules and work plans.

3.1.3.1 Contractor Project Executive

The contractor project executive will be a full-time employee of the LRS contractor responsible for the LRS contractor's overall performance of the Agreement and will have the authority to commit resources of the LRS contractor to address all LRS project needs and requirements.

3.1.3.2 Contractor Project Director

The contractor project director will be a full-time employee of the LRS contractor and will be assigned full-time to the LRS project on-site at the project office or other location(s) approved by County project director. The contractor project director will report directly to the contractor project executive and will serve as the primary point-of-contact between the County project director and the LRS contractor. The contractor project director is responsible for the overall day-to-day management and coordination of the project to ensure that all deliverables and other requirements are completed successfully and that all contract dates are met.

3.1.3.3 System Architect

The system architect will be a full-time employee of the LRS contractor and will be available at any time, as requested by the County project director, including on-site at the project office or other location(s) approved by the County project director. The system architect will lead the LRS design effort, reporting to the contractor project director and working with LRS contractor team leads and the County to analyze and resolve issues related to LRS design. The system architect shall have primary responsibility for optimizing the design of the LRS, proactively addressing potential design challenges, and utilizing proven application development tools.

3.1.3.4 Technical Manager

The technical manager will be a full-time employee of the LRS contractor and will be assigned full-time to the LRS project on-site at the project office or other location(s) approved by the County project director. The technical manager shall lead the management of all technical design, development, and implementation activities related to the LRS functional design; monitor the development of the LRS based on the design documentation; and serve as the technical liaison to County for managing, analyzing

and resolving operational issues and technical concerns related to the LRS (e.g., system performance) during the term of the Agreement. The technical manager will oversee the procurement and integration of all hardware and software components of the LRS.

3.1.3.5 Functional Manager

The functional manager will be a full-time employee of the LRS contractor and will be assigned full-time to the LRS project on-site at the project office or other location(s) approved by the County project director. The functional manager shall oversee the process of LRS functional requirements analysis, verification, and validation as it relates to LRS rules and workflows. The functional manager shall work with the technical manager to ensure that the technical design and implementation of the LRS meets all functional requirements.

3.1.3.6 Implementation Manager

The implementation manager will be a full-time employee of the LRS contractor and will be assigned full-time to the LRS project on-site at the project office or other location(s) approved by county project director, during Phase 1 (Design/Development/Implementation Phase). The implementation manager will manage LRS implementation preparation, planning, and execution, including delivery of required training. The chief responsibility of the implementation manager is to ensure that all implementation tasks of the LRS project proceed smoothly, creating minimal disruption to DPSS systems and DCFS systems activities.

3.1.3.7 Conversion and Archive Manager

The conversion and archive manager will be a full-time employee of the LRS contractor and will be assigned full-time to the LRS project on-site at the project office or other location(s) approved by County project director, during Phase 1 (Design/Development/Implementation Phase). The conversion and archive manager will manage the automated conversion of DPSS systems data, DCFS systems data, and other legacy data to the LRS.

3.1.3.8 Project Controller

The project controller will be a full-time employee of the LRS contractor and will be assigned full-time to the LRS project on-site at the project office or other location(s) approved by County project director. The project controller will provide fiscal management and contract administration for the Agreement; supervise, control, and coordinate the contractual obligations of the contractor; plan the project schedule, perform project planning; and track task progress, resource assignments, and actual work (hours and cost) performed by individual resources.

4.0 PROJECT MANAGEMENT METHODOLOGY

The LRS project will employ project management standards and industry best practices (e.g., Project Management Institute's (PMI) Project Management Body of Knowledge) in the performance of all work. The County will manage this project through a continuous cycle of planning, administering, and controlling activities. The project management methodology is included in various documents such as the Project Control Document and the Management and Operations Plan and incorporates the components described in the sections below:

4.1 PROJECT WORK AND RESOURCE PLANS

- Work overview - A description of all work to be provided, including the approach for completing all work and a work breakdown structure with task and subtask descriptions, associated deliverables, and resource requirements.
- Project work plan - A project work plan which shall include all tasks, subtasks, deliverables, and other work, including, all associated dependencies, resources assigned start date and date of completion, proposed County review period for each deliverable, and proposed milestones.
- Staffing plan - Identification of all LRS contractor key staff as well as a project staffing and resource management plan.

4.2 COMMUNICATION

Communication is vital to the administration of any project. Whether it is design teams communicating issues they have discovered, County leaders communicating the reasons for change to end users, or external stakeholders providing input to application design, it is critical that all involved in the LRS project receive and share information timely and completely.

Open communication is key to developing the best solution and earning trust from the people involved with and affected by the project. In establishing both internal and external communication approaches, the LRS project will take advantage of industry best practice and lessons learned from other large-scale, government, information system development projects. The techniques the LRS project will use to communicate with external stakeholders include electronic and personal contact communication methods. To mitigate the risks commonly associated with inadequate communication, the Operational Support Communications Plan will promote frequent, thorough, and accurate communication. Ideas and thoughts will be shared early and candid communication will be encouraged because this will improve the quality of the solution.

Communicating project progress and status to County management is an important factor in project control. The LRS contractor will issue status reports and meet regularly with the LRS County project team. Regular meetings will provide a forum for discussing

project progress so that parties are fully informed and will give the project team opportunities to present issues to management. This approach helps to recognize project issues early and prevent them from languishing unresolved.

4.3 STAKEHOLDER MANAGEMENT

The County project executive will communicate with County and executive leadership and stakeholders regarding program strategy, direction, and changes. End-user and stakeholder involvement is critical to ensuring that the result will be an accepted solution that promotes ownership by the employees and collaborators who will use the system. The LRS project management provides for, and depends upon, stakeholder participation.

During the life of the project presentations will be made to County, state, and federal stakeholders, groups and other committees. The presentations may provide updates on project status, as well as present project plans and approaches for various stages of the project to interested stakeholders.

4.4 RISK MANAGEMENT

The LRS management team will use a set of proven methodologies and tools to mitigate risk inherent in large, complex engagements such as the LRS project. The objectives of the risk management strategy are to focus attention on minimizing threats to the LRS and provide a systematic approach for:

- Identifying and assessing risks including the likelihood of occurrence, and impact should the risk occur.
- Determining cost-effective risk mitigation actions.
- Monitoring and reporting progress in reducing risk.

The LRS project team sets the scope and direction of risk management and is responsible for ensuring that risks are evaluated continuously throughout the LRS life-cycle. The risk management process is an iterative cycle which begins in project planning. Risk management will be approached in the five sequential phases below:

- Planning - Concerned with focusing attention on LRS risks, and identifying and documenting the major risks which may impact progress.
- Assessment - Risks are documented into characteristic categories (e.g. technical, operational, etc.) and are quantified on a numerical scale according to probability, impact and level of control.
- Analysis - Appropriate responses are developed to minimize the realization of each risk, and are documented according to characteristic actions (e.g. avoidance, acceptance, transfer, etc.).

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- Handling - Risk handling across the LRS and work unit levels permit the ongoing evaluation, aggregation and status reporting of risks to reduce the overall risk exposure.
- Reporting - To provide visibility of risks and progress in mitigating them, reports will be provided on a regular basis.

The Risk Management Plan will have a clearly identified process for problem escalation. The risk approach will be reviewed at least annually and updated as needed as a result of continuous process improvement efforts by the LRS project team. Lessons learned as a result of continuing risk management efforts will be captured at the end of each project phase and used to improve project standards where appropriate.

4.5 ISSUE MANAGEMENT

An issue is a situation, which has occurred or will definitely occur, as opposed to a risk which is a potential situation. An issue is a situation that:

- Is known ahead of time or contained in the project work plan, but whose resolution is in question or lacking agreement among stakeholders.
- Is highly visible or involves external stakeholders.
- Relates to a critical deadline or timeframe.
- Results in an important decision or resolution whose rationale and activities must be captured for historical purposes.
- If not resolved, may impede project progress.

Issues typically fall into one of three categories:

Schedule - Issues that arise based on schedule expectations regarding timelines, work products and/or staffing.

Budget - Issues that arise from budget areas and the financial management of the project.

Work Product - Work product quality may not be as expected.

The Issue Management Plan will describe the process for identifying, analyzing, assigning, and tracking project related issues. The intent of the process is to identify and resolve all issues quickly and completely to facilitate the success of the LRS project.

The Issue Management Plan will specifically address how and under what conditions to raise an issue or a concern to the proper level of management for resolution, particularly when resolution cannot be reached at the project level. The LRS project will always strive to make decisions, and address and resolve issues at the lowest level possible. However, when a resolution cannot be reached, the issue will be escalated utilizing a

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pre-determined escalation process to ensure a resolution before the issue negatively impacts the project.

The Issue Management Plan will be reviewed at least annually and updated, as needed, as a result of continuous process improvement efforts by the LRS project team. Lessons learned as a result of continuing issue management efforts will be captured at the end of each project phase and used to improve project standards.

4.6 SCOPE/CHANGE MANAGEMENT

The purpose of the change management process is to ensure changes are made using standard methods and procedures to accurately assess the need for and impact to the LRS project and to minimize the impact of change as it occurs.

The objectives of change management are to:

- Provide a process that facilitates a controlled yet responsive environment to support LRS business needs.
- Reduce or eliminate disruptions due to change implementation.
- Implement changes within an agreed upon schedule and budget.
- Eliminate or reduce the number of change reversals caused by ineffective change planning and/or implementation.
- Implement changes without exceeding estimated system capacity.
- Eliminate or reduce the number of problems caused by change.
- Eliminate or reduce system outages caused by change.
- Provide an audit trail of all changes in support of internal and external auditing.

Factors that may influence project scope decisions will fall into one of two categories:

- Changes within the control of the LRS project - Changes within the control of the LRS Project include those identified by the LRS project team having to do with the request for new or expanded functionality. The LRS contractor project team will work with the LRS County project team to assess cost and/or schedule changes and options.
- Changes outside the control of the LRS project - External changes are those that pose the most risk to controlling the scope of the project as they are difficult to anticipate and must often be managed reactively. These changes will most likely result from new or changed state or federal mandates, or court case decisions, but also could come from other sources outside the project.

The Change Management Plan will include change management procedures and tools, progress monitoring, and reporting on outcome and activities resulting from completion of changes. The County, LRS project team and LRS contractor project team will work together to ensure that changes are made using standard methods and procedures outlined in the Change Management Plan and to accurately assess the need for and impact of proposed changes to the LRS project.

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The County project director may approve change orders that do not result in an increase in the amount of the Agreement and to the extent authorized by the Los Angeles County Board of Supervisors. The board shall approve all changes that increase the amount of the Agreement.

4.7 CONFIGURATION MANAGEMENT

While change management is the process to identify, assess, determine, and manage all change during the life cycle of the LRS project, configuration management is the process by which change is documented in the various deliverables and products (e.g. system design documents, coding documents). This ensures an up-to-date set of system documents that reflect the changes that have been agreed upon.

Key aspects of the configuration management process include:

- Formal documentation standards for each deliverable to ensure quality deliverables.
- Development of formal specifications documents with traceability analysis from each deliverable to the prior baseline to ensure that the latest system documentation is accurate and complete.
- Industry-standard configuration management tools to provide tracking and management of the LRS application software source code.

4.8 COUNTY PROJECT TEAM PERFORMANCE REVIEW

Although this type of project must involve a well-coordinated team effort, the individual performance of every county team member is vital to achieving success. The LRS project management approach provides each county team member with a clear understanding of their assignments, how their assignment fits within the overall project, the budget and schedule for each task, and the expected end product. Only by paying careful attention to the individual efforts of each county team member and then integrating them into the overall project effort will quality be delivered. The LRS project will schedule periodic performance reviews to acknowledge demonstrated skills and contributions, and to help detect and correct any deficiencies.

4.9 QUALITY MANAGEMENT

Project quality and monitoring is one of the primary responsibilities of the QA contractor. Project quality assurance and validation activities include the assessment of work products prepared by the contractor, and assistance in identification, tracking, and resolution of problems and issues. The LRS County project team, the QA contractor and the LRS contractor project team will work together during design, development and implementation to ensure the quality of all work products. In addition, V&V contractor resources will perform specific assessments and review major deliverables.

4.9.1 Quality Assurance

The project director and QA contractor will utilize the project work plan in the PCD and weekly project meetings as the basis for monitoring and evaluating project issues and progress. Draft deliverables will be reviewed by the QA for compliance with the requirements; the Deliverable Expectation Documents (DED) and the PCD. Issues that may negatively affect quality will be identified and resolved.

The QA contractor's project activities include:

- Review and assessment of contractor deliverables and products, including recommendations to the County project team regarding acceptability of products.
- Assessment of proposed changes and associated impacts.
- Risk assessment and mitigation planning.
- Assessment of contractor's project management processes and recommendations for change where appropriate.
- Assist in the preparation of Deliverable Expectation Documents (DEDs) for all contractor deliverables.
- Ongoing analysis and monitoring of the work plan and tracking of actual against estimated expenditures.
- Monitoring and reporting of all costs, hardware and software purchases, deliverable due date and related activities.

4.9.2 Verification and Validation

The V&V contractor will monitor project activities and perform a more project independent review on a periodic basis to provide an additional level of quality management.

Verification activities include periodic assessments of specific products and processes such as major risk prone deliverables and project management office procedures.

Validation activities include independent system testing including unit, integration, system, regression and customer acceptance testing.

4.10 REQUIREMENTS MANAGEMENT

To ensure the efficient and effective management of all LRS requirements, the LRS contractor will be required to develop and maintain a requirements management tool ("Requirements Traceability Matrix") that will track the progress and provide full traceability of all LRS requirements during the term of the Agreement. The Requirements Traceability Matrix will ensure that all requirements are successfully implemented and all design specifications can be clearly traced to the originating business or functional requirements that they must support. The Requirements Traceability Matrix will be used as a quality assurance tool throughout the entire system

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development life cycle, including requirements analysis, design, development, testing, and implementation, and will be updated by the LRS contractor as needed for subsequent maintenance, modification, and enhancement activities.

5.0 PROJECT REQUIREMENTS

5.1 REQUIREMENTS GATHERING AND REVIEW

The County conducted Joint Requirements Development (JRD) sessions to capture and compile business requirements for the gamut of disciplines that support public assistance programs. The JRD sessions were hosted by the DPSS. Representatives of key County stakeholders, including the DCFS, County counsel, outside counsel, Chief Information Office (CIO), Chief Executive Office (CEO), Information Systems Commission (ISC), Auditor-Controllers, and Internal Services Department (ISD), participated in the JRD sessions.

The County conducted requirement workgroups (“Focus Groups”), which included representatives throughout the Department, as well as other County and state stakeholders, to review functional, technical, and training requirements. Focus group participants reviewed the initial drafts of the Statement of Work (SOW) and Statement of Requirements (SOR) to ensure all business needs and requirements were addressed in the LRS RFP.

Additionally, the County reviewed and incorporated lessons learned from the experience gained in the implementation and operations of the County’s existing systems.

5.2 BUSINESS REQUIREMENTS

The LRS will automate numerous public assistance programs (including associated subprograms) that are administered by DPSS and DCFS, and replace and integrate the functionality of legacy systems that currently support DPSS and DCFS business functions. The LRS will support core business functions, including:

- Application processing
- Case management
- Eligibility determination and benefit calculation
- Benefit issuances
- Client notices
- Interfaces
- Reporting

These core business functions were addressed in the JRD and focus group sessions described above and translated into functional and technical requirements, as summarized in the following two sections.

5.3 FUNCTIONAL REQUIREMENTS

Functional requirements of the LRS support existing business processes while business reengineering may be employed where the benefits to the County can be clearly defined and any risks can be sufficiently mitigated. The LRS will support effective case management, flexible workflows, accurate eligibility determination and benefit calculations, electronic issuance of benefits, effective interfaces, flexible reporting, and notices of action in all threshold languages. The functional requirements have been grouped into the following functional areas:

- Traffic log
- Clearances
- Application registration and application evaluation
- Data collection
- Simulation and e-Learning training
- Case assignment and case transfers
- Eligibility determination and benefit calculation
- Authorization
- Benefit issuance
- Benefit recovery
- Periodic reporting
- Redetermination, recertification, and annual agreement
- Case inquiry
- Referrals
- Mass update
- Scheduling appointments
- Client correspondence
- Alerts, reminders, and controls
- Interfaces
- Error prone profiling and high risk cases
- Hearings
- QA and quality control
- Reporting
- Personnel management
- History maintenance
- e-Government
- Work participation program and Cal-learn control

5.4 TECHNICAL REQUIREMENTS

Technical requirements of the LRS support a robust, flexible, open, scalable, and secure technology solution for the County. The LRS will leverage current technologies and capabilities, including web services, e-Government, eligibility rules engine, Business Intelligence, e-Learning, and knowledgebase, to improve and expand

services, increase productivity, streamline communications, facilitate interdepartmental collaboration, strengthen data integrity and security, and effectively adapt to business process and program changes. The LRS application will be a browser-based application using standards-based technology and Service-Oriented Architecture (SOA). The LRS will comply with the standards of the Federal Enterprise Architecture Program and the California Enterprise Architecture Program, including the Technical Reference Model (TRM). The technical requirements have been grouped into the following technical areas:

- Service access and delivery
- Service platform and infrastructure
- Component framework
- Service interface and integration
- Performance measures
- Support tools
- Conversion and archiving

6.0 MAJOR PROJECT TASKS

6.1 PROJECT MANAGEMENT

The project management tasks include planning, controlling, and reporting the work; identifying, tracking, and resolving problems and issues; and leading the project in cooperation with the County's project director and staff. Other tasks include conducting project initiation, status meetings, managing the quality reviews, and developing and implementing the change management program. The LRS contractor will maintain a cooperative working relationship with County staff and the County's QA contractor on an ongoing daily basis during all phases of the project (Phase 1-Design, Development, Pilot and Implementation, Phase 2-Performance Verification, and Phase 3-Maintenance and Operations) to produce a system that meets the County's needs. The Project management task will include the following:

- Project initiation - Project initiation involves updating the project plan and PCD for all design, development, and implementation activities, preparing the Project Office Physical Site Plan, securing the project office site, and providing a certification of readiness for occupancy of the project office; and preparing Incoming orientation plans to allow appropriate knowledge transfer between County and LRS contractor.
- Project planning - Project planning involves preparing all planning documents, including the Management and Operations Services Plan, Modifications and Enhancements Services Plan, Conversion and Archiving Plans, Implementation Master Plan and LRS Training Plan. Project planning also involves all implementation preparation activities, including help desk support planning and implementation and training preparation.

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- Ongoing project management - Ongoing project management involves monitoring the progress and the continual work effort of the LRS project team. The project management team will be responsible for identifying areas of risk, managing the project schedule, and coordinating the issue resolution process for issues that have been elevated via subordinate functional and technical teams on the project.

6.2 DEVELOPMENT METHODOLOGY AND TECHNICAL PRACTICES

The development methodology and technical practices task includes describing the development methodology and technical practices to be utilized in the design, development, implementation, and operation of the LRS. The LRS contractor will provide its methodology and tools for governance and management of any resulting LRS processes, policies, procedures, and services. The development methodology and technical practices task will include the following:

- Establish the Integrated Development Environment (IDE) - The LRS contractor will be responsible for establishing, monitoring, and updating the IDE. The LRS County project team, QA contractor, and V&V contractor will have access to the IDE as appropriate.
- Orientation to project system development methodology, tools, and technical practices - The LRS contractor will orient the LRS County project team, QA contractor, and V&V contractor to the System Development Life Cycle (SDLC) methodology to be used, the specific tools to be used, and the IDE which provides the environment for team collaboration, interoperability across all LRS project tools, and management of all project artifacts.

6.3 REQUIREMENTS VERIFICATION AND ANALYSIS

LRS project will validate all functional, technical, and training requirements and verify that all requirements have been identified. As a result of this task, a complete set of LRS baseline functional, technical, and training requirements that will serve as the basis for LRS design and development will be established.

6.4 TECHNICAL INFRASTRUCTURE DESIGN

The technical infrastructure design task includes designing and sizing the technical infrastructure to support an application that will deliver LRS services to support the applicant and participant populations in the County. The technical infrastructure design task will include the following:

- Overall technical infrastructure design - The LRS contractor will develop an overall design for the technical infrastructure that details the specific hardware and software components for each processing environment, interface, and the locations of the primary central site, backup central site, central print facility, backup central print facility, and project office.

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- Facility Management Plan - The LRS contractor will develop the facility management plan for the primary central site, backup central site, central print facility, backup central print facility, and project office.
- Information Systems Security Plan - The LRS contractor will develop the information systems security plan that describes how security will be implemented and administered in accordance with the specifications in the System Requirement Document (SRD) and the General Design Document.
- Network Design Plan - The LRS contractor will develop the Network Design Plan that describes how the LRS network design will interface and interact with County assets, performance issues, and how the design will support the LRS requirements for business continuity and disaster recovery.

6.5 APPLICATION DESIGN

The application design tasks include describing the features and functions of the LRS, outlining LRS behavior as seen by an external observer, and identifying the technical information and data needed for the design of the LRS, as well as developing and documenting the functional design of the LRS. The application design tasks will include the following:

- General Design - The LRS contractor will develop a general design document which will ensure that all LRS features and functions are correctly understood, state any assumptions, limitations, and constraints used in formulating the LRS architectures, clearly establish traceability for each architectural component to requirements, and clearly and unambiguously provide all the information necessary for the detailed design of the LRS.
- Functional Design - The LRS contractor will develop a Functional Design Document (FDD) that will include the requisite data structures, data flows, business logic, user interface design, interfaces, and algorithms needed for the LRS.

6.6 TECHNICAL INFRASTRUCTURE DEPLOYMENT

The technical infrastructure deployment task includes identifying and configuring all software and hardware assets, organized by the physical locations of the primary central site, backup central site, central print facility, backup print facility, and project office, including the enterprise connecting hardware, needed to support the LRS and meet performance requirements. Technical infrastructure system administration procedures will be developed, including roles and responsibilities, specific procedures, frequency with which activities will be performed, and best practices to be used in the operation of the deployed LRS technical infrastructure. As part of this task, the LRS contractor will integrate all LRS technical infrastructure components, establish appropriate connectivity among and between the primary central site, backup central site, central print facility, backup print facility, and project office, and the LANet/EN at the gateway, and provide, manage, operate, and support network resources and

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connections, including the enterprise connecting hardware, among and between contractor operated locations.

6.7 APPLICATION DEVELOPMENT AND CONVERSION AND ARCHIVING TOOLS

The application development and conversion and archiving tools task includes developing, testing, and validating the LRS components which include the application as well as utilities developed for reporting, interfaces, and conversion and archiving of DPSS systems data, DCFS systems data, and other legacy data. The application development and conversion and archiving tools task will include the following:

- Software Development Plan - The LRS contractor will prepare a plan that describes how the LRS will be designed, built, documented, tested, and integrated.
- Software development reviews - The LRS project team will meet regularly to ensure that development is proceeding in accordance with the FDD and Project Work Plan and that any issues are identified and resolved in a timely fashion.
- SDLC standards - The LRS contractor shall conduct a review of its existing SDLC standards for LRS software development specifically as they apply to the build, test, and validation work of the LRS project and indicate how SDLC standards will result in code that is self-documenting, clearly organized, and easy to maintain, as well as assess whether any changes are needed to these standards in light of the LRS detailed design.
- Build the LRS application software - The LRS contractor shall develop the source code and object code for all LRS software components/modules and conversion and archiving software programs/tools, as well as document each LRS software component/module and conversion and archiving software programs/tools, any associated documentation, and any additional information used to support unit test, validation, or quality assurance activities.
- Unit testing - The LRS project team shall successfully complete unit testing for each LRS software component/module and each conversion and archiving software program/tool, ensuring that user interface standards are met, that components/modules/programs/tools functions work as expected, and that the presentation, business logic, security, and data layers perform the specific function as designed.
- Validation - The LRS contractor will compare the actual results of the unit testing against the expected results that were identified before any testing was performed and determine what corrections, if any, are required in the LRS software component/module and the conversion and archiving software program/tool and initiate another set of build, test, and validate activities for that component/module/program/tool as needed.
- Interface development - For each interface, the LRS contractor shall develop an Interface Control Document (ICD) that defines and specifies the interface. The LRS contractor will work with County and external interface entities in the development and implementation of the interfaces.

6.8 INTEGRATION AND USER ACCEPTANCE TESTING

The integration and user acceptance testing task will incorporate the conversion and archiving strategies established by the LRS project team, as well as conducting full automated regression testing at the conclusion of each major set of testing activities. As part of this task, the LRS contractor will:

- Develop a master test plan.
- Perform integration and system testing to ensure that all facets of the LRS work together as a cohesive whole.
- Assist the County in conducting user acceptance testing (UAT) by providing tools, environment, and controls to be used during UAT.

6.9 PILOT

The purpose of pilot is to serve as the primary validation of the production LRS prior to the commencement of countywide implementation. The pilot task includes the development of a pilot plan which will detail the activities, resources, and schedules needed to conduct pilot. As part of the pilot task, the LRS contractor shall conduct the pilot commensurate with its proposed implementation approach as described in the pilot plan, including required data conversion activities. At the conclusion of the pilot period, the LRS contractor will document the outcomes of the pilot and conduct a meeting with the County to assess readiness of the LRS for countywide implementation and discuss the approach to mitigating any potential risk(s) and/or correcting outstanding deficiencies prior to countywide implementation.

6.10 COUNTYWIDE IMPLEMENTATION

The countywide implementation task includes all activities necessary to implement the LRS countywide. The countywide Implementation task will include the following:

- Conversion and archiving plans - The LRS contractor will execute the conversion and archiving plans, including data preparation and quality assurance testing.
- LRS training - The LRS contractor will conduct LRS training, including providing all trainers, training manuals and materials, training locations, network connectivity, and equipment necessary to train County users.
- Local office site readiness - Prior to each group of local office sites being implemented, the LRS contractor will verify implementation readiness.
- Countywide implementation - After County project director approval of the certification of local office site readiness for a specific group of local office sites, the LRS contractor will bring the local office sites online for production use in accordance with the accepted schedule.

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6.11 PERFORMANCE VERIFICATION

During Performance Verification (Phase 2), the LRS contractor will measure and report on LRS performance. Prior to final acceptance of the LRS the LRS contractor must correct all deficiencies identified during Phase 1 and 2. In addition, Phase 2 will include the following:

- Management and Operations Services - The LRS contractor will continue to provide management and operations services in accordance with the Management and Operations Services Plan, including all updates to the PCD, Management and Operations Services Plan, Modification and Enhancements Services Plan, Conversion and Archiving Plans, Requirements Traceability Matrix, Technical Infrastructure Design Document, LRS Training Plans, and any other documents, as requested from time-to-time by County project director.
- Modifications and Enhancements Services - The LRS contractor will provide modifications and enhancements services in accordance with the Modifications and Enhancements Services Plan.
- Specialized training - The LRS contractor will continue to provide specialized training, on a quarterly basis, for specified County users.
- Transition Plan - The LRS contractor will develop a transition plan which shall provide for a smooth transition or transfer of the LRS, LRS data, and LRS repository from the LRS contractor's environment to the new environment determined by the County.

6.12 MAINTENANCE AND OPERATIONS

Maintenance and Operations (Phase 3) includes ongoing maintenance, operations, modifications, and enhancements, of the LRS. Phase 3 will include the following:

- Management and Operations Services - The LRS contractor will continue to provide management and operations services in accordance with the Management and Operations Services Plan, including all updates to the PCD, Management and Operations Services Plan, Modifications and/or Enhancements Services Plan, Conversion and Archiving Plans, Requirements Traceability Matrix, Technical Infrastructure Design Document, LRS Training Plans, and any other documents, as requested from time-to-time by County project director.
- Modifications and Enhancements Services - The LRS contractor will provide modifications and enhancements services in accordance with the Modifications and Enhancements Services Plan.
- Specialized training - The LRS contractor will continue to provide specialized training, on a quarterly basis, for specified County users.

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6.13 LIST OF DELIVERABLES

DEL. #	DELIVERABLE NAME
1.1.1	Project Control Document (PCD)
1.1.2	Project Office Physical Site Plan
1.1.3	Project Office Certification of Readiness
1.1.4	Incoming Orientation Plans
1.1.5	Project Initiation Completion Report
1.2.1	Management and Operations Services Plan
1.2.2	Modifications and Enhancements Services Plan
1.2.3	Conversion and Archiving Plans
1.3	Ongoing Project Administration
2.1.	Integrated Development Environment Configuration Control Document
2.2	System Development Lifecycle Orientation and Materials
3.1	Requirements Verification Schedule
3.2.1	System Requirements Document (SRD)
3.2.2	Requirements Traceability Matrix and Report
4	General Design Document
5.1	Technical Infrastructure Design Document
5.2	Facility Management Plan
5.3	Information Systems Security Plan
5.4	Network Design Plan
6.1	Functional Design Document (FDD)
6.2	Functional Design Presentation Report
7.1	Technical Infrastructure Asset Configuration Report
7.2	Technical Infrastructure System Administration Procedures
7.3	Technical Infrastructure Review and Acceptance Document
8.1	Baseline Application Software Development Plan (SDP)
8.2	Baseline Application Software Development Review Report
8.3	LRS Application Software SDLC Standards
8.4	Baseline Application Software Components/Modules and Conversion and Archiving Software Programs/Tools

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8.5.1	Unit Test Template
8.5.2	Unit Test Procedures and Results Report
8.6	Unit Test and Validation Results Report
8.7.1	Interface Control Documents (ICD)
8.7.2	Interface Test Procedures and Results Report
8.7.3	Interface Documentation
9.1	Master Test Plan
9.2.1	Integration Test Plan
9.2.2	Integration Test Procedures
9.2.3	Integration Test Results Report
9.2.4	Integration Test Summary Report
9.2.5	System Test Plan
9.2.6	System Test Procedures
9.2.7	System Test Results Report
9.2.8	System Test Summary Report
9.3.1	Recommended User Acceptance Test Plan
9.3.2	User Acceptance Test Procedures/Scenarios Inventory Report
9.3.3	User Acceptance Test Weekly Status Reports
9.3.4	User Acceptance Test Certification of Successful Completion
9.3.5	Regression Test Scripts
10.1	Implementation Master Plan
10.2	Updated Conversion and Archiving Plans
10.3	LRS Training Plans
11.1	Documentation
11.2	LRS Helpdesk Procedures
11.3	LRS Training Materials
11.4	LRS Training Records Database
11.5	Certification of Operational Readiness
12.1	Pilot Plan
12.2.1	Pilot Evaluation Report
12.2.2	Pilot Post-Evaluation Report
12.3	Certification of Countywide Implementation Readiness Report and Plans Update
13.1.1	Conversion and Archiving Results Report
13.1.2	Conversion and Archiving Final Report
13.2	LRS Training Report

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13.3	Certification of Local Office Site Readiness
13.4	Local Office Site Implementation Interim Reports
13.5.1	Countywide Implementation Report
13.5.2	Certification of Countywide Implementation
14.1	Specialized Training Reports
14.2	LRS Transition Plan
14.3.1	Performance Verification Report
14.3.2	Certification of Performance Verification
15.1.1	Ongoing Specialized Training Reports
15.2.1	Final Acceptance Report
15.2.2	Final Acceptance Certification
15.3.1	Certification of Completion of Outgoing Transition Support

7.0 SECURITY, BACKUP, AND CONTIGENCY PLANS

Major information systems, such as the LRS, require extensive safeguards to protect the integrity of the programs administered and to prevent unauthorized access to the system or its information. First, the system must safeguard data and processing capability while providing effective access control to LRS data and systems software. The system must incorporate elements for maintaining program integrity to ensure the fiscal capabilities of the system are not compromised. Second, it must ensure that the system itself is physically secure and protected from abuse and potential fraud. Third, adequate back-up and recovery features are required to ensure the service delivery function can continue in cases of system unavailability and the system can be reconstructed in the event of a disaster.

The County is also cognizant of the requirements to meet both state and federal regulations related to security, confidentiality, and auditing during the development, implementation, and operation phases of the project. The County will select an LRS contractor through competitive procurement for the design, development, and implementation of its system that has incorporated into its solution the requirements to comply with the specifications of the following publications:

- Standards for Security Categorization of Federal Information and Information Systems (Federal Information and Processing Standards (FIPS) Publication 199).
- Security Requirements for Cryptographic Modules (FIPS Publication 140-2).
- Minimum Security Requirements for Federal Information and Information Systems (FIPS Publication 200).
- Recommended Security Controls for Federal Information Systems (National Institute of Standards and Technology (NIST), Special Publication 800-53).

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7.1 SYSTEM SECURITY

The security layer shall ensure that the LRS includes appropriate security throughout the LRS that meets or exceeds all applicable federal, state, and local laws, rules, regulations, ordinances, guidelines, directives, policies, and procedures regarding security. Security measures shall be included within the LRS application software design and development tools, at integration points of the LRS, and during the LRS implementation.

Since the information stored in the LRS processing environment databases is highly sensitive and confidential, security is a critical requirement. The LRS shall be secure and protect against inappropriate access to, or use of, any LRS environment, LRS data, or LRS repository while meeting the business requirements. Only County specified users with proper security, password, and, where appropriate, computing device identification clearance shall be allowed to view, change, or in any way update LRS data. It is extremely important that LRS data and LRS repository be accessed only on a "need to know" basis.

The LRS shall include both centralized and local administration of LRS security features and requirements that include:

- Access management and control - Access management and control includes establishing user accounts based on job role(s), auditing user accounts, controlling and managing user access, establishing and resetting passwords, and auditing User activity. The LRS shall include Role-Based Access Control (RBAC) and any application-oriented user access management practices and tools shall follow the NIST standard for RBAC.
- Session management - Session management is the process of keeping track of user activity across one or more sessions of interaction with the LRS. LRS session management shall keep track of which services or functions have been invoked by a user and the state of the LRS data which the function or service is accessing, so that the same state may be restored if the user terminates a current session and initiates a new session at a later time.
- Role/profile management - Role/profile management includes the administrative setup of the various roles in the LRS and the privileges associated with each role. Each County specified user shall be assigned a unique user identification by the LRS. All other users shall be assigned a guest user identification by the LRS. Each user may be assigned to one or more roles. The LRS shall flag conflicting roles.
- Security monitoring and auditing - This includes the tools for recording and analyzing system events appropriate to security.
- Alerts and notifications - The LRS shall provide automated alerts relative to security and unusual activity and be capable of sending a message to the security administrator.

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- Encryption - The LRS shall comply with all encryption requirements specified by FIPS Publication 140-2, "Security Requirements for Cryptographic Modules", and any addendums and other revisions thereof, for encryption levels appropriate to the LRS application software.

7.2 BACKUP AND RECOVERY

It is critical that procedures and facilities be in place to ensure that, in the event of major problems at any processor site(s), a mechanism exists to reconstruct the system and the affected databases. Adequate backup and recovery mechanisms must be incorporated at all processor levels that meet the requirements of the Business Continuity/Disaster Recovery Plan.

Three major problem situations, which will be addressed by safeguard procedures, include:

- Minor event that includes a minor or partial loss of LRS functionality.
- Significant event that includes a significant loss of LRS functionality.
- Serious event that includes an extended disruption of LRS functionality due to a major disaster (e.g., earthquakes, fires, floods, hurricanes, and terrorist attacks).

To facilitate resumption of processing in the event of major problems at the primary central site and central print facility, the LRS contractor will design the backup central site and backup print facility to function as a disaster recovery site. The backup central site and backup print facility will be outfitted with processors capable of taking over processing from the primary central site and central print facility. The backup central site and backup print facility will function as the disaster recovery site for the entire duration of Phase 2 and Phase 3.

The Business Continuity/Disaster Recovery Plan shall include documentation that specifies and describes the activities required to ensure that the primary central site, backup central site, central print facility, backup print facility, Project office, and enterprise connecting hardware, which includes the gateway, shall be able to recover from any disruption in service regardless of the level of severity.

8.0 SYSTEM LIFE EXPECTANCY

The County seeks to improve service delivery through an innovative technological solution that emphasizes open and scalable architecture. To maintain system longevity and performance, hardware and software must remain within industry standard levels. The County believes that the system's life expectancy is augmented beyond the contract base and option years, due to the following factors:

- Use of web-based open and scalable architecture - Use of open and scalable architecture provides the much needed flexibility, enabling the development and

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integration of future LRS features and functionality with existing capabilities. LRS will use software and hardware that is scalable, allowing for the deployment of additional processing and storage power as needed. LRS will also deploy the application software to application servers (instead of the desktop), which greatly simplifies the challenges and costs of software distribution and virtually eliminates workstation configuration issues. The net result is a technical architecture that is cost-effective to implement, operate, and expand, without compromising the system's usability.

- Services Oriented Architecture (SOA) - SOA design is a set of loosely coupled services that are location independent and accessed via standard interfaces over a secure connection. These "services" may exist as discrete business functions internally within the LRS application software or exposed as external operations outside of the LRS application software (i.e., web services). Such application architecture divides the core business workload into independently manageable modules designed to support a common business model. The modular architecture will minimize the impact of required modifications and changes by reducing the number of affected modules and data structures. Further, this modern architecture provides enhanced flexibility for upgrades and integration with systems or services of various platforms, thereby enhancing LRS life expectancy beyond the contract base and option years.
- Technology upgrades and refresh - The LRS requirements include upgrades or replacements of the LRS hardware and software prior to date of Original Equipment Manufacturer (OEM) end of full service life or full service warranty by the vendor. Further, throughout the term of the Agreement, the LRS will utilize the latest or penultimate version of commercially available software, which includes application development software. Such provisions will ensure that the LRS infrastructure remains current throughout the term of agreement, and enhances system life expectancy beyond the contract base and option years.

Further, the local hardware and software will be refreshed with more modern equipment or upgrades every four to five years, depending on the component's serviceability. The scheduled refresh is in addition to any required replacements of failed equipment. Such upgrades will ensure the continued delivery of the LRS application to local offices beyond the contract period.

9.0 BUDGET AND COST ALLOCATION METHODOLOGY

This section details cost estimates for the design, development, implementation, and on-going operations of LRS. Since the LRS vendor proposals are currently under evaluation, the costs included in this section are estimates, which are based on methodologies established from data collected from LEADER, other SAWS consortiums, and industry information.

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9.1 DESIGN, DEVELOPMENT AND IMPLEMENTATION COSTS (MONTHS 1-48)

This section addresses costs for the forty-eight (48) months of the project including design, development, testing, and implementation. Costs are segmented into the following categories:

- Consortium Personnel
- Contractor Services DD&I
- Contractor Services QA & V&V
- Production and Operations
- Hardware and Software

9.1.1 Consortium Personnel Costs

The cost for LRS consortium personnel over the forty-eight (48) month system design, development and implementation phase is estimated to total \$87,462,330. The four major components of consortium personnel costs are shown in the summary table below.

Consortium Personnel	Cost
Project Administration	\$8,687,952
Application Development	\$53,674,709
Technical Infrastructure	\$8,339,719
Implementation Support	\$16,759,950
Total	\$87,462,330

Supporting documentation of these costs can be found in Exhibit F (Consortium Personnel Loading for DD&I). Exhibit F details the anticipated allocation of consortium personnel during the 48-month design, development and implementation period. This exhibit includes the specific position types and number of staff by month. The costs displayed in the exhibit correlate to salaries of existing County positions that are specific to the proposed project position, including benefit amounts. These costs are adjusted based on the anticipated level of participation (percent of full-time equivalent) for each of the consortium personnel involved in the project.

No inflationary factor has been applied for any consortium personnel costs during design, development and implementation and the operational phase

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9.1.2 Contractor Services: Design, Development and Implementation

SAWS historical costs, parametric modeling and industry data were used as a basis for estimating the costs of the five key components of contractor DD&I services:

- Project Management
- Application Development
- Conversion
- Implementation
- Training

DD&I Phase Management and Operations costs, which will also be the responsibility of the DD&I contractor, are discussed in Section 9.1.4.

The costs in this section cover the personal services involved with the design, development, implementation support and training for the LRS application software. Total DD&I contractor services for the 48 month period are estimated to be \$235,962,489.

DD&I Contractor Service Component	Estimated Cost
Project Management	\$25,276,069
Application Development	\$86,829,000
Conversion	\$12,644,420
Implementation	\$64,530,000
Training	\$46,683,000
Total	\$235,962,489

Each of these components is discussed individually below.

Project Management

Based upon accepted industry practice for projects of this type, the overall DD&I contractor project management component has been estimated at 12 percent of the total of the other four cost elements described below.¹

¹ The cost of project management, as a percentage of all project activity, is based upon industry data, compiled in the volume Applied Software Measurement, by T. Capers Jones. The amount for both Management Information Systems and outsourced application development project is 12 percent.

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Application Development

Application development costs were estimated based upon the expected size of the LRS in function points. Function points are an accepted industry standard for application software size measurement and permit “normalization of costs” so that systems can be compared in terms of “cost per function point.” For each of the previously developed SAWS applications, system size in function points was determined by independent certified function point counting specialists. In addition, there is substantial published data available on software development “cost per function point.” This data can be used to develop or validate estimates of software development cost.

First an estimate of LRS functional size was necessary. For purposes of this estimate, the CalWIN system, at 13,216 function points was considered the most closely comparable (The original LEADER system at 10,677 function points, lacks material foster care and welfare-to-work functionality). We believe it is likely that LRS may be somewhat larger than CalWIN, based upon its expected e-Government functionality. Consequently, the estimate for application development services is based on a size estimate for LRS of 14,000 function points.

Next, it was determined that published data on software development productivity for SAWS-sized systems averages around 60 hours per function point.² Therefore, at a rate of 60 hours per function point and \$100 per hour (estimated hourly costs for all classifications used in application development), the contractor services for application development is an estimated \$84,000,000.

In addition, the application development estimate includes funds to accommodate unanticipated changes in welfare law, regulation and policy that are likely to occur during the LRS development period. The contractor, as part of the terms of the contract agreement, will be required to implement such changes prior to the system going into production. The LRS project will freeze changes after the detailed design is complete, however, approximately 11 months after development begins. There may be changes that should be incorporated into the system during the approximately 23 month period after design and prior to implementation (months 12 through 34). This IAPD includes limited funding in the event policy changes do need to be incorporated during the 23 month period. The estimate of \$2,829,000 is based upon 1,000 hours per month for 23 months at an hourly rate of \$123 (current LEADER hourly rate for application maintenance). Thus the total amount estimated for application development costs is \$86,829,000.

² The productivity rate, in function points per month, is based upon industry data, compiled in the volume Applied Software Measurement, by T. Caper Jones. The productivity rate for Management Information Systems of the anticipated size of the LRS is 2.65 per month. Using a 160 hour month, this yields a level of effort of 60 hours per function point.

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Conversion

Numerous factors can impact the level of effort and cost of conversion. The most recent data available for SAWS conversions is data for the C-IV conversion – four counties each operating a different set of legacy systems – and the cost for performing the ISAWS Migration conversion – thirty-five counties whose primary systems, ISAWS and WTW, were the same for all counties. The contractual costs for conversion related deliverables on these two projects were \$12,348,221 and \$12,940,620 respectively. Using this information the estimated cost is \$12,644,420, the average of the two amounts.

Implementation

Implementation services involve pre-implementation “change management” services and direct support of users in local offices during the first weeks of implementation of the new system. Historical costs and recent competitive bids for these services were used to develop the LRS estimates. The three most recent costs used are shown below:

Source Information	Cost per User
C-IV Implementation Deliverables	\$2,442
ISAWS Migration (Deloitte bid)	\$2,291
ISAWS Migration (Accenture bid)	\$2,438

Based on the figures above, the average cost per user is \$2,390. An estimated 27,000 LRS users will need implementation support services. The estimated number of users is based upon the current number of users of systems (approximately 22,300) that will be replaced by LRS, with a 5 percent annual growth factor applied to yield the number of individuals at the time training will take place, primarily in 2013 (the 5 percent increase was applied to four years for the growth factor and the resultant amount rounded to the nearest thousand). The total estimated cost of vendor provided implementation support services is \$64,530,000 (27,000 users x \$2,390).

Training

Total training costs have been estimated using three key values:

- The number of individuals to be trained
- The average number of days of training that each individual will receive
- The historical average cost per day of SAWS training

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The number of users to be trained is estimated to be 27,000. The average number of days of training that an individual will receive is estimated to be 6.65 and is calculated from the following table. This table categorizes trainees by type based upon the number of days training that is estimated to be required, in accordance with the County's experience on LEADER.

Estimated Days of Training by Category		
Category of Trainee	Count	Days of Training
Eligibility	12,150	10
Welfare-to-Work	6,750	5
Clerical	4,860	3
Social/Appeals/Fraud	2,160	3
Admin and Support	1,080	3
Total Trainees	27,000	

CalWIN, C-IV and ISAWS Migration training costs average \$340 per day per trainee, as illustrated in the following table.

Source Information	Total Training Cost per Trainee
CalWIN	\$353
C-IV	\$322
Migration APD	\$345

This amount includes all consortium staff related costs, vendor development and delivery of training and training facilities. Historically, contractor training costs are approximately 76.4 percent of the total training cost. Therefore, the average daily *contractor* cost per trainee is \$260 (76.4 percent X \$340 = \$259.76 rounded to \$260). Total contractor training costs are estimated at \$46,683,000 (\$260 per day X 6.65 days X 27,000 trainees).

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9.1.3 Contractor Services: QA and V&V

The LRS project will employ the services of specialized QA and V&V consultants according to accepted practice on information technology projects of similar size and scope. The approach was employed on all of the previous SAWS projects and is also standard for all California State information technology projects.

The QA contractor will act on behalf of the LRS consortium to assure adherence by the design, development, and implementation contractor to all of functional, technical, and contractual requirements. The V&V contractor will perform more project independent periodic reviews to help ensure adherence by the design, development, and implementation contractor to all of functional, technical, and contractual requirements.

Comparable costs on two recent SAWS projects, shown below, were used to develop the estimates.

Source Information	Cost per Month
C-IV Project (four years)	\$320,565
ISAWS Migration Estimates (three years)	\$288,667

The cost for QA and V&V services used as the basis for the LRS estimate is \$304,616 per month, an average of C-IV and ISAWS Migration monthly costs. The services will be required for the full 48 month duration of the DD&I. Based on the ISAWS Migration Project, it is projected that 80 percent of the cost will be for QA and 20 percent for V&V. Thus, the estimated costs are \$11,697,254 for QA services and \$2,924,314 for V&V services.

9.1.4 Production and Operations

During the 48 months of DD&I, the contractor will provide production and operations services including facilities, hardware, software, telecommunications and other components of the LRS operation, albeit on a smaller, but gradually increasing scale as development, testing, conversion and pilot operations activities occur and as the resources required for full operations are put in place and tested. These costs are estimated at \$700,000 per month for the first thirty months of the DD&I period, representing operation of the development and testing environment. Beginning in month thirty-one, during pilot, the estimated costs increase at a constant rate for the next eighteen months (during pilot and implementation), reaching the full maintenance and operations monthly cost at the end of the four years. The monthly rate of increase is the amount that creates a "straight line" increase in costs from \$700,000 per month to the full production monthly rate by month forty-eight. The cost estimate for production and operations services based on the model described above for the four year DD&I period is \$43,787,392.

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9.1.5 Hardware and Software

The County will be responsible for purchase, deployment, configuration, and maintenance of local office production hardware. Local office LAN servers will support infrastructural components such as print services, file services, security, network management, software distribution, backup domain control service and the integration of the office automation environment.

The following table summarizes the local office production hardware and software estimates.

These estimates do not include any costs for local office desktop workstations, printers, laptops, related hardware or software maintenance, site preparation and installation for the system's users. The County currently refreshes those items on scheduled technology refresh cycles funded from their normal county administrative allocations. Therefore, the county intends to use their normal county administrative allocations to provide for the necessary workstations, printers, laptops, related maintenance, and site preparation and installation.

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LRS Project – Hardware and Software Costs for DD&I (Months 1-48)

Local Area Network							
Category	Type	Qty.	Unit Cost	Total Equip. Cost	Annual Maint. Cost/Unit	Total DD&I Maint Costs	Total Costs
LAN Switches	Cisco (various)	122	Varies by model	\$7,699,416	Varies by model	\$1,721,898	\$9,421,314
Servers	HP DL380 G5	59	\$19,337.02	\$1,140,884	\$205	\$12,095	\$1,152,979
UPS	APC	122	Varies by model	\$1,296,620	Varies by model	\$58,320	\$1,354,940
Comm Room Power	Power Circuits	268	\$900	\$241,200	\$0	\$0	\$241,200
Site Prep and Cabling	Cat - 5 and Fibre	15250	N/A	\$533,590	\$0	\$0	\$533,590
						Total	\$12,704,023

Wide Area Network							
Category	Type	Qty.	Unit Cost	Total Equip. Cost	Annual Support	Total Support Costs	Total Costs
WAN	ISD Inst & Maint	N/A	N/A	\$2,108,663	\$3,073,252	\$12,293,008	\$14,401,671

Document Imaging							
Category	Type	Qty.	Unit Cost	Total Equip. Cost	Maint Costs	Total Maint Costs	Total Costs
Document Imaging	H/W and S/W	N/A	N/A	\$3,502,300	N/A	\$3,852,525	\$7,354,825

Total Costs							
Category	Type	Qty.	Unit Cost	Total Equip. Cost	Maint Costs	Total Maint Costs	Total Costs
N/A	N/A	N/A	N/A	\$16,522,673	N/A	\$17,937,846	\$34,460,519

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9.1.6 Summary of LRS Development and Implementation Costs

The total costs for the LRS System during the operational years are summarized, in the following table.

Cost Category	Total Cost
Consortium Personnel	\$87,462,330
DD&I Contractor	\$235,962,489
QA Contractor	\$11,697,254
Verification & Validation Contractor	\$2,924,314
Production & Operations (includes contractor provided facilities, hardware, software and telecommunications)	\$43,787,392
Hardware & Software (County infrastructure)	\$34,460,519
Total	\$416,294,298

9.2 MAINTENANCE AND OPERATIONS COSTS (7 YEARS FOLLOWING MONTH 48)

Following design, development, implementation, and conversion, the LRS system will become fully operational. The LRS Contractor will provide application and system maintenance, as well as replacement and upgrades to hardware and software (technical refreshment) under contract for another seven (7) year period.

Beginning at the point of initial operation, normal operating costs will commence. The costs are organized and explained here within the following categories:

- Consortium Personnel
- Contractor Services Application Maintenance
- Contractor Services QA
- Hardware and Software
- Production and Operations

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9.2.1 Consortium Personnel

The cost for LRS consortium personnel over the eighty four (84) months of maintenance and operations is expected to total \$148,307,208. Exhibit G (Consortium Personnel Loading during Maintenance and Operations) details the anticipated allocation of consortium personnel during the 84 months of maintenance and operations. This exhibit includes the specific position types and numbers of personnel by quarter.

During maintenance and operations, the level of County personnel participation will be reduced approximately 24 percent. All of the project management personnel and support staff that were established during the design, development, and implementation of the project will continue during maintenance and operations. Most of the personnel, described under County Project Team Application Development Sections that were established during the design development and implementation of the LRS will continue during maintenance and operations.

Team leaders will continue to provide application support. Team members will interface with the users, examine problems, prioritize change requests and test fixes.

Project management personnel and support staff under the technical Manager will continue to assist the County and contractor in ongoing development activities. Moreover, team leaders and support staff in the Technical and Network Administration Section that were established during the design, development, and implementation of the project will continue to provide network support to the user community. However, after implementation of the LRS regional coordinators and their support staff will be reduced in number during Phase Two (Performance Verification).

Rates for these staff will remain at the same level used to estimate costs in the design development, implementation period.

9.2.2 Contractor Services: Application Maintenance

The DD&I contractor will perform application maintenance for the entire operational phase described in this IAPD. All SAWS consortiums are budgeted at 8,000 hours per month of contracted application maintenance services. An hourly rate of \$123 per hour (LEADER current hourly rate for application maintenance) was used to develop the estimate. The estimated cost for these services is \$11,808,000 per year or \$82,656,000 for the seven year period.

9.2.3 Contractor Services: QA

The County will retain the services of a QA contractor for the first 12 months of the operational phase to help ensure a successful transition to the new system. The estimated cost is \$300,000 per month, based on the recent experience of C-IV and ISAWS Migration discussed earlier in the DD&I Section (the \$304,616 was rounded to

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\$300,000 for this estimate). This results in an estimated total cost of \$3,600,000. There will not be any V&V during this period.

9.2.4 Hardware and Software

County will be responsible for purchase, deployment, configuration, and maintenance of local office production hardware. Local office LAN servers will support infrastructural components such as print services, file services, security, network management, software distribution, backup domain control service and the integration of the office automation environment. Infrastructure-related hardware purchased during the development project will be maintained at the level of currency and capability required to support service levels and user growth. Infrastructure-related hardware will be refreshed on a 5-year cycle.

The following tables summarize the local office production hardware and software estimates.

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LRS Project – Hardware and Software Costs for Operational Phase (7 Years after Month 48)

Local Area Network							
Category	Type	Qty.	Unit Cost	Total Refresh Cost	Annual Maint. Cost/Unit	Total Operational phase Maint Costs	Total Costs
LAN Switches	Cisco (various)	122	Varies by model	\$15,398,832	Varies by model	\$2,869,830	\$18,268,662
Servers	HP DL380 G5	59	\$19,337	\$2,281,767	\$205	\$36,285	\$2,318,052
UPS	APC	122	Varies by model	\$2,593,240	Varies by model	\$174,960	\$2,768,200
Comm Room Power	Power Circuits	268	\$900	\$0	\$0	\$0	\$0
Site Prep and Cabling	Cat - 5 and Fibre	15250	N/A	\$187,180	\$0	\$0	\$187,180
						Total	\$23,542,094

Wide Area Network							
Category	Type	Qty.	Unit Cost	Total Refresh Cost	Annual Support	Total Support Costs	Total Costs
WAN	ISD Inst & Maint	N/A	N/A	\$1,919,000	\$3,073,252	\$21,512,764	\$23,431,764

Document Imaging							
Category	Type	Qty.	Unit Cost	Total Equip. Cost	Maint Costs	Total Maint Costs	Total Costs
Document Imaging	H/W and S/W	N/A	N/A	\$2,220,000	N/A	\$7,572,075	\$9,792,075

Total Costs							
Category	Type	Qty.	Unit Cost	Total Equip. Cost	Maint Costs	Total Maint Costs	Total Costs
N/A	N/A	N/A	N/A	\$24,600,019	N/A	\$32,165,914	\$56,765,933

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9.2.5 Production and Operations

Annual production and operations costs were estimated primarily on the basis of average cost per client for CalWIN and LEADER production and operations. Since these costs vary slightly by year, the CalWIN baseline used was the average production and operations cost of \$27,285,445 for the three SFYs 2007/08, 2008/09, and 2009/10. This yields an average cost per client of \$9.90 per client per year. Comparable annual costs for LEADER are \$20,692,000, which is \$8.29 per client per year. The average of these two per client costs is approximately \$9.09 per client per year. Therefore, using the \$9.09 and the most recently available (SFY 2006/07) County person count of 2,496,166 the estimated annual cost is \$22,698,094, or \$158,886,658 for seven years.

9.2.6 Summary of LRS Maintenance and Operations Costs

The total costs for the LRS System during the operational years are summarized, in the following table. Note that the QA cost item is only applicable to the first year of operations.

Category	Average Annual Cost	Seven Year Total
Consortium Personnel	\$21,186,744	\$148,307,208
Application Maintenance	\$11,808,000	\$82,656,000
Hardware and Software	\$8,109,419	\$56,765,933
Production and Operations	\$22,698,094	\$158,886,658
Subtotal	\$63,802,257	\$446,615,799
QA (first year only)	\$3,600,000	\$3,600,000
Total		\$450,251,799

9.3 COST ALLOCATION PLAN

This section provides the methodology that will be used to allocate costs for the development of the LEADER Replacement system among participating Federal, State, and County funding sources. State funding sources will include both the California Department of Social Services (CDSS) and the Department of Health Care Services

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(DHCS). This cost allocation methodology has been applied to the \$416,294,298 of *non-recurring* funding requested for the estimated 48 month development phase and to the \$450,215,799 of *recurring* funding requested for the estimated 84 month maintenance and operations phase.

The cost allocation methodology employed for the LEADER Replacement Planning Advance Planning Document (PAPD) has been extended to this IAPD and updated with the latest FY 2006/07 Persons Count information. This approach is consistent with other California consortia that have submitted an IAPD for system development where the procurement activities have not been completed.

The federal, state, and county funding participation for costs attributable to the benefiting programs is based on percentages established by current agreements.

The table below summarizes the cost allocation methodology:

LEADER Replacement Non-Recurring Development Costs							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKs	11.38%	0	100/0/0/0	0	0	0	0
Foster Care	0.71%	0	0/70/0/30	0	0	0	0
Food Stamps	24.62%	0	50/35/0/15	0	0	0	0
Medi-Cal	60.14%	0	50/0/50/0	0	0	0	0
Refugee	0.05%	0	100/0/0/0	0	0	0	0
CFAP	0.33%	0	0/100/0/0	0	0	0	0
CAPI	0.12%	0	0/100/0/0	0	0	0	0
KinGAP	0.31%	0	0/100/0/0	0	0	0	0
GA/GR	2.34%	0	0/0/0/100	0	0	0	0
Total	100.00%	0		0	0	0	0
General Fund = State Welfare + Health Share					0		

Following the completion of procurement activities, the cost allocation methodology will be reviewed and revised. At the time that an accepted vendor contract has been negotiated and an Implementation Advance Planning Document Update (IAPDU) is prepared, the cost allocation methodology will be adjusted relative to the Persons Count distribution, system functionality, and programs benefiting from corresponding system functionality.

10.0 BENEFITS ANALYSIS

The following are benefits of implementing the LRS system in support of the County's welfare and employment related programs. LRS vendor proposals are still under evaluation; therefore any additional benefits identified as a result of the selected proposal will be identified after the completion of proposal evaluation.

10.1 QUALITATIVE BENEFITS

10.1.1 Enhanced Program Administration

The LRS architecture (e.g. SOA, modularity) will provide a more rapid response to the changing welfare policy environment. The architecture will allow the isolation of policy driven changes to reduce the extent of change needed to the application. That will result in reduced time to process changes and improved quality of the change.

10.1.2 Reduced Cost of Program Administration

The open architecture which allows for one or more competitor's products to be substituted for another in key areas of the system result in competitive pressures that in the long run will assist in system cost containment.

Also, the LRS will take advantage of the SOA technology as it relates to the ease of implementing interfaces. This should reduce the cost of interface development and maintenance.

10.1.3 Improved Service Access

LRS will have an e-Government element that will enable self service delivery by providing LRS access to the user population (potential clients, service providers, etc.) at other than County welfare offices. This is accomplished through the incorporation of web technology.

10.1.4 Reduced Number of Systems

The County currently has multiple systems processing, in many situations, common clients. LRS will combine into one system the WTW functions currently being performed by their GEARS system and GROW systems. In addition, the DCFS, either using manual processes or rudimentary systems, manages the Foster Care and related programs. The consolidation of those systems into one (LRS) will result in greater information exchange, a more consistent user interaction and an elimination of the costs for the systems that will be retired.

10.2 QUANTITATIVE BENEFITS

Elimination of existing systems will result in total savings of \$54,591,075.

10.2.1 Elimination of the LEADER System

The annual cost to maintain and operate the current LEADER system is \$42,054,058.

10.2.2 Elimination of the GEARS System

The annual cost to maintain and operate the current GEARS system is \$8,270,998.

10.2.3 Elimination of DCFS Systems

The annual cost to maintain and operate the current DCFS systems is \$2,318,080.

10.2.4 Elimination of the GROW System

The annual cost to maintain and operate the current GROW system is \$1,947,939.

11.0 PROJECT BUDGET

11.1 BUDGET COMPARISON BY FISCAL YEAR

Exhibit A summarizes the costs by fiscal year as outlined in the preceding narrative.

11.2 PROJECT BUDGET

Exhibit B contains the Project Budget, which includes total costs, benefits, and payback through December 2020. The estimated total project cost is \$866,510,097, which is comprised of \$416,294,298 in development costs and \$450,215,799 in M&O costs (this total does not include planning costs).

11.3 PROJECT FUNDING PLAN

Exhibit C contains the Cost Allocation Plan (CAP), which uses costing methodology as outlined in the preceding narrative in Section 9.3.

11.4 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.

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Project Budget	EAW
Development and Implementation (Non-Recurring Costs)	One-Time IT Project Costs
Consortium Personnel	Staff
Contractor Services	Contract Services
<ul style="list-style-type: none"> • Design, Development & Implementation (DD&I) 	<ul style="list-style-type: none"> • Software Customization
<ul style="list-style-type: none"> • QA Contractor 	<ul style="list-style-type: none"> • Project Oversight
<ul style="list-style-type: none"> • V&V Contractor 	<ul style="list-style-type: none"> • IV&V Services
Production & Operations	Other Contract Services
Hardware & Software	Hardware Purchase
Maintenance and Operations (Recurring Costs)	Continuing IT project Costs
Consortium Personnel	Staff
Contractor Services	
<ul style="list-style-type: none"> • Application Maintenance 	Contract Services
<ul style="list-style-type: none"> • QA Contractor 	Contract Services
Hardware & Software	Hardware Lease/Maintenance
Production & Operations	Contract Services

12.0 EXHIBITS

- Exhibit A – Budget Comparison by Fiscal Year
- Exhibit B – Project Budget
- Exhibit C – Cost Allocation Plan
- Exhibit D – Economic Analysis Workbook
- Exhibit E – County Project Team Organizational Chart
- Exhibit F – Consortium Personnel Loading During DD&I
- Exhibit G – Consortium Personnel Loading During M&O

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EXHIBIT A

BUDGET COMPARISON BY FISCAL YEAR



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EXHIBIT B

PROJECT BUDGET



EXHIBIT C

COST ALLOCATION PLAN

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EXHIBIT D

ECONOMIC ANALYSIS WORKBOOK



EXHIBIT E

COUNTY PROJECT TEAM ORGANIZATIONAL CHART

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EXHIBIT F

CONSORTIUM PERSONNEL LOADING DURING DD&I



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EXHIBIT G

CONSORTIUM PERSONNEL LOADING DURING M&O

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State Fiscal Year

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Design, Development & Implementation								
Consortium Personnel	15,629,856	19,456,321	24,319,013	28,057,140	0	0	0	0
Contractor Services								
DD&I Contractor								
Project Management	6,319,017	6,319,017	6,319,017	6,319,018	0	0	0	0
Application Development	35,123,000	39,476,000	12,230,000	0	0	0	0	0
Conversion	700,000	4,100,000	4,344,420	3,500,000	0	0	0	0
Implementation	1,200,000	8,626,980	23,730,732	30,972,288	0	0	0	0
Training	1,916,241	6,706,844	17,625,978	20,433,937	0	0	0	0
QA Contractor	2,924,312	2,924,314	2,924,314	2,924,314	0	0	0	0
V&V Contractor	731,080	731,078	731,078	731,078	0	0	0	0
Production & Operations	8,400,000	8,400,000	9,651,083	17,336,309	0	0	0	0
Hardware & Software								
Local Area Network	3,176,005	3,176,005	3,176,005	3,176,008	0	0	0	0
Wide Area Network	3,600,416	3,600,416	3,600,416	3,600,423	0	0	0	0
Document Imaging	1,838,708	1,838,708	1,838,708	1,838,701	0	0	0	0
Total D&I	81,558,635	105,355,683	110,490,764	118,889,216	0	0	0	0
Total Consortium	24,244,985	28,071,450	32,934,142	36,672,272	0	0	0	0
Total Contractor	57,313,650	77,284,233	77,556,622	82,216,944	0	0	0	0
Maintenance & Operations								
Consortium Personnel	0	0	0	0	21,186,744	21,186,744	21,186,744	21,186,744
Contractor Services								
Application Maintenance	0	0	0	0	11,808,000	11,808,000	11,808,000	11,808,000
QA Contractor	0	0	0	0	3,600,000	0	0	0
Hardware & Software	0	0	0	0	8,109,420	8,109,419	8,109,419	8,109,419
Production & Operations	0	0	0	0	22,698,093	22,698,094	22,698,094	22,698,094
Total M&O	0	0	0	0	67,402,257	63,802,257	63,802,257	63,802,257
Total Consortium	0	0	0	0	29,296,164	29,296,163	29,296,163	29,296,163
Total Contractor	0	0	0	0	38,106,093	34,506,094	34,506,094	34,506,094
Total Costs	81,558,635	105,355,683	110,490,764	118,889,216	67,402,257	63,802,257	63,802,257	63,802,257
Total Consortium	24,244,985	28,071,450	32,934,142	36,672,272	29,296,164	29,296,163	29,296,163	29,296,163
Total Contractor	57,313,650	77,284,233	77,556,622	82,216,944	38,106,093	34,506,094	34,506,094	34,506,094

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	2018/19	2019/20	2020/21	
Design, Development & Implementation				Total
Consortium Personnel	0	0	0	87,462,330
Contractor Services				0
DD&I Contractor				0
Project Management	0	0	0	25,276,069
Application Development	0	0	0	86,829,000
Conversion	0	0	0	12,644,420
Implementation	0	0	0	64,530,000
Training	0	0	0	46,683,000
QA Contractor	0	0	0	11,697,254
V&V Contractor	0	0	0	2,924,314
Production & Operations	0	0	0	43,787,392
Hardware & Software				
Local Area Network	0	0	0	12,704,023
Wide Area Network	0	0	0	14,401,671
Document Imaging	0	0	0	7,354,825
Total D&I	0	0	0	416,294,298
Total Consortium	0	0	0	121,922,849
Total Contractor	0	0	0	294,371,449
Maintenance & Operations				
Consortium Personnel	21,186,744	21,186,744	21,186,744	148,307,208
Contractor Services				
Application Maintenance	11,808,000	11,808,000	11,808,000	82,656,000
QA Contractor	0	0	0	3,600,000
Hardware & Software	8,109,419	8,109,419	8,109,418	56,765,933
Production & Operations	22,698,094	22,698,094	22,698,095	158,886,658
Total M&O	63,802,257	63,802,257	63,802,257	450,215,799
Total Consortium	29,296,163	29,296,163	29,296,162	205,073,141
Total Contractor	34,506,094	34,506,094	34,506,095	245,142,658
Total Costs	63,802,257	63,802,257	63,802,257	866,510,097
Total Consortium	29,296,163	29,296,163	29,296,162	326,995,990
Total Contractor	34,506,094	34,506,094	34,506,095	539,514,107

**STATEWIDE AUTOMATED WELFARE SYSTEM
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Cost Category	FFY 10		2011	SFY 10/11	FFY 11		2012	SFY 11/12	FFY 12		2013	SFY 12/13
	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun
Design, Development & Implementation												
Consortium Personnel	2,156,055	4,491,267	4,491,267	4,491,267	4,491,267	4,491,267	5,096,620	5,377,167	5,377,167	5,676,056	6,251,505	7,014,285
Contractor Services												
DD&I Contractor												
Project Management	1,579,754	1,579,755	1,579,754	1,579,754	1,579,754	1,579,755	1,579,754	1,579,754	1,579,754	1,579,755	1,579,754	1,579,754
Application Development	7,000,000	9,000,000	9,000,000	10,123,000	10,369,000	10,369,000	9,369,000	9,369,000	7,369,000	4,369,000	369,000	123,000
Conversion	100,000	100,000	100,000	400,000	900,000	1,000,000	1,000,000	1,200,000	1,344,420	1,000,000	1,000,000	1,000,000
Implementation	0	300,000	400,000	500,000	900,000	1,500,000	3,000,000	3,226,980	3,265,763	6,266,257	6,453,960	7,744,752
Training	305,414	305,413	305,414	1,000,000	1,916,241	1,916,241	1,916,241	958,121	4,662,088	3,703,969	3,703,968	5,555,953
QA Contractor	731,078	731,078	731,078	731,078	731,078	731,080	731,078	731,078	731,078	731,080	731,078	731,078
V&V Contractor	182,770	182,770	182,770	182,770	182,770	182,768	182,770	182,770	182,770	182,768	182,770	182,770
Production & Operations	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,457,452	2,993,631
Hardware & Software												
Local Area Network	794,001	794,002	794,001	794,001	794,001	794,002	794,001	794,001	794,001	794,002	794,001	794,001
Wide Area Network	900,104	900,104	900,104	900,104	900,104	900,104	900,104	900,104	900,104	900,104	900,104	900,104
Document Imaging	459,677	459,677	459,677	459,677	459,677	459,677	459,677	459,677	459,677	459,677	459,677	459,677
Total D&I Cost	16,308,853	20,944,066	21,044,065	23,261,651	25,323,892	26,023,894	27,129,245	26,878,652	28,765,822	27,762,668	24,883,269	29,079,005
Cumulative D&I Cost	16,308,853	37,252,919	58,296,984	81,558,635	106,882,527	132,906,421	160,035,666	186,914,318	215,680,140	243,442,808	268,326,077	297,405,082
Total D&I Cost by Federal Fiscal Year	16,308,853				90,573,674				108,797,613			
Total D&I Cost by State Fiscal Year				81,558,635				105,355,683				110,490,764
Maintenance & Operations												
Consortium Personnel	0	0	0	0	0	0	0	0	0	0	0	0
Contractor Services												
Application Maintenance	0	0	0	0	0	0	0	0	0	0	0	0
QA Contractor	0	0	0	0	0	0	0	0	0	0	0	0
Hardware & Software	0	0	0	0	0	0	0	0	0	0	0	0
Production & Operations	0	0	0	0	0	0	0	0	0	0	0	0
Total M&O Cost	0	0	0	0	0	0	0	0	0	0	0	0
Cumulative M&O Cost	0	0	0	0	0	0	0	0	0	0	0	0
Total M&O Cost by Federal Fiscal Year			0				0		0		0	
Total M&O Cost by State Fiscal Year				0			0			0		
Total LEADER Replacement Project Planning Costs*												
Total Cost (Planning*, D&I, & M&O)	16,308,853	20,944,066	21,044,065	23,261,651	25,323,892	26,023,894	27,129,245	26,878,652	28,765,822	27,762,668	24,883,269	29,079,005
Cumulative Cost (Planning*, D&I, & M&O)	16,308,853	37,252,919	58,296,984	81,558,635	106,882,527	132,906,421	160,035,666	186,914,318	215,680,140	243,442,808	268,326,077	297,405,082
Savings												
Elimination of Current Systems Costs	0	0	0	0	0	0	0	0	0	0	0	0
Total Savings	0	0	0	0	0	0	0	0	0	0	0	0
Cumulative Savings	0	0	0	0	0	0	0	0	0	0	0	0
Payback Calculation												
Project Cost (Cumm Planning*, D&I & M&O)	16,308,853	37,252,919	58,296,984	81,558,635	106,882,527	132,906,421	160,035,666	186,914,318	215,680,140	243,442,808	268,326,077	297,405,082
PAYBACK (Cumm Savings-Cumm Project Costs)	-16,308,853	-37,252,919	-58,296,984	-81,558,635	-106,882,527	-132,906,421	-160,035,666	-186,914,318	-215,680,140	-243,442,808	-268,326,077	-297,405,082

* Planning costs were accrued prior to first quarter

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Cost Category	FFY 13		2014 Jan - Mar	SFY 13/14	FFY 14		2015 Jan - Mar	SFY 14/15	FFY 15		2016 Jan - Mar	SFY 15/16
	Jul - Sep	Oct - Dec		Apr - Jun	Jul - Sep	Oct - Dec		Apr - Jun	Jul - Sep	Oct - Dec		Apr - Jun
Design, Development & Implementation												
Consortium Personnel	7,014,285	7,014,285	7,014,285	7,014,285	0	0	0	0	0	0	0	0
Contractor Services												
DD&I Contractor												
Project Management	1,579,754	1,579,755	1,579,754	1,579,755	0	0	0	0	0	0	0	0
Application Development	0	0	0	0	0	0	0	0	0	0	0	0
Conversion	1,000,000	900,000	800,000	800,000	0	0	0	0	0	0	0	0
Implementation	7,744,752	7,740,336	7,744,752	7,742,448	0	0	0	0	0	0	0	0
Training	5,555,953	5,555,952	5,555,953	3,766,079	0	0	0	0	0	0	0	0
QA Contractor	731,078	731,080	731,078	731,078	0	0	0	0	0	0	0	0
V&V Contractor	182,770	182,768	182,770	182,770	0	0	0	0	0	0	0	0
Production & Operations	3,529,809	4,065,988	4,602,166	5,138,346	0	0	0	0	0	0	0	0
Hardware & Software												
Local Area Network	794,001	794,002	794,001	794,004	0	0	0	0	0	0	0	0
Wide Area Network	900,104	900,104	900,104	900,111	0	0	0	0	0	0	0	0
Document Imaging	459,677	459,677	459,677	459,670	0	0	0	0	0	0	0	0
Total D&I Cost	29,492,183	29,923,947	30,364,540	29,108,546	0							
Cumulative D&I Cost	326,897,265	356,821,212	387,185,752	416,294,298								
Total D&I Cost by Federal Fiscal Year	111,217,125				89,397,033							
Total D&I Cost by State Fiscal Year				118,889,216								
Maintenance & Operations												
Consortium Personnel	0	0	0	0	5,296,686	5,296,686	5,296,686	5,296,686	5,296,686	5,296,686	5,296,686	5,296,686
Contractor Services												
Application Maintenance	0	0	0	0	2,952,000	2,952,000	2,952,000	2,952,000	2,952,000	2,952,000	2,952,000	2,952,000
QA Contractor	0	0	0	0	900,000	900,000	900,000	900,000	0	0	0	0
Hardware & Software	0	0	0	0	2,027,355	2,027,355	2,027,355	2,027,355	2,027,355	2,027,354	2,027,355	2,027,355
Production & Operations	0	0	0	0	5,674,523	5,674,524	5,674,523	5,674,523	5,674,523	5,674,525	5,674,523	5,674,523
Total M&O Cost	0	0	0	0	16,850,564	16,850,565	16,850,564	16,850,564	15,950,564	15,950,565	15,950,564	15,950,564
Cumulative M&O Cost	0	0	0	0	16,850,564	33,701,129	50,551,693	67,402,257	83,352,821	99,303,386	115,253,950	131,204,514
Total M&O Cost by Federal Fiscal Year			0		16,850,564				66,502,257			
Total M&O Cost by State Fiscal Year		0						67,402,257				63,802,257
Total LEADER Replacement Project Planning Costs*												
Total Cost (Planning*, D&I, & M&O)	29,492,183	29,923,947	30,364,540	29,108,546	16,850,564	16,850,565	16,850,564	16,850,564	15,950,564	15,950,565	15,950,564	15,950,564
Cumulative Cost (Planning*, D&I, & M&O)	326,897,265	356,821,212	387,185,752	416,294,298	433,144,862	449,995,427	466,845,991	483,696,555	499,647,119	515,597,684	531,548,248	547,498,812
Savings												
Elimination of Current Systems Costs	0	0	0	0	13,647,769	13,647,769	13,647,769	13,647,769	13,647,769	13,647,769	13,647,769	13,647,769
Total Savings	0	0	0	0	13,647,769							
Cumulative Savings	0	0	0	0	13,647,769	27,295,538	40,943,307	54,591,076	68,238,845	81,886,614	95,534,383	109,182,152
Payback Calculation												
Project Cost (Cumm Planning*, D&I & M&O)	326,897,265	356,821,212	387,185,752	416,294,298	433,144,862	449,995,427	466,845,991	483,696,555	499,647,119	515,597,684	531,548,248	547,498,812
PAYBACK (Cumm Savings-Cumm Project Costs)	-326,897,265	-356,821,212	-387,185,752	-416,294,298	-419,497,093	-422,699,889	-425,902,684	-429,105,479	-431,408,274	-433,711,070	-436,013,865	-438,316,660

* Planning costs were accrued prior to first quarter

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Cost Category	FFY 16		2017 Jan - Mar	SFY 16/17	FFY 17		2018 Jan - Mar	SFY 17/18	FFY 18		2019 Jan - Mar	SFY 18/19
	Jul - Sep	Oct - Dec		Apr - Jun	Jul - Sep	Oct - Dec		Apr - Jun	Jul - Sep	Oct - Dec		Apr - Jun
Design, Development & Implementation												
Consortium Personnel	0	0	0	0	0	0	0	0	0	0	0	0
Contractor Services												
DD&I Contractor												
Project Management	0	0	0	0	0	0	0	0	0	0	0	0
Application Development	0	0	0	0	0	0	0	0	0	0	0	0
Conversion	0	0	0	0	0	0	0	0	0	0	0	0
Implementation	0	0	0	0	0	0	0	0	0	0	0	0
Training	0	0	0	0	0	0	0	0	0	0	0	0
QA Contractor	0	0	0	0	0	0	0	0	0	0	0	0
V&V Contractor	0	0	0	0	0	0	0	0	0	0	0	0
Production & Operations	0	0	0	0	0	0	0	0	0	0	0	0
Hardware & Software												
Local Area Network	0	0	0	0	0	0	0	0	0	0	0	0
Wide Area Network	0	0	0	0	0	0	0	0	0	0	0	0
Document Imaging	0	0	0	0	0	0	0	0	0	0	0	0
Total D&I Cost	0											
Cumulative D&I Cost	416,294,298											
Total D&I Cost by Federal Fiscal Year												
Total D&I Cost by State Fiscal Year												
Maintenance & Operations												
Consortium Personnel	5,296,686	5,296,686	5,296,686	5,296,686	5,296,686	5,296,686	5,296,686	5,296,686	5,296,686	5,296,686	5,296,686	5,296,686
Contractor Services												
Application Maintenance	2,952,000	2,952,000	2,952,000	2,952,000	2,952,000	2,952,000	2,952,000	2,952,000	2,952,000	2,952,000	2,952,000	2,952,000
QA Contractor	0	0	0	0	0	0	0	0	0	0	0	0
Hardware & Software	2,027,355	2,027,354	2,027,355	2,027,355	2,027,355	2,027,354	2,027,355	2,027,355	2,027,355	2,027,354	2,027,355	2,027,355
Production & Operations	5,674,523	5,674,525	5,674,523	5,674,523	5,674,523	5,674,525	5,674,523	5,674,523	5,674,523	5,674,525	5,674,523	5,674,523
Total M&O Cost	15,950,564	15,950,565	15,950,564	15,950,564	15,950,564	15,950,565	15,950,564	15,950,564	15,950,564	15,950,565	15,950,564	15,950,564
Cumulative M&O Cost	147,155,078	163,105,643	179,056,207	195,006,771	210,957,335	226,907,900	242,858,464	258,809,028	274,759,592	290,710,157	306,660,721	322,611,285
Total M&O Cost by Federal Fiscal Year												
Total M&O Cost by State Fiscal Year				63,802,257				63,802,257				63,802,257
Total LEADER Replacement Project Planning Costs*												
Total Cost (Planning*, D&I, & M&O)	15,950,564	15,950,565	15,950,564	15,950,564	15,950,564	15,950,565	15,950,564	15,950,564	15,950,564	15,950,565	15,950,564	15,950,564
Cumulative Cost (Planning*, D&I, & M&O)	563,449,376	579,399,941	595,350,505	611,301,069	627,251,633	643,202,198	659,152,762	675,103,326	691,053,890	707,004,455	722,955,019	738,905,583
Savings												
Elimination of Current Systems Costs	13,647,769	13,647,769	13,647,769	13,647,769	13,647,769	13,647,769	13,647,769	13,647,769	13,647,769	13,647,769	13,647,769	13,647,769
Total Savings	13,647,769											
Cumulative Savings	122,829,921	136,477,690	150,125,459	163,773,228	177,420,997	191,068,766	204,716,535	218,364,304	232,012,073	245,659,842	259,307,611	272,955,380
Payback Calculation												
Project Cost (Cumm Planning*, D&I & M&O)	563,449,376	579,399,941	595,350,505	611,301,069	627,251,633	643,202,198	659,152,762	675,103,326	691,053,890	707,004,455	722,955,019	738,905,583
PAYBACK (Cumm Savings-Cumm Project Costs)	-440,619,455	-442,922,251	-445,225,046	-447,527,841	-449,830,636	-452,133,432	-454,436,227	-456,739,022	-459,041,817	-461,344,613	-463,647,408	-465,950,203

* Planning costs were accrued prior to first quarter

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Cost Category	FFY 19		2020 Jan - Mar	SFY 19/20		FFY 20		2021 Jan - Mar	SFY 20/21		Total Project Cost	SFY 10/11	SFY 11/12	SFY 12/13
	Jul - Sep	Oct - Dec		Apr - Jun	Jul - Sep	Oct - Dec	Apr - Jun							
Design, Development & Implementation														
Consortium Personnel	0	0	0	0	0	0	0	0	0	0	87,462,330	15,629,856	19,456,321	24,319,013
Contractor Services														
DD&I Contractor														
Project Management	0	0	0	0	0	0	0	0	0	0	25,276,069	6,319,017	6,319,017	6,319,017
Application Development	0	0	0	0	0	0	0	0	0	0	86,829,000	35,123,000	39,476,000	12,230,000
Conversion	0	0	0	0	0	0	0	0	0	0	12,644,420	700,000	4,100,000	4,344,420
Implementation	0	0	0	0	0	0	0	0	0	0	64,530,000	1,200,000	8,626,980	23,730,732
Training	0	0	0	0	0	0	0	0	0	0	46,683,000	1,916,241	6,706,844	17,625,978
QA Contractor	0	0	0	0	0	0	0	0	0	0	11,697,254	2,924,312	2,924,314	2,924,314
V&V Contractor	0	0	0	0	0	0	0	0	0	0	2,924,314	731,080	731,078	731,078
Production & Operations	0	0	0	0	0	0	0	0	0	0	43,787,392	8,400,000	8,400,000	9,651,083
Hardware & Software														
Local Area Network	0	0	0	0	0	0	0	0	0	0	12,704,023	3,176,005	3,176,005	3,176,005
Wide Area Network	0	0	0	0	0	0	0	0	0	0	14,401,671	3,600,416	3,600,416	3,600,416
Document Imaging	0	0	0	0	0	0	0	0	0	0	7,354,825	1,838,708	1,838,708	1,838,708
Total D&I Cost	0	416,294,298	81,558,635	105,355,683	110,490,764									
Cumulative D&I Cost	416,294,298	106,882,527	108,797,613	111,217,125										
Total D&I Cost by Federal Fiscal Year	416,294,298	106,882,527	108,797,613	111,217,125										
Total D&I Cost by State Fiscal Year	0	416,294,298	81,558,635	105,355,683	110,490,764									
Maintenance & Operations														
Consortium Personnel	5,296,686	5,296,686	5,296,686	5,296,686	5,296,686	5,296,686	5,296,686	5,296,686	5,296,686	5,296,686	148,307,208	0	0	0
Contractor Services														
Application Maintenance	2,952,000	2,952,000	2,952,000	2,952,000	2,952,000	2,952,000	2,952,000	2,952,000	2,952,000	2,952,000	82,656,000	0	0	0
QA Contractor	0	0	0	0	0	0	0	0	0	0	3,600,000	0	0	0
Hardware & Software	2,027,355	2,027,354	2,027,355	2,027,355	2,027,355	2,027,355	2,027,354	2,027,355	2,027,354	2,027,354	56,765,933	0	0	0
Production & Operations	5,674,523	5,674,525	5,674,523	5,674,523	5,674,523	5,674,525	5,674,523	5,674,523	5,674,524	5,674,524	158,886,658	0	0	0
Total M&O Cost	15,950,564	15,950,565	15,950,564	15,950,564	15,950,564	15,950,565	15,950,564	15,950,564	15,950,564	15,950,564	450,215,799	0	0	0
Cumulative M&O Cost	338,561,849	354,512,414	370,462,978	386,413,542	402,364,106	418,314,671	434,265,235	450,215,799	450,215,799	450,215,799	450,215,799	0	0	0
Total M&O Cost by Federal Fiscal Year	63,802,257	450,215,799	0	0	0									
Total M&O Cost by State Fiscal Year	0	0	0	0										
Total LEADER Replacement Project Planning Costs*											5,735,677			
Total Cost (Planning*, D&I, & M&O)	15,950,564	15,950,565	15,950,564	15,950,564	15,950,564	15,950,565	15,950,564	15,950,564	15,950,564	15,950,564	872,245,774	81,558,635	105,355,683	110,490,764
Cumulative Cost (Planning*, D&I, & M&O)	754,856,147	770,806,712	786,757,276	802,707,840	818,658,404	834,608,969	850,559,533	866,510,097	866,510,097	866,510,097	866,510,097	81,558,635	186,914,318	297,405,082
Savings														
Elimination of Current Systems Costs	13,647,769	13,647,769	13,647,769	13,647,769	13,647,769	13,647,769	13,647,769	13,647,769	13,647,769	13,647,769	382,137,532	0	0	0
Total Savings	13,647,769	382,137,532	0	0	0									
Cumulative Savings	286,603,149	300,250,918	313,898,687	327,546,456	341,194,225	354,841,994	368,489,763	382,137,532	382,137,532	382,137,532	382,137,532	0	0	0
Payback Calculation														
Project Cost (Cumm Planning*, D&I & M&O)	754,856,147	770,806,712	786,757,276	802,707,840	818,658,404	834,608,969	850,559,533	866,510,097	866,510,097	866,510,097	866,510,097	81,558,635	186,914,318	297,405,082
PAYBACK (Cumm Savings-Cumm Project Costs)	-468,252,998	-470,555,794	-472,858,589	-475,161,384	-477,464,179	-479,766,975	-482,069,770	-484,372,565	-484,372,565	-484,372,565	-484,372,565	-81,558,635	-186,914,318	-297,405,082

* Planning costs were accrued prior to first quarter

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Cost Category	SFY 13/14	SFY 14/15	SFY 15/16	SFY 16/17	SFY 17/18	SFY 18/19	SFY 19/20	SFY 20/21	Total Project Cost
Design, Development & Implementation									
Consortium Personnel	28,057,140	0	0	0	0	0	0	0	87,462,330
Contractor Services									
DD&I Contractor									
Project Management	6,319,018	0	0	0	0	0	0	0	25,276,069
Application Development	0	0	0	0	0	0	0	0	86,829,000
Conversion	3,500,000	0	0	0	0	0	0	0	12,644,420
Implementation	30,972,288	0	0	0	0	0	0	0	64,530,000
Training	20,433,937	0	0	0	0	0	0	0	46,683,000
QA Contractor	2,924,314	0	0	0	0	0	0	0	11,697,254
V&V Contractor	731,078	0	0	0	0	0	0	0	2,924,314
Production & Operations	17,336,309	0	0	0	0	0	0	0	43,787,392
Hardware & Software									
Local Area Network	3,176,008	0	0	0	0	0	0	0	12,704,023
Wide Area Network	3,600,423	0	0	0	0	0	0	0	14,401,671
Document Imaging	1,838,701	0	0	0	0	0	0	0	7,354,825
Total D&I Cost	118,889,216	0	416,294,298						
Cumulative D&I Cost	416,294,298								
Total D&I Cost by Federal Fiscal Year	89,397,033	0	416,294,298						
Total D&I Cost by State Fiscal Year	118,889,216	0	416,294,298						
Maintenance & Operations									
Consortium Personnel	0	21,186,744	21,186,744	21,186,744	21,186,744	21,186,744	21,186,744	21,186,744	148,307,208
Contractor Services									
Application Maintenance	0	11,808,000	11,808,000	11,808,000	11,808,000	11,808,000	11,808,000	11,808,000	82,656,000
QA Contractor	0	3,600,000	0	0	0	0	0	0	3,600,000
Hardware & Software	0	8,109,420	8,109,419	8,109,419	8,109,419	8,109,419	8,109,419	8,109,418	56,765,933
Production & Operations	0	22,698,093	22,698,094	22,698,094	22,698,094	22,698,094	22,698,094	22,698,095	158,886,658
Total M&O Cost	0	67,402,257	63,802,257	63,802,257	63,802,257	63,802,257	63,802,257	63,802,257	450,215,799
Cumulative M&O Cost	0	67,402,257	131,204,514	195,006,771	258,809,028	322,611,285	386,413,542	450,215,799	450,215,799
Total M&O Cost by Federal Fiscal Year	0	83,352,821	63,802,257	63,802,257	63,802,257	63,802,257	63,802,257	47,851,693	450,215,799
Total M&O Cost by State Fiscal Year	0	67,402,257	63,802,257	63,802,257	63,802,257	63,802,257	63,802,257	63,802,257	450,215,799
Total LEADER Replacement Project Planning Costs*									5,735,677
Total Cost (Planning*, D&I, & M&O)	118,889,216	67,402,257	63,802,257	63,802,257	63,802,257	63,802,257	63,802,257	63,802,257	872,245,774
Cumulative Cost (Planning*, D&I, & M&O)	416,294,298	483,696,555	547,498,812	611,301,069	675,103,326	738,905,583	802,707,840	866,510,097	
Savings									
Elimination of Current Systems Costs	0	54,591,076	54,591,076	54,591,076	54,591,076	54,591,076	54,591,076	54,591,076	382,137,532
Total Savings	0	54,591,076	382,137,532						
Cumulative Savings	0	54,591,076	109,182,152	163,773,228	218,364,304	272,955,380	327,546,456	382,137,532	
Payback Calculation									
Project Cost (Cumm Planning*, D&I & M&O)	416,294,298	483,696,555	547,498,812	611,301,069	675,103,326	738,905,583	802,707,840	866,510,097	866,510,097
PAYBACK (Cumm Savings-Cumm Project Costs)	-416,294,298	-429,105,479	-438,316,660	-447,527,841	-456,739,022	-465,950,203	-475,161,384	-484,372,565	-484,372,565

* Planning costs were accrued prior to first quarter

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LEADER CONSORTIUM REPLACEMENT SYSTEM DEVELOPMENT / IMPLEMENTATION COSTS SFY 2010/11							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$9,281,373	100/0/0/0	\$9,281,373	\$0	\$0	\$0
Foster Care	0.71%	\$579,066	0/70/0/30	\$0	\$405,346	\$0	\$173,720
Food Stamps	24.62%	\$20,079,736	50/35/0/15	\$10,039,868	\$7,027,908	\$0	\$3,011,960
Medi-Cal	60.14%	\$49,049,364	50/0/50/0	\$24,524,682	\$0	\$24,524,682	\$0
Refugee	0.05%	\$40,779	100/0/0/0	\$40,779	\$0	\$0	\$0
CFAP	0.33%	\$269,143	0/100/0/0	\$0	\$269,143	\$0	\$0
CAPI	0.12%	\$97,870	0/100/0/0	\$0	\$97,870	\$0	\$0
KinGAP	0.31%	\$252,832	0/100/0/0	\$0	\$252,832	\$0	\$0
GA/GR	2.34%	\$1,908,472	0/0/0/100	\$0	\$0	\$0	\$1,908,472
Non-Recurring Cost Sub-Total	100.00%	\$81,558,635		\$43,886,702	\$8,053,099	\$24,524,682	\$5,094,152

LEADER CONSORTIUM REPLACEMENT SYSTEM MAINTENANCE / OPERATIONS COSTS SFY 2010/11							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
Foster Care	0.71%	\$0	0/70/0/30	\$0	\$0	\$0	\$0
Food Stamps	24.62%	\$0	50/35/0/15	\$0	\$0	\$0	\$0
Medi-Cal	60.14%	\$0	50/0/50/0	\$0	\$0	\$0	\$0
Refugee	0.05%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
CFAP	0.33%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
CAPI	0.12%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
KinGAP	0.31%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
GA/GR	2.34%	\$0	0/0/0/100	\$0	\$0	\$0	\$0
Non-Recurring Cost Sub-Total	100.00%	\$0		\$0	\$0	\$0	\$0

LEADER CONSORTIUM REPLACEMENT SYSTEM IMPLEMENTATION COSTS & MAINTENANCE/OPERATIONS TOTAL COSTS SFY 2010/11							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS		\$9,281,373		\$9,281,373	\$0	\$0	\$0
Foster Care		\$579,066		\$0	\$405,346	\$0	\$173,720
Food Stamps		\$20,079,736		\$10,039,868	\$7,027,908	\$0	\$3,011,960
Medi-Cal		\$49,049,364		\$24,524,682	\$0	\$24,524,682	\$0
Refugee		\$40,779		\$40,779	\$0	\$0	\$0
CFAP		\$269,143		\$0	\$269,143	\$0	\$0
CAPI		\$97,870		\$0	\$97,870	\$0	\$0
KinGAP		\$252,832		\$0	\$252,832	\$0	\$0
GA/GR		\$1,908,472		\$0	\$0	\$0	\$1,908,472
Total Costs		\$81,558,635		\$43,886,702	\$8,053,099	\$24,524,682	\$5,094,152

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LEADER CONSORTIUM REPLACEMENT SYSTEM DEVELOPMENT / IMPLEMENTATION COSTS SFY 2011/12							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$11,989,477	100/0/0/0	\$11,989,477	\$0	\$0	\$0
Foster Care	0.71%	\$748,025	0/70/0/30	\$0	\$523,618	\$0	\$224,407
Food Stamps	24.62%	\$25,938,569	50/35/0/15	\$12,969,285	\$9,078,499	\$0	\$3,890,785
Medi-Cal	60.14%	\$63,360,907	50/0/50/0	\$31,680,453	\$0	\$31,680,454	\$0
Refugee	0.05%	\$52,678	100/0/0/0	\$52,678	\$0	\$0	\$0
CFAP	0.33%	\$347,674	0/100/0/0	\$0	\$347,674	\$0	\$0
CAPI	0.12%	\$126,427	0/100/0/0	\$0	\$126,427	\$0	\$0
KinGAP	0.31%	\$326,603	0/100/0/0	\$0	\$326,603	\$0	\$0
GA/GR	2.34%	\$2,465,323	0/0/0/100	\$0	\$0	\$0	\$2,465,323
Non-Recurring Cost Sub-Total	100.00%	\$105,355,683		\$56,691,893	\$10,402,821	\$31,680,454	\$6,580,515

LEADER CONSORTIUM REPLACEMENT SYSTEM MAINTENANCE / OPERATIONS COSTS SFY 2011/12							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
Foster Care	0.71%	\$0	0/70/0/30	\$0	\$0	\$0	\$0
Food Stamps	24.62%	\$0	50/35/0/15	\$0	\$0	\$0	\$0
Medi-Cal	60.14%	\$0	50/0/50/0	\$0	\$0	\$0	\$0
Refugee	0.05%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
CFAP	0.33%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
CAPI	0.12%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
KinGAP	0.31%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
GA/GR	2.34%	\$0	0/0/0/100	\$0	\$0	\$0	\$0
Non-Recurring Cost Sub-Total	100.00%	\$0		\$0	\$0	\$0	\$0

LEADER CONSORTIUM REPLACEMENT SYSTEM IMPLEMENTATION COSTS & MAINTENANCE/OPERATIONS TOTAL COSTS SFY 2011/12							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS		\$11,989,477		\$11,989,477	\$0	\$0	\$0
Foster Care		\$748,025		\$0	\$523,618	\$0	\$224,407
Food Stamps		\$25,938,569		\$12,969,285	\$9,078,499	\$0	\$3,890,785
Medi-Cal		\$63,360,907		\$31,680,453	\$0	\$31,680,454	\$0
Refugee		\$52,678		\$52,678	\$0	\$0	\$0
CFAP		\$347,674		\$0	\$347,674	\$0	\$0
CAPI		\$126,427		\$0	\$126,427	\$0	\$0
KinGAP		\$326,603		\$0	\$326,603	\$0	\$0
GA/GR		\$2,465,323		\$0	\$0	\$0	\$2,465,323
Total Costs		\$105,355,683		\$56,691,893	\$10,402,821	\$31,680,454	\$6,580,515

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LEADER CONSORTIUM REPLACEMENT SYSTEM DEVELOPMENT / IMPLEMENTATION COSTS SFY 2012/13							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$12,573,849	100/0/0/0	\$12,573,849	\$0	\$0	\$0
Foster Care	0.71%	\$784,484	0/70/0/30	\$0	\$549,139	\$0	\$235,345
Food Stamps	24.62%	\$27,202,826	50/35/0/15	\$13,601,413	\$9,520,989	\$0	\$4,080,424
Medi-Cal	60.14%	\$66,449,146	50/0/50/0	\$33,224,573	\$0	\$33,224,573	\$0
Refugee	0.05%	\$55,245	100/0/0/0	\$55,245	\$0	\$0	\$0
CFAP	0.33%	\$364,620	0/100/0/0	\$0	\$364,620	\$0	\$0
CAPI	0.12%	\$132,589	0/100/0/0	\$0	\$132,589	\$0	\$0
KinGAP	0.31%	\$342,521	0/100/0/0	\$0	\$342,521	\$0	\$0
GA/GR	2.34%	\$2,585,484	0/0/0/100	\$0	\$0	\$0	\$2,585,484
Non-Recurring Cost Sub-Total	100.00%	\$110,490,764		\$59,455,080	\$10,909,858	\$33,224,573	\$6,901,253

LEADER CONSORTIUM REPLACEMENT SYSTEM MAINTENANCE / OPERATIONS COSTS SFY 2012/13							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
Foster Care	0.71%	\$0	0/70/0/30	\$0	\$0	\$0	\$0
Food Stamps	24.62%	\$0	50/35/0/15	\$0	\$0	\$0	\$0
Medi-Cal	60.14%	\$0	50/0/50/0	\$0	\$0	\$0	\$0
Refugee	0.05%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
CFAP	0.33%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
CAPI	0.12%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
KinGAP	0.31%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
GA/GR	2.34%	\$0	0/0/0/100	\$0	\$0	\$0	\$0
Non-Recurring Cost Sub-Total	100.00%	\$0		\$0	\$0	\$0	\$0

LEADER CONSORTIUM REPLACEMENT SYSTEM IMPLEMENTATION COSTS & MAINTENANCE/OPERATIONS TOTAL COSTS SFY 2012/13							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS		\$12,573,849		\$12,573,849	\$0	\$0	\$0
Foster Care		\$784,484		\$0	\$549,139	\$0	\$235,345
Food Stamps		\$27,202,826		\$13,601,413	\$9,520,989	\$0	\$4,080,424
Medi-Cal		\$66,449,146		\$33,224,573	\$0	\$33,224,573	\$0
Refugee		\$55,245		\$55,245	\$0	\$0	\$0
CFAP		\$364,620		\$0	\$364,620	\$0	\$0
CAPI		\$132,589		\$0	\$132,589	\$0	\$0
KinGAP		\$342,521		\$0	\$342,521	\$0	\$0
GA/GR		\$2,585,484		\$0	\$0	\$0	\$2,585,484
Total Costs		\$110,490,764		\$59,455,080	\$10,909,858	\$33,224,573	\$6,901,253

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LEADER CONSORTIUM REPLACEMENT SYSTEM DEVELOPMENT / IMPLEMENTATION COSTS SFY 2013/14							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$13,529,593	100/0/0/0	\$13,529,593	\$0	\$0	\$0
Foster Care	0.71%	\$844,113	0/70/0/30	\$0	\$590,879	\$0	\$253,234
Food Stamps	24.62%	\$29,270,525	50/35/0/15	\$14,635,262	\$10,244,684	\$0	\$4,390,579
Medi-Cal	60.14%	\$71,499,974	50/0/50/0	\$35,749,987	\$0	\$35,749,987	\$0
Refugee	0.05%	\$59,445	100/0/0/0	\$59,445	\$0	\$0	\$0
CFAP	0.33%	\$392,334	0/100/0/0	\$0	\$392,334	\$0	\$0
CAPI	0.12%	\$142,667	0/100/0/0	\$0	\$142,667	\$0	\$0
KinGAP	0.31%	\$368,557	0/100/0/0	\$0	\$368,557	\$0	\$0
GA/GR	2.34%	\$2,782,008	0/0/0/100	\$0	\$0	\$0	\$2,782,008
Non-Recurring Cost Sub-Total	100.00%	\$118,889,216		\$63,974,287	\$11,739,121	\$35,749,987	\$7,425,821

LEADER CONSORTIUM REPLACEMENT SYSTEM MAINTENANCE / OPERATIONS COSTS SFY 2013/14							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
Foster Care	0.71%	\$0	0/70/0/30	\$0	\$0	\$0	\$0
Food Stamps	24.62%	\$0	50/35/0/15	\$0	\$0	\$0	\$0
Medi-Cal	60.14%	\$0	50/0/50/0	\$0	\$0	\$0	\$0
Refugee	0.05%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
CFAP	0.33%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
CAPI	0.12%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
KinGAP	0.31%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
GA/GR	2.34%	\$0	0/0/0/100	\$0	\$0	\$0	\$0
Non-Recurring Cost Sub-Total	100.00%	\$0		\$0	\$0	\$0	\$0

LEADER CONSORTIUM REPLACEMENT SYSTEM IMPLEMENTATION COSTS & MAINTENANCE/OPERATIONS TOTAL COSTS SFY 2013/14							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS		\$13,529,593		\$13,529,593	\$0	\$0	\$0
Foster Care		\$844,113		\$0	\$590,879	\$0	\$253,234
Food Stamps		\$29,270,525		\$14,635,262	\$10,244,684	\$0	\$4,390,579
Medi-Cal		\$71,499,974		\$35,749,987	\$0	\$35,749,987	\$0
Refugee		\$59,445		\$59,445	\$0	\$0	\$0
CFAP		\$392,334		\$0	\$392,334	\$0	\$0
CAPI		\$142,667		\$0	\$142,667	\$0	\$0
KinGAP		\$368,557		\$0	\$368,557	\$0	\$0
GA/GR		\$2,782,008		\$0	\$0	\$0	\$2,782,008
Total Cost		\$118,889,216		\$63,974,287	\$11,739,121	\$35,749,987	\$7,425,821

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LEADER CONSORTIUM REPLACEMENT SYSTEM DEVELOPMENT / IMPLEMENTATION COSTS SFY 2014/15							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
Foster Care	0.71%	\$0	0/70/0/30	\$0	\$0	\$0	\$0
Food Stamps	24.62%	\$0	50/35/0/15	\$0	\$0	\$0	\$0
Medi-Cal	60.14%	\$0	50/0/50/0	\$0	\$0	\$0	\$0
Refugee	0.05%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
CFAP	0.33%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
CAPI	0.12%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
KinGAP	0.31%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
GA/GR	2.34%	\$0	0/0/0/100	\$0	\$0	\$0	\$0
Non-Recurring Cost Sub-Total	100.00%	\$0		\$0	\$0	\$0	\$0

LEADER CONSORTIUM REPLACEMENT SYSTEM MAINTENANCE / OPERATIONS COSTS SFY 2014/15							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$7,670,377	100/0/0/0	\$7,670,377	\$0	\$0	\$0
Foster Care	0.71%	\$478,556	0/70/0/30	\$0	\$334,989	\$0	\$143,567
Food Stamps	24.62%	\$16,594,436	50/35/0/15	\$8,297,218	\$5,808,053	\$0	\$2,489,165
Medi-Cal	60.14%	\$40,535,717	50/0/50/0	\$20,267,858	\$0	\$20,267,859	\$0
Refugee	0.05%	\$33,701	100/0/0/0	\$33,701	\$0	\$0	\$0
CFAP	0.33%	\$222,427	0/100/0/0	\$0	\$222,427	\$0	\$0
CAPI	0.12%	\$80,883	0/100/0/0	\$0	\$80,883	\$0	\$0
KinGAP	0.31%	\$208,947	0/100/0/0	\$0	\$208,947	\$0	\$0
GA/GR	2.34%	\$1,577,213	0/0/0/100	\$0	\$0	\$0	\$1,577,213
Non-Recurring Cost Sub-Total	100.00%	\$67,402,257		\$36,269,154	\$6,655,299	\$20,267,859	\$4,209,945

LEADER CONSORTIUM REPLACEMENT SYSTEM IMPLEMENTATION COSTS & MAINTENANCE/OPERATIONS TOTAL COSTS SFY 2014/15							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS		\$7,670,377		\$7,670,377	\$0	\$0	\$0
Foster Care		\$478,556		\$0	\$334,989	\$0	\$143,567
Food Stamps		\$16,594,436		\$8,297,218	\$5,808,053	\$0	\$2,489,165
Medi-Cal		\$40,535,717		\$20,267,858	\$0	\$20,267,859	\$0
Refugee		\$33,701		\$33,701	\$0	\$0	\$0
CFAP		\$222,427		\$0	\$222,427	\$0	\$0
CAPI		\$80,883		\$0	\$80,883	\$0	\$0
KinGAP		\$208,947		\$0	\$208,947	\$0	\$0
GA/GR		\$1,577,213		\$0	\$0	\$0	\$1,577,213
Total Costs		\$67,402,257		\$36,269,154	\$6,655,299	\$20,267,859	\$4,209,945

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LEADER CONSORTIUM REPLACEMENT SYSTEM DEVELOPMENT / IMPLEMENTATION COSTS SFY 2015/16							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
Foster Care	0.71%	\$0	0/70/0/30	\$0	\$0	\$0	\$0
Food Stamps	24.62%	\$0	50/35/0/15	\$0	\$0	\$0	\$0
Medi-Cal	60.14%	\$0	50/0/50/0	\$0	\$0	\$0	\$0
Refugee	0.05%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
CFAP	0.33%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
CAPI	0.12%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
KinGAP	0.31%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
GA/GR	2.34%	\$0	0/0/0/100	\$0	\$0	\$0	\$0
Non-Recurring Cost Sub-Total	100.00%	\$0		\$0	\$0	\$0	\$0

LEADER CONSORTIUM REPLACEMENT SYSTEM MAINTENANCE / OPERATIONS COSTS SFY 2015/16							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$7,260,697	100/0/0/0	\$7,260,697	\$0	\$0	\$0
Foster Care	0.71%	\$452,996	0/70/0/30	\$0	\$317,097	\$0	\$135,899
Food Stamps	24.62%	\$15,708,116	50/35/0/15	\$7,854,058	\$5,497,841	\$0	\$2,356,217
Medi-Cal	60.14%	\$38,370,677	50/0/50/0	\$19,185,338	\$0	\$19,185,339	\$0
Refugee	0.05%	\$31,901	100/0/0/0	\$31,901	\$0	\$0	\$0
CFAP	0.33%	\$210,547	0/100/0/0	\$0	\$210,547	\$0	\$0
CAPI	0.12%	\$76,563	0/100/0/0	\$0	\$76,563	\$0	\$0
KinGAP	0.31%	\$197,787	0/100/0/0	\$0	\$197,787	\$0	\$0
GA/GR	2.34%	\$1,492,973	0/0/0/100	\$0	\$0	\$0	\$1,492,973
Non-Recurring Cost Sub-Total	100.00%	\$63,802,257		\$34,331,994	\$6,299,835	\$19,185,339	\$3,985,089

LEADER CONSORTIUM REPLACEMENT SYSTEM IMPLEMENTATION COSTS & MAINTENANCE/OPERATIONS TOTAL COSTS SFY 2015/16							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS		\$7,260,697		\$7,260,697	\$0	\$0	\$0
Foster Care		\$452,996		\$0	\$317,097	\$0	\$135,899
Food Stamps		\$15,708,116		\$7,854,058	\$5,497,841	\$0	\$2,356,217
Medi-Cal		\$38,370,677		\$19,185,338	\$0	\$19,185,339	\$0
Refugee		\$31,901		\$31,901	\$0	\$0	\$0
CFAP		\$210,547		\$0	\$210,547	\$0	\$0
CAPI		\$76,563		\$0	\$76,563	\$0	\$0
KinGAP		\$197,787		\$0	\$197,787	\$0	\$0
GA/GR		\$1,492,973		\$0	\$0	\$0	\$1,492,973
Total Costs		\$63,802,257		\$34,331,994	\$6,299,835	\$19,185,339	\$3,985,089

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LEADER CONSORTIUM REPLACEMENT SYSTEM DEVELOPMENT / IMPLEMENTATION COSTS SFY 2016/17							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
Foster Care	0.71%	\$0	0/70/0/30	\$0	\$0	\$0	\$0
Food Stamps	24.62%	\$0	50/35/0/15	\$0	\$0	\$0	\$0
Medi-Cal	60.14%	\$0	50/0/50/0	\$0	\$0	\$0	\$0
Refugee	0.05%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
CFAP	0.33%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
CAPI	0.12%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
KinGAP	0.31%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
GA/GR	2.34%	\$0	0/0/0/100	\$0	\$0	\$0	\$0
Non-Recurring Cost Sub-Total	100.00%	\$0		\$0	\$0	\$0	\$0

LEADER CONSORTIUM REPLACEMENT SYSTEM MAINTENANCE / OPERATIONS COSTS SFY 2016/17							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$7,260,697	100/0/0/0	\$7,260,697	\$0	\$0	\$0
Foster Care	0.71%	\$452,996	0/70/0/30	\$0	\$317,097	\$0	\$135,899
Food Stamps	24.62%	\$15,708,116	50/35/0/15	\$7,854,058	\$5,497,841	\$0	\$2,356,217
Medi-Cal	60.14%	\$38,370,677	50/0/50/0	\$19,185,338	\$0	\$19,185,339	\$0
Refugee	0.05%	\$31,901	100/0/0/0	\$31,901	\$0	\$0	\$0
CFAP	0.33%	\$210,547	0/100/0/0	\$0	\$210,547	\$0	\$0
CAPI	0.12%	\$76,563	0/100/0/0	\$0	\$76,563	\$0	\$0
KinGAP	0.31%	\$197,787	0/100/0/0	\$0	\$197,787	\$0	\$0
GA/GR	2.34%	\$1,492,973	0/0/0/100	\$0	\$0	\$0	\$1,492,973
Non-Recurring Cost Sub-Total	100.00%	\$63,802,257		\$34,331,994	\$6,299,835	\$19,185,339	\$3,985,089

LEADER CONSORTIUM REPLACEMENT SYSTEM IMPLEMENTATION COSTS & MAINTENANCE/OPERATIONS TOTAL COSTS SFY 2016/17							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS		\$7,260,697		\$7,260,697	\$0	\$0	\$0
Foster Care		\$452,996		\$0	\$317,097	\$0	\$135,899
Food Stamps		\$15,708,116		\$7,854,058	\$5,497,841	\$0	\$2,356,217
Medi-Cal		\$38,370,677		\$19,185,338	\$0	\$19,185,339	\$0
Refugee		\$31,901		\$31,901	\$0	\$0	\$0
CFAP		\$210,547		\$0	\$210,547	\$0	\$0
CAPI		\$76,563		\$0	\$76,563	\$0	\$0
KinGAP		\$197,787		\$0	\$197,787	\$0	\$0
GA/GR		\$1,492,973		\$0	\$0	\$0	\$1,492,973
Total Costs		\$63,802,257		\$34,331,994	\$6,299,835	\$19,185,339	\$3,985,089

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LEADER CONSORTIUM REPLACEMENT SYSTEM DEVELOPMENT / IMPLEMENTATION COSTS SFY 2017/18							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
Foster Care	0.71%	\$0	0/70/0/30	\$0	\$0	\$0	\$0
Food Stamps	24.62%	\$0	50/35/0/15	\$0	\$0	\$0	\$0
Medi-Cal	60.14%	\$0	50/0/50/0	\$0	\$0	\$0	\$0
Refugee	0.05%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
CFAP	0.33%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
CAPI	0.12%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
KinGAP	0.31%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
GA/GR	2.34%	\$0	0/0/0/100	\$0	\$0	\$0	\$0
Non-Recurring Cost Sub-Total	100.00%	\$0		\$0	\$0	\$0	\$0

LEADER CONSORTIUM REPLACEMENT SYSTEM MAINTENANCE / OPERATIONS COSTS SFY 2017/18							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$7,260,697	100/0/0/0	\$7,260,697	\$0	\$0	\$0
Foster Care	0.71%	\$452,996	0/70/0/30	\$0	\$317,097	\$0	\$135,899
Food Stamps	24.62%	\$15,708,116	50/35/0/15	\$7,854,058	\$5,497,841	\$0	\$2,356,217
Medi-Cal	60.14%	\$38,370,677	50/0/50/0	\$19,185,338	\$0	\$19,185,339	\$0
Refugee	0.05%	\$31,901	100/0/0/0	\$31,901	\$0	\$0	\$0
CFAP	0.33%	\$210,547	0/100/0/0	\$0	\$210,547	\$0	\$0
CAPI	0.12%	\$76,563	0/100/0/0	\$0	\$76,563	\$0	\$0
KinGAP	0.31%	\$197,787	0/100/0/0	\$0	\$197,787	\$0	\$0
GA/GR	2.34%	\$1,492,973	0/0/0/100	\$0	\$0	\$0	\$1,492,973
Non-Recurring Cost Sub-Total	100.00%	\$63,802,257		\$34,331,994	\$6,299,835	\$19,185,339	\$3,985,089

LEADER CONSORTIUM REPLACEMENT SYSTEM IMPLEMENTATION COSTS & MAINTENANCE/OPERATIONS TOTAL COSTS SFY 2017/18							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS		\$7,260,697		\$7,260,697	\$0	\$0	\$0
Foster Care		\$452,996		\$0	\$317,097	\$0	\$135,899
Food Stamps		\$15,708,116		\$7,854,058	\$5,497,841	\$0	\$2,356,217
Medi-Cal		\$38,370,677		\$19,185,338	\$0	\$19,185,339	\$0
Refugee		\$31,901		\$31,901	\$0	\$0	\$0
CFAP		\$210,547		\$0	\$210,547	\$0	\$0
CAPI		\$76,563		\$0	\$76,563	\$0	\$0
KinGAP		\$197,787		\$0	\$197,787	\$0	\$0
GA/GR		\$1,492,973		\$0	\$0	\$0	\$1,492,973
Total Costs		\$63,802,257		\$34,331,994	\$6,299,835	\$19,185,339	\$3,985,089

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LEADER CONSORTIUM REPLACEMENT SYSTEM DEVELOPMENT / IMPLEMENTATION COSTS SFY 2018/19							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
Foster Care	0.71%	\$0	0/70/0/30	\$0	\$0	\$0	\$0
Food Stamps	24.62%	\$0	50/35/0/15	\$0	\$0	\$0	\$0
Medi-Cal	60.14%	\$0	50/0/50/0	\$0	\$0	\$0	\$0
Refugee	0.05%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
CFAP	0.33%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
CAPI	0.12%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
KinGAP	0.31%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
GA/GR	2.34%	\$0	0/0/0/100	\$0	\$0	\$0	\$0
Non-Recurring Cost Sub-Total	100.00%	\$0		\$0	\$0	\$0	\$0

LEADER CONSORTIUM REPLACEMENT SYSTEM MAINTENANCE / OPERATIONS COSTS SFY 2018/19							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$7,260,697	100/0/0/0	\$7,260,697	\$0	\$0	\$0
Foster Care	0.71%	\$452,996	0/70/0/30	\$0	\$317,097	\$0	\$135,899
Food Stamps	24.62%	\$15,708,116	50/35/0/15	\$7,854,058	\$5,497,841	\$0	\$2,356,217
Medi-Cal	60.14%	\$38,370,677	50/0/50/0	\$19,185,338	\$0	\$19,185,339	\$0
Refugee	0.05%	\$31,901	100/0/0/0	\$31,901	\$0	\$0	\$0
CFAP	0.33%	\$210,547	0/100/0/0	\$0	\$210,547	\$0	\$0
CAPI	0.12%	\$76,563	0/100/0/0	\$0	\$76,563	\$0	\$0
KinGAP	0.31%	\$197,787	0/100/0/0	\$0	\$197,787	\$0	\$0
GA/GR	2.34%	\$1,492,973	0/0/0/100	\$0	\$0	\$0	\$1,492,973
Non-Recurring Cost Sub-Total	100.00%	\$63,802,257		\$34,331,994	\$6,299,835	\$19,185,339	\$3,985,089

LEADER CONSORTIUM REPLACEMENT SYSTEM IMPLEMENTATION COSTS & MAINTENANCE/OPERATIONS TOTAL COSTS SFY 2018/19							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS		\$7,260,697		\$7,260,697	\$0	\$0	\$0
Foster Care		\$452,996		\$0	\$317,097	\$0	\$135,899
Food Stamps		\$15,708,116		\$7,854,058	\$5,497,841	\$0	\$2,356,217
Medi-Cal		\$38,370,677		\$19,185,338	\$0	\$19,185,339	\$0
Refugee		\$31,901		\$31,901	\$0	\$0	\$0
CFAP		\$210,547		\$0	\$210,547	\$0	\$0
CAPI		\$76,563		\$0	\$76,563	\$0	\$0
KinGAP		\$197,787		\$0	\$197,787	\$0	\$0
GA/GR		\$1,492,973		\$0	\$0	\$0	\$1,492,973
Total Costs		\$63,802,257		\$34,331,994	\$6,299,835	\$19,185,339	\$3,985,089

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LEADER CONSORTIUM REPLACEMENT SYSTEM DEVELOPMENT / IMPLEMENTATION COSTS SFY 2019/20							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
Foster Care	0.71%	\$0	0/70/0/30	\$0	\$0	\$0	\$0
Food Stamps	24.62%	\$0	50/35/0/15	\$0	\$0	\$0	\$0
Medi-Cal	60.14%	\$0	50/0/50/0	\$0	\$0	\$0	\$0
Refugee	0.05%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
CFAP	0.33%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
CAPI	0.12%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
KinGAP	0.31%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
GA/GR	2.34%	\$0	0/0/0/100	\$0	\$0	\$0	\$0
Non-Recurring Cost Sub-Total	100.00%	\$0		\$0	\$0	\$0	\$0

LEADER CONSORTIUM REPLACEMENT SYSTEM MAINTENANCE / OPERATIONS COSTS SFY 2019/20							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$7,260,697	100/0/0/0	\$7,260,697	\$0	\$0	\$0
Foster Care	0.71%	\$452,996	0/70/0/30	\$0	\$317,097	\$0	\$135,899
Food Stamps	24.62%	\$15,708,116	50/35/0/15	\$7,854,058	\$5,497,841	\$0	\$2,356,217
Medi-Cal	60.14%	\$38,370,677	50/0/50/0	\$19,185,338	\$0	\$19,185,339	\$0
Refugee	0.05%	\$31,901	100/0/0/0	\$31,901	\$0	\$0	\$0
CFAP	0.33%	\$210,547	0/100/0/0	\$0	\$210,547	\$0	\$0
CAPI	0.12%	\$76,563	0/100/0/0	\$0	\$76,563	\$0	\$0
KinGAP	0.31%	\$197,787	0/100/0/0	\$0	\$197,787	\$0	\$0
GA/GR	2.34%	\$1,492,973	0/0/0/100	\$0	\$0	\$0	\$1,492,973
Non-Recurring Cost Sub-Total	100.00%	\$63,802,257		\$34,331,994	\$6,299,835	\$19,185,339	\$3,985,089

LEADER CONSORTIUM REPLACEMENT SYSTEM IMPLEMENTATION COSTS & MAINTENANCE/OPERATIONS TOTAL COSTS SFY 2019/20							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS		\$7,260,697		\$7,260,697	\$0	\$0	\$0
Foster Care		\$452,996		\$0	\$317,097	\$0	\$135,899
Food Stamps		\$15,708,116		\$7,854,058	\$5,497,841	\$0	\$2,356,217
Medi-Cal		\$38,370,677		\$19,185,338	\$0	\$19,185,339	\$0
Refugee		\$31,901		\$31,901	\$0	\$0	\$0
CFAP		\$210,547		\$0	\$210,547	\$0	\$0
CAPI		\$76,563		\$0	\$76,563	\$0	\$0
KinGAP		\$197,787		\$0	\$197,787	\$0	\$0
GA/GR		\$1,492,973		\$0	\$0	\$0	\$1,492,973
Total Costs		\$63,802,257		\$34,331,994	\$6,299,835	\$19,185,339	\$3,985,089

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LEADER CONSORTIUM REPLACEMENT SYSTEM DEVELOPMENT / IMPLEMENTATION COSTS SFY 2020/21							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
Foster Care	0.71%	\$0	0/70/0/30	\$0	\$0	\$0	\$0
Food Stamps	24.62%	\$0	50/35/0/15	\$0	\$0	\$0	\$0
Medi-Cal	60.14%	\$0	50/0/50/0	\$0	\$0	\$0	\$0
Refugee	0.05%	\$0	100/0/0/0	\$0	\$0	\$0	\$0
CFAP	0.33%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
CAPI	0.12%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
KinGAP	0.31%	\$0	0/100/0/0	\$0	\$0	\$0	\$0
GA/GR	2.34%	\$0	0/0/0/100	\$0	\$0	\$0	\$0
Non-Recurring Cost Sub-Total	100.00%	\$0		\$0	\$0	\$0	\$0

LEADER CONSORTIUM REPLACEMENT SYSTEM MAINTENANCE / OPERATIONS COSTS SFY 2020/21							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS	11.38%	\$7,260,697	100/0/0/0	\$7,260,697	\$0	\$0	\$0
Foster Care	0.71%	\$452,996	0/70/0/30	\$0	\$317,098	\$0	\$135,899
Food Stamps	24.62%	\$15,708,116	50/35/0/15	\$7,854,058	\$5,497,840	\$0	\$2,356,217
Medi-Cal	60.14%	\$38,370,677	50/0/50/0	\$19,185,338	\$0	\$19,185,339	\$0
Refugee	0.05%	\$31,901	100/0/0/0	\$31,901	\$0	\$0	\$0
CFAP	0.33%	\$210,547	0/100/0/0	\$0	\$210,547	\$0	\$0
CAPI	0.12%	\$76,563	0/100/0/0	\$0	\$76,563	\$0	\$0
KinGAP	0.31%	\$197,787	0/100/0/0	\$0	\$197,787	\$0	\$0
GA/GR	2.34%	\$1,492,973	0/0/0/100	\$0	\$0	\$0	\$1,492,973
Non-Recurring Cost Sub-Total	100.00%	\$63,802,257		\$34,331,994	\$6,299,835	\$19,185,339	\$3,985,089

LEADER CONSORTIUM REPLACEMENT SYSTEM IMPLEMENTATION COSTS & MAINTENANCE/OPERATIONS TOTAL COSTS SFY 2020/21							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS		\$7,260,697		\$7,260,697	\$0	\$0	\$0
Foster Care		\$452,996		\$0	\$317,098	\$0	\$135,899
Food Stamps		\$15,708,116		\$7,854,058	\$5,497,840	\$0	\$2,356,217
Medi-Cal		\$38,370,677		\$19,185,338	\$0	\$19,185,339	\$0
Refugee		\$31,901		\$31,901	\$0	\$0	\$0
CFAP		\$210,547		\$0	\$210,547	\$0	\$0
CAPI		\$76,563		\$0	\$76,563	\$0	\$0
KinGAP		\$197,787		\$0	\$197,787	\$0	\$0
GA/GR		\$1,492,973		\$0	\$0	\$0	\$1,492,973
Total Costs		\$63,802,257		\$34,331,994	\$6,299,835	\$19,185,339	\$3,985,089

**STATEWIDE AUTOMATED WELFARE SYSTEM
LEADER CONSORTIUM REPLACEMENT SYSTEM
IMPLEMENTATION ADVANCE PLANNING DOCUMENT
AUGUST 2008**

LEADER CONSORTIUM REPLACEMENT SYSTEM DEVELOPMENT / IMPLEMENTATION COSTS SFY 2009/10-2020/21							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS		\$47,374,291	100/0/0/0	\$47,374,291	\$0	\$0	\$0
Foster Care		\$2,955,689	0/70/0/30	\$0	\$2,068,982	\$0	\$886,707
Food Stamps		\$102,491,656	50/35/0/15	\$51,245,828	\$35,872,080	\$0	\$15,373,748
Medi-Cal		\$250,359,391	50/0/50/0	\$125,179,695	\$0	\$125,179,696	\$0
Refugee		\$208,147	100/0/0/0	\$208,147	\$0	\$0	\$0
CFAP		\$1,373,772	0/100/0/0	\$0	\$1,373,772	\$0	\$0
CAPI		\$499,553	0/100/0/0	\$0	\$499,553	\$0	\$0
KinGAP		\$1,290,512	0/100/0/0	\$0	\$1,290,512	\$0	\$0
GA/GR		\$9,741,287	0/0/0/100	\$0	\$0	\$0	\$9,741,287
Non-Recurring Cost Sub-Total		\$416,294,298		\$224,007,961	\$41,104,899	\$125,179,696	\$26,001,742

LEADER CONSORTIUM REPLACEMENT SYSTEM MAINTENANCE / OPERATIONS COSTS SFY 2009/10-2020/21							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS		\$51,234,558	100/0/0/0	\$51,234,558	\$0	\$0	\$0
Foster Care		\$3,196,532	0/70/0/30	\$0	\$2,237,573	\$0	\$958,959
Food Stamps		\$110,843,130	50/35/0/15	\$55,421,565	\$38,795,096	\$0	\$16,626,469
Medi-Cal		\$270,759,781	50/0/50/0	\$135,379,890	\$0	\$135,379,891	\$0
Refugee		\$225,108	100/0/0/0	\$225,108	\$0	\$0	\$0
CFAP		\$1,485,712	0/100/0/0	\$0	\$1,485,712	\$0	\$0
CAPI		\$540,259	0/100/0/0	\$0	\$540,259	\$0	\$0
KinGAP		\$1,395,669	0/100/0/0	\$0	\$1,395,669	\$0	\$0
GA/GR		\$10,535,050	0/0/0/100	\$0	\$0	\$0	\$10,535,050
Non-Recurring Cost Sub-Total		\$450,215,798		\$242,261,121	\$44,454,309	\$135,379,891	\$28,120,478

LEADER CONSORTIUM REPLACEMENT SYSTEM IMPLEMENTATION COSTS & MAINTENANCE/OPERATIONS TOTAL COSTS SFY 2009/10-2020/21							
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share
CalWORKS		\$98,608,849		\$98,608,849	\$0	\$0	\$0
Foster Care		\$6,152,221		\$0	\$4,306,555	\$0	\$1,845,666
Food Stamps		\$213,334,786		\$106,667,393	\$74,667,176	\$0	\$32,000,217
Medi-Cal		\$521,119,171		\$260,559,583	\$0	\$260,559,589	\$0
Refugee		\$433,255		\$433,255	\$0	\$0	\$0
CFAP		\$2,859,484		\$0	\$2,859,484	\$0	\$0
CAPI		\$1,039,812		\$0	\$1,039,812	\$0	\$0
KinGAP		\$2,686,181		\$0	\$2,686,181	\$0	\$0
GA/GR		\$20,276,337		\$0	\$0	\$0	\$20,276,337
Total Costs		\$866,510,097		\$466,269,080	\$85,559,208	\$260,559,589	\$54,122,220

**STATEWIDE AUTOMATED WELFARE SYSTEM
LEADER CONSORTIUM REPLACEMENT SYSTEM
IMPLEMENTATION ADVANCE PLANNING DOCUMENT
AUGUST 2008**

PROJECT FUNDING PLAN

Department: Office of Systems Integration

All Costs to be in whole (unrounded) dollars

Date Prepared: 1/7/09

Project: SAWS/LEADER Replacement

	SUBTOTALS		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
TOTAL PROJECT COSTS	169.7	87,294,312	163.0	105,355,683	210.0	110,490,764	250.0	118,889,216	179.0	67,402,257	971.7	489,432,232
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	169.7	87,294,312	163.0	105,355,683	210.0	110,490,764	250.0	118,889,216	179.0	67,402,257	971.7	489,432,232
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	169.7	87,294,312	163.0	105,355,683	210.0	110,490,764	250.0	118,889,216	179.0	67,402,257	971.7	489,432,232
TOTAL PROJECT FUNDING	169.7	87,294,312	163.0	105,355,683	210.0	110,490,764	250.0	118,889,216	179.0	67,402,257	971.7	489,432,232
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
IMPLEMENTATION ADVANCE PLANNING DOCUMENT
AUGUST 2008**

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

Department: Office of Systems Integration
Project: SAWS/LEADER Replacement

Date Prepared: 1/7/09

Annual Project Adjustments	FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		Net Adjustments	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-time Costs										
Previous Year's Baseline	128.0	81,558,635	163.0	105,355,683	210.0	110,490,764	250.0	118,889,216		
(A) Annual Augmentation /(Reduction)	35.0	23,797,048	47.0	5,135,081	40.0	8,398,452	(71.0)	(51,486,959)		
(B) Total One-Time Budget Actions	163.0	105,355,683	210.0	110,490,764	250.0	118,889,216	179.0	67,402,257	971.7	489,432,232
Continuing Costs										
Previous Year's Baseline	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		
(D) Total Continuing Budget Actions	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Annual Project Budget Augmentation /(Reduction) [A + C]	35.0	23,797,048	47.0	5,135,081	40.0	8,398,452	(71.0)	(51,486,959)		

[A, C] Excludes Redirected Resources

Total Additional Project Funds Needed [B + D]

971.7 489,432,232

Annual Savings/Revenue Adjustments

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

Consortium Personnel Loading During M&O

Staff Position																		
Project Year/ Quarter after initial 48 months:	Y1Q1	Y1Q2	Y1Q3	Y1Q4	Y2Q1	Y2Q2	Y2Q3	Y2Q4	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1	Y4Q2	Y4Q3	Y4Q4	Y5Q1	Y5Q2
Project Administration																		
Project Director, ITM III	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Application Manager, ISM I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Technical Manager, ISM I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Project Controller., ISM I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Support Staff																		
Sr. Secretary IV	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Sr. Secretary II	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Staff Assistant (ASM I)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Change Management																		
ISS II	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Application Development Sections																		
Section Manager, ISS III	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Assistant Section Manager, ISS II	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Application Development Section I																		
Case Management																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Work Participation																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
HSA I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Quality Control/Fraud/ASH																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
HSA I	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
e-Government																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
HSA I	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Interfaces																		
ISS I	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2

Consortium Personnel Loading During M&O

Staff Position																		
Project Year/ Quarter after initial 48 months:	Y1Q1	Y1Q2	Y1Q3	Y1Q4	Y2Q1	Y2Q2	Y2Q3	Y2Q4	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1	Y4Q2	Y4Q3	Y4Q4	Y5Q1	Y5Q2
ISA II	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Testing/UAT																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Reports																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Application Development Section II																		
ED/BC (CalWORKs/RCA)																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
ED/BC (Medi-Cal/IHSS)																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
ED/BC (DCFS Programs)																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
ED/BC (Food Stamp)																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
ED/BC (GR/CAPI)																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
BI/BV																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Principle Accounting System Analyst (AC)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Senior Accounting System Analyst II (AC)	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
BI/BV Interfaces																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Client Correspondence																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

Consortium Personnel Loading During M&O

Staff Position																		
Project Year/ Quarter after initial 48 months:	Y1Q1	Y1Q2	Y1Q3	Y1Q4	Y2Q1	Y2Q2	Y2Q3	Y2Q4	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1	Y4Q2	Y4Q3	Y4Q4	Y5Q1	Y5Q2
ISA II	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
Periodic Reporting/Redeterminations																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Technical Services																		
ISS III (Implementation & User Support)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ITS I (Tech Infrastructure and Network Admin.)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Technical Infrastructure & Network Administration Section																		
Network Administration																		
Principle Network Administrator	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
SISA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Sr. NSA	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
NSA II	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Security																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Performance and SLA Monitoring																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
PMO Support (SISA)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
User Support Section																		
Training																		
HSA II	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Staff Development Specialist	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Help Desk and Access Control																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
eLearning																		
ISS I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ISA II	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
HSA I	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Staff Development Specialist	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2

Consortium Personnel Loading During M&O

Staff Position																		
Project Year/ Quarter after initial 48 months:	Y1Q1	Y1Q2	Y1Q3	Y1Q4	Y2Q1	Y2Q2	Y2Q3	Y2Q4	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1	Y4Q2	Y4Q3	Y4Q4	Y5Q1	Y5Q2
Knowledgebase																		
HSA II	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Staff Development Specialist	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Contract & Fiscal Administration Sections																		
Contract Administration																		
ASM III	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ASM II (Project Tracking)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ASM I (Project Maintenance)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ASM I (Contract SLA Monitoring)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Fiscal Administration																		
ASM III	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ASM I (Fiscal Control & Budget Planning)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ASM I (Funding Requests)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ASM I (Human Resource Control and Claiming)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
County Consortium Staff Total:	179																	

Consortium Personnel Loading During M&O

Staff Position											Total FTE	Monthly	Wage
Project Year/ Quarter after initial 48 months:	Y5Q3	Y5Q4	Y6Q1	Y6Q2	Y6Q3	Y6Q4	Y7Q1	Y7Q2	Y7Q3	Y7Q4	Months	Wage	Total Cost
Project Administration													
Project Director, ITM III	1	1	1	1	1	1	1	1	1	1	84	\$ 14,802	\$ 1,243,368
Application Manager, ISM I	1	1	1	1	1	1	1	1	1	1	84	\$ 14,965	\$ 1,257,060
Technical Manager, ISM I	1	1	1	1	1	1	1	1	1	1	84	\$ 14,965	\$ 1,257,060
Project Controller., ISM I	1	1	1	1	1	1	1	1	1	1	84	\$ 14,965	\$ 1,257,060
Support Staff													
Sr. Secretary IV	1	1	1	1	1	1	1	1	1	1	84	\$ 7,069	\$ 593,796
Sr. Secretary II	3	3	3	3	3	3	3	3	3	3	252	\$ 6,348	\$ 1,599,696
Staff Assistant (ASM I)	1	1	1	1	1	1	1	1	1	1	84	\$ 9,598	\$ 806,232
Change Management													
ISS II	1	1	1	1	1	1	1	1	1	1	84	\$ 12,883	\$ 1,082,172
ISA II	4	4	4	4	4	4	4	4	4	4	336	\$ 9,201	\$ 3,091,536
Application Development Sections													
Section Manager, ISS III	2	2	2	2	2	2	2	2	2	2	168	\$ 13,834	\$ 2,324,112
Assistant Section Manager, ISS II	4	4	4	4	4	4	4	4	4	4	336	\$ 12,883	\$ 4,328,688
Application Development Section I													
Case Management													
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
ISA II	4	4	4	4	4	4	4	4	4	4	336	\$ 9,201	\$ 3,091,536
Work Participation													
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
ISA II	2	2	2	2	2	2	2	2	2	2	168	\$ 9,201	\$ 1,545,768
HSA I	1	1	1	1	1	1	1	1	1	1	84	\$ 9,598	\$ 806,232
Quality Control/Fraud/ASH													
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
ISA II	3	3	3	3	3	3	3	3	3	3	252	\$ 9,201	\$ 2,318,652
HSA I	2	2	2	2	2	2	2	2	2	2	168	\$ 9,598	\$ 1,612,464
e-Government													
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
ISA II	3	3	3	3	3	3	3	3	3	3	252	\$ 9,201	\$ 2,318,652
HSA I	2	2	2	2	2	2	2	2	2	2	168	\$ 9,598	\$ 1,612,464
Interfaces													
ISS I	2	2	2	2	2	2	2	2	2	2	168	\$ 11,341	\$ 1,905,288

Consortium Personnel Loading During M&O

Staff Position											Total FTE	Monthly	Wage
Project Year/ Quarter after initial 48 months:	Y5Q3	Y5Q4	Y6Q1	Y6Q2	Y6Q3	Y6Q4	Y7Q1	Y7Q2	Y7Q3	Y7Q4	Months	Wage	Total Cost
ISA II	10	10	10	10	10	10	10	10	10	10	840	\$ 9,201	\$ 7,728,840
Testing/UAT											0		\$ -
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
ISA II	10	10	10	10	10	10	10	10	10	10	840	\$ 9,201	\$ 7,728,840
Reports											0		\$ -
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
ISA II	3	3	3	3	3	3	3	3	3	3	252	\$ 9,201	\$ 2,318,652
Application Development Section II													
ED/BC (CalWORKs/RCA)											0		\$ -
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
ISA II	5	5	5	5	5	5	5	5	5	5	420	\$ 9,201	\$ 3,864,420
ED/BC (Medi-Cal/IHSS)											0		\$ -
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
ISA II	5	5	5	5	5	5	5	5	5	5	420	\$ 9,201	\$ 3,864,420
ED/BC (DCFS Programs)											0		
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
ISA II	5	5	5	5	5	5	5	5	5	5	420	\$ 9,201	\$ 3,864,420
ED/BC (Food Stamp)											0		\$ -
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
ISA II	5	5	5	5	5	5	5	5	5	5	420	\$ 9,201	\$ 3,864,420
ED/BC (GR/CAPI)											0		\$ -
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
ISA II	5	5	5	5	5	5	5	5	5	5	420	\$ 9,201	\$ 3,864,420
BI/BV											0		\$ -
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
ISA II	3	3	3	3	3	3	3	3	3	3	252	\$ 9,201	\$ 2,318,652
Principle Accounting System Analyst (AC)	1	1	1	1	1	1	1	1	1	1	84	\$ 15,149	\$ 1,272,516
Senior Accounting System Analyst II (AC)	2	2	2	2	2	2	2	2	2	2	168	\$ 11,452	\$ 1,923,936
BI/BV Interfaces											0		\$ -
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
ISA II	2	2	2	2	2	2	2	2	2	2	168	\$ 9,201	\$ 1,545,768
Client Correspondence											0		\$ -
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644

Consortium Personnel Loading During M&O

Staff Position											Total FTE	Monthly	Wage
Project Year/ Quarter after initial 48 months:	Y5Q3	Y5Q4	Y6Q1	Y6Q2	Y6Q3	Y6Q4	Y7Q1	Y7Q2	Y7Q3	Y7Q4	Months	Wage	Total Cost
ISA II	7	7	7	7	7	7	7	7	7	7	588	\$ 9,201	\$ 5,410,188
Periodic Reporting/Redeterminations											0		\$ -
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
ISA II	4	4	4	4	4	4	4	4	4	4	336	\$ 9,201	\$ 3,091,536
											0		\$ -
Technical Services											0		\$ -
ISS III (Implementation & User Support)	1	1	1	1	1	1	1	1	1	1	84	\$ 13,833	\$ 1,161,972
ITS I (Tech Infrastructure and Network Admin.)	1	1	1	1	1	1	1	1	1	1	84	\$ 14,965	\$ 1,257,060
Technical Infrastructure & Network Adminis													
Network Administration													
Principle Network Administrator	2	2	2	2	2	2	2	2	2	2	168	\$ 12,726	\$ 2,137,968
SISA	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
Sr. NSA	4	4	4	4	4	4	4	4	4	4	336	\$ 10,513	\$ 3,532,368
NSA II	2	2	2	2	2	2	2	2	2	2	168	\$ 9,517	\$ 1,598,856
Security											0		\$ -
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
ISA II	2	2	2	2	2	2	2	2	2	2	168	\$ 9,201	\$ 1,545,768
Performance and SLA Monitoring											0		\$ -
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
ISA II	2	2	2	2	2	2	2	2	2	2	168	\$ 9,201	\$ 1,545,768
PMO Support (SISA)	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
User Support Section											0		\$ -
Training											0		\$ -
HSA II	1	1	1	1	1	1	1	1	1	1	84	\$ 10,407	\$ 874,188
Staff Development Specialist	10	10	10	10	10	10	10	10	10	10	840	\$ 7,770	\$ 6,526,800
Help Desk and Access Control													\$ -
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
ISA II	10	10	10	10	10	10	10	10	10	10	840	\$ 9,201	\$ 7,728,840
eLearning											0		\$ -
ISS I	1	1	1	1	1	1	1	1	1	1	84	\$ 11,341	\$ 952,644
ISA II	2	2	2	2	2	2	2	2	2	2	168	\$ 9,201	\$ 1,545,768
HSA I	1	1	1	1	1	1	1	1	1	1	84	\$ 9,598	\$ 806,232
Staff Development Specialist	2	2	2	2	2	2	2	2	2	2	168	\$ 7,770	\$ 1,305,360

Consortium Personnel Loading During M&O

Staff Position											Total FTE	Monthly	Wage		
Project Year/ Quarter after initial 48 months:	Y5Q3	Y5Q4	Y6Q1	Y6Q2	Y6Q3	Y6Q4	Y7Q1	Y7Q2	Y7Q3	Y7Q4	Months	Wage	Total Cost		
Knowledgebase															\$ -
HSA II	1	1	1	1	1	1	1	1	1	1	84	\$ 10,407	\$ 874,188		
Staff Development Specialist	3	3	3	3	3	3	3	3	3	3	252	\$ 7,770	\$ 1,958,040		
Contract & Fiscal Administration Sections															
Contract Administration															
ASM III	1	1	1	1	1	1	1	1	1	1	84	\$ 13,597	\$ 1,142,148		
ASM II (Project Tracking)	1	1	1	1	1	1	1	1	1	1	84	\$ 10,407	\$ 874,188		
ASM I (Project Maintenance)	1	1	1	1	1	1	1	1	1	1	84	\$ 9,598	\$ 806,232		
ASM I (Contract SLA Monitoring)	1	1	1	1	1	1	1	1	1	1	84	\$ 9,598	\$ 806,232		
Fiscal Administration															\$ -
ASM III	1	1	1	1	1	1	1	1	1	1	84	\$ 13,597	\$ 1,142,148		
ASM I (Fiscal Control & Budget Planning)	1	1	1	1	1	1	1	1	1	1	84	\$ 9,598	\$ 806,232		
ASM I (Funding Requests)	1	1	1	1	1	1	1	1	1	1	84	\$ 9,598	\$ 806,232		
ASM I (Human Resource Control and Claiming)	1	1	1	1	1	1	1	1	1	1	84	\$ 9,598	\$ 806,232		
County Consortium Staff Total:	179	15,036	821,297	148,307,208											