

Office of Technology Review, Oversight, and Security

Document Control Sheet

Jan 10

Log No. 2007-1131
 Dept. DSS 5180 Department of Social Services
 Document Type FSR
 Budget Analyst
 Title CECRIS Revised FSR

Date	From	To	Comments and Action Required
10/11/2007	KMART	Woodman	Logged in
12/17/07	DLW	KMart	Please prepare letter - thanks!
12/17/07	KY	HW	FINANZED & STAMPED
12/17/07	DLW	RY	Approved Review & approved.
12/19/07	RG	HW	Edits
12/20/07	DLW	KY	Please redo letter, thanks!
12/20/07	KM	HW	Finanzed & stamped
12/20/07	DLW	RY	Review & approved
12/20/07	RG	HW	Signed
12/20/07	DLW	RY	Review & forward for signature
12/27/07	DLW	KY	Please reuse letter, thanks!
12/27/07	KY	HW	FINANZED & STAMPED
12/27/07	DLW	RY	Review & signature
12/27	RG	HW	Signed
12/27/07	DLW	JE	Review & forward for signature
1/3/08	DLW	KY	pls send letter, date Jan 10.
1-3-08	KY		LOGGED OUT, HOW FOR JAN 10 RELEASE
1-10-08	KY		DISTRIBUTED, FILE

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 - Withdrawn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

Filing Information
 Project No. 5180-153

Comments

Plugg



DEC 31 2007

Mr. John Wagner, Director
Department of Social Services
744 P Street
Sacramento, CA 95814

Dear Mr. Wagner:

**Feasibility Study Report for the County Expense Claim Reporting Information System,
Project Number 5180-153**

The Department of Finance (Finance) has completed its review of the Department of Social Services' (DSS) Feasibility Study Report (FSR) for the County Expense Claim Reporting Information System project. Based on our review of the FSR, Finance approves the expenditure of resources for this project subject to all of the conditions specified in this letter.

Approved Project Cost, Schedule, and Criticality Rating			
Project Cost	One-time	Continuing	Total
	\$3,169,033	\$187,645	\$3,356,678
	Annual M&O	M&O Begin Year	Funding Sources
\$159,547	2011-12	Redirection, General Fund, Federal Funds, Reimbursements	
Project Schedule	Start Date	Implementation Date	PIER Date
	July 2008	January 2011	April 2012
Oversight Criticality Rating		Medium	

The existing County Expense Claim (CEC) system and its supporting business processes enable County Welfare Departments (CWDs) to obtain state and federal reimbursement for costs incurred in administering public assistance programs. Data from the CEC system is used to meet federal reporting requirements, process payments to CWDs, and to bill other state departments for funding. The current CEC system has limited functionality and is very difficult to modify due to the low quality of the source code and lack of a cohesive system design. The increase in public assistance programs, federal requirements for additional fiscal detail and reporting, and staff attrition has compounded the difficulty of maintaining the system at a level which effectively supports the program function of CEC and fulfills federal reporting requirements.

The DSS proposes to replace the CEC system with a custom software solution hosted at the Department of Technology Services. The solution will be developed by a vendor with technical oversight provided by the DSS Information Systems Division. The new system will enable the DSS to perform the CEC claiming process in an efficient, reliable manner that accurately accounts for the distribution of over \$7 billion annually in state and federal funds.

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

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

If you have any questions, please contact Helen Woodman at (916) 445-1777, extension 3240, or by e-mail at Helen.Woodman@dof.ca.gov. Please refer to Project Number 5180-153 in any future correspondence regarding the project.

Sincerely,


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


Michael Wilkening
Program Budget Manager
Health and Human Services Unit

HRW:ky
Project No. 5180-153
Log No. 2007-1131

- cc: Office of the State Chief Information Officer
Mr. Carlos Ramos, Agency Information Officer, Health and Human Services Agency
Mr. Eric Fujii, Deputy Director, Administration Division, Department of Social Services
Ms. Fran Mueller, Chief, Financial Management and Contracts Branch, Department of Social Services
Mr. Calvin Rogers, Deputy Director, Information Systems Division, Department of Social Services
Ms. Sheryl Jakabosky, Chief, Technology Services Branch, Department of Social Services
Ms. Kathy Curtis, Principal Fiscal and Policy Analyst, Legislative Analyst's Office
Mr. Adrian Farley, Interim Deputy Director, Procurement Division, Department of General Services
Ms. Marnell Voss, Acquisitions Branch Manager, Procurement Division, Department of General Services
Mr. Nick Buchen, Principal Program Budget Analyst, Department of Finance
Mr. Jay Kapoor, Budget Analyst, Department of Finance
Ms. Colleen Pedroza, State Information Security Officer, Department of Finance

OTROS Mgr: Helen Woodman
 Date Doc Rec'd: 10/11/2007

Dept. Acronym: DSS
 Project No: 5180-153
 Log No: 2007-1131

Document Control	Review Point: <input type="checkbox"/> Initial Review <input type="checkbox"/> Detailed Briefing <input checked="" type="checkbox"/> Final Analysis Date of current revision: 10/11/2007		
Dept. Name	Department of Social Services (DSS)		
Project Name	County Expense Claim Reporting Information System		
Proj. Acronym	CECRIS		
Project Cost	Total One-Time	Total Continuing	Total Project
	\$3,169,033	\$187,645	\$3,356,678
	Annual M&O	M&O Begin Date	
	\$159,547	July 1, 2011	
Fund Source	(check all that apply) <input checked="" type="checkbox"/> GF <input type="checkbox"/> SF <input checked="" type="checkbox"/> Reimb <input checked="" type="checkbox"/> Fed <input checked="" type="checkbox"/> Redirect <input type="checkbox"/> BCP		
Funding Desc.	Project will be funded with redirected funds in the first year, 2008-09, and BCPs will be submitted for the remainder of the project. Resources consisting of staffing and existing system costs totaling \$447,818 will be redirected in 2008-09.		
Bud. Actions	2008-09 \$0; 2009-10 \$1,342,066; 2010-11 \$1,141,881; 2011-12 \$136,098		
Project Schedule	Start Date	Implementation Date	PIER Date
	July 2008	January 2011	April 2012
Business Case			

Background:

In California, public assistance programs are supervised by the DSS and administered by the counties. The DSS regulates 58 County Welfare Departments (CWDs) regarding how welfare programs are to be administered, and provides the mechanism for CWDs to obtain state and federal reimbursement for costs incurred in administering these programs. The County Expense Claim (CEC) system and its supporting business processes support this reimbursement process. The CEC system accounts for, manages, and distributes over \$7 billion annually in state and federal funds to the CWDs, of which \$4.1 billion is federal funds.

Each CWD submits a new CEC to the DSS for processing every quarter in order to obtain state and federal reimbursement for the costs of maintaining and operating public assistance programs, as well as for budgeting and forecasting expenditures. The DSS ensures that all reported expenditures meet program and accounting guidelines. Data from the CEC system is used to compile data to meet federal reporting requirements, process payments to CWDs, and to bill other state departments for funding.

Over the years, the CEC process has evolved from a wholly manual, paper-based system to the current semi-automated environment which consists of four applications programmed in Visual FoxPro supported by manual business processes and procedures, and some supporting tools developed in Excel and Access. In 2001, an IT consulting firm made some modifications to the CEC system to streamline the process used to make updates due to changing policies and program requirements, and to add administrative menus and forms to avoid modifying the FoxPro source code and tables.

Problem/Opportunity:

The current Visual FoxPro environment has limited functionality and is very difficult to modify due to the low quality of the source code and lack of a cohesive system design. The increase in public assistance programs and federal requirements for additional fiscal detail and reporting has increased the complexity of the system resulting in added maintenance activities. The

County Systems and Policy Section (CSS) of the Fiscal Systems Bureau, which provides technical, procedural, and policy support for CWDs, is compelled to spend staff time on maintaining the system instead of assisting the CWDs. The following specific business problems were identified by the DSS:

1. Updates to the claiming process required by statute are not being implemented, placing the DSS in jeopardy of losing federal funds in the event of an audit or review.
2. Staff productivity is negatively impacted, equating to 1.25 PYs that could be used for county policy and support in the DSS, and 3 PYs in the CWDs in fiscal year 2011-12 that could be redirected to conformance with fiscal program guidelines. Lack of support is causing incorrect data to be reported by the counties, again placing DSS in danger of losing federal funding.
3. There is noncompliance with accounting guidelines that specify costs must be treated consistently with regards to policies, regulations and procedures. This may result in audit disallowances/deferrals resulting in loss of federal funding and need for additional General Fund monies to maintain programs administered by counties.
4. The viability of the system is dependent on the expertise of two support staff who are scheduled to retire before replacement staff can be fully trained. This places the entire system at risk of failure, resulting in potential loss of federal funds.

The DSS has developed business objectives to address these problems:

1. Incorporate all state and federally mandated modifications and program codes into a single integrated system.
2. Reduce estimated costs for vendor support and maintenance of the system by 50%. Estimates are \$350,000 for fiscal year 2010-11 and an increase of at least 15% per year for each year a new system is not developed.
3. Improve the efficiency of staff and allow them to be redirected from repetitive/manual tasks and system support and maintenance, to more value added activities.
4. Provide stakeholders with accurate and complete financial information and audit trails, and compliance with all applicable accounting guidelines and principles to ensure accountability for welfare program funding statewide.
5. Implement a system that can be managed by personnel with six months of on-the-job training and experience with the new system and CEC workflow.

Meeting these business objectives will enable the DSS to reduce the risk of losing federal funds due to incorrect data reporting and lack of compliance with updated regulations. It will also provide the following benefits:

1. PYs redirected back to program functions rather than CEC system support;
2. Reduction in future staffing costs necessary to support increased federal reporting and data requirements in current system; and
3. Improved quality of data and services provided to CWDs and other stakeholders.

Proposed Solution:

The DSS proposes to replace the existing four FoxPro applications and supporting manual processes with a custom software solution utilizing a .NET framework, a SQL Server database, and a browser based front-end. The system will be housed at the Department of Technology Services (DTS) as a midrange application. The solution will be developed by a vendor with oversight from the DSS Information Systems Division (ISD) staff. The DSS users will access the new system using existing workstations. The browser based front-end will communicate with an existing Internet server at the DSS which accesses the DTS wide area network. The DSS will obtain the necessary hardware, software, and connectivity to the DSS network from

the DTS.

Project Schedule:

Milestone	Deliverable	End Date
Release Request for Proposal (RFP)	• RFP	April 2009
Procure Project Manager	• Executed contract	September 2008
Award development contract	• Executed Development Contract	November 2009
Approved system requirements	• System Requirements Definition	April 2010
Approved system design	• System Design Specifications	May 2010
Completed system development	• Completed application and documentation	October 2010
User acceptance testing	• User Acceptance Document	January 2011
Training provided	• Training Plan	January 2011
System put into production	• Application implemented in production	January 2011

Cost/Benefit:

Funding Source	2008-09	2009-10	2010-11	2011-12	Total
General Fund	\$0	\$375,778	\$319,727	\$38,107	\$733,612
Redirection	\$447,818	\$176,978	\$88,388	\$23,449	\$736,633
Reimbursements	\$0	\$40,262	\$34,256	\$4,083	\$78,601
Federal Funds	\$0	\$926,026	\$787,898	\$93,908	\$1,807,832
Totals	\$447,818	\$1,519,044	\$1,230,269	\$159,547	\$3,356,678

The DSS and CWDs will realize a combined total of 4.25 PYs of efficiencies (\$362,300) beginning FY 2011-12. The savings in staff will be redirected back to original county policy and support functions.

Procurement Strategy:

- The Invitation for Bid (IFB) process and California Multiple Awards Schedule (CMAS) will be used to procure a Procurement Support vendor, a Project Manager, an Independent Validation and Verification / Independent Project Oversight Consultant (IV&V/IPOC) vendor and a DSS Information Systems Division (ISD) vendor to perform quality assurance.
- A Request for Proposal (RFP) and Master Services Agreement (MSA) will be used to procure a system development and implementation vendor.
- The DSS will enter into a service agreement with the DTS for hardware, software, network connectivity, system backup and recovery, and security and monitoring support. The DSS will not purchase any hardware or software directly.

Project Management:

The DSS will contract for a Project Manager (PM) as they do not have a qualified candidate in-house. The Project Management team will consist of the contracted PM, the software development PM, and the project functional team leader. The Project Team will be comprised of DSS Subject Matter Experts (SMEs), CWD SMEs, and DSS ISD and DTS liaisons. The Project Team will also include a vendor technical team and a vendor change management and

training team. The Project Team will report to the Project Management Team, who will report to the Project Sponsor, who is the Administration Division Deputy Director. The IT Governance Committee and the IPOC/IV&V staff will also report to the Project Sponsor.

Background/History

CECRIS was a premise item in the November 2006 subvention, and was denied due to lack of proper project approvals, i.e. an approved Feasibility Study Report (FSR). The DSS was also directed to demonstrate why it was critical for the system to be developed and implemented in 2007-08 rather than 2008-09. The DSS subsequently prepared an FSR with the project to begin September 2007 and implement March 2010. This FSR was withdrawn so that the work plan could be modified to align with the budget cycle with a project start date of July 1, 2008, and to bring the Project Manager on board prior to procurement rather than at the beginning of development. CECRIS was a premise item in the November 2007 subvention and was denied in that it was viewed as not absolutely necessary at this time and deferred for one year until the state is in better financial condition. Therefore, the DSS proposes to use \$447,818 in redirected funds in 2008-09 to begin this project.

Issues/Risk Assessment

Criticality Rating

High Med Low

Using the Finance IT Project Oversight Framework, a criticality rating of **MEDIUM** has been assessed for the project. The following factors were considered in this assessment:

1. One-time costs are less than \$5 million (actually \$2.5 million). /LOW
2. The Project Manager has experience with two or more similar projects. DSS will contract for a Project Manager for this project. /MEDIUM
3. Seventy-five percent of the staff have experience with two or more similar projects. DSS will contract for services to develop the replacement CECRIS. /MEDIUM
4. Project Type is a Software Custom Development Distributed system. /HIGH

Budget Unit Position

The Budget Unit supports this project and is agreeable to the DSS using redirected funds in 2008-09 to begin the project, with the understanding that funding in 2009-10 is not guaranteed.

Security Issues

OTROS Security reviewed the FSR and responses to their questions were incorporated into the FSR. There are no further security issues.

OTROS Recommendation

Approve the proposal.

Mr. John Wagner, Director
 Department of Social Services
 744 P Street
 Sacramento, CA 95814

Reviewed By			
TIRU		BUDGETS	
Analyst	PBM	Analyst	PBM
<i>[Signature]</i> 12/21/11		<i>[Signature]</i> 12/27/11	
		MS 12/27	JK

Dear Mr. Wagner:

Feasibility Study Report for the County Expense Claim Reporting Information System, Project Number 5180-153

The Department of Finance (Finance) has completed its review of the Department of Social Services' (DSS) Feasibility Study Report (FSR) for the County Expense Claim Reporting Information System project. Based on our review of the FSR, Finance approves the expenditure of resources for this project subject to all of the conditions specified in this letter.

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

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If you have any questions, please contact Helen Woodman at (916) 445-1777, extension 3240, or by e-mail at Helen.Woodman@dof.ca.gov. Please refer to Project Number 5180-153 in any future correspondence regarding the project.

Sincerely,

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

Michael Wilkening
Program Budget Manager
Health and Human Services Unit

HRW:ky
Project No. 5180-153
Log No. 2007-1131

cc: Office of the State Chief Information Officer
Mr. Carlos Ramos, Agency Information Officer, Health and Human Services Agency
Mr. Eric Fujii, Deputy Director, Administration Division, Department of Social Services
Ms. Fran Mueller, Chief, Financial Management and Contracts Branch, Department of Social Services
Mr. Calvin Rogers, Deputy Director, Information Systems Division, Department of Social Services
Ms. Sheryl Jakobosky, Chief, Technology Services Branch, Department of Social Services
Ms. Kathy Curtis, Principal Fiscal and Policy Analyst, Legislative Analyst's Office
Mr. Adrian Farley, Interim Deputy Director, Procurement Division, Department of General Services
Ms. Marnell Voss, Acquisitions Branch Manager, Procurement Division, Department of General Services
Mr. Nick Buchen, Principal Program Budget Analyst, Department of Finance
Mr. Jay Kapoor, Budget Analyst, Department of Finance
Ms. Colleen Pedroza, State Information Security Officer, Department of Finance

Woodman, Helen

From: Haley, Kirk@DSS [Kirk.Haley@dss.ca.gov]
Sent: Monday, December 17, 2007 3:40 PM
To: Woodman, Helen
Cc: Jakaboski, Sheryl@DSS; Fontaine, Michael@DSS; Yoshikawa, Russ@DSS; Grant, Thomas@DSS
Subject: RE: CECRIS FSR
Attachments: Appendices A C D E to Admin 12-17-07.doc; Appendix F CECRIS_EAW 12-17-07.xls

Good Afternoon Helen,

Please see my answers to the questions you had asked regarding the CECRIS FSR:

Re #2—I get not being able to total Previous Risk Hours because there are none, but how about Loss Hours and Risk Hours?

Risk Hours are the estimated risk for an event calculated by multiplying the loss and the probability columns. Loss Hours represent the expected increase in hours that will occur if the risk event occurs. Probability is a decimal value from 0 to 1 (e.g., .70) used to quantify probability that the event will occur. I have included a revised attachment in this e-mail which now includes totals for Loss Hours, Risk Hours, and Probability. *Please note that the total for probability is not the total of all probability values, it reflects the probability multiplied by total loss hours to achieve total risk hours.*

Re #5—there seems to be some kind of overlap problem with the header and the title of the sheet when it prints out.

The margins have been adjusted to address this issue. Please see the latest revision of the EAW attached to this e-mail.

Re #6—what do you mean by "requirements of the system"? Is this different from business functional requirements? Also, your response in part reads "This was done..." What does "this" refer to?

By "requirements of the system" I mean business functional requirements. Technical requirements such as hardware and software requirements will take place during System Development. Therefore the answer to your question is "no". The word "this" refers to the process of developing business functional requirements and it's inclusion in the Request For Proposal (RFP). The Department of Social Services contracting process has historically taken considerable time. Given that it often takes 2-3 month just for a contract to pass internal review, it was determined that six months was both realistic and reasonable.

Should you need any further clarification please feel free to contact us.

Have a great day!

KIRK HALEY
 Fiscal Analyst
 County Systems & Policy Section
 California Department of Social Services
Kirk.Haley@dss.ca.gov

-----Original Message-----

From: Woodman, Helen [mailto:Helen.Woodman@dof.ca.gov]
Sent: Monday, December 17, 2007 1:31 PM
To: Haley, Kirk@DSS

12/18/2007

Cc: Jakaboski, Sheryl@DSS; Fontaine, Michael@DSS; Yoshikawa, Russ@DSS; Grant, Thomas@DSS
Subject: RE: CECRIS FSR

Thanks Kirk!

Re #2—I get not being able to total Previous Risk Hours because there are none, but how about Loss Hours and Risk Hours?

Re #5—there seems to be some kind of overlap problem with the header and the title of the sheet when it prints out.

Re #6—what do you mean by "requirements of the system"? Is this different from business functional requirements? Also, your response in part reads "This was done..." What does "this" refer to?

If it's faster to clear this up with a phone call, please let me know, thanks!

Helen R. Woodman

Department of Finance

Office of Technology, Review, Oversight and Security

(916) 445-1777 x3240

From: Haley, Kirk@DSS [mailto:Kirk.Haley@dss.ca.gov]
Sent: Friday, December 14, 2007 2:29 PM
To: Woodman, Helen
Cc: Jakaboski, Sheryl@DSS; Fontaine, Michael@DSS; Yoshikawa, Russ@DSS; Grant, Thomas@DSS
Subject: RE: CECRIS FSR

Good Afternoon Helen,

Here is the clarification you requested regarding the CECRIS FSR. Please also see the attached FSR and EAW.

1. Project Summary Package, Section D: Budget Information, Project Costs table. The total for one-time costs should be \$3,169,033 not \$3,164,033. Please fix and email this page.

This has been corrected, please see the revised FSR.
--

2. Appendix E, Risk Management Worksheet, page 25. Total Risk Hours are not totaled for Loss Hours, Risk Hours, Previous Risk Hours. Please total and send this page.

As per page 103 of the Feasibility Study Report entitled 7.1 Risk Management Worksheet previous risk hours are, " <i>The value of risk hours reported in the previous period. A difference between this value and the current risk hours indicates a change in the risk status and is used to alert management that a change has occurred.</i> " Because CDSS has never undertaken this project previously, there is no data available for previous risk hours and the field is therefore blank.
--

3. Supporting Detail for the Existing System Costs EAW, FY 08/09. The cell reads "One-time Consultant Support – make updates that Title IV-E waiver update". This doesn't make sense—please reword and send me this page.

The description in this cell has been revised to more clearly identify the work being done as follows, " <i>make updates based upon changes resulting from the Title IV-E waiver demonstration project.</i> "

4. Proposed Alternative EAW, Total Continuing Existing IT Costs, Other (CDSS OE&E): what is the \$117,107 composed of?

Operating Equipment and Expenses (OE&E) were calculated as follows:

\$1,760 per employee for Hardware & Lease Maintenance X 10.5 PYs	\$18,480
+	+
\$9,393 per employee for facilities, communication, infrastructure and training X 10.5 PYs	\$98,627
<hr/>	
-	
Total Operating Equipment and Expenses	\$117,107

The 10.5 personnel years (PY) used in this calculation are discussed in the FSR under 4.1.10 Personnel Requirements. The 10.5 PYs are the total number of required positions.

5. Supporting Detail, Proposed Alternative EAW, Description column, Staff (Salaries & Benefits). The top of the text is cut off in the cell that describes the 3.7 staff (top of page). Please reprint this page so all the contents of the cell are visible.

The EAW has been reformatted to address this issue, please see the revised EAW.

6. Please explain why it will take 6 months to prepare the RFP once the procurement support vendor is on board. The business functional requirements are defined, the technology has been selected and there is supposedly a DSS structured development methodology and standards. Is it writing it? The approvals process? Please clarify.

The requirements of the system will be developed simultaneously with the RFP and therefore will not be complete at the time the RFP beings development. This was done to allow for more flexibility and time in drafting the RFP.

Have a great weekend!

KIRK HALEY
Fiscal Analyst
County Systems & Policy Section
California Department of Social Services
Kirk.Haley@dss.ca.gov

-----Original Message-----

From: Woodman, Helen [<mailto:Helen.Woodman@dof.ca.gov>]
Sent: Tuesday, December 11, 2007 4:32 PM
To: Fontaine, Michael@DSS; Haley, Kirk@DSS
Cc: Jakaboski, Sheryl@DSS
Subject: CECRIS FSR

Hi Michael and Kirk,

Below are some items I need clarification on so I can complete my review of the CECRIS FSR. An email response is fine, and/or we can talk on the phone. I would appreciate a response at your earliest convenience; with the possible exception of #6 they are pretty straightforward. Let's say COB Friday the 14th, and if that doesn't work we can discuss an alternate date. Thanks!

7. Project Summary Package, Section D: Budget Information, Project Costs table. The total for one-time costs should be \$3,169,033 not \$3,164,033. Please fix and email this page.
8. Appendix E, Risk Management Worksheet, page 25. Total Risk Hours are not totaled for Loss Hours, Risk Hours, Previous Risk Hours. Please total and send this page.
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Helen R. Woodman

Department of Finance

Office of Technology, Review, Oversight and Security

(916) 445-1777 x3240

DEPARTMENT OF SOCIAL SERVICES

744 P Street, Sacramento, CA 95814



October 11, 2007

Mr. John Wordlaw
IT Review and Oversight Manager
Office of Technology Review
Oversight and Security
915 L Street, 6th Floor
Sacramento, CA 95814

Dear Mr. Wordlaw:

SUBJECT: COUNTY EXPENSE CLAIM REPORTING INFORMATION SYSTEM

I am submitting the enclosed revised Feasibility Study Report (FSR) in support of our request for the Department of Finance's (DOF) approval to undertake this project.

Based on discussions with you and your staff, the original FSR submitted in September 2007 was withdrawn because it was concluded that the work plan proposed in the original FSR should reflect a start date which was more consistent with the budget cycle. Based upon this recommendation, the start date for this project was moved to July 1, 2008, and corresponding adjustments to the appendices and narrative have been made to reflect this change. We would like to take this opportunity to thank you for your patience and guidance during this process. Should you have any questions or concerns regarding the FSR or the appendices, please contact Douglas Park, Chief of the Fiscal Systems and Accounting Branch of the Administration Division, at (916) 657-2789 or Sheryl Jakoboski, Chief of the Technology Services Branch of the Information Systems Division, at (916) 445-9716.

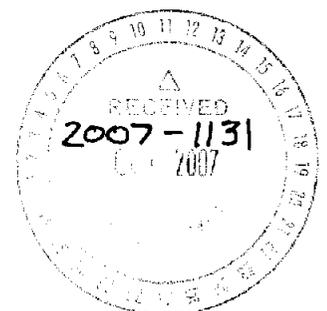
I certify that the FSR was prepared in accordance with the State Administrative Manual, sections 4920-4930.1 and that the proposed project is consistent with our Information Technology strategy as expressed in our current Agency Information Management Strategy.

Sincerely,

A handwritten signature in black ink that reads "C. Rogers".

CALVIN ROGERS
Deputy Director
Information Systems Division

Enclosure



EAW AND FSR CHANGES

EAW

1. Changed all years to start with 08/09 including existing detail. The project will now commence in 2008 and end in 2011. The change in existing and proposed details will allow for easy cost comparison with the new data for proposed that begins in FY 08/09.
 - a. No data in the existing detail and alternative detail has been changed to match the new project management schedule. This is to match prior instructions from Margie Chan.
2. Changed data in the proposed detail and proposed tabs to reflect the latest schedule from Russ.
 - a. Changed staff salaries and contracted services costs to accurately new schedule.
 - b. For the continuing costs it is assumed that DTS will begin 7/1/10 so that these costs will be annualized by FY and it will not be necessary to prorate them.
3. Added an additional digit to 08/09 CDSS Staff PYs so it would total correctly.
4. Changed dates in Existing Detail to reflect new schedule.
5. Moved \$35,200 from additional funds to redirected funds
6. Corrected rounding in excel so numbers footed and cross-footed correctly
7. Increased Quality Assurance vendor funds to \$54,375 based on \$45,000/year pro-rated for 2.5 additional months
8. Added source column in Proposed Detail to identify funding source
9. Added budget year columns in Proposed Detail to identify costs by year
10. Some cells were not formatted to include commas to separate thousands, this was corrected.

FSR

1. Replaced Project Management Schedule with the most recent schedule from Russ
2. Changed director's name from the interim director (Cliff Allenby) to the new director (John Wagner)
3. Changed estimated project dates
4. Updated milestones and deliverables
5. Updated the sources of funding and budget to match new EAW
6. Updated vendor budget to match new EAW
7. Corrected various dates throughout FSR narrative to match new PM schedule
8. Project Manager and Procurement Support Vendor switched in milestones table so they are in chronological order.
9. Updated Project Financial Benefits on page 8 to match EAW
10. Updated page 81 to match the increased Q&A costs



California Department of Social Services



Administration Division Fiscal Systems and Accounting Branch Fiscal Systems Bureau

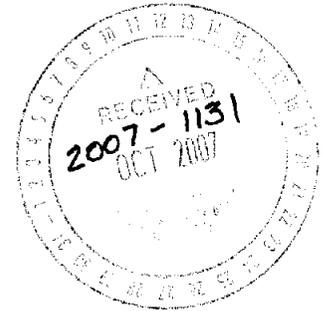
Feasibility Study Report

County Expense Claim Reporting Information System

(CECRIS)

FINAL REVISED VERSION AS OF: OCTOBER 1, 2007

California Department of Social Services



Administration Division Fiscal Systems and Accounting Branch Fiscal Systems Bureau

Feasibility Study Report

County Expense Claim Reporting Information System

(CECRIS)

FINAL REVISED VERSION AS OF: OCTOBER 1, 2007

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Appendix C – Current System Screens and Reports

Appendix D – Organization Charts

Appendix E - Risk Management Worksheet

Appendix F – Economic Analysis Worksheets



1.0 PROJECT APPROVAL TRANSMITTAL

ADMINISTRATION DIVISION

Douglas D. Park
Chief
Fiscal Systems & Accounting Branch

Gail Tanaka
Chief
Budget Bureau

Margie Chan
Chief
Fiscal Systems Bureau

INFORMATION SYSTEMS DIVISION

Sheryl Jakaboski
Chief
Technical Services Branch

Don Richards
Chief
Security, Project and Resources Branch

Andrea Wright
Chief
Operations Branch

INFORMATION SECURITY OFFICER

Cynthia Fair
Interim Information Security Officer

The Executive Approval Transmittal is on the following page

2106

Feasibility Study Report
Executive Approval Transmittal



Department Name
California Department of Social Services (CDSS)

Project Title (maximum of 75 characters)
County Expense Claim Reporting Information System

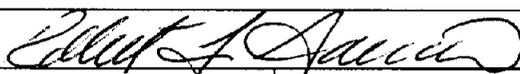
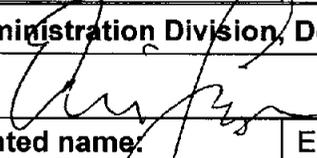
Project Acronym	Department Priority	Agency Priority
CECRIS	need	

APPROVAL SIGNATURES

I am submitting the attached Feasibility Study Report (FSR) in support of our request for the Department of Finance's approval to undertake this project.

I certify that the FSR was prepared in accordance with State Administrative Manual Sections 4920- 4930.1 and that the proposed project is consistent with our information technology strategy as expressed in our current Agency Information Management Strategy (AIMS).

I have reviewed and agree with the information in the attached Feasibility Study Report.

Health & Human Services, Agency Secretary	Date Signed
 Printed name: Kimberly Belshé	10/11/07
CDSS Director	Date Signed
 Printed name: John Wagner	10/9/07
Information Systems Division, Deputy Director	Date Signed
 Printed name: Calvin Rogers	10/9/07
Chief Financial Officer	Date Signed
 Printed name: Gail Tanaka	10/9/07
Administration Division, Deputy Director	Date Signed
 Printed name: Eric Fujii	10/9/07

2.0 INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE

Section A: Executive Summary

1. Submittal Date	January 2007
-------------------	--------------

2. Type of Document	FSR	SPR	PSP Only	Other:
	X			
Project Number	Not yet assigned			

3. Project Title	County Expense Claim Reporting Information System	Estimated Project Dates	
		Start	End
Project Acronym	CECRIS	07/2008	1/2011

4. Submitting Department	Department of Social Services
5. Reporting Agency	Health & Human Services Agency

6. Project Objective (brief description, 400 characters]
<p>Provide an integrated and centralized system that:</p> <ul style="list-style-type: none"> • Incorporates all state and federally mandated modifications and program codes. • Is scalable to support all data, codes, and workflow required for CEC program administration through 2017. • Improves the efficiency of staff and allows a redirection from repetitive/manual tasks and system support and maintenance to more value added activities. • Provides accurate and complete financial information and audit trails and compliance with all applicable accounting guidelines and principles to ensure accountability for welfare program funding statewide. • Can be managed by personnel with 6 months of on-the-job training and experience with the new system and workflow.

7	Major Milestones	Estimated Start Date	Estimated Completion Date
	Procure contract staff	July 2008	November 2009
	Release Request for Proposal	April 2009	April 2009
	Award contract	August 2009	November 2009
	Approved system requirements	January 2010	April 2010
	Approved system design	April 2010	May 2010
	Completed system development	May 2010	October 2010
	User acceptance testing	September 2010	January 2011
	Training provided	August 2010	January 2011
	Put system into production	January 2011	January 2011
	PIER		April 2012
	Key Deliverables		Estimated Completion Date
	Executed contracts		
	Project Manager		September 2008
	Procurement support vendor		November 2008
	IV&V/IPOC vendor		November 2009
	Quality Assurance Vendor		November 2009
	Executed development contract		November 2009
	System requirements definition		April 2010
	System design specifications		May 2010
	Completed application and documentation		October 2010
	User acceptance document		January 2011
	Training		January 2011
	Application implemented in Production		January 2011

8. Proposed Solution
<p>CDSS proposes replacement of the current systems with a database hosted at the Department of Technology Services; State and County staff will access the database through a web browser. Microsoft SQL Server database, Windows Enterprise Server 2003, housed and hosted at the Department of Technology Services, and accessed through a web browser. System development and maintenance will be provided by a CMAS vendor. CDSS staff will serve as business area experts to assist the system development team in defining requirements, streamlining workflow, and acceptance testing.</p>



Section B: Project Contacts

	First Name	Last Name	Area Code	Phone #	Area Code	Fax #	E-mail
Agency Secretary	Kimberly	Belshé	916	654-3454	916	654-3343	kbelshe@chhs.ca.gov
CDSS Director	John	Wagner	916	657-2598	916	654-6012	John.Wagner@dss.ca.gov
ISD Deputy Director	Calvin	Rogers	916	654-1039	916	654-6012	Calvin.Rogers@dss.ca.gov
Chief Financial Officer	Gail	Tanaka	916	654-1660	916	654-0877	Gail.Tanaka@dss.ca.gov
Administration Division, Deputy Director / Project Sponsor	Eric	Fujii	916	657-3266	916	651-8280	Eric.Fujii@dss.ca.gov

Direct Contacts								
	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
FSR prepared by	Carol	Honda	916	600-9781		916	455-6192	carol@webdba.com
Primary contact	Michael	Fontaine	916	654-0944		916	653-7032	Michael.fontaine@dss.ca.gov
FSR Project Manager	Margie	Chan	916	657-2386		916	653-7032	Margie.chan@dss.ca.gov

Section C: Project Relevance to State and/or Departmental Plans

What is the date of your current Operational Recovery Plan (ORP)?	Date	01/18/2007
What is the date of your current Agency Information Management Strategy (AIMS)?	Date	8/2006
For the proposed project, provide the page reference in your current AIMS and/or strategic business plan.	Doc.	AIMS
	Page #	48

		Yes	No
Is the project reportable to control agencies? (SIMM Volume 1, Policy 5.0)		X	
If YES, CHECK all that apply:			
X	a) The estimated total development and acquisition cost exceeds the departmental cost threshold.		
	b) The new system development or acquisition that is specifically required by legislative mandate or is subject to special legislative review as specified in budget control language or other legislation.		
	c) Acquisition of any microcomputer commodities and the agency does not have an approved Workgroup Computing Policy (WCP).		
X	d) The project involves a budget action.		
	e) The project meets a condition previously imposed by Finance.		



Section D: Budget Information

Budget Augmentation Required?

No		If YES, indicate fiscal year(s) and associated amount:															
Yes	X																
<table border="1"> <tr> <td>FY</td> <td>08/09</td> <td>FY</td> <td>09/10</td> <td>FY</td> <td>10/11</td> <td>FY</td> <td>11/12</td> </tr> <tr> <td></td> <td>\$0</td> <td></td> <td>\$1,342,066</td> <td></td> <td>\$1,141,881</td> <td></td> <td>\$136,098</td> </tr> </table>			FY	08/09	FY	09/10	FY	10/11	FY	11/12		\$0		\$1,342,066		\$1,141,881	
FY	08/09	FY	09/10	FY	10/11	FY	11/12										
	\$0		\$1,342,066		\$1,141,881		\$136,098										

PROJECT COSTS

Fiscal Year	2008/09	2009/10	2010/11	2011/12	TOTAL
One-Time Cost	\$447,818	\$1,519,044	\$1,202,171	\$0	\$3,169,033
Continuing Costs	\$0	\$0	\$28,098	\$159,547	\$187,645
TOTAL PROJECT BUDGET	\$447,818	\$1,519,044	\$1,230,269	\$159,547	\$3,356,678

SOURCES OF FUNDING – one time and continuing funding breakdowns are as follows for all project fiscal years:

Fiscal Year	2008/09	2009/10	2010/2011	2011/2012	TOTAL
General Fund	\$0	\$375,778	\$319,727	\$38,107	\$733,612
Redirection	\$447,818	\$176,978	\$88,388	\$23,449	\$736,633
Reimbursements	\$0	\$40,262	\$34,256	\$4,083	\$78,601
Federal Funds	\$0	\$926,026	\$787,898	\$93,908	\$1,807,832
Special Funds					
Grant Funds					
Other Funds					
Project Budget	\$447,818	\$1,519,044	\$1,230,269	\$159,547	\$3,356,678

PROJECT FINANCIAL BENEFITS

	2008/09	2009/10	2010/11	2011/12	TOTAL
Cost Savings/Avoidances				\$106,252	\$106,252
Revenue Increase					
Net (Cost) or Benefit				\$106,252	\$106,252

Section E: Vendor Project Budget

VENDOR FSR COST

Vendor Cost for FSR Development (if applicable)	\$112,248
Vendor Name	Yoh Services, LLC

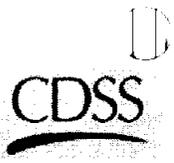
VENDOR PROJECT BUDGET

Fiscal Year	2008/09	2009/10	2010/11	2011/12	TOTAL
Procurement Vendor	\$80,000	\$20,000			\$100,000
Primary Vendor Budget		\$1,032,533	\$903,467		\$1,936,000
Project Manager Budget	\$203,200	\$211,200	\$123,200		\$537,600
IPOC/IV&V/ Quality Assurance Budget		\$98,333	\$86,042		\$184,375
DOF Oversight Budget					
TOTAL VENDOR BUDGET	\$283,200	\$1,362,066	\$1,112,709		\$2,757,975

Section F: Risk Assessment Information

	Yes	No
Has a Risk Management Plan been developed for this project?	X	

General Comment(s)
The Risk Management Plan is contained in Section 7 of this FSR.



3.0 BUSINESS CASE

3.1 Business Program Background

The mission of the California Department of Social Services (CDSS or Department) is to serve, aid, and protect needy and vulnerable children and adults in ways that strengthen and preserve families, encourage personal responsibility, and foster independence. The Department is responsible for administering county expense claims for the following programs:

Welfare Programs

The Department's welfare programs provide financial assistance and services to those California residents who are unable to support themselves. The objectives of these programs are to provide, on behalf of the general public and within the limits of public resources, reasonable financial assistance and services to eligible needy and dependent persons, and to monitor, help administer and improve all welfare programs.

A shift from a client benefit focused program to an outcome driven program was implemented in January 1998 with welfare reform, focusing specifically on employment requirements. Welfare reform also imposes limits on the receipt of welfare benefits by parents or caretaker relatives and requires them to satisfy specific employment requirements unless they are exempt. California's program is the California Work Opportunity and Responsibility to Kids (CalWORKs) Program. Federal reporting requirements have also been revised to comport with the new outcome oriented program and fiscal incentives attached to performance outcomes as a result of welfare reform. CalWORKs provides for support services for recipients who face issues, which may adversely impact their employment efforts. These services include screening for domestic violence, the need for diversion funds, child care, counseling services, transportation and other support services.

The welfare programs consist of the following elements:

- 1) CalWORKs
- 2) Employment Services, including CalLearn
- 3) Child Care
- 4) Refugee Cash Assistance
- 5) Food Stamps
- 6) Emergency Food Assistance Program

Social Services Programs

CDSS monitors and oversees the operational aspects of social services programs through the development of policy, regulations and procedures for the delivery of services to clients, and the monitoring and evaluation of services delivered. The Social Services programs are divided into the following major categories:

- 1) Adult Protective Services and In-Home Supportive Services (IHSS)
- 2) Child Welfare Services
- 3) Adoptions
- 4) Foster Care
- 5) Adoption Assistance Program
- 6) Child Abuse Prevention

- 7) *Supplemental Security Income/State Supplementary Program (SSI/SSP, i.e., payments to aged, blind and disabled persons)*
- 8) Special Programs

Social Services, as provided to the elderly, blind, disabled and other adults and children, are designed to meet the five national goals mandated by Title XX of the Social Security Act:

- Achieve or maintain economic self-support to prevent, reduce or eliminate dependency
- Achieve or maintain self-sufficiency, including reduction or prevention of dependency
- Prevent or remedy neglect, abuse or exploitation of children and adults who are unable to protect their own interests; or preserve, rehabilitate or reunite families
- Prevent or reduce inappropriate institutional care by providing for community-based care, home-based care or other forms of less intensive care
- Secure referral or admission for institutional care when other forms of care are not appropriate or provide services to individuals in institutions
- Ensure that children are receiving the services for which foster care group home and foster family agency providers are paid and to ensure the fiscal integrity of payments made to group home and Foster Family Agency (FFA) providers

In California, public assistance programs are state-supervised and county-administered. Under this state-supervised system, the California Department of Social Services (CDSS) is responsible for:

- Issuing applicable regulations to County Welfare Departments (CWDs) on how welfare programs are to be administered; and
- Establishing and maintaining processes, standards, and tools for CWDs to obtain State and federal reimbursement for costs incurred in administering these mandated programs.

The CEC (County Expense Claim) and supporting business program account for, manage, and distribute over \$7.0 billion annually in State and federal funds to the CWDs. \$4.1B in federal funds is reimbursed to the CWDs through the CEC process. CWDs use these funds to provide a large number of services to those utilizing the CWD administered public assistance programs throughout the State.

At CDSS, the County Systems and Policy Section (CSS) of the Fiscal Systems Bureau serves as the single point of contact and help desk for technical, procedural, and policy issues for each of the CWDs who submit a County Expense Claim (CEC). The CSS is responsible for:

- disseminating current CEC guidelines and templates;
- facilitating the transfer of CEC templates and expense data to and from the CWD and CSS;
- ensuring expense information provided on each CEC is in compliance with all guidelines and regulations;
- providing CEC policy and procedure support, and system and CEC training;
- maintaining the systems, tools, and processes used in the collection and transfer of required CEC reporting data between CSS, CWDs, reporting entities, and stakeholders; and
- generating and disseminating all required reports to management and user groups.

Each of the 63¹ CWDs submits a new CEC to the CSS for processing each quarter. CWDs enter detailed expense information on the CEC templates to obtain reimbursement from State and federal governments for the costs of maintaining and operating critical Social Service programs as well as for budgeting and forecasting expenditures.

Currently, the CSS has only 2 positions directly supporting the CEC program functions above. An additional 8.5 PYs are included within the scope of the CEC workflow and support cost allocations, audits, and payment processes.

The CEC System and workflow captures CWD program expenditure data to produce a wide variety of reports. CSS must ensure that all reported expenditures meet program and accounting guidelines. Standard reports provide CDSS Fiscal groups with individual CWD program cost sharing data and information needed to support the State's federal reports, payments, and billings. This information is subsequently used to produce the State report for federal Program Expenditure Reporting, payment to CWDs, and billing other State Departments for funding.

In earlier years, the CEC System consisted of the CWDs manually preparing paper CECs, that were submitted to the State for audit and payment. This process was labor intensive, very tedious, error prone, and inefficient in many ways. In 1988, CDSS developed a paper-based template for documenting the CWD expenditure and time study data. The templates were filled out by each CWD and submitted to CDSS for data entry into a central Unify database at CDSS. In 1992, the front-end process was enhanced and simplified by converting the paper templates to Lotus spreadsheets. The Lotus spreadsheets were submitted to CDSS where they were converted and uploaded into the Unify database. In 1998, the Unify database and CEC templates were converted to Visual FoxPro.

Over the years, the conditions that created the current business problems have been compounded by the growth of social programs, federal requirements for additional fiscal detail and expansion of reporting requirements, reductions in CWD and CDSS personnel, and loss of institutional knowledge through attrition (i.e., retirement, job transfer, etc.).

The CEC process has significant issues concerning supportability, security, data accuracy and integrity, incomplete business functionality, lengthy data input and update cycles, on-going operational costs, error prone manual processes and limited information visibility. However, the most significant issue is the inability of the system to effectively support the overall claim process without significant manual support. The system has an inherent dependence on substantial manual intervention, computation and transfer of data to be able to complete the full cycle of collection, audit, analysis, reporting and payment. With growing numbers of programs to account for and additional financial claiming and reporting requirements, the system requires additional operational support and manual intervention to identify and correct errors. This level of support was difficult to maintain with staffing levels in previous years, but with reductions in CDSS staff, continuation of the required manual support will not be possible. The continued dependency on manual interventions will compromise the integrity of the department's financial data.

¹ Each of the 58 counties within the State of California has a CWD. Some counties have more than one reporting entity: Los Angeles, Placer, and San Mateo counties each have two reporting entities and Sacramento has three.

The situations outlined in this section make it clear that inefficiencies associated with outdated technology and systems and a lack of integrated automation support for all required CEC business program functions are resulting in:

1. Business functions are supported by four disparate applications that are out-of-date and beyond their useful life. The systems are not able to support a majority of the business processes and information needs of the program and there is an imminent risk of system failure.
2. Business functions include labor-intensive manual processes that are error prone and increase the amount of time needed to report required information and decrease the amount of time available to conduct tasks that ensure quality and conformance to program guidelines.
3. Both of the above conditions could affect the fiscal integrity of counties claims and put the Department and counties at risk of losing federal funding.

3.1.1 Information Systems Overview

The current CEC System is a combination of business processes, operational procedures, and four FoxPro applications:

- Program Codes (ProCodes) – contains information about programs codes and their related subprograms, expenses, funding, and allocations. Used by CWDs to print reports.
- CEC Application – the data collection tool used by CWDs to report quarterly expenses associates with welfare programs.
- CEC Database System (CECDS) (also referred to as the Statewide Database) – used to consolidate all CECs for statewide and annual totals.
- Generic Reporting Information System (GRIS) – reporting tool for users internal and external to CDSS.

Although the current CEC System is an improvement over prior versions, it is still inefficient, and requires an inordinate amount of manual intervention and work-arounds developed in EXCEL and ACCESS to meet data collection, auditing, reconciliation, reporting, and other State and federal requirements. The conditions that have created this situation include the following:

- The current systems utilize a 10 year-old version of FoxPro (version 5.0a - released in January 1997). FoxPro version 5.0a is not supported by the CDSS ISD and therefore CSS does not receive assistance from ISD to upgrade the system functionality or application software. In addition, FoxPro version 5.0a is no longer supported by Microsoft and there is a lack of FoxPro expertise within the State as well as the technology industry as a whole. CSS had found it almost impossible to procure a vendor who has the experience in both the older version of FoxPro and the claiming process to enhance and provide programming updates that are beyond the capabilities of the current CSS staff. The current system is supported primarily by program area staff that do not have formal training or expertise in software upgrades or programming.
- The CDSS ISD cannot provide staff to maintain and support the current system since FoxPro is not a standard database management system that is supported by the Department. CSS must contract with outside consulting firms to obtain needed expertise to support and maintain the system. Vendor resources to support the

current system are difficult to locate, the contracting process is lengthy (resulting in long response times for critical fixes), and the resources are extremely expensive.

- The current FoxPro version does not have the features, capacity, or capability to be considered a full featured relational database engine that can be used to meet all of the functional requirements outlined in this study for the proposed system. For example:
 - Open file based system – FoxPro does not have the capability to provide extended database attributes that provide table level security with role management and the ability to enforce business rules at the database engine level. Data can currently be accessed (bypassing front-end security) by other applications such as Excel and business rules must be implemented with code in each program, form, or report that interacts with the data tables.

With SQL Server (or any integrated DBMS) permissions and roles (for example, a database owner, a read only user, etc) are assigned at the database level. This allows for these rules as well as other business rules within the database to be strongly enforced. No external programs or applications can break the security or access rules.

This shortcoming in the existing system jeopardizes data integrity since data may be updated unintentionally by authorized or unauthorized users.

- Does not allow web-based system access and data transfer to and from stakeholders who are physically remote from the system;
- Does not support multi-user access that can accommodate in excess of 100 users;
- Limitation of 2-GB per table – this issue is a significant problem in the GRIS where data is consolidated for statewide reporting. As a table size reaches the 2-GB limit, query results and commands may yield inaccurate results (as well as other adverse effects). The 2-GB per table limitation also pertains to temporary database tables that are a result of interim processing steps for queries and reports. For example, if two smaller tables of 1-GB each are joined, even though the end result may be less than the 2-GB limit, if one of the processing steps of the query reached or neared the limit an unexpected result may be found. The 2-GB per table limit is due to the 32-bit architecture of FoxPro and Microsoft has no plans to remedy this limitation. This issue will occur more often as the size of the GRIS statewide consolidated database grows each quarter.
- The CEC system consists of four FoxPro applications that do not have formal interfaces and data must be exported from one application and imported or re-keyed (example: program codes in ProCodes and the CEC template) into another. The applications do not utilize standard or similar field naming conventions making field maps (stored in Excel) between applications mandatory in order to share and transfer data between the different applications.
- The current database structures do not follow the rules of database normalization, referential integrity or reduction of duplicate data. The GRIS Administrator currently spends almost 50 percent of her time validating and reconciling data at many levels within the workflow since data relationships and business rules are not validated within the data structure.
- The CEC System was not designed using an overall system design approach. All of the current CEC System applications were conceived as in-house improvements to enhance specific business processes. Each application was not designed to be part of a larger whole or to work together.

- The applications were developed by in-house CDSS personnel who were not formally trained in industry standard system development methodologies or structured programming techniques, or database design techniques and rules. The resulting applications are very basic, poorly designed, do not take advantage of relational database features, lack efficient program code, and introduce potential failure points by requiring significant manual intervention to maintain and synchronize tasks and data.
- The CEC applications are difficult to maintain due to hardcoded business rules (that must be constantly updated to remain compliant with current fiscal policy changes) and inadequate variable names (example: in most cases variables are referenced by single characters such as a, b, and x). In addition, the learning curve for new staff is significant with the current system.
- The development of each application addressed only the needs and requirements of a small group of users or a finite number of tasks within a business process of very limited scope. The overall system must incorporate many manual tasks, manual reconciliations, manual audit trails, and transfers of data to meet mandated requirements.

In 2001, an IT consulting firm was contracted to analyze and document limitations within the existing CEC application. The first phase of the project involved the development of system requirements, business processes, and technical descriptions. The second phase identified the limitations observed within the high-level business requirements, business processes, technical architecture, and features of the CEC application. Finally, the IT consulting firm was engaged to implement a series of change requests from October 2004 to June 30, 2006. The purpose of these changes was to make necessary adjustments to the CEC application to streamline the process for making required updates due to changing policies and program requirements and building a new quarterly CEC environment that utilizes administrative menus and forms instead of error prone and labor intensive processes for changing FoxPro source code and table structures.

For example, building a new CEC template or making changes in ledgers required changes in the FoxPro source code and tables, creation of duplicate data, and creating new directories, and setting multiple directory paths (many of which are hardcoded) for each new quarter and CEC version. The changes provided administrative screens within the application to update paths, tables and codes and contributed to data integrity by eliminating the creation of duplicate records and triggering referential updates.

The changes also addressed the need to coordinate multiple versions of source code for the original, adjusted, and State and federal closeout CEC versions. The IT consulting firm created a main menu selection that allows the CEC Administrator to click a button to specify the CEC version type they are working with and "toggle off and on" certain functionality based upon the version. By creating a single consolidated application that handles each version, the utilization and maintenance of the CEC application became more manageable.

When the CEC system was originally implemented, there were four personnel years re-directed and dedicated to specific processes, claims and backup functions. Due to staffing reductions currently there are two Associate Administrative Analysts (AAA) assigned full-time to provide program and operational support for each of the four applications, supporting workflow, and serve as a help desk to users and stakeholders. The two AAAs have substantial programmatic and historical knowledge of the CEC, both the original manual process and the four FoxPro applications, and business processes.

While the AAAs have an extensive depth and breadth of knowledge and experience with the CEC process and applications, the AAAs are not formally trained to support the technical aspects of the applications. They do not possess all the skills and experience necessary to efficiently maintain and enhance the CEC applications to further streamline workflow or accommodate changes required by CDSS' public assistance program changes.

The AAAs have binders full of checklists, reporting cross-checks, reconciliations, and audits of tasks and data to ensure the manually intensive and error prone CEC system is meeting the standards and requirements set by State and federal guidelines.

The CEC Administrator must make thousands of manual allocation and journal entries per year to shift costs from one funding source to another as a result of an audit finding, or to input costs that are claimed outside the CEC throughout the year via an invoice process (i.e, ISAWS expenditures) but must be appended into various CEC tables at the end of the fiscal year to ensure the successful outcome, and "balance" for year end closeout. The tasks are tedious and could only be completed by the current two AAAs (CEC and GRIS Administrators) who have in excess of fifty years of experience and insight into the business program, workflow, coordination and timing of the numerous manual tasks, and FoxPro applications.

These conditions and the specific issues discussed in Section 3.2 of this FSR represent the basis for CDSS to submit this FSR for the CECRIS.

3.1.2 CEC System Stakeholder and User Groups

Numerous agencies and groups internal and external to CDSS require the information provided by the CEC. The CEC stakeholder agencies include:

- US Department of Health and Human Services
- US Department of Agriculture
- California State Controller's Office
- Office of Systems Integration, Health and Human Services Agency (OSI)
- California Department of Health Services (CDHS)
- California Department of Education
- California Department of Finance
- County Welfare Departments
- County Auditor/Controllers

The internal CDSS CEC user groups include:

- Estimates & Research Services Branch
- Fiscal Systems & Accounting Branch
 - Financial Services Bureau
 - County Administrative Payment Unit (CAPU)
 - County Admin & Services Section (CASS)
 - Fiscal Systems Bureau
 - Systems Development Section
 - County Systems & Policy Section (CSS)
 - County Administrative Claim Unit (CACU)
- Fund Accounting and Reporting Bureau
- Financial Management & Contracts Branch
 - Contracts and Financial Analysis Bureau (CFAB)

3.1.3 The County Expense Claim Business Processes

This section provides an overview of the CEC Business Processes. Detailed dataflow diagrams are included in Appendix B. The workflow descriptions and system interactions describe the sequential tasks and flow of information through manual processes and automated applications required for State and federal expenditure reporting. The following high-level processes were identified:

- Prepare and Distribute CEC
- Completion of CEC by CWD
- Receive CEC from CWD
- Audit CEC
- Load CEC to CECDS
- Perform CECDS Reconciliation & Load
- Update GRIS / Generate Reports
- State & Federal Closeout

There are three types of CECs processed through the CEC System:

1. Original Quarterly – First time expenditure CECs that are completed by each CWD quarterly and due 30 days after the quarter ends.
2. Adjustment – used to make adjustments to the Original quarter CEC submitted by the CWD. Adjustment CECs are submitted by the CWDs, or initiated by CDSS, for various reasons:
 - Time Constraints in the CWD that limit their ability to submit an accurate Original CEC
 - Oversight, not submitted
 - Input errors on original CEC
 - Additional costs
 - Decreased costs
 - Retro-active CEC changes including funding changesCWDs have 9 months from the end of the quarter to make adjustments to CECs.
3. Closeout – CECs to closeout the State and federal fiscal years after all adjustments are finalized. The CDSS staff uses a template for changing allotments/allocations that may result in a return of funds to the CWD. This process is run from the ledgers and journal entries by CDSS staff only.

Each CEC type follows the same basic processing steps. Exceptions are noted in the following narrative.

3.1.3.1 Prepare and Distribute CEC

3.1.3.1.1 *Complete Program Request Form Updates*

Updating the ProCodes and CEC tables is an essential first step in preparing the new quarterly CEC. The CWDs must have the current program codes to prepare their CECs correctly and eliminate unnecessary delay and extra work in processing the CECs. Currently, there are approximately 662 program codes.

The Program Request Form is the hardcopy form used to introduce changes in program codes. Program Request Forms can come in at any time during the CEC process. Changes to

program codes are a result of changes in the programs, such as the creation of a new program, the addition of a new reimbursable expense in an existing program, etc. A Program Request Form can announce several different kinds of changes to the CEC program codes, for example:

- Addition of a new program code
- Deletion of an existing program code
- Creation or deletion of a TSC (Time Study Code) or a Non-TSC
- Creation of a new or change of a Type Of Expense (TOE) code
- Change in funding ratios
- Allowance or deletion of a TOE from program code

The process consists of logging Program Request Forms, obtaining required approvals, updating the ProCodes application, notifying users of ProCodes updates, and distributing updates to users.

Changes are made throughout the quarter for the next quarterly claiming period and are implemented only if testing can be completed. Testing is conducted by CSS and delivered to the County Policy Unit for review and further testing.

Most of the changes are made for future claiming periods, but some are retroactive. The retroactive changes involve more complex programming changes since they involve CECs that have already been submitted.

3.1.3.1.2 Update & Test CEC Application

The CEC application is updated with information from:

- County Gridsheet - a spreadsheet listing of programs covered by CEC and the CWDs that can claim expenses against them (The spreadsheet is currently received in hardcopy from the Financial Services Bureau).
- Program Request Forms - program code updates are completed for the CEC application tables. Currently, up to 29 tables may need to be updated based upon the type of Program Request Form changes required.
- County Fiscal Letters.

Program Request Forms may require updates to allocation data that represents federal, State, Health/Reimbursement, or CWD dollar amounts that reflect a "capped" amount (program allocation) for each CWD for numerous different programs (Food Stamps, CalWORKs, Child Welfare Services, etc.). These "capped" amounts are used by the CEC Ledger System to determine whether or not individual CWDs have exceeded any of their program allocations during the course of the tracking period (either State or federal fiscal year). If capped amounts are exceeded the CEC system triggers an action (via State Use Only Code shifts) based upon the rule established for the program. This step can take between two and four days per CEC.

Next, quarter specific requirements for CEC county version are made and the application components are consolidated and tested.

3.1.3.1.3 Prepare and Distribute CEC

Programming changes are compiled and packaged in the form of zipped files in a self-extracting executable. The CEC County version includes five self-extracting zip files that contain over 1,000 objects. Two of the zip files are ProCodes files. Packaging the original CEC only takes about an hour since the files are the same for all CWDs. Packaging the adjustment CECs can take up to two days since the data is specific to each CWD and each set of CEC files is different for each CWD.

An average of 14 versions of the CEC and 887² copies of various versions are created each year. Each version is a different and complete FoxPro application and each version/copy consists of hundreds of files that contain both system code and copies of supporting tables: ledgers, program codes, etc. Each version is stored in a separate folder on a network drive.

Although CSS staff is proficient in managing the data files, the current process presents many problems. Even with careful coordination by CSS files are sometimes overwritten, misfiled, lost, deleted, or the correct version is not selected for further CEC processing. In addition, files become corrupted when they are copied, zipped, and uploaded and downloaded from the Extranet site.

Then, CSS must facilitate the transfer and coordination of all CEC data (based on a strict order of processing and schedule) between all CEC system stakeholders since there is no central repository of data that is accessible by most stakeholders. The following bullet points outline the processes the CSS currently manages for CEC distribution, receipt, and interdepartmental coordination of the CEC data.

- Each original and adjustment CEC version must be provided to each of the 63 CWDs approximately eight times a year. An average of 504 copies of the CEC is provided to the CWDs each year via the CEC Extranet.
- The same volume of CECs provided to the CWDs (504 per year) is received back once they have been completed by the CWD via the CEC Extranet.
- A copy of each audited CEC is returned to the CWD. Timing is critical for both the State and CWD when CEC adjustments are made during the CDSS audit process. CWDs must receive audited CECs on a timely basis or are in danger of preparing the next original quarters CEC using outdated information from their previously submitted (unaudited) CEC.
- A copy of the final CEC is sent to the CWD once a CEC has been completed.

Original CEC tables are "generic", but adjustment CEC tables will contain county-specific data. The following adjustment CEC steps are in addition to the original CEC steps:

- Copy the 327.4 Staff Development Summary and 327.5 Welfare Program Funding tables from the original CEC submitted by the CWD and include in the Adjustment CEC. CWDs are unable to alter these tables in the original CEC.
- Rename and save a copy of the Adjustment CEC to be used for comparison purposes so accurate payment data can be determined.
- Add two new tables (327.6 and 327.7) to the Adjustment CEC to record the differences that are entered between the original and adjustment CEC.

The Adjustment CEC is prepared by the CSS and made available to CWDs who will be submitting an Adjustment CEC six weeks before the Adjustment CEC is due.

The first adjustment CEC (also known as the "A1" CEC) goes through the full process of creation, distribution, retrieval, auditing, loading, and return to the CWDs, as does the original CEC.

Later adjustment CECs are also identified by an "A" followed by a number. An A2 CEC would be the second round of adjustment CECs. These later adjustment CECs are also known as

² See section 4.1.5.3 of the Baseline Analysis Section of this FSR for details on the origin of these figures.

"out-of-sequence" CECs, because they are not a regularly scheduled CEC process, they are done only when needed. Adjustment CECs usually involve a limited number of CWDs, whereas the A1 adjustment CEC is sent to all CWDs; although the CWDs are not obligated to respond.

An additional key difference between A1 and A2 adjustment CECs is that A2 (and later) CECs are done entirely in-house. An A1 CEC is sent to the CWD who enter the changes and return the CEC to the CSS. An A2 (or later) CEC is done entirely by the CSS staff who enter the new or changed data into the CEC and process it without CWD input.

Original and Adjustment CEC executable files are posted to the CEC Extranet site. After the extranet version is tested the CEC administrator sends email instructions to the CWDs announcing availability of the new CEC County Version on the download site, instructions on how to load it to their local PCs, and references to County Fiscal Letters.

3.1.3.2 Completion of the CEC by CWD

CWDs utilize both automated and hardcopy management tools to record and track their expenditures and staff activities throughout the quarter. Time studies are performed using samples of user level time tracking for each staff member during the mid-quarter month, or samples of time spent by staff in different program areas through a random sampling process.

CWD staff key enter data into the CEC Application at the function and code levels. There are some edits and system prompts to notify the CWD user of missed field or table entries. Although, the edits are not comprehensive and there is much opportunity for additional edits to reduce the entry of incorrect information to the CEC. When the CWD worker completes all table entries, they "execute" or "run" the CEC Application to perform calculations that populate various CEC system tables before the funding pages and ledger creation.

The CWD may make several iterations of changes to the CEC by making entries or updates and re-executing the CEC. When the CWD believes the CEC is complete it is zipped and uploaded to the CEC Extranet site.

Each CWD has 30 days to complete and return the CEC to CSS.

CSS staff serves as a help desk to the CWDs. The CSS responds to inquiries regarding the new tables and executables. These inquiries and comments range from upload questions from CWD users and technical staff, program error messages, and questions about specific program features, and policy issues.

A significant issue with the completion of the CEC at the CWDs is that CEC processing must be limited to the processing of one CEC per calendar day, even though multiple CECs may be actively in process for each CWD. Experience has shown that if any calculations are performed for more than one quarter's CEC per calendar day the data can become merged between quarters and fiscal years, resulting in corruption of the ledger files. This has resulted in development and strict adherence to a CEC schedule and processing order.

Currently, CSS staff spend approximately 50 percent of their time dedicated to CWD support, fixing problems when ledgers are corrupted and explaining the processing steps that must occur to eliminate corruption of the ledgers. This situation is a result of the design of the current automated system and does not follow the "real world" business process that often requires approximately five CECs to be open and adjustable. Adjustments to a CEC can be made for up to nine months after the initial CEC is submitted. The current system design has created an artificial business process that requires estimating payments that in turn require more adjustments, audits and reconciliations.

In the adjustment CEC process the CWD completes the same input screens as with the original CEC. The primary difference between Original and Adjustment CECs is that there are additional tables and reports and existing reports (such as the Claim Certification, CEC Reconciliation, and Single Funding Page) are used differently.

The CWD finalizes, zips, and uploads the CEC to the CEC Extranet site.

3.1.3.3 Receive CEC from CWD

The CSS downloads the CEC from the Extranet site and verifies that the CEC balances. If the CEC does not balance, it is returned to the CWD for correction.

If the CEC balances, an acknowledgement of receipt of the CEC is sent to the CWD via email. Balanced and acknowledged CECs are then copied to the server for the initial audit process. The CSS creates two folders on the server, "Audited" and "Un-audited" and places the balanced CEC in the Un-audited folder. Next, CSS loads an icon (a shortcut to the CEC) on the CACU lead person's desktop and notifies them that the CECs are ready for audit processing.

3.1.3.4 Audit CEC

The lead auditor conducts a validation process, which is referred to as the "Audit Pretest". If statewide problems are found, the lead works directly with the CSS to resolve the problems. If there are no problems, the lead authorizes the CSS to load the icon on the desktops of selected CACU staff to begin a two-phase audit process.

3.1.3.4.1 *Audit Process – Phase 1*

CACU staff use a printout of the CEC to complete the audit. The Phase 1 process validates the CWD direct charges and time study data using the desk audit procedures and by manually verifying available balances and posting the approved costs for the A-87, CCAP and EDP projects on each CWD's paper ledger for each project.

In general, auditors are looking for obvious CWD specific errors the CEC may have caused due to programming changes and maintaining manual ledgers outside of the CEC application. If the CACU staff is unable to resolve issues or questions with the CEC, they may contact any combination of the following entities to resolve the issue in accordance with State and federal regulations: the CWD, State Controller's Office, Program staff within CDSS, the Fiscal Policy Bureau staff, or the County Claim and Policy Unit.

Appropriate changes to the CEC are made and noted on the audit clearance sheet, which is outside of the CEC System. Any CEC corrections made during the audit process are stored in the Audited folder on the server to maintain an audit trail of changed data. If all the charges and time study codes are in conformity with the CWD's profile, the auditor moves on to calculate the CEC and run the CWD's ledger data in Phase 2.

3.1.3.4.2 *Audit Process – Phase 2*

In Phase 2, audit staff runs the ledger system to populate the CEC data to the ledgers. The ledger printout reports are used to manually verify current fiscal claim data against historic data, identify obvious discrepancies, verify correct ledger shifts are represented on the CEC, and that the CEC output is correct.

Discrepancies identified in the ledger data during the audit process are generally related to the CEC application software. The CEC is not returned to the CWD during this process. The CACU staff provides the results of their analysis to the CSS staff to assist in identifying the nature of the problem. Problems could be limited to a single CWD, a group of CWDs or all the CWDs. This process is used to trouble-shoot and determine the necessary corrective action. The

degree of the problem drives the necessary required action. The solution could be as limited as a single change to a single CWD template. But it could potentially impact all CWDs, which could result in rerunning 63 CECs through Phase 1 and/or Phase 2.

Discrepancies found in Phase 2 are documented in the Audit Clearance Sheet and incorporated into the Audited Claim Letter process. If no discrepancies are identified, the CEC audit is complete. A series of internal processes, including report generation, reconciliation and peer reviews lead to preparation of audited claim letters to be mailed to the CWDs.

Report generation is done by the CSS and includes both statewide and CWD payment reports. The CSS also completes a system reconciliation process by verifying the audited CEC data is correctly reflected in the various data tables. The audited claim letter process, as well as payments cannot take place until CSS has reconciled the audited data. If there are discrepancies, CSS staff makes the corrections to the data tables. Any corrections identified during this reconciliation step may require CACU staff to re-run the affected CECs.

CACU staff complete peer reviews of the audited CEC and prepares the audited claim letters to be mailed to the CWDs. Upon confirmation from the CSS staff that the data tables are reconciled, the Senior Accounting Officer, Supervisor of CACU reviews and signs the audited claim letters. The audited claim letter is mailed to the CWD, who then has 60 days to protest the outcome of the CEC, which includes any CACU findings. The CSS sends an electronic copy of the audited CEC to the CWD via an upload process to the Extranet site. This includes a master template from the CSS, as well as the CWD specific data, which is created by CACU from the files located in the Audited folder. CSS staff then create an upload of audited County-specific self extracting files to the Extranet site.

The audit process and final audit results, adjustments, adjustment reasons, comments and justifications are manually documented by CACU outside the automated system on audit clearance sheets since there is no place within the CEC applications to record details about the changes. The Audit Clearance Sheets are later used as a source of information in the preparation of Audited Claim Letters.

Each CWD's CEC data is spread throughout multiple files (one for each CEC version per quarter and fiscal year) and consequently multiple files must be researched to build the audit trail for a single CWD for a single quarter. Process analysis, discussions, and findings must be summarized and interpreted at several different layers (a combination of the CEC system and external manual processes) within the existing process to support CEC adjustments.

Erroneous data may be introduced or propagated during the audit process when:

- 1) CACU generates reports from CEC data for the CAPU to complete the two audit phases. Data on the reports is key entered to Excel spreadsheets that are used in conjunction with policy, and desktop procedures for auditing.
- 2) Available balances are visually verified and approved costs are maintained for each CWD on a separate paper ledger.
- 3) CACU routinely communicates with CWD and other CDSS Fiscal Department Units during the audit process to discuss claiming issues. Some comments are transmitted to CSS for entry although there is no place within the system to record notes about CEC history, data updates or notes to capture detailed discussion, decisions, or contracts. Stakeholders must rely upon the CSS to record their comments and change data. The current process introduces the possibility of third-party comment edits, data input errors, or an unrecorded decision or adjustment reason resulting in an incomplete audit trail.

The audit process is followed for the original and adjustment CECs. For the closeout CECs, CACU runs the final CEC to verify correct closeout per CFAB.

There are many county reports that cannot be run by the CWDs after the audit version of the CEC is created. If allocation change or the audit results in adjustments, prior CWD reports are not accurate. This limitation is due to the amount of prior quarter data that would have to be downloaded to the CWDs to create these reports.

3.1.3.4.3 County Administrative Payment Unit (CAPU) - Payment Processing

Each CEC must be processed for payment before it can be closed. Currently, the payment process is completed outside of the CEC automated applications. When the audit process is complete, the CSS reconciles the data between three data tables and the summary total of the 63 CWDs. From the CEC application, the CSS produces a Statewide and a County payment report. CWD specific reports (DFA C430 Final Audited) are printed and mailed to the CWDs for their records and review. CSS also produces an Excel spreadsheet that is used to track expenditure and payment information and as the source document to authorize payment to the CWDs in accordance with the CDSS accounting system, CALSTARS, and budgetary constraints. The spreadsheet is forwarded to the CAPU. CAPU reconfigures the spreadsheet by staff assignment.

Individual CAPU staff further reconciles and amends the audited CEC data in their advance spreadsheets to determine the net CEC payment and advance.

A significant level of staff time is spent massaging data before the softcopies are used for actual processing. Each time the spreadsheet is reconfigured there are risks of corrupting the data. Upon completion of the initial Advance Payment processing, CAPU uses MS Access and Excel to make payments to CWDs based on CDSS policies and procedures and State Administrative Manual guidelines. With each of these manually initiated steps there is an opportunity to introduce or propagate errors in the data.

The CAPU specified the following three items as the most time consuming tasks in the payment process:

- Preparing the CEC payment distribution to staff
- Projecting and updating the monthly advance spreadsheet
- Reconciling the appropriation log

An MS Access database is utilized to upload payment data into CALSTARS. Payment staff access CFLs on the CDSS intranet for research purposes. Banking schedules are sent via fax to Banks. Payment information is also sent via fax to the Treasury Office.

CAPU determines how the actual payment is made to the CWDs. There are several different types of payments:

- Advance Program Payments
- Cash Programs (including a few Assistance Programs)
- Reimbursement Programs

3.1.3.4.3.1 Advance Program Payments

The Excel spreadsheet of CEC data created by CSS staff is reconfigured by CAPU. The spreadsheet is sorted and grouped by program responsibility (i.e., CalWORKs, TANF-Probation, Foster Care, CWS, etc). The softcopy is provided to and used by staff responsible for each program area. A significant level of staff time is spent organizing data to better support internal CAPU work efforts. Softcopies are sent to team members in the CAPU to support their work. CAPU staff work to reconcile the Advance Payments necessary to finalize a quarter's worth of payments to the CWDs. Staff determines whether or not a net payment is owed or if net recovery is due for the quarter being reviewed. When the process is finished, the spreadsheets' totals are linked to the upload process to update CALSTARS and generate the claim schedules that include the schedule face sheet and standard 504 transfer letter. A macro is used to generate AA190 and remittance advices.

The payment package is routed to the State Controller's Office (SCO) for payment. This is a point-in-time process where the Department is paying for one quarter while simultaneously calculating and sending the advance for the month in which they are currently working. For example, the December 2005 CEC is due to CDSS by the end of January 2006. It takes one month to audit, or February. During March the file is reconciled and the new payment calculated. When the payment is actually sent it will include the April 2006 advance amount. If the CWD was over-paid for the December 2005 quarter, the amount due CDSS would be recovered against the April 2006 advance amount.

3.1.3.4.3.2 Cash Program Payments

Cash Programs are paid at the same priority as all other payments. Submitted on time as part of the CWD CEC, they are paid with the next regularly scheduled payment to the CWD upon receipt of the payment report.

3.1.3.4.3.3 Reimbursement Program Payments

Reimbursement programs are paid on a different schedule because they are invoiced to external agencies including the California Department of Health Services and the Department of Education. CDSS has an internal Accounts Receivable Unit that handles the billing and receipt of these payments. The costs come in on the CEC, go through the entire process and are identified at the federal/State/reimbursement & health/CWD share level as a result of the audit process. Some reimbursement costs are invoiced to the other Departments for recovery. The State share is in the CDSS budget and is managed internally. CWDs are not paid until the reimbursement funds have been received from the other Departments during the monthly payment cycle.

3.1.3.5 Load CEC to CECDS

The GRIS Administrator performs a preliminary reconciliation of the unaudited original CECs (after they have been retrieved from the CEC website, processed, and copied to the NT server) and audited CECs. This step does not apply to unaudited adjustment CECs

The GRIS Administrator loads each CEC into the CECD application and balances it. This reconciliation and loading process is done individually on each CEC as the audit is finished on each and the GRIS Administrator is informed that the audited CEC has been copied to the NT server. Once a CEC is balanced, it is transferred to the CECDS statewide database.

Unaudited original CECs can be loaded to CECDS anytime after they are received, processed, and copied to the NT server. But, they must be loaded to CECDS prior to the audited CECs being loaded.

3.1.3.6 Perform CECDS Reconciliation & Load

This reconciliation process begins when the auditors complete the audits of all 63 county CECs and is the final quality assurance step performed on the CEC data before the CECs are returned to the CWD, and before GRIS is updated. The GRIS and CEC Administrators perform the detailed reconciliation of the audited and adjustment CECs.

The CECDS Reconciliation & Load consists of the following 5 steps:

- 1) Enter Quarter Information and Pack CECDS Database - After all audited CECs have been loaded into CECDS, the GRIS Administrator performs some preliminary processing and packing of the database in preparation for the reconciliation with CEC.
- 2) Create Recon Reports and Excel® Files - the GRIS Administrator creates the reports needed to complete the reconciliation of the audited CECs. Three reports are needed:
 - Statewide RECO Report
 - Spreadsheet of DFA 327.4 & 5's Listed by CWD
 - Spreadsheet of Crosswalk Data Listed by CWD

The Statewide RECO Report is generated from CECDS. The two spreadsheets are created by running processes in CECDS that produce text (.txt) files, which are imported into MS Excel® and formatted.

- 3) Compare Reports and Excel® Files – the GRIS Administrator visually compares the totals on the two Excel® spreadsheets and the totals on the Statewide RECO report. When all totals balance, reports are photocopied and distributed to the CACU and CEC Administrator.
- 4) Perform Reconciliation with CEC - the CEC Administrator compares the totals on the State RECO report to the quarter-specific information in the CEC ledger tables. Significant preparation goes into updating and processing the master ledger tables for this reconciliation process.

This process involves the following 6 steps:

- Copy Ledger Files from Auditors' PCs to Local PC
 - Prepare Ledger Tables for Current Quarter
 - Append Current Quarter Data to Master Ledger Tables
 - Process Master Ledger Tables for Current Quarter's Totals
 - Compare CEC Totals to Statewide Recon Totals
 - Delete Working Folders and Files
- 5) The GRIS Administrator creates the following four data sets for printing reports from the reconciled CECs:
 - Create Single Funding Data
 - Create Federal Reporting Data
 - Create Administrative Expense Data
 - Create Contract/County Assistance Payments Data
 - 6) Distribute Reconciliation Reports - The reconciliation process produces a number of reports and spreadsheets. Most of the reports are printed out and set aside in hardcopy during the reconciliation process. Others (spreadsheets) are kept in their electronic form.

3.1.3.7 Update GRIS / Reporting

GRIS is updated after each CEC cycle of adjustment and closeout CECs are processed. The reconciled CECDS tables (populated with the current quarter data) are transferred to GRIS.

Both internal and external GRIS users are notified that GRIS has been updated. Tables are converted to dBASE IV format for import to MS Access® by the CDSS Financial Planning Bureau (FPB). GRIS data is also copied to the Extranet for users at the Department of Health and Human Services (DHHS).

Dozens of reports are created throughout the CEC System workflow to aid in reconciliation, auditing, and payment. Consolidated totals for statewide reporting may be generated from GRIS by authorized users internal and external to CDSS. In addition to standard reporting, CSS staff creates ad-hoc reports and data extracts (i.e., Excel and dBase) for stakeholders internal and external to CDSS. For example: data is exported to dBASE IV for the CDSS FPB (FPB ultimately imports data to MS Access®). A zipped version of the GRIS is placed on the extranet site for the DHHS.

The main issue with the current reporting process is that it does not allow CWD users to access to the current "official" version of data and places the burden on the CSS for creating and distributing all standard reports, ad-hoc reports, data extracts and inquiries regarding CEC statistics or status.

At any given time, CEC data exists in many places and in transit. Since the source data (audited version) is currently overwritten when CEC changes are made, report results continuously change resulting in erroneous figures being utilized and reported. Since the CEC system data and reporting features are not available to stakeholders almost all reports are generated by CSS and distributed to stakeholders. In addition, the reporting process requires that the GRIS administrator import each separate CEC (original and adjustment) for each of the 63 CWDs in order to consolidate data at a statewide level. This process requires extensive and complex reconciliations to collect, prepare, and coordinate CEC data for reporting.

The shortcomings of the current reporting processes are magnified on a statewide basis because CWDs do not have access to critical information needed to develop needed reports and conduct analysis for budgeting and other purposes. CWDs have developed their own systems to supplement data analysis and reporting processes. In many cases stakeholders re-key or export information to Excel, Word, Access or other standard desktop productivity tools. It is unknown how much effort and cost the CWDs have expended developing and maintaining their locals systems to supplement the shortcomings of the CEC System. However, it is expected to be quite significant. One of the primary reasons specified by the CWDs for needing these systems is the lack of county reporting and access to current data. Manual transfer of information between the CEC System and CWD internal "systems" wastes even more valuable resources and data entry errors inevitably occur when CWDs transfer data from hardcopy reports and CEC forms. Redundant data exists in the stand-alone CWD systems and the CEC applications. In addition, CWDs must expend resources reconciling this data to ensure that it is accurate and consistent with CDSS' data.

3.1.3.8 State & Federal Closeout

At the end of the fiscal year, the County Allocations Unit (CAU) reviews how the CWDs claims compare against the statewide allocations for the fiscal year. Their goal is to reallocate any unused funds to CWDs that exceeded their share or to the State. The CAU generally makes many manual adjustments to the CWDs' CEC. All adjustments are entered in the most current ledger tables for the fiscal year.

Closeout CECs are used by CDSS staff only at the end of a State or federal fiscal year after all original and adjustment claims for all four quarters of a fiscal year have been processed, audited, reconciled, and sent for payment. The Closeout CEC process utilizes the ledger data from the original quarter CEC or last adjustment CEC for each CWD, as well as journal entries. The need for journal entries vary with each Closeout CEC and consist of program code and

allotment/allocation code adjustments identified by CFAB to manually adjust costs that the CEC System cannot accommodate in the regular re-allocation closeout process. These entries are performed throughout the calendar year, although the majority is applied during State Fiscal Year Closeout. CFAB calculates and enters data from multiple sources, involving CEC audits, adjustment decisions and manual entry of adjustment results into the CEC System, which again introduces data integrity issues since input errors can occur from different sources. CFAB key enters journal entries to an Excel spreadsheet and sends it to CSS who must key enter the information to CEC System. For a typical State Closeout, the number of end-of-year adjustments are typically up to 1,000.

The journal entry process allows CSS staff to manually enter non-ledger related journal entries and incorporate the data into the county-specific tables to be included in the Closeout process.

Once the journal entries are made for each CWD's CEC, the Closeout CEC process can be run by CSS staff. The new journal entries often impact the Ledger System control process and most often results in additional manual reviews, adjustments, and "rounds" of Closeout processing. The journal entries primarily consist of expenditure shifts between federal, State, Health/Reimbursement, and County funds. The source for this information varies depending upon the CDSS entity requesting that the data be incorporated into the CEC. There is a high risk of introducing errors into the system when thousands of journal entries are manually entered. The Closeout CEC process is always run a final time after all manual adjustments are completed.

The Closeout CEC uses three different system tables and a statewide summary prepared by CSS to reconcile a claiming period. CSS staff found there are times when the three tables do not match when processed simultaneously, but when reviewed separately no discrepancies were found. Theoretically, these three tables should always match. There is significant level of manual checking and cross-checking undertaken by Fiscal Department staff in an effort to ensure the accuracy of CEC data since the CEC System lacks sufficient referential integrity to perform such checks with the application.

State closeout typically requires five rounds. Federal closeout typically requires only one round.

Staff produces this CEC to closeout fiscal year allotments, which result in a change in the CWD allotment funding. In addition, this data is used to complete the federal reports.

3.2 Business Problem/Opportunity

In general, the four independent database applications with separate table structures emphasize the limitations of the current system design. This approach results in the lack of an effective maintenance process and makes it nearly impossible to meet mandated requirements and the changing needs of the users, places unnecessary demands on CSS staff, and continues to re-direct CDSS resources from CWD policy and analysis support to system support and maintenance.

The following problem statements provide an understanding of the business problems in terms of their impact on the business program and stakeholder missions.

Primary Business Problems addressed by this FSR:

1. Updates required by statute are not implemented because modification of current CEC applications is excessively time-consuming and expensive. Additionally, the current system is not easily adaptable to programming modifications and adding another semi-automated process is not an option due to staffing limitations.
2. Critical workflow components are not automated and result in low staff productivity from workarounds and inefficient manual tasks that equate to a return of 1.25 PYs for CDSS that can be directed back to their original duties of county policy and support and a 1% savings or 3.16 PYs for CWDs beginning in fiscal year 2011/12 that could be redirected to tasks that ensure quality and conformance to fiscal program guidelines.
3. The current CEC system is not in compliance with accounting guidelines³ that specify costs must be treated consistently in regard to policies, regulations, and procedures. The current system provides a very limited capability to ensure accountability for public assistance programs' funding statewide, without the use of work-arounds.
4. The current "system" is not viable without the insight and knowledge of the two current support staff that have over 50 years of combined knowledge and experience with the county claims and the CEC process.

1) Functionality updates required by statute are not implemented because modification of current CEC applications is excessively time-consuming and expensive.

The applications were developed by in-house CDSS personnel who were not formally trained in industry standard system development methodologies or structured programming techniques, or database design techniques and rules. The resulting applications are very basic, poorly designed, do not take advantage of relational database features, lack efficient program code, and introduce potential failure points by requiring significant manual intervention to maintain and synchronize tasks and data

The current FoxPro version is not supported by the CDSS ISD or Microsoft and does not have the features or capacity necessary to incorporate mandated requirements and functionality. In addition, there is a lack of FoxPro expertise within the State as well as the technology industry as a whole. CSS must contract with outside vendors to obtain needed expertise to support and maintain the system. Vendor resources to support the current system are difficult to locate and the resources are extremely expensive.

³ OMB Circular A-87

In fiscal year 2005/2006 CSS contracted with an IT vendor to develop and implement programming changes to the CEC for improving system integrity and address necessary modifications resulting from program changes. Shortly after the vendor started and implemented some of the required changes, we requested the vendor to work on federal tracking and reporting requirements for EDP costs related to M&O. This request to track county EDP for M&O is a federal requirement that the state is not able to implement in the current CEC. The vendor had already incurred costs totaling \$95,000 and estimated the cost of the EDP update in fiscal year 2005/2006 to be \$255,000 with an estimated start to completion time of 6 months. Once the vendor starting doing the work they found the system, database design, and coding structures to be much more inferior than initially expected. It actually took the vendor 10 months to complete the enhancement. The vendor incurred expenses above the \$255,000 estimate during the additional 4 months required to complete the update but did not charge this amount to the CDSS since they had agreed to make the updates.

The current system has not been updated to accommodate the following enhancements as required by statute pending the outcome of this FSR. A basic cost/benefit analysis was done and determined that it would be more cost effective to create a new system that incorporates all workflow and the mandated enhancement rather than just making the enhancements below and not adding automation support for any other critical workflow components.

The table below provides a cost estimate for updating the current system with mandated requirements only. It does not include estimates to streamline workflow and provide automation support for critical business processes.

Update/Enhancement Description	Cost Estimate
<p>Additional enhancements to EDP claiming that will address the new cost allocation methodology for the Child Welfare Services/Case Management System (CWS/CMS) that must be applied retroactively to July 1, 2006 and enable costs associated with the eligibility systems' consortia to be claimed appropriately. The new methodology for CWS/CMS was negotiated after programming was completed on the EDP module of the claim. For the eligibility system's consortia, the current methodology does not allocate overhead using a comprehensive methodology and does not utilize all of the required components for the overhead allocations which results in inaccuracies in overhead allocations and the inability to provide an audit trail and justification for funding. These issues put the CDSS and CWDs at risk of losing federal funds due to audits and reviews. This enhancement must be integrated with the main system and cannot be built in a separate standalone application that is external to the CEC System.</p>	\$500,000
<p>Title IV-E Waiver Evaluation and reporting is currently managed outside of the CEC system and does not meet requirements for audit purposes.</p> <p>This enhancement cannot be made to the existing system without significant and costly updates. If the new system is not funded, a separate, subsidiary, and scaled down version of the requirement (ACCESS) must be developed to meet the majority of the requirement to track expenditures but will not meet all requirements since it will not provide a consistent treatment of expenses and a consolidated audit trail.</p>	\$500,000
<p>Administrative Payments and Enhancements: \$255,000 consists of modifications for ensuring CWDs are claiming and being paid only for eligible,</p>	\$500,000

administrative, and service costs. This includes some changes to several cost claiming codes to ensure compliance with federal regulations. The Department will be negotiating new cost allocation methodologies during 2007/08 and anticipates business requirements will be complete for a 7/1/2008 implementation. \$150k consists of CWD training on the updated system and \$95,000 for policy support related to new mandated requirements and functionality updates to streamline workflow.

If a new system is not developed, it is estimated that it will cost approximately \$1,000,000 in fiscal year 2007/2008 to provide critical system updates and software patches that will allow the Cost Allocation Methodology and Title IV-E mandated requirements to be implemented. \$500,000 will be required in fiscal year 2008/2009 to make the mandated Administrative Payments updates and enhancements, provide training to CWDs, and inevitable costs for implementing enhancements as a result of new statutes/regulations and continuing modifications required to conform to continuing negotiated agreements with the federal government regarding cost allocation.

The estimates for the first two enhancements at \$500,000 each is based on estimated costs derived from the actual costs and number of hours required for the EDP enhancement. Both of these enhancements require extensive programming to address different cost allocation methodologies which are then interfaced into the primary CEC system. The system must be able to track these costs separately and provide management reports for federal reporting purposes. Consultant needs are as follows:

Program Manager	600 hours @ \$115 hr.	\$69,000
Application Analyst	500 hours @ \$107 hr.	\$53,500
Sr. Programmer	6730 hours @ \$115 hr.	\$773,950
Documentation writer	300 hours @ \$95 hr.	\$28,500
Training	4 training sessions @ \$18,750 per session	\$75,000

We assume that only one statewide training effort will be required since programming the enhancements will occur concurrently based on already established business requirements.

\$350,000 will be budgeted in 2009/10 and \$402,500 in 2010/11 to accommodate new federal and State requirements and related training efforts.

Additional mandated enhancements are expected as a result of outstanding items still to be negotiated and a Federal Government Region IX request to visit San Francisco and Alameda CWDs in May 2007 to review claiming processes and contract claiming for the two CWDs. Region IX and Office of Inspector General (OIG), the federal auditing agency, has also requested that CDHS provide CDSS more oversight and guidance for activities claimed to Title XIX through the CEC. The state's inability to implement required changes as a result of Region IX's review and the OIG audit will result in a disallowance or deferral of potentially all Title IV-E and Title XIX federal funding reimbursed to the counties by CDSS through the CEC.

- 2) **Critical workflow components are not automated and result in low staff productivity from workarounds and inefficient manual tasks that equate to savings of 1.25 PYs for CDSS and 1% or 3.16 PYs beginning in fiscal year 2011/12 for CWDs that could be redirected to tasks that ensure quality and conformance to program guidelines.**

CDSS Staff have created manual processes, workarounds, and home grown "systems" (spreadsheets, documents, etc) to support critical workflow components that are not currently supported by the automated systems. Staff spends an inordinate amount time on repetitive and mundane tasks that could be automated and their personnel resources redirected to higher value work. The level of effort that must be directed toward data entry, reconciliations between multiple "systems" (spreadsheets, databases, and hardcopy documents), and manual processing limits the time available for the designated primary responsibilities of policy analysis and support, ensuring adherence to program guidelines, and other tasks that improve the quality of data.

The following table summarizes the estimated cost of the current effort and the estimated redirection of staff with the proposed system.

Business Area	Function	Current Cost ⁴		Estimated Redirection	
		Hours	Cost	Percentage	Personnel Years
CSS	CEC template creation, versioning, distribution & Management	990 hours .56 PY	\$47,382	50%	.28 PY
CSS	CEC data validation, consolidation, and reconciliation.	1,000 .56	\$47,861	50%	.28 PY
CSS	Technical Assistance to CWDs	525 hours .3 PY	\$25,127	50%	.15 PY
	Ledger corruption only (50% of total tech support hours)	525 .3 PY	\$25,127	100%	.3 PY
CSS	Closeout process including manual calculations & processing, reconciliations, & journal entries	340 hours .2 PY	\$16,273	50%	.1 PY
CSS	Preparing reporting data, creating standard & ad-hoc reports, data extracts & inquiries regarding CEC statistics or status	620 hours .35 PY	\$29,674	50%	.17 PY
CDSS Total					1.25 PYs
<u>CWD 1% reduction processing CECs.</u>		<u>561,216 hrs</u> <u>316 PYs</u>	<u>\$25,596,706</u>	<u>1%</u>	<u>3.16 PYs</u>
CWD Totals					3.16 PYs

Currently, CDSS personnel resources must be diverted from high priority tasks of:

- Providing CWD policy and procedure support; and
- ensuring CWDs are claiming costs in conformance with federal regulations and CSS instructions

to support of the inadequate and failing technology system and processes with little or no automation support. The diversion of CSS resources from tasks that improve the quality of reporting data and procedure support results in inaccurate interpretation and implementation of fiscal claiming instructions by CWDs. This results in incorrect data being reported. Non-conformance with guidelines and erroneous reporting of data to CSS puts the CDSS in jeopardy of losing federal funding for critical welfare programs throughout the state. The

⁴ Based on current staff salary (CSS staff is \$85,001/year) and 1,776 hours per year.

current system does not provide support for a majority of the basic CEC workflow, edits, check/balances, and policy/procedure verification to reduce errors in CEC reporting data.

- 3) The current CEC system is not in compliance with accounting guidelines⁵ that specify costs must be treated consistently in regard to policies, regulations, and procedures. The current system provides a very limited capability to ensure accountability for welfare program funding statewide.**

The CEC system does not support end-to-end processing of the CEC workflow from program code adjustments and template creation and distribution to CWDs to payment and reporting.

Many work-arounds, external systems, spreadsheets and hardcopy documents must be used to support the CEC workflow. These "systems" do not have processes in place to ensure and enforce consistent interpretation and implementation of policies, regulations, procedures, and methodologies to identify costs outside the CEC system. One example of this problem is the inconsistent treatment of expenditures that results in inconsistencies in the methodologies used to allocate costs to benefiting programs and this is out of compliance with federal requirements contained in OMB A-87.

In addition, the current system does not provide:

- A centralized, easily accessible, or electronic repository of CEC history, data updates, audit findings and adjustments; and adjustment reasons, comments and justifications (most of these are hard copy audit clearance sheets);
- a comprehensive or adequate audit trail for expenditures that must be tracked back to multiple source files within and external to the CEC system, hardcopy documents, and in different locations within the CDSS; and
- consistent and automated audits and validations of reported data.

All of these factors result in a very limited capability to ensure accountability for public assistance program funding statewide. Incorrect claiming and/or non-conformance to regulations will result in audit disallowances/deferrals resulting in a loss of federal funding and the need for additional general funds to maintain critical programs administered by the counties. A loss of funding to these critical CWD programs would have a profound effect throughout the state.

- 4) The current "system" is not viable without the insight and knowledge of the two current CSS support staff whom have over 50 years of combined knowledge and experience with the CEC process.**

Due to their insight into the workings of the applications as well as the CEC itself, the current CEC support staff is able to bridge the gaps that the system does not manage and troubleshoot issues. The GRIS administrator is due to retire in October 2007 and the CEC Administrator is due to retire sometime between March 2008 and March 2009. Without staff who are intimately knowledgeable about the systems and processes, the current CEC System will fail, and the Department will not be able to meet state and federal reporting requirements which may result in disallowances of federal funds of approximately \$4.1⁶ billion.

⁵ OMB Circular A-87

⁶ Federal \$2.8B + Health (Title-XIX) \$1.3 B

It has been estimated that it will take approximately 4 months to train a new staff person to replace the GRIS Administrator on routine day-to-day tasks. It will take a full 15 months to obtain experience on tasks for the full (15 month) CEC cycle and to obtain requisite experience, insight, efficiency, and troubleshooting skills that will allow the new staff to be as effective as the current GRIS Administrator.

It has been estimated that it will take approximately 15 months to train a new staff person to replace the current CEC Administrator on routine day-to-day tasks. It will take a full 28 months to obtain an adequate level of experience, insight, and efficiency before they will be able to match the troubleshooting skills of the current CEC Administrator. These facts compound the impact of imminent system failure since the only two people who can and do maintain the CEC applications will be gone within the next two years.

3.3 Business Objectives

Business objectives define the significant results that must be achieved for an alternative to be a viable response to the problems or opportunities being addressed. Objectives are the "success factors" used to measure the responsiveness of the proposed alternative. Each objective directly relates to a problem in the Business Problem Section. Each business problem is restated below to promote understanding and insight into the origin of each objective. There is at least one objective for each problem specified in the previous section. Each objective is stated in distinct observable or measurable program terms.

Meeting these objectives will allow stakeholders to better utilize resources currently spent on manual and cumbersome activities to more value-added program and policy activities.

To ensure the success of this effort and to achieve the objectives identified, the proposed system must be based upon re-engineered business processes.

The savings specified in the following objectives represent several categories of savings and/or efficiencies:

- PYs that can be redirected to high value tasks as a result of the reduction of time spent on largely manual and labor-intensive activities and system maintenance and support.
- Cost savings that will be realized through future cost avoidance/future savings by reducing future staffing requirements that will be necessary to accommodate expanding CEC federal reporting data and requirements with the current system.
- Improvements in quality of data and services provided to CWDs and other stakeholders.

Tasks that are not currently performed due to staffing shortages and lack of automation support will be undertaken and streamlined workflow and improve data quality. In many cases these efficiencies are difficult to quantify but no less significant to the CEC process.

Objectives for Resolving Problem One

Functionality updates required by statute are not implemented because modification of current CEC applications is excessively time-consuming and expensive.

1. Incorporate all state and federally mandated modifications and program codes into a single integrated system.
2. Maintain all data and codes required for CEC program administration in one integrated system.
3. Reduce estimated costs for vendor support and maintenance of the system by 50%. Current estimates are \$350,000 for fiscal year 2009/2010 and an increase of at least 15% per year for each year a new system is not developed.

Objective for Resolving Problem Two

Critical workflow components are not automated and result in low staff productivity from workarounds and inefficient manual tasks that equate to approximately 1.25 PYs for CDSS and 1% or 3.16 PYs for CWDs in fiscal year 2011/12.

General Objective: Improve the efficiency of staff and allow a redirection from repetitive/manual tasks and system support and maintenance to more value added activities.

4. Reduce the amount of time required to create, manage, and distribute the individual CEC applications and data by an estimated 50%. Currently it is estimated that 990 hours of CSS staff time is spent on these tasks for a cost of \$47,382.
5. Reduce the time required for CEC data validation, consolidation, and reconciliation by an estimated 50%. Currently it is estimated that 1,000 hours of the CSS staff time is spent on these activities for a cost of approximately \$47,861.
6. Reduce the time required for providing technical assistance to CWDs by an estimated 50% following the first year of new system implementation. Currently, it is estimated that approximately 525 hours of CSS staff time is spent on providing technical assistance to CWDs because of outdated software and poor system and database design, at a cost of approximately \$25,127.
7. Eliminate the amount of time required to provide troubleshooting to CWDs who have corrupted their ledgers by processing more than one quarter's CEC per calendar day. Currently it is estimated that 525 hours of CSS staff time is spent on these tasks for a cost of \$25,127.
8. Reduce the amount of time required to perform the State and federal CEC closeout process by an estimated 50%. Currently it is estimated that 340 hours of CSS staff time is spent on these tasks per year for a cost of \$16,273.
9. Reduce the amount of time required by CSS staff to prepare reporting data, create standard, ad-hoc reports, data extracts and respond to inquiries regarding CEC statistics or status by an estimated 50%. Currently it is estimated that 620 hours of CSS staff time is spent on these tasks for a cost of \$29,674.
10. Reduce the amount of time required by CWDs to complete the CEC process by 1% in FY 10/11 and in subsequent fiscal years. Currently there are an estimated 527 users of CWDs, it's estimated that 60% of the users time, or $527 \times 60\% = 316$ PYs, staff time is spent on these tasks per year for a cost of \$25,596,706.
11. Eliminate the need for CSS to add .5 PY in years 1 through 5 to manage and process CECs using the current "system".
12. Eliminate the need for CACU to add .5 PY in years 1 through 5 to audit CECs using the current "system".
13. Eliminate the need for CAPU to add .5 PY in years two through five to process payments using the current "system".

Objective for Resolving Problem Three

The current CEC system is not in compliance with accounting guidelines⁷ that specify costs must be treated consistently in regard to policies, regulations, and procedures. The current system provides a very limited capability to ensure accountability for welfare program funding statewide.

General Objective: Provide stakeholders with accurate and complete financial information and audit trails and compliance with all applicable accounting guidelines and principles to ensure accountability for welfare program funding statewide.

⁷ OMB Circular A-87

14. Reduce the number of formal applications required to support CEC processing from four to one.
15. Eliminate the use of external spreadsheets and data bases to support the CEC process.
16. Provide a single integrated and comprehensive application and electronic CEC data repository that:
 - a. supports end-to-end processing of the CEC workflow that will result in a suitable audit trail that meets program guidelines and standard accounting principles;
 - b. enforces consistent treatment of expenses; and
 - c. supports and ensures consistent interpretation and implementation of processes, policies, regulations, calculations, procedures, and methodologies

Objectives for Resolving Problem Four

The current “system” is not viable without the insight and knowledge of the two current CSS support staff that have over 50 years of combined knowledge and experience with the CEC process.

17. Implement a system that can be managed by personnel with six months of on-the-job training and experience with the new system and CEC workflow.

Based on the objectives identified above, it is expected that approximately 1.25 PYs could be redirected to other high-priority tasks by FY 2011/12 as a result of the implementation of the new system.

3.4 Business Functional Requirements

The proposed solution must meet all of business functional requirements defined in this section. The following requirements are based on the assumption that the current system and business processes used in the expenditure claiming and reporting currently meet State and federal requirements.

In order to reduce redundancy in each of the business requirements it is assumed that each requirement is preceded by the statement "The CECRIS must.....". In addition, it is implied that users and stakeholders must be "authorized" to utilize each specified function as described in the security section of the requirements. Each requirement will not be clarified with the statement "for authorized users".

Federal and State Requirements

1. Adhere to federal statutes and regulations for all federally funded programs supervised by CDSS.
2. Comply with applicable federal and State implementing statutes.
3. Report all expenditures incurred by the CWD via the CEC.
4. Adhere to the CDSS Manual of Policy and Procedures (MPP)⁸ in conjunction with County Fiscal Letters.
5. Provide a well-defined cost identification and allotment/allocation method based upon OMB Circular A-87 and CDSS' approved cost allocation plan (CAP).
6. Allow CWD's to report extraneous expenditures that are not reimbursable through the primary CDSS CEC method.

Scope of Effort

7. Provide access to 63 CWDs to enter CEC expenditure data and run reports. The estimated average number of potential users per CWD is as follows:

CWD Size ⁹	CWD Count	# Users per CWD	Total Users	60% of users
Large	22	15	330	198
Medium	21	7	147	88
Small	10	3	30	18
Very Small	10	2	20	12
TOTAL	63		527	316

⁸ The MPP provides detailed implementing instructions and requirements to the CWDs in preparing and submitting the CEC.

⁹ Based upon how the CACU classifies CWDs by size.

8. Provide access to the following CDSS internal and external users. External users (except CWDs) access the system for reporting only.

Location	# of Users
Internal to CDSS:	
Estimates and Research Services Branch	16
Fiscal Systems and Accounting Branch	37
Financial Management and Contracts Branch	2
External to CDSS:	
OSI	2
CDHS	6
TOTAL	63

9. Support 350 concurrent users during peak transaction volume periods.
10. Maintain average response times based upon historical volumes for the following user types and tasks: (response times will be further detailed in the RFP for this project)

User Type	Task	Average Response Time (in seconds)	
		Non Peak	Peak
CDSS Internal	Data Entry	1	4
	Reporting	15	30
CDSS External	Reporting	15	30
CWD	Data Entry	1	4
	"Calculating/Running" a CEC	30	40
	Reporting	10	20

11. Provide a confirmation that a process has started within 1 second and provide a status update (i.e., status bar) at least every 5 seconds for response times over 10 seconds,
12. Allow users to process multiple fiscal years, quarters, and CEC versions of data during the same log-in session.
13. Allow multiple users at a CWD to make entries to the same CEC (using appropriate record locking strategies).
14. Process and save three types of CECs:
- Original
 - Adjustment
 - Closeout – State and Federal
15. Allow three versions of each original and adjustment CEC to be processed and saved:
- County - For CWDs to report quarterly expenditures.
 - State – Used by auditors only to complete the audit process.
 - Audit – Reflects results of audit. Read-only – the CWDs cannot change any of the data or run any ledgers.

16. Consolidate information from prior fiscal years, quarters, and or versions to use as the starting point for subsequent versions of a CEC. (Example: an A1 adjustment CEC should include ledger updates and expenditure adjustments from the audited version of the original CEC.)
17. Support the following current quarterly¹⁰ and annual¹¹ minimum volumes of CECs:
 - a. Original
 - i) 63 per quarter
 - ii) 252 per year
 - b. Adjustment
 - i) 63 per quarter
 - ii) 257 per year
 - c. State Closeout
 - i) 315 per year
 - d. Federal Closeout
 - i) 63 per year
18. Support the following average sizes of each CEC type:
 - a. Original – 6.5 MB
 - b. Adjustment – 6.5 MB
 - c. State Closeout – 300 KB
 - d. Federal Closeout – 300 KB
19. Be scalable to support new data requirements and functionality through 2017.
20. Be scalable to support an increase a 5% annual growth in the size of a CEC processed each year. (The volume of CECs will not change notably)
21. Be available 7 days per week during the following times at a minimum: 5 am – 10 pm
22. Allow users to specify the following to select the CEC they wish to access or process:
 - a. CWD Identification (i.e., CWD/county name)
 - b. Fiscal year from March 1998 to present.
 - c. Allow selection of a quarter for a valid fiscal year.
 - d. Allow selection of the CEC type.
 - e. Allow selection of the CEC version.
23. Prominently display the following on screen for the CEC currently being accessed or processed:
 - a. CWD Identification (i.e., CWD/county name)
 - b. Fiscal year
 - c. Quarter
 - d. CEC Type
 - e. CEC Version

¹⁰ Based upon 4th quarter 2005 actual volumes of CECs

¹¹ Based upon 2005 annual actual volumes of CECs



CEC Preparation

24. Not require source code or programming changes to incorporate program and fiscal policy changes. Program updates should be table driven and able to be updated by a non-technical trained user.
25. Provide a log of Program Request Forms that includes:
 - a. Control Number
 - b. Program Code
 - c. Effective Quarter
 - d. To Accounting – date the Program Request Form was sent to the Financial Services Bureau for approval
 - e. From Accounting – date the Program Request Form was received back from the Financial Services Bureau
 - f. Final Date - the date the Program Request Form was validated
 - g. Comments – describes the type of change
 - h. Date Program Code added
26. Allow users to record approved Program Request Form updates:
 - a. Create new program code
 - b. Delete or deactivate an existing program code (program codes are not actually deleted, rather the “quarter ending date” to reflect the date the code is to be deactivated. (Related codes and tables are updated through relationships).
 - c. Change Program title
 - d. Change funding
 - e. Create a new Time Study Code or a Non-Time Study Code
 - f. Delete a Time Study Code or a Non-Time Study Code
 - g. Change Funding Flag
 - h. Reinstate program code, Time Study Code, or PIN for a prior quarter
 - i. Change Function Code
 - j. Create new Type of Expense Code
 - k. Allow a Type of Expense Code for a program code
 - l. Delete a Type of Expense Code for a program code
 - m. Delete type of expense code from all program codes
27. Perform edits, validations, and prompts the user to make all related changes to complete a Program Request Form transaction.
28. Maintain an audit trail of all CEC preparation and updates tasks that includes (at a minimum):
 - a. User making the change
 - b. Contents of the field prior to the change
 - c. Contents of the field after the change
 - d. Date and time of the change.
29. Support Program Request Form changes for current and past (retroactive) CEC periods.
30. Make Program Request Form updates available to users only after they have been finalized.



31. Allow administrators to record what programs a CWD can claim expenses against for a specific fiscal year and quarter. (Currently known as the County Gridsheet or County Checklist.)
32. Ensure that if a CWD is blocked from claiming for a program, it is blocked for all program codes associated with that program (including all 3-, 4-, or 6-digit codes).
33. Allow all relevant information from County Fiscal Letters to be incorporated into a CEC.
34. Allow County Fiscal Letters changes to be made for a specific CWD, multiple selected CWDs, or statewide.
35. Allow business rule changes to be made at anytime and require the entry of the active dates of the change.
36. Enforce business rules for entry of CEC setup information and system tables.
37. Allow CSS administrators to test all aspects of each CEC version using a "test mode" that does not affect live data.

CEC Completed by CWD

See "CWDA County Expense Claim Guidelines and Procedures Manual" for a detailed description of current CEC System input screens

38. Implement edits and system prompts to notify the user of invalid or missing information at the time of data entry.
39. Implement screens to facilitate and ensure the entry of required information by CWDs.
40. Facilitate entry of information in logical grouping or those that mirror manual forms and processes to facilitate data entry at the CDSS and CWDs.
41. Provide CWDs the ability to "Run/Calculate" a CEC and receive a listing of possible issues with the CEC based upon specified business rules.
42. Provide entry screens for a CWD to enter the following minimum information required for a CEC:
 - a. CWD Identification and preparer information
 - b. Expenditure Certification for the CWD CEC – DFA 325.5
 - c. Other Claiming Information
 - i) Funding Ratios
 - ii) Claim Notes
 - iii) Single Funding page
 - d. Checklist of CWD operated programs
 - e. Claim Cover Letter – prompt for entry of fields and extract information previously entered to other screens.
 - f. Expenditure Schedule - DFA 325.1
 - i) Support Operating Costs/ Purchase of Services – currency amounts for each letter by program function.
 - ii) Include the following function Categories



Function Category	Description
SS	Social Services (Detailed PIN Numbers within each program area.)
CW	CalWORKs
OPW	Other Public Welfare
CC	Child Care
NW	Non-Welfare (County Funded Programs)
	Generic (administrative, non-casework activities)

- iii) Federal/Nonfederal and CFAP Persons Data (DFA 325.1) – person counts from for each line by program.
- iv) CWS Caseload counts by CWS caseload, Emergency Assistance caseload, and unit cost.
- v) Two Parent Family Caseload counts.
- vi) Public Assistance Food Stamps Households case counts.
- g. Itemized Extraneous Costs – cost descriptions and currency amounts not reimbursable via the CEC.
- h. Electronic Data Processing Expenditures - DFA 325.1A (current process as of October 2006)
 - i) M&O by Function – Case counts, hours, and operating costs by function.
 - ii) M&O Benefiting Programs – listing of benefiting program codes for each function.
 - iii) M&O Direct to Program – hours, salary/benefit costs, and EDP overhead program costs by program.
 - iv) Single & Multi-Function Development – observation hours, operating POS costs, and benefiting function or program codes.
 - v) Multiple Development Projects Charged to a Single Program Code – project salary/benefits costs, operating/POS cost, and hours for a program and project.
 - vi) Development Direct to Program – observation hours, project salary/benefits costs, project operating/OS costs and APD per program.
 - vii) Personal Services Direct Billed and Allocated (CCAP-A37) – salary/benefits for EDP staff to be allocated, EDP/Public agency – direct-billed costs, and EDP/Public agency – allocated costs.
- i. Electronic Data Processing Expenditures (enhancements to be implemented during the later part of 2006). See CEC User Requirements Document for EDP Enhancement prepared by the IT consulting firm for additional details.
 - i) Maintain information about and relationships between CEC Project numbers, APDs associated with a project, APD and non-APD EDP projects, and claims that do not require an APD number.
 - ii) Allow for entry and maintenance of APDs and contain information needed to perform system edits
 - (1) Threshold values
 - (2) Validation checking status
 - (3) Project status
 - (4) Tracking period – may span more than one year and vary between State and federal fiscal years.
 - (5) Depreciation end date

- (6) Maintenance end date
- (7) Project completion status
- (8) APD version changes
- iii) Provide alerts and restrictions when an approved APD amount is exceeded.
- iv) Allow certain EDP costs to be allocated and tracked using the Advanced Planning Document (APD) number.
- v) Support the following cost allocation methodologies for allocating M&O costs:
 - (1) Current Quarter Time Studies – by Function: allocates costs strictly by time study hours. Program/function ratios are calculated based on the time study hours entered by the user for the affected program codes.
 - (2) Previous Four Quarters Time Studies – use county calculated ratios derived from social worker time study hours for the four previous quarters to the quarter in which the project starts to allocate costs to programs. These ratios are included in the APD.
 - (3) Duplicated Recipient/Persons Counts – uses county calculated ratios based on the Duplicated Recipient Counts of the Consortium in which the county participates.
 - (4) Direct Charging – costs are not allocated but go directly to the benefiting program as entered. This is the preferred methodology for all EDP cost allocations and is available for all statewide projects.
- vi) CWD calculated percentages and/or time study hours to the desired program codes.
- vii) Track percentages (ratios) within the CEC Project tracking function.
- viii) Direct charges to various program codes as established by the State.
- ix) Capture costs using multiple methodologies per APD. One methodology (in addition to direct charging) can be applied for each line item.
- x) Track direct and indirect costs by line item detail for a CEC Project and/or APD.
- xi) Track depreciation based on the depreciation end date and specified depreciation schedule for each hardware/software item.
- j. Direct Cost Input (DFA 325.1B) – currency amounts for each function, identified to the program through its six-digit Program Identification number.
- k. Staff Development DFA 325.1C
 - i) By Function – hours and costs for each function.
 - ii) Direct to Program – hours and costs for each program.
- l. Personal Services Operating Costs – staff development costs to be allocated. Staff Development DFA 325.1C
 - i) By Function – hours and costs for each function.
 - ii) Direct to Program – hours and costs for each program.
- m. Personal Services Operating Costs – staff development costs to be allocated. Staff Development DFA 325.1C
 - i) By Function – hours and costs for each function.
 - ii) Direct to Program – hours and costs for each program.
- n. Personal Services Operating Costs – staff development costs to be allocated. Staff Development DFA 325.1C
 - i) By Function – hours and costs for each function.
 - ii) Direct to Program – hours and costs for each program.

- iii) Personal Services Operating Costs – staff development costs to be allocated.
- o. Support Staff Summary - DFA 7A
 - i) SSTRP Support Staff Hours – by function/multi-function for each of General Administration, Program Administration, and Clerical Support
 - ii) Non SSTRP Support Staff Salaries – by function/multi-function for each of General Administration, Program Administration, and Clerical Support
 - iii) Direct Charge Support Staff to Cluster Program Codes – salary/benefits by benefiting program for each of General Administration, Program Administration, and Clerical Support
 - iv) Full Time Equivalents Calculation (DFA 403) – full and part time staff FTE's by cost pool
 - v) Total Support Staff Salaries – total salary/benefits for each of General Administration, Program Administration, and Clerical Support
- p. Reconciliation Page for General Administration, Program Administration, & Clerical Support Staff Salaries and FTE's - DFA 7B
- q. Summary of Support Staff Salary Distribution to Program - DFA 7 B2
- r. Summary of Distribution of Generic Support Staff Cost General Administration; Program Administration; & Clerical Support Staff - DFA 7B3
- s. Direct-to-Program Support Staff Salary Input – DFA 325.1E (summarized from information on DFA 7A and is summarized by function here)
- t. Casework Time Studies - DFA 55
 - i) For each function and program code combination - hours for each of the following worker types: Social, employment services, eligibility determination, and fraud.
 - ii) Total Casework Salary/Benefits for each worker type.
- u. Full Time Equivalent – DFA 403. Full time and part time staff for each cost pool and allocable support staff and EDP cost pool.
- v. Claim Summary Sheet DFA 419 – indicate variance types for each cost pool/cost category
- w. Incentive Funds Expenditure
 - i) Temporary Assistance for Needy Families (TANF) and Fraud Incentive Costs by Program Code (DFA 329)
 - ii) TANF Incentive Funds Expenditures by Category (DFA 335)
- x. ADD (Addendums) (Merced and Los Angeles Only)
 - i) LEADER M&O
 - ii) Magic/SAWS M&O

Receipt of completed CECs from CWDs

43. Maintain the following minimum CEC History for each CEC version submitted by a CWD:
- a. Date the CWD submitted the CEC
 - b. CWD Identification
 - c. CWD contact person
 - d. Date and time the CEC was verified by CDSS

44. Integrate with workflow to record details of hardcopy CEC documents containing signatures and required to authorize/certify CECs and audited claim letters.

Journals and Auditing

45. Support entry and update of CWD allotment/allocation amounts by different users within the CDSS and eliminate duplicate data entry and storage of journal entries.
46. Facilitate entry and reconciliation of journal updates:
- a. Throughout the calendar year
 - b. To shift costs from one funding source to another:
 - i) As a result of an audit finding, or
 - ii) To input costs that are claimed outside the CEC via an invoice process (i.e., ISAWS expenditures)
 - c. Program code and allotment/allocation code adjustments
 - d. Expenditure shifts between federal, State, health/reimbursement, and CWD funds)
 - e. To enter non-ledger related journal entries
 - f. During State and federal fiscal year closeouts
47. Provide Ledger Entry and Tracking of Allotments/Allocations, EDP Approvals, and County Cost Allocation Plan
- a. General Tracking
 - b. CWD Specific
48. Support automated and streamlined audit processes:
- a. Verify available balances and “posting” of approved costs for the A-87, CCAP and EDP projects on each CWD’s ledger for each project by validate CWD direct charges and time study data.
 - b. Track and report actual local costs against annually approved allotment/allocation amounts.
 - c. Create and maintain a single comprehensive audit trail of changes to the CEC during the audit process (currently maintained in the audit clearance sheet).
 - i) Automatically create an audit trail from entries and adjustments entered to the system.
 - ii) Provide the ability to enter and append notes to the automatically created audit trail.
 - d. Populate CEC data to ledgers.
 - e. Verify current fiscal CEC data against historic data, identify discrepancies, verify correct ledger shifts are represented on the CEC, and that the CEC output is correct.
49. Produce all required outputs for the next steps in the workflow following auditing:
- a. Audit Clearance Sheets
 - b. Audited Claim Letters - based upon updates from the audit process
 - c. Subsequent original and adjustment CEC versions
 - i) Reflect audit adjustments and all other changes to a CEC in the next version of the CEC being processed.
 - ii) Create “Audit” version of CEC that reflects the current version of the CEC that includes updates from audit findings (read-only for CWD review).

50. Provide automated and consistent validation of CEC business rules through database design and data entry validations to eliminate the need for "visual" and "manual" reconciliations.
51. Provide allocation controls by displaying fiscal year comparisons of program-related expenditures (such as CalWORKs) against their respective allotments, and shifts expenditures exceeding those allotments to either County-Only funds, or another ledger for control purposes.
52. Summarize/aggregate audited and unaudited original CECs at the CWD and State levels. (This requirement mirrors the current reconciliation process.)

Payment Processing

53. Automate streamlined quarterly estimating, analysis, and payment (or recovery) processing that includes:
 - a. Advance Program Payments:
 - i) Advances to CWDs from State - based on prior CEC quarter expenditures or calculated amounts up to the allocation/allotment.
 - ii) Advances to CWDs from federal - based on CWD advances
 - b. Cash Programs (including a few Assistance Programs)
 - c. Reimbursement Programs - generate Reimbursement Reports and include:
 - i) Capture and Categorize Reimbursable Expenditures
 - ii) Program Codes
 - iii) 4 Funding Levels (federal, State, CWD, other State departments)
54. Generate data and/or reports to authorize payments to CWDs in accordance with the CDSS accounting system, CALSTARS, and budgetary constraints:
 - a. Claim Schedules
 - b. Schedule Face Sheet
 - c. Standard 504 transfer letter.
 - d. AA190 (Advance Payment breakdown)
 - e. Remittance advices
55. Provide a data extract for input to the MS Access CAPU payment database.
56. Calculate and generate Payments/Advances/Recoup Report to include:
 - a. Show Outstanding Payment Chronologically
 - b. Cumulative to Date By State Fiscal Year
 - i) By Funding Source
 - ii) By CWD
 - iii) By Program Code
 - iv) Statewide Totals

State and Federal Closeout

Journal entries for State closeout are included in the "Journals and Auditing" section of the functional requirements.

57. Allow adjustments to CWD's CECs so all funds are distributed appropriately for the selected State or federal fiscal year or date range.
58. Automate the CEC closeout reconciliation process for a claim period in accordance with State and federal requirements.
59. Base the State and federal closeout versions on the previous fiscal year's round 1 closeout version, CEC Ledger Programs, reports, and other files from 4th quarter adjustment CEC.
60. Allow multiple "rounds" of State and federal closeout processes.
61. Generate State closeout report for each CWD.

Data

62. Support a consolidated data design, structure, and repository that does not require CSS staff to consolidate data at a statewide level.
63. Incorporate field level edits and validation tables to ensure data integrity.
64. Convert and store five years of historical data (from implementation date) from CECDs, ProCodes, and GRIS (not PD-GRIS).
65. Be scalable to add/expand storage space without requiring major system component and/or software upgrades.
66. Store all CEC data through the year 2018.
67. Maintain a single repository of CEC data and eliminate the need to transfer and reconcile data between systems and files.
68. Implement a single integrated application and database that comprises the data and functionality of the existing four FoxPro applications and "informal" auditing and payment data stored outside the applications, and for separate CEC version.
69. Support web browser-based access and data transfer to and from stakeholders who are physically remote from the system.
70. Eliminate the need to transfer CEC templates and data to and from CDSS and CWDs via zip files using the CEC Extranet.
71. Utilize an up-to-date and departmentally approved relational database management system.

Security

72. Implement safeguards and policies to ensure the integrity of data and eliminate corruption of data.
73. Provide an audit trail of user access and unauthorized attempts to access the system.
74. Comply with all security requirements in compliance with federal, California State laws and regulations, CDSS, and DTS policies.
75. Maintain all data in a secure, loss-proof environment.

76. Provide different levels of access security based on user profile to query, add, change, or delete information
77. Provide user access to specific program functions/modules and data based on user profile specifications
78. Implement a comprehensive backup and disaster recovery plan.

Communication

79. Produce system messages (e.g. error messages, notifications) that are easily understood and not written using technical terms.
80. Provide a listing of the chronological history/status for the selected fiscal year, quarter, and CEC type when a user logs on to the system.
81. Send auto generated email messages to pre-defined lists of CWD stakeholders based upon specified criteria. (This is not a complete list but shown to provide examples of the types of notifications that could be generated.)
 - a. Quarterly Program Request Form updates are complete and verified.
 - b. Instructions to the CWDs regarding the new CEC County Version.
 - c. Retroactive Program Request Form updates are being made to a previously submitted CEC.
 - d. Reminders of pending CEC submittal deadlines
 - e. Notifications of overdue CEC submittals.
 - f. Notify CWDs when a new CEC version is available for CWD processing.
 - g. Notify CWD that a CEC has been received by CSS and verified (preliminary)
 - h. Notify CWD that a CEC has been received and problems must be corrected by the CWD prior to processing.
 - i. Notify CWDs that the (original or adjustment) Audit CEC is available for CWD review.
 - j. Audited adjustment claim distribution notice.
 - k. "Late Notice" for the CWD director when a CEC is more than 7 days late.
 - l. Audited Claim Notice - sent with the audited claim). If a CEC is 1 or more days late the number of days late will be specified in the letter.
 - m. "Kudos" Notice to CWDs that submit their CEC on time.
 - n. Data ready for report generation
82. Send auto-generated messages to pre-defined lists of CDSS CSS administrators based upon specified criteria: (This is not a complete list but shown to provide examples of the types of notifications that could be generated.)
 - a. Notification that a CWD has submitted a CEC.
 - b. Notification that specified processing steps have been completed:
 - i) Allocations were updated
 - ii) Audit
 - iii) Payment
83. Provide automatic notification to specified entities when specific data or business rules are modified (i.e., resulting from Program Request Forms or County Fiscal Letters).

Outputs

84. Generate reports to support the business program requirements and workflow. See Appendix C for a listing of the reports currently utilized. A business process reengineering will be performed to streamline the current workflow and will result in a new workflow with automation support. Not all reports in Appendix C will be required in the new system, some reports may be altered and some will become obsolete.
85. Allow users internal and external to CDSS to generate pre-defined reports and inquiries based upon the following minimum criteria:
 - a. Report Name
 - b. Range of fiscal years and quarters or a single quarter
 - c. One or more program codes
 - d. One or more CWDs
 - e. CEC version
86. Allow new pre-defined reports not currently generated by the existing CEC System.
87. Enable users to create and save ad-hoc reports and queries.
88. Allow users to generate all reports in the following formats:
 - a. Preview to screen
 - b. Print/Hardcopy
89. Allow users to export specified reports and queries in the following formats:
 - a. Excel
 - b. Dbase
 - c. Extensible Markup Language (XML)

Architecture

90. Provide stakeholders with the ability to enter and retrieve data to and from the system using the DTS communication infrastructure and the user's personal computer.
91. Provide multiple partitions and/or views of CECs and data:
 - a. Test Version – CSS users only
 - b. Production – all stakeholders
 - c. Reporting – all stakeholders
92. Include hardcopy and softcopy user, procedures, technical documentation, and help text.
93. Utilize a consistent and intuitive graphical user interface for all functionality.
94. Support a new streamlined workflow.

4.0 BASELINE ANALYSIS

4.1 Current Method

4.1.1 Objectives of the Current Method

- Enable CWDs to receive, document, report, and transmit expenditures to the State for reimbursement of eligible costs for direct service and administration of the mandated welfare programs to the CDSS for original and adjustment CECs.
- Improve the quality, consistency, and accuracy of data received from the CWDs by providing a standardized CEC template that performs edit checks for missing or incorrect data, calculations, and provides a systematic layout for completion of required information.
- Facilitate State and Fiscal year closeout processes.
- Provide reports that support estimating, analysis, accounting, payment processing, and mandated reporting requirements.
- Maintain historical CEC data.

4.1.2 Ability of Current Method to meet current and projected program/workload requirements

Currently, mandatory turnaround times and deadlines, program requirements which includes state and federal mandates, and workloads are being managed by the CSS and the CWDs. Although, it is unlikely that the current method will support the following increases in workload and continue to maintain current service levels:

- Growth in the number of social programs that must be accounted for as part of the CEC process;
- Expansion of reporting requirements;
- Increased number of ledgers; and
- Updates to include new EDP claiming pages (containing additional detail with a corresponding increase in reporting requirements).

An Information Technology (IT) vendor was engaged to plan and implement an enhancement to the existing CEC application to meet federal tracking and reporting requirements for EDP costs related to Maintenance and Operations (M&O). This enhancement was estimated to go into implementation in September 2006. The IT vendor published a draft report that outlined the requirements of the enhancement. The draft presented functional and user interface requirements and is supported by report specifications and data and process flow appendices.

The functional requirements include:

- Compliance with federal development and M&O requirements.
- Support different allocation methodologies.
- CEC Project Ledger tracking and control of Advance Planning Document (APD) and non-APD EDP projects.

- Provide capability for entry and maintenance of APD and certain system edits.
- Provide alerts and restrictions when the approved APD amount is exceeded.
- Allocate EDP costs of statewide systems such as the SAWS Consortia and CWS/CMS.
- Accommodate tracking of multiple APDs by county over multiple federal and State fiscal year periods.
- Track direct and indirect costs by line item detail within the CEC by project.
- Track depreciation within CEC applications.

The four separate applications require an inordinate amount of operational support and manual intervention to make the overall CEC System viable. The CEC Desk Reference outlines the operational procedures to support the FoxPro applications, to complete the manual processes to support the applications, and to manage the un-automated workflow is over 500 pages.

In addition to managing the technical and programming aspects of the FoxPro applications, each CSS support personnel completes or manages the application related workflow; coordination between applications, manual processes, and stakeholders. The two CSS support personnel are neither formally trained programmers (specifically not trained in FoxPro) nor business or technical analysts. However, they are responsible for diagnosing and fixing application problems and working to utilize technology to streamline workflow. The CSS support personnel have been extremely diligent in completing required source code/programming updates, creating workarounds, short term fixes, and completing the manual tasks necessary to keep the process functional. But, they have streamlined the process as much as they possibly can with the restraints of their demanding workload and lack of technical training.

The current operational recovery plan in case of a disaster or system failure is to revert to manual processing of CECs. Current staff predict that with a fully manual process, CEC processing would be out of compliance (i.e., unable to meet deadlines/late, within a few weeks time. When the process was completely manual in took between 7 PYs and 9 PYs of experienced staff to process the CECs. Current staff estimate that it would take an average of 6 months (3 months for GRIS Administrator and 9 months for CEC administrator) to train staff to manually process CECs. In the event that payments could not be processed using manual processing, a policy decision will have to be discussed with CDSS' senior management and other State agency leaders to provide the CWDs an interim payment based on previous months' payments. A payment adjustment would occur as soon as the system was reestablished at the current site or at an alternative location.

CDSS is responsible for reporting expenditures to the federal government on a quarterly basis. CDSS is in jeopardy of losing federal grant funding if they do not comply with federal reporting requirements within specified timeframes.

4.1.3 Level of Personnel Satisfaction with the Current Method

CSS support personnel have a moderate level of satisfaction with the current method under current conditions. The current CSS support personnel have worked with the current systems for many years and each iteration of the CEC system has been an improvement over the previous version. CSS staff do realize the current system is neither fully leveraging current innovations in information technology nor has the full CEC workflow been automated.

CWD personnel also have a moderate level of satisfaction with the current system. CWDs are very motivated to utilize the current system, to ensure the process is efficient, and to submit CECs on a timely basis since it is the avenue for receiving a significant portion of county funding. The CWDs are very diligent in working within the confines of the current system and have developed external reporting tools and extensive documentation to ensure the process runs smoothly and required reports can be developed. The CWDs have also identified several issues that hamper their ability to most efficiently and effectively utilize the system. Some of the major topics of concern are:

- The process of downloading the files from the CEC Extranet site, extracting the system files, installing them on computers in the CWD office, and ensuring all set-up has been completed correctly is complicated and error prone. The CSS help desk spends a significant amount of time responding to these issues from the CWDs.
- The CEC cannot run on a network drive. This limits system usage to one person at a time.
- The users are responsible for adhering to a strict sequence of steps (not enforced by the system) in order for the process/system to work properly. If the processing steps are not followed the data may become corrupted.
- The system lacks needed functionality. Some issues (example: it cannot report EDP expenditures by project and cannot claim statewide EDP expenditures) are expected to be resolved by a system update planned to be implemented in late 2006. Other issues are solved by "work-arounds" within the CWD or the notion that it is something that they will "have to live with".
- The CSS support personnel and CWD personnel have moderate satisfaction with the CEC since they have worked with and around the limitations of the current system since it was implemented and it is a vast improvement over the former manual process. However, departmental users are experiencing many issues related to the ability of the system to provide needed management reports in a usable format. The reports produced by the system are limited and require extensive formatting to make the data easily readable for management purposes. Also, the federal government has requested more detailed expenditure information which the current system is unable to accommodate. These are serious limitations and inabilities to meet customer needs that impact the integrity of financial information provided to our customers.

4.1.4 Data Input

The following section provides an overview of how information is input to each of the applications. In general, manual key entry is the most prevalent method used by the CDSS for setup and maintenance of the applications and is the primary method used by the CWDs to populate their CECs. A few CWDs (i.e., Los Angeles) have developed front-end applications or automated interfaces to supply the CEC application with data for major sections of the CEC such as Caseworker Time Study hours.

4.1.4.1 ProCodes

CSS staff key enter updates to ProCodes from Program Request Forms (PRFs).

4.1.4.2 CEC Template

CSS staff prepares the Original and Adjustment CEC template to distribute to the CWDs by:

- Copying the prior year State version template.
- Key entering updates to the CEC template from the hardcopy printout of the county gridsheet received from the Policy Management Analyst.
- Key entering updates to CEC tables from PRFs for current quarter updates.
- Updating CEC tables for each of the 63 claim templates from PRFs for retroactive/previous current quarter updates via a FoxPro program.
- Key entering updates to the CEC template from County Finance Letters (CFLs) (changes not covered in PRFs).

4.1.4.3 CEC Template (State & federal Closeout Versions)

- Copy Closeout Version from Previous Fiscal Year
- Copy all ledgers
- Key enter journal entries (State closeout only)
- Key enter allocation updates

4.1.4.4 CEC Template (CWD) Original & Adjustment

CWD staff key enter time study, cost, and other figures into dozens of screens in the CEC application. The CEC application has the following high-level data entry components (labeled as they are on the CEC main menu):

- You (County Name and Number)
- TS (Time Study) (DFA 55)
- 7A (Support Staff Expenditures) (DFA 7A/DFA 403 – FTE's)
- 325 (Expenditure Schedule) (DFA 325)
- EDP (Electronic Data Processing Expenditures)
- SD (Staff Development Expenditures)
- ADD (Addendums) (Merced and Los Angeles Only)
- OTH (Other Claiming Information)
- 419 (Claim Summary Report)
- FI (Performance/Fiscal Incentives)
- EX (Export/View/Print/Ledgers)
- Help (On-line Help)

4.1.4.5 CEC (State Version – Original & Adjustment)

Auditors key enter changes to the State version CEC and/ or ledgers based on the results of audit findings.

4.1.4.6 County Expense Claim Data Statewide Database System (CECDS) or the "Statewide Database"

- Unaudited original CECs are loaded to CECDS.
- Audited CECs versions are loaded to CECDS after reconciled and audited.
- Audited State and federal Closeout versions are loaded to CECDS.



4.1.4.7 Generic Reporting Information System (GRIS)

CECDS tables (updated with the current quarter data) are transferred to GRIS after the original claims are reconciled and again for each adjustment, State closeout, and finally the federal closeout.

The CEC application implements data validation rules for CWD staff entering information to the application. In most cases data input completed by CDSS staff do not provide data validation routines.

Data is exported and transferred (copied) from the four applications to one another as well as to external desktop systems for workflow that is completed outside the applications. Exported or transferred data is typically not "returned" to one of the four applications, but rather entries are made to the source application based on the external analysis.

Each of applications has a multitude of formal and informal reports. Each of the formal reports has a standard prescribed format, are typically mandated, and are produced on a regular schedule. Informal reports are typically those that are used in-house to perform reconciliations or interim snapshots of data for processing or analysis outside of the application functionality.

4.1.5 **Data Characteristics**

4.1.5.1 CEC Versions

All versions of a CEC are created, distributed, collected, and stored using FoxPro version 5.0a templates. In general, each CEC consists of files that comprise the CEC application template and data.

The CEC System uses a standardized naming convention for directories to designate the different versions of a CEC. The following chart shows the different CEC versions and the standard naming conventions for each.

The standard name is comprised of a version designation, followed by an underscore and a date indicator. Quarterly CECs are identified by the month (expressed as a two-digit number) and the year (expressed as a four-digit number). State fiscal year (SFY) closeout CECs are designated by the calendar year in which the SFY starts and the calendar year in which it ends (i.e., 0304). Federal fiscal year closeout CECs follow the calendar year and are designated by a single year indicator (i.e., 03).

Following this naming convention is important because the CEC application automatically performs certain tasks based on the version, and it learns from the name of directory in which it is placed.

		Unaudited		Audited
		County	State	
QTR (quarter)	Original	Cec_062004	Cec_062004	Aud_cec_062004
	Adjustment	Adj_062004	Adj_062004	Aud_adj_062004
SFY (State Fiscal Year)	Closed		Sfy0304_close Sfy0304_close2	Aud_sfy0304_close Aud_sfy0304_close2 ...
FFY (Federal Fiscal Year)	Closed		Ffy03_close	Aud_ffy03_close

			Ffy03_close2	Aud_ffy03_close2
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Note the different versions of the State Fiscal Year Closeout CEC (Sfy0304_close and Sfy0304_close2) indicate the round of closeout processing. There can be more than one round of closeout processing. As the chart shows, the second and later rounds are designated by a sequential number at the end of the name.

4.1.5.2 Physical Data Characteristics

CEC data is neither confidential, sensitive, or personal. Based on State Administrative Manual classifications it is considered "public" only because it does not fit into any of the other classifications. It is important to note the data will not be accessible to the public.

The section provides information on how data is structured and stored in each of the applications. The table below takes the place of the data model or data dictionary usually found in this section.

Physical Data Characteristics Summary.

Application Name	Number of Tables	Total Number of Fields	Unique Field Names	Number of Records in all Tables
CEC	113	2441	717	177,858
ProCodes	84	1329	173	524,401
CECDS: Database	154	3399	667	688,222
CECDS: Front-end	262	6679	389	3,612,242
GRIS	101	1434	526	1,963,727
Total	714	15,282	2,472	6,966,450

Although the CEC System has over 700 tables, only approximately 260 have been updated since the beginning of 2005 (as of August 2006). Many of the tables that have not been updated include "historical" data.

All data is stored un-encrypted in Visual FoxPro DBF tables and can be accessed using standard ODBC drivers without passwords. Visual FoxPro does have the capability to store tables in a database container, although this technique was not used on any of the systems described in this section. All database tables described are stable and table structure changes are rare. All database validation is done at the program level using Visual FoxPro code. The programs controlling the data are fairly well documented internally and have been developed by a small number of programmers using a consistent coding technique.

CEC application data - closely mirrors the business environment it was designed to capture. Many of the tables map directly to a data entry form in the application that is filled out by the CWDs. The data tables are not normalized and the data is not designed with relational techniques in mind. These characteristics make the physical data model not very useful in this context.

Over seventy-five of the 113 tables in the CEC application contain one or all of the common fields including County Code (COCD), Program Code (PRG_CODE), Function (FUNC), Quarter

(QTR), or Transaction Type (TRAN_TYPE). Other relationships are enforced by how the data is stored on the network and is not necessarily "programmed" in the application.

Other characteristics of the CEC data that are important to document include the data types used. The primary field type used to hold currency is a numeric field where the maximum size of the number is set in the field description (nine digits). Typically databases no longer use this limitation and may need special attention during a data migration process.

The CEC application references and appends records to several master tables that contain data for the "ledger system" on a network drive. The number of records increases each quarter and is as follows as of August 2006.

Table Name	# of Records	Description
Wel_Hist	280,916	Program expenditure data (for all CWDs from March 1998 to present that is used by the Ledgers System to track and control expenditures against the various capped allocations (CalWORKs, Child Welfare Services, Adoptions, etc.).
Stf_Hist	143,991	
Shif_Tbl	27,967	
Alloc.dbf	32,305	Allocation information for each CWD for all programs with a capped dollar amount. If the capped amount is exceeded, the impacted ledger initiates a transaction (new record) "shifting" the overage in a prescribed manner.

ProCodes application data - does not include any expenditure data and contains data for all CWDs. The data, or program codes, are used by the other applications as the basis for categorizing, validating and describing the expenditure data stored in those applications. The program codes apply to all CWD, may change every quarter and is stored in separate tables for each quarter but within the same computer directory by appending the temporal identifier to the end of the file name (for example, "cross_walk_0605.DBF"). When data is transferred to other applications, procedure programs must be manually run to transform the data into tables with appropriate field names, due to the lack of standard naming conventions between each of the four applications.

CECDS and CECDS Front-end - are two closely related applications. The CECDS front-end resides on the GRIS Administrators local workstation and is used to load the server data. While quarterly data is being reconciled, it resides in the "CECDS Front-end". Once reconciled, the data is moved to the server and becomes part of CECDS. This data is only accessed by the Administrators and is used to generate input data for GRIS and the CEC application.

GRIS - is used as a data warehouse for the end users and incorporates all the historical data once it has been completely processed through all the various steps. The user interface is designed as a report writer and includes no data entry screens. The lowest level of detail that is stored is one record for each program code per quarter per county.

4.1.5.3 CEC Annual Volumes and Sizes

The following table provides metrics that describe the average annual volumes and sizes (populated with CWD data) of each of the different types of CECs.

CEC Type	2005 Average Rounds	2005 Qtr 4 Volume	2005 FY Volume	Average Size
Original (no data)	-	-	-	18.6 MB
Original	1 per quarter	63	252	6.5 MB
Adjustment	1 per quarter	63	257	6.5 MB
State Closeout	5 per year	315	315	300 KB
Federal Closeout	1 per year	63	63	300 KB
TOTAL	14 per year	504	887	

Average Rounds (based on 2005 data)

- The original CEC goes through only one round of processing per quarter.
- Adjustment CECs can have multiple rounds of processing. To date, the most rounds of processing for an adjustment claim is four.
- Generally, a minimum of three rounds are necessary to complete the entire State Closeout cycle, because certain closeout processes must be run before others; in particular, processes for CWS, CaWorks, and Food Stamps. However, sometimes more than three rounds are needed; the CEC is programmed to handle up to nine rounds of State closeout.
- Usually federal closeout requires just one round. However, the CEC application is programmed to handle up to nine rounds of federal closeout.

2005 4th Quarter Volume & 2005 FY Volume

- These columns outline the actual volumes of CECs received in 2005 for each type.

Average Size

This column represents the average size of each CEC type. The first row is the CEC original application that contains approximately 226 files but no data. Rows 2 – 5 represent each of the CEC types populated with data for an average sized county.

The following table provides metrics that describe the number of years of data and total size of each of the remaining (CEC metrics were provided above) FoxPro applications that support the current method.

Application Name	Years of Data	Total Size
ProCodes	3/1998 – Present	150 MB
CECDS: Database	3/1998 – Present	1.05 GB
CECDS: Front-end	N/A	216 MB
GRIS	3/1998 – Present	255 MB
PD-GRIS	9/1992 – 12/1997	208 MB

4.1.5.4 Data Volatility

Each version of a CEC is stored as a separate file and becomes static after its relevant phase in the overall CEC lifecycle has been completed. As the CEC moves through the CEC lifecycle, the CEC is copied (the original saved) to create the next version of the CEC (i.e., for audit or adjustment versions). This process may happen many times where the CEC is copied to create the next iteration. A CEC is almost never changed but rather adjustment CEC are submitted to make required changes.

The ProCodes application data is updated each time a program code or related information is updated as a result of a PRF.

CEC data is appended to CECDs when new data is appended to the GRIS application from CECDs after each CEC (all types: original, adjustment(s), and State and federal closeout) is audited, reconciled, and loaded to CECDs.

4.1.5.5 Completeness & Accuracy

Each CEC is reconciled, audited, and cross-checked at several different points during its lifecycle. Staff has a moderate to high level of confidence in the completeness and accuracy of CEC data.

4.1.6 **Provisions for Security, Privacy, and Confidentiality**

Access to the building where the applications and data are stored is restricted and physically secure. Staff must have a badge and visitors must be screened before entry to the building itself.

The four CEC FoxPro applications and related data reside on the CDSS network. Users must be assigned network access and privileges, application access and privileges, and be authenticated prior to being granted access to the applications or the data.

The CSS distributes the ProCodes and CEC application to CWDs in the form of zipped files in a self-extracting executable. The CEC Administrator creates these files, posts them on the secure CEC Extranet site, and provides instructions to the CWDs on how to handle the files. This distribution method provides for a much higher security level than the previous process where the applications were distributed to the CWDs as an attachment to an email or on a floppy disk.

4.1.7 **Equipment Requirements for the Current Method**

There are no special equipment requirements for the current method. At CDSS the CEC Extranet site, application server, CDSS network, and desktop workstations of the CEC Administrator and GRIS administrator are all that is currently required. CWDs utilize their current workstations and an internet connection to extract the application, make entries, re-zip and upload the completed CEC to the CEC Extranet site.

4.1.8 **Related Systems**

4.1.8.1 County Expense Claim (CEC)

4.1.8.1.1 *Purpose*

The standalone FoxPro CEC application is used to collect County Program expenditure data from CWD's to allow reporting of all expenditures to the CDSS related to administering their departmental budget. This information is subsequently used to produce the State report for federal Program Expenditure Reporting, CEC payment of CWDs, and billing other State Departments for funding. Each version of the CEC has a distinct purpose. In general, the original and adjustment CECs provide the CWD's with a tool to report to CDSS all expenditures related to administering their departmental budget. CWDs may be required to submit an adjustment CEC when there are program requirement changes, submission errors, or new or additional information becomes available. The audited CEC version is sent to the CWD and reflects the audited version of the CEC as specified by the CDSS auditors. The State and federal closeout versions are used by CDSS staff only (not CWDs) to closeout the State and federal fiscal years.

4.1.8.1.2 Users

The CEC application is used by the CSS CEC Administrator to prepare each version of the CEC for release to the appropriate users (i.e, CWDs, auditors). The original and CEC versions are sent to the CWDs where they are populated (via data entry) with the applicable cost data by CWD staff. The State and federal closeout versions are used by CSS and audit staff only.

The CWDs do not receive an electronic version of the State closeout version of CEC. They receive only a paper version of both the CEC and claim letter. The CWDs do not receive an electronic version of their federal closeout CEC. They receive only a paper version of both the CEC and claim letter from the Auditors.

4.1.8.1.3 Issues

The main issue specified by the CEC Administrator (the primary user within CDSS) is the extremely high amount of manual intervention, manual operational procedures, and cross-checks (independent of the CEC application functionality) that must be performed to obtain program goals and ensure data integrity.

ProCodes, CECDS, cecd_dbf (CECDS front-end), and GRIS were all developed prior to the implementation of the CEC application. Table and field names are not consistent between the applications. The GRIS Administrator must maintain a manual cross-reference table in order to determine which tables and field names map to tables and field names in other applications. There is an outstanding change request to fix this issue.

A survey of CWDs in early 2005 yielded the following "wish list" items for updating and enhancing the current CEC application. The items are listed in order of the priority specified by the CWDs.

1. The application does not provide tools or a "Budget" CEC to assist CWDs in creating and funding their own programs, alter allocations, and input a full years' worth of expenditures without impacting the ledger system. The Budget CEC was discontinued in the application in approximately 2001, and the #1 priority on the CWD user's "Wish List" of items desired in the proposed system.
2. There are currently several reports the CWD users may export in Excel format, but CWDs would like to see the capability expanded.
3. CWD users cannot run more than one CEC within the context of the same fiscal year on the same day. Currently, if a user does so, the ledger can be skewed.

4. CWD users cannot run a CEC from the path of their choosing. Currently, all users are required to run the CEC from the root directory.
5. CWD users cannot open a CEC and view or print reports without having to recalculate the CEC and write records to the ledgers folder. Opening prior quarter unaudited CECs has the potential to adversely affect ledger contents.

4.1.8.1.4 Development & Maintenance

The current CEC application is the result of an on-going evolution and development process that started with hardcopy CEC forms, then spreadsheet based forms, and finally to the current Visual FoxPro database format for the CEC front-end. The current FoxPro version is continuously evolving. Maintenance, updates, and enhancements are made to the application quarterly by the CSS CEC Administrator to accommodate changing program requirements.

4.1.8.2 County Program Code List Maintenance Database System (ProCodes)

4.1.8.2.1 Purpose

Each quarter the tables in ProCodes are updated with changes outlined in PRFs that are used to establish program codes and define the allotment/allocation of costs in the CEC application. ProCodes is sent to CWDs with the original quarter CEC and is used by CWD users to print the CEC Quarterly Reports. The ProCodes reports are specified in the functional requirements section of this report.

4.1.8.2.2 Users

The GRIS Administrator is responsible for ensuring new program code changes being received are logged and updated in ProCodes for each new quarter.

4.1.8.2.3 Development & Maintenance

ProCodes was developed by two internal staff in 1998. The primary programmer has since left the department, but a remaining project team member (the current GRIS administrator) has maintained them from March 1998 to the present.

4.1.8.3 CECDS

4.1.8.3.1 Purpose

The CECDS stores current and historical CEC data. The main purpose of the CECDS is to consolidate the individual CWD CECs into one central repository.

After the County Administrative Claims Unit audits a CEC, it is forwarded to the CSS to be reconciled and loaded into the CECDS. The CECDS performs checks and balances on each loaded CEC. Once a load cycle is complete, additional verification reports are run on statewide totals to ensure accuracy and integrity of the data.

Several statewide reports are compiled by the CSS for use by the Fund Accounting and Reporting Bureau. Detailed reports are then compiled for the County Administrative Payment Unit, including the County Funding Summary Detail Report (Single Funding Pages) that are sent to the CWDs with their payment information.

Finally, the CECDS updated tables are released to the GRIS, which is used throughout CDSS and various other state agencies for data reporting.

4.1.8.3.2 Users

The GRIS Administrator is solely responsible for ensuring that all audited CECs are processed and balanced correctly in CECD and are successfully loaded into the statewide CECD database.

4.1.8.3.3 Development & Maintenance

The application consists of two parts: the front-end (cecd_dbf) that updates the tables for the database (CECD). CECD and cecd_dbf were developed by two internal staff in 1998. The primary programmer has since left the department, but a remaining project team member (the current GRIS administrator) has maintained them from March 1998 to the present.

4.1.8.4 GRIS

4.1.8.4.1 Purpose

Statewide information can be compiled from GRIS historical data and is utilized throughout the Department. The GRIS database has been improved in recent years making the input screens and use of the output data more user-friendly. The GRIS is used to print the CEC Quarterly reports for CECs beginning in March 1998. Each quarter the GRIS tables are updated with changes made in the CECD. The GRIS reports are specified in the functional requirements section of this report.

The CEC System also includes a version of the GRIS application called the Prior Data GRIS (PD-GRIS). The PD-GRIS is primarily used to support the generation of ad hoc reports on historical data that was collected from September 1992 through December 1997.

4.1.8.4.2 Users

The Department of Health Services is the only external user of the GRIS. The following are CDSS internal users:

- Estimates & Research Services Branch
- Fiscal Systems & Accounting Branch
- Financial Services Bureau
 - County Administrative Payment Unit (CAPU)
 - County Admin & Services Section (CASS)
- Fiscal Systems Bureau
 - Systems Development Section
 - County Systems & Policy Section (CSS)
 - County Administrative Claim Unit (CACU)
 - Fund Accounting and Reporting Bureau
- Financial Management & Contracts Branch
 - Contracts & Financial Analysis Bureau (CFAB)

Hardcopy Reports are delivered to the following entities (some entities are duplicated in instances where the GRIS administrator must provide reports that are not available to the users on a self-service basis.

- Welfare Policy Unit

- Admin Payment Unit
- Policy Management Unit
- Federal Reporting
- Cash Management Unit
- General Ledger Section
- CWDs – Audited Final DFA 430

4.1.8.4.3 Development & Maintenance

GRIS was developed by John Dallosta and implemented in 3/98. John maintained GRIS until he left the CSS in December 2001. Donna Todd, the GRIS Administrator has maintained the GRIS from December 2001 to the present.

4.1.9 Internal and External Interfaces

- There are no automated interfaces to or from systems external to the CEC System.
- Information is sent between CDSS and CWD using the CEC Extranet site. CEC data makes an average of fourteen “round trips” from CDSS to CWD and back per year per CWD (based upon the number of required CEC adjustments).
- Information is transferred between the various FoxPro applications using the import/export features of FoxPro.
- Data is transferred to stakeholders internal and external to CDSS via table exports (i.e., Excel, dBase, FoxPro) or hardcopy reports. For example: The Policy Management Unit of the County Administration and Services Section requires that 4 ProCodes tables (program2.dbf, subprog2.dbf, progidcd2.dbf, texpanse.dbf) be converted to dBASE IV format and emailed to them each time a new CEC version is made available to the CWDs. Data is exported from FoxPro to an excel spreadsheet for CAPU.

4.1.10 Personnel Requirements

CSS has two Associate Administrative Analysts (AAAs) committed to the CEC System full time:

- GRIS Administrator – primarily oversees the ProCodes, CECDC, and GRIS applications;
- CEC Administrator – primarily supports the CEC application.

In addition to managing the technical and programming aspects of the FoxPro applications, each AAA completes or manages the application-related workflow and coordination between applications, manual processes, and user and stakeholder support.

A Staff Services Manager I (SSMI) is responsible for the managing the operational aspects of the CEC process, as well as cost allocation and fiscal policy. It is estimated that 50 percent of the SSMI's time is attributable to this project. The following table lists all the CDSS personnel who support the current CEC System. The PY column includes the portion of the position that is directly attributable to the CEC System. There are four full time auditors and a supervising accountant (half of his time is attributed to this project) in the CACU that complete the two-phase audit of all original and adjustment CECs. In addition, the CACU runs the final closeout CECs to verify correct closeout calculations.

There are six accountants in the CAPU that spend a portion of their time calculating and process payments to CWDs based on the CECs.

Title	Classification	FY 05/06 Salary ^A	Benefits + 35%	PYs	Cost for CEC Process
CSS Manager	SSMI	\$68,712	\$92,761	0.5	\$46,381
GRIS Administrator	AAA	\$62,964	\$85,001	1.0	\$85,001
CEC Administrator	AAA	\$62,964	\$85,001	1.0	\$85,001
CACU-Supervisor	Sr Acctg Officer (Sup)	\$62,532	\$84,418	.5	\$42,209
CACU-Accountant	Acctg Officer Spec	\$52,356	\$70,681	1.0	\$70,681
CACU-Accountant	Acct Trainee	\$42,060	\$56,781	3.0	\$170,343
CAPU-Accountant	Accountant 1	\$39,108	\$52,796	0.2	\$10,559
CAPU-Accountant	Acctg Officer Spec	\$52,356	\$70,681	.25	\$17,670
CAPU-Accountant	Acctg Officer Spec	\$52,356	\$70,681	.25	\$17,670
CAPU-Accountant	Sr Acctg Officer Spec	\$59,964	\$80,951	0.3	\$24,285
CAPU-Accountant	Assoc Acctg Analyst	\$62,964	\$85,001	0.5	\$42,501
CAPU-Accountant	Assoc Acctg Analyst	\$62,964	\$85,001	0.5	\$42,501
CFAB-Chief	SSMI	\$68,712	\$92,761	.25	\$23,190
CFAB- Supervisor	SSA	\$42,144	\$56,894	0.5	\$28,447
CFAB-Analyst	AGPA	\$59,964	\$80,951	.75	\$60,714
Total Personnel Costs				10.50	\$767,153

^A From the CDSS Budget

There is no staff assigned from the Information System Division (ISD) to support the four FoxPro applications. Although, ISD staff do provide support for the CEC Extranet site where CECs are downloaded and uploaded to and from the CWDs. CEC Extranet support by ISD is considered a general overhead cost and is not included in the personnel years (PY) in support of this project.

CWDs will spend anywhere from a few weeks to a month accumulating and organizing required input to the CEC. It has been estimated that an experienced (veteran) CWD data entry person can make all required entries to the CEC in 2 hours.

4.1.11 System & Procedural Documentation

In 2005 an IT consulting firm was contracted by CDSS to create a CEC Desk Reference (among other tasks) for the CEC and GRIS Administrators. The CEC Desk Reference contains operational procedures for the CEC System workflow and applications. It contains over 500 pages of step-by-step documentation on how the CEC is created processed through all phases



of the CEC lifecycle for State and fiscal years. Although some policy issues are discussed, it is not intended to be a policy and procedures manual, but rather to provide detailed steps on how the CDSS creates and processes the CEC. The desk reference has proven to be an invaluable resource to the administrators of the CEC System and also serves to document and formalize the institutional knowledge gained by the many years of experience of the current system administrators.

A group of State and CWD staff developed comprehensive documentation of the CEC System from the perspective of CWDs. The manual is an invaluable tool to the CWDs when creating the CEC. The documentation is formally known as the "County Expense Claim: Guidelines & Procedures (2005)". It is available from the County Welfare Directors Association of California (CWDA) website at the following address: www.cwda.org ~ Under the "Publications" menu option.

4.1.12 System Shortcomings in Meeting Objectives and Functional Requirements

The current system is not presently able to meet a majority of the objectives, mainly due to the fact that the manual processes are resource intensive, time consuming, and inefficient. In addition, the current system utilizes outdated technologies, poorly designed applications, and a "patchwork" of manual processes to complete required processes that are not supported by automation.

The current system does presently meet a majority of the functional requirements since they are required processes that must be completed for a CEC to be processed and payment made to the CWD.

4.2 Technical Environment

The technical environment section identifies assumptions and constraints that affect the problem or opportunity and that will impact the implementation of an acceptable solution.

Expected operational life

The County Expense Claim Reporting Information System (CECRIS) requires an operational environment that will last at least ten years and be scalable to meet growth and application expansion. Costs for planned refreshes of the environment at regularly scheduled intervals are included in the costs of leased equipment for this FSR.

Interaction with other systems

The new system will not be developed with any interfaces to existing systems. However, it will be designed to have the flexibility and capability to handle future enhancements for interface purposes.

State-level information policies

The solution must comply with State policy governing information systems including equipment standards, security measures, and policies. The Enterprise solution will be hosted at DTS.

Financial constraints

Any solution must recognize the total cost of ownership, not just the one-time preparation and acquisition costs. Budget pressures will be lessened by implementing a solution for the



CECRIS that shows a favorable cost benefit analysis and is extensible to meet future growth in the requirements for social programs.

Legal and public policy constraints

The new solution should adhere to CDSS and Department of Technology Services (DTS) security and privacy policies. It will comply with the Information Practices Act and the California Public Records Act. Applicability of specific policies to this solution will be determined by the Program Administration Division in cooperation with the Information Security Officer and Privacy Officer. The solution will also meet the State Administrative Manual requirements as outlined at <http://sam.dgs.ca.gov/TOC/default.htm>.

DTS and CDSS Policies

Alternatives proposed in this FSR will comply with CDSS and DTS standards for application development, technical platforms, data communications, interoperability platforms, and project management, and system administration standards.

Anticipated changes in equipment

The proposed solution will be designed to meet an anticipated growth in storage and processing demands as required by the growth in the number of social programs that must be accounted for as part of the CEC process; expansion of reporting requirements; increased number of ledgers; and updates to include new EDP claiming pages.

Server and network equipment upgrades and refreshes at DTS will be dictated by DTS policies for infrastructure refreshes. Workstation hardware and software are expected to be upgraded based on regularly scheduled refreshes for the duration of the 10-year operational life of the system.

Availability of personnel resources for development

Information Systems Division's (ISD's) application development staff is currently assigned to existing projects and is not available for the development and implementation of this project.

4.2.1 Existing Infrastructure

The following section describes the Department's relevant existing infrastructure and technical architecture.

The CDSS initiated formal information technology governance in July 1997. In November 2005, CDSS revamped and replaced the former governance structure with the Information Technology Governance Committee (ITGC). The mission of the ITGC is to ensure that information technology delivers results that enhance or increase the value of CDSS services. The ITGC is supported by subcommittees and ad hoc groups focusing on security, enterprise technical architecture and standards and work group productivity to ensure a clear and consistent approach to the planning, implementation and maintenance of technology that supports the CDSS business processes. It also institutionalizes a process that guides how individuals and groups cooperate to manage technology across the enterprise.

Desktop Workstations

A three year Interagency Agreement with DTS is in effect and due to expire in June 2007. According to this agreement desktops were leased from Western Blue Corporation (WBC) for three years and they met or exceeded the standards established by CDSS' ISD.

The current desktop hardware standard is summarized in the following table.

Audio	Internal speaker and headphone jack
Chipset	Intel 915G
Expansion Card Bus	PCI Express
Graphics	64MB video RAM, support for DirectX 9.0
Hard Drive	40GB 7200 rpm Serial ATA interface
Hardware Management	Windows Management Instrumentation (WMI) compliant
Memory	The minimum RAM is 256 MB and maximum 3 GB of DDR or DDR2
Network Interface Card (NIC)	10/100Mbps RJ45 Ethernet interface
Optical Drive	24X/24X/24X/8X CD-RW/DVD-ROM
Peripheral Device I/O Ports	USB 2.0
Processor	Intel Pentium with 500MHZ minimum processor speed and the maximum of 3 GHZ. Processor front buses and their respective speeds are: DC7600 800MHz DC7100 800MHz D530 533MHz D510 400MHz EPC42 400MHz
Security	Cable lock
Storage Device Bus	Ultra-ATA 100 or Serial ATA
Surge Protection	Circuit breaker, fuse or GFI 510 Joule pulse energy dissipation/24000 amp spike capacity
Warranty	3 years

The current personal laptop hardware standard¹² is summarized in the following table.

Audio	Internal speaker and headphone jack
Chipset	Intel 855PM
Display	14.1" 1024x768 (XGA)
Expansion Card Bus	PCMCIA/PC Card/Card Bus, 2 expansion card slots
Graphics	64MB video RAM, support for DirectX 9.0
Hard Drive	60GB 4200rpm EIDE (ATA-5) interface
Hardware Management	Windows Management Instrumentation (WMI) compliant

¹² For both Lenovo and Gateway laptops.

Integrated Modem	V.92
Memory	1GB DDR or DDR2
Network Interface Card (NIC)	10/100Mbps RJ45 Ethernet interface
Optical Drive	24X/24X/24X/8X CD-RW/DVD-ROM
Peripheral Device I/O Ports	USB 2.0
Pointing Device	AccuPoint or TrackPad
Processor	Intel Pentium M 1.6GHz, 400 MHz front-side bus, 2048KB L2 cache
Surge Protection	Circuit breaker, fuse or GFI 510 Joule pulse energy dissipation/24000 amp spike capacity
Warranty	3 years
Security	Cable lock

The current external monitor standard is summarized in the following table:

Analog Interface	15 pin D-Sub
Color Depth	32-bit
Hardware Management	Windows Management Instrumentation (WMI) compliant
Maximum Refresh Rate at Maximum Resolution	75Hz
Pitch	.25mm (CRT)/.297mm (LCD)
Resolution	800x600 pixels to 1280x1024pixel
Screen	15" color monitor with tilt/swivel stand
Security	Cable lock
Warranty	3 years

Printer - The HP LaserJet is the Department standard for network printing.

LAN Environment

Servers on the CDSS LAN support file and print services, user authentication, group scheduling, file sharing, and Internet access. Microsoft Windows Server 2003 is the network operating system for LAN. There are 100 LAN servers located throughout the CDSS as of August 2006. Support and maintenance of CDSS' internal LAN's onsite wiring, routers, DSU/CSUs, LAN switches, and Intranet are functions currently performed by the CDSS ISD.

Every server that has shared files and mail passing through has virus protection. Servers are continually being refreshed as their useful life expires. Other servers are being added to support new functions and processes.

CDSS email services are provided by the DTS.

WAN Environment

The CDSS Wide Area Network (WAN) is managed and maintained by DTS and provides multi-protocol statewide access to and from CDSS' private LAN environment. The physical components of the WAN include a combination of managed firewalls and routers that controls security and access for:

- DTS hosted e-mail transactions and servers;

- Connections to mainframe systems hosted by DTS;
- Public access to any Internet services, such as the CDSS homepage;
- Access by public agencies, such as the CWDs or the federal government; and
- Any other external connection to the private CDSS LAN.

WAN connectivity is defined on a case-by-case basis based on specific application requirements. The service agreement between DTS and CDSS does not specifically describe the network topology used throughout the connection, only the mutually agreed upon level of service.

The WAN service provided by DTS includes all WAN management functions including real-time network monitoring, software and hardware support, configuration management, performance analysis and physical access control to equipment. The CDSS headquarters building has a 100MB Ethernet interface connecting it to DTS.

The current CDSS Web infrastructure is depicted in a diagram in Appendix A.

Network Protocols

DTS provides CDSS's Internet service. Network protocols are TCP/IP.

Application Development Software

All Web development takes place on a common IIS server. Web applications shall be developed using Visual Studio and ASP.NET 2.0. Web development must follow the Department's development standards posted at <http://dotnet.dss.ca.gov/webdev/docs/>.

Personal Productivity - The Network Client Services Section (NCSS) within the ISD develops and supports a standard software image to set up or restore a complete IT Standard network client device configuration. The CDSS' personal productivity software standards include the following:

Business Suite	MS Office XP: Word, Excel, PowerPoint, Outlook
Core Client Access License (CAL)	MS Windows 2000 Server Internet Information Server (IIS) 6.0 SQL Server 2000 System management Server (SMS) 3.0 MS Exchange
File Compression	PKZIP
Network Access	MS Windows XP Professional
Operating System	MS Windows XP Professional
Office Suite	MS Office XP
Virus Protection	Symantec Antivirus version 10
Web Browser	MS Internet Explorer 6.0 or higher
Encryption	Encryption Plus Hard Drive



The CDSS' Business Productivity Software standards include the following:

Advanced 3270 Emulation	Rumba Web-to-Host 2000
Database	MS Access
Database Reports	Crystal Reports
FTP, Telnet, 3270 Emulation	Rumba Web-to-Host 2000
Internet Document Tools	Adobe Acrobat Reader 6.0 (or higher) Adobe Acrobat 6.0 (or higher)
PC Software Loads	Ghost (mandatory when CDSS Gold Load is used to image the hard drive for software loading)
Project Management	MS Project
Screen Design	MS Visual Basic
Workflow/Charts	MS Visio

Operating System Software

The application server operating system (OS) is Windows Enterprise Server 2003. On the desktop, PCs run on Microsoft Windows XP Professional.

Database Management Software

The CDSS utilizes a variety of database technologies within its environment. The main application database platform is currently MS SQL Server 2000, but the Department will be migrating to MS SQL Server 2005. As of August 2006, MS SQL Server 2005 is available in the test environment only. Migration to production will take approximately a year from this date.

Application Development Methodology

The CDSS uses a standard System Development Lifecycle (SDLC) application development methodology. For web-based applications, the development methodology is based on Internet Solutions Bureau standards that incorporate Microsoft team tools foundation methods. The solutions will meet all the CDSS web application development standards. The implementation of the proposed solution will be consistent with CDSS' methodologies and on an industry accepted application development methodology proposed by the vendor and subject to CDSS approval. CDSS web development documents are posted at <http://dotnet.dss.ca.gov/webdev/docs/> on the CDSS Intranet.

Project Management Methodology

The CDSS Project Management Office (PMO) has implemented project management policies and practices for IT projects, based on the Project Management Institute (PMI) and Institute for



Electrical and Electronics Engineers (IEEE) project management policies and best practices. These project management methodologies are consistent with the Department of Finance's (DOF) requirements in Section 200 of the State Information Management Manual (SIMM) for initiating IT projects.

Security

The CDSS security measures are described at the ISO home page, <http://www.dss.ca.gov/cdss/ISO/default.asp> Specifically, the current technology environment limits access into the Department's network by password protection and access privilege assignments based on user or group need of access to specific application screens. CDSS uses as security guidelines the National Institute of Standards and Technology (NIST). The CDSS Security Policies are in the process of being updated and additional security requirements may not be reflected yet at the ISO home page yet.

5.0 PROPOSED SOLUTION

The Proposed Solution Section identifies the alternative which best satisfies the previously defined objectives and functional requirements. It also provides additional information on the course of action proposed in this FSR.

The CEC System is responsible for the accounting of approximately \$7.0B¹³ in administrative costs and the identification of over \$4.1B in federal reimbursable funds. Yet, as described in this FSR, the current CEC System utilizes software that is 10 years old, is no longer supported by its manufacturer, and is not departmentally supported. The CEC System is cumbersome, resource consuming, and at risk for failure.

5.1 Solution Description

The proposed solution is to develop a custom software solution that will meet all previously defined objectives and functional requirements using the .NET Framework, SQL Server database, and browser based front-end.

While the bidding vendors will determine the final detailed structure of the proposed solution, the following narrative summarizes the key conceptual features of the proposed solution.

The proposed solution will replace all four of the Visual FoxPro applications described in the Baseline Analysis section of this FSR. In addition, the proposed solution will automate tasks that are currently manual and/or performed outside of the system using desktop productivity tools (i.e., Excel, Access, etc.) such as auditing and payment processing. The proposed solution will utilize a three tier architecture that corresponds to three hosted Windows servers at the Department of Technology Services (DTS) that include:

- Application Server
- Database Server
- Internet Server

The application server will host the proposed solution developed using the .NET Framework connected to a single consolidated Microsoft SQL Server database. The application server will also be connected to the internet server for presentation to the user via an internet browser. All existing CEC historical data will be converted. All server hardware and software will be provided, managed, and maintained by DTS and falls within their "Midrange Application Hosting" service standards. All CDSS standards published by ISD for application development and security access standards will be followed. The proposed hardware components are included in the Department and/or DTS standards and are readily available for lease or purchase through existing service agreements.

The .NET Framework is an open architecture that includes a wide variety of complex hardware and software options, although the solution described here includes only the resources and environment that are available to CDSS either through existing ISD support, consulting contracts, or service agreements with DTS. This environment limitation does not limit the level or quality of service to the stakeholders, but provides a means to better manage a quality solution within a defined environment with an assurance of availability of equipment and personnel resources. The proposed solution recommends business process changes that will

¹³Based on CDSS calculations for recent fiscal years as extracted from CEC Statewide Database.

be identified during the Business Process Re-engineering phase that will occur prior to the system development and implementation.

The CWD's perspective of the proposed solution includes a secure website interface using a web browser from their existing desktop computers. CWDs will not be required to acquire any new hardware or software, and they will access the proposed solution by using a standard internet browser connected to the public internet that includes the .NET Framework and 128-bit security using the XML, HTTP and HTTPS protocols. All data transmissions using HTTPS will be encrypted using Secure Sockets Layer (SSL). Connectivity to the Application and Database Servers located on the DTS WAN will be controlled from the Windows based Internet Information Server and will be accessed using standard Internet addressing consisting of a fully qualified domain name such as [HTTP://CECRIS.DSS.CA.GOV](http://CECRIS.DSS.CA.GOV).

The proposed solution will satisfy all specified functional requirements without requiring CWDs to maintain any local databases, or to download, copy, manipulate, or transfer CEC data to and from CDSS. Due to the extensive nature of data collection for the CEC, the one or more CWD user(s) will be able to enter CEC data simultaneously, save their in-progress work, and log in later (but prior to final data submission to CDSS) to continue entry of CEC data. CWDs will also have the ability to work on multiple CECs during the same session (based upon processing rules and timing specified by CDSS). The system will provide real-time feedback messages and processing prompts during the CEC data entry process to ensure data integrity and quality. Application logins will be managed by CDSS staff and will comply with ISD and the Office of Information Security (OIS) standards.

When the CWDs log into the web based proposed solution, they will be able to look at historical information about other claiming quarters including funding status and any program code updates. The CWDs will be able to access and update multiple CEC quarters by navigating system menus without behind the scenes database manipulation. With all stakeholders accessing a centralized copy of the CEC data (based upon access privileges and required processing sequences), the possibility of updating the wrong version of the data and not having access to the most current data will be eliminated.

An XML data extract defined by CSS will be available for the CWDs to download and perform extended ad-hoc analysis or load into local systems to prevent the need to re-enter the information and leverage applications already developed by the CWDs. This extended analysis will require additional optional software such as Microsoft Access or Excel and is not provided within the scope of this alternative. No exported CEC data will be imported back into the proposed system, thus eliminating many time consuming reconciliations. The website will also serve as a place to publish common communications and updated Internet based training materials.

Internal CDSS staff will access the application in the same manner as the CWD users, through a web browser interface allowing them to manage and review the application process. Information that is now exported or printed out and then transferred to other program areas by re-keying the information within CDSS (as defined in the baseline analysis of this FSR) will be accessed from the on-line system. Program guidelines and automated business rules will be managed and enforced by the proposed solution. The data warehouse functionality of GRIS will be included as part of the browser based front-end proposed solution. Database management and maintenance will be provided using SQL Server's front end, the "Enterprise Manager". The interaction with the data at this level will be limited to trained staff and will include CDSS ISD, DTS, or contracted vendors. Each phase of the CEC process will be managed through the appropriate browser interface. Data extracts or replicated data sets will be available if

extensive ad-hoc analysis is required by CDSS Staff. No data will be imported into the application.

Since the Department currently has no formal standards or policy for digital signatures, the proposed solution will not utilize client side digital signatures or other digital authorizing identification for submission of information to the Department. The topic of client side digital signatures may be revisited at the time of system design if a CDSS policy is formalized prior to final design approval. The production web servers will utilize SSL technology. SSL establishes a secure connection between the client's browser and the web server. A server side digital signature provides the Department's credentials to the client that can be independently verified by a third party certificate authority (Verisign). Utilizing these two independent technologies, the client can verify the data transmission has arrived at their browser unchanged from CDSS. The SSL transmission also assures the integrity of the data being transmitted back to the web server, although since we cannot require a client side digital signature, the electronic credentials of the person doing the submission cannot be independently verified. This verification is handled at the application level utilizing passwords.

The centralized proposed solution will reside at the state's consolidated data center managed by DTS. Security access will include providing access to only the components of the system required based on the user's functional business area and information needs as specified in their user profile. DTS will manage the infrastructure of the proposed solution including all hardware, server based software, and WAN components. Development and maintenance workstations, CWD and user desktop computers as well as local printers and other office automation components will not need to be upgraded, provided or directly managed as a result of this solution.

The technical view of the .NET Framework application provides a component based development environment that can consist of multiple application languages, as long as they are compatible with the common language runtime modules that interact with the components of the operating system that hosts the application. Some common components of the .NET Framework specific to the user's operating system are loaded on their desktop. The specific languages and components will be defined in detail as part of the vendor selection process with the understanding that anything defined will adhere to Department standards.

5.1.1 Hardware

The proposed solution requires specific hardware to allow for implementation. All hardware is derived from and in conformance with DTS and CDSS standards. All Windows based server hardware is provided through a service agreement with DTS and is hosted at the consolidated data center that is fully described below in the "Impact on Data Center" section.

Server Based hardware includes:

- **Database Server** will host the Microsoft SQL /Windows based server software that is used for the electronic data storage and database management software.
- **Application Server** is for centralized process logic and application processing. This middle tier server processes the business rules and provides process management and communicates with the database server and the Internet server.
- **Internet Server** for presentation to the user. This server provides all user interface services including session management, text inputs and display management.
- **Backup and recovery** hardware is discussed in the Backup and Operational Recovery section below.

There will be no duplicate servers for failover. In the event any of the servers or application system is down the processes defined in the Backup and Operational Recovery Plan will be implemented. This plan will be defined in more detail in a later phase of the project and will include troubleshooting steps to isolate the problem and a measured response to bring the application back on-line. Examples of steps may include action items requiring assistance from DTS and would involve restarting the servers or restoring applications or data from a backup.

Although an internet security appliance or authentication server will not be utilized, the proposed solution must allow internal and external users secure access to the Internet server and protection for the application and database servers. This solution does not, however, require dedicated resources to perform these functions and are provided as part of the overall service agreement with DTS.

The proposed solution will consist of two environments:

Production: The production environment will include three virtualized Microsoft Windows based servers housed at DTS based on the specifications described in a later phase. The three servers are described above in the hardware section. Although the specifications of the environment are not yet defined since the underlying technology changes rapidly, the cost figures are defined in the EAWS and are based on current published prices and technologies available from DTS. Although this solution is fully virtualized, it will reside on a physical machine that is housed at DTS.

Test/Training: The test/training environment will closely mirror the production environment through the use of virtualized machines. The virtual environments can be electronically duplicated from the production environments within a few moments. The hosting of a testing environment is available from DTS at the same published rates as the production environment.

User based hardware includes:

- **Development Workstation:** Each staff member or on-site contract employee developing or maintaining the proposed system will require a workstation capable of running the development software. Specific requirements for development workstation hardware will be determined by the vendor as part of the procurement process.
- **User Desktop Computers** for accessing the web interface will be required for each user of the system (internal and external to CDSS and the CWDs). The components that need to be installed on the desktop system include browser-based plug-ins that will be defined during the design phase of the proposed solution. No other specialized processing capabilities will be required and it is estimated that no upgrades to existing workstations will be required.
- **Printer:** All CDSS staff has access to shared printers over the LAN. Although this solution requires a printer, it does not require a dedicated printer. CWD's and other stakeholders external to CDSS may find a printer facilitates their processing activities.

5.1.2 Software

The proposed solution requires specific software for development, deployment and hosting. Currently, the software required for the proposed solution includes the following, although due to the long lead-time for the system development and the normal lifecycle of new software versions a newer version may be utilized at the actual time of development:

- **Windows Server Operating System Software:** Each server identified in the hardware section requires Windows 2003 Server software. This software is purchased, installed and configured as part of the hosting service provided by DTS.

- **End User Operating System:** Each user, developer and tester of the proposed system requires an operating system installed on a workstation that provides internet access for communication using HTTP, HTTPS, and XML through a browser. Example: Windows XP.
- **Microsoft SQL Server Software:** Each database server identified will require Microsoft SQL Server 2005. This software is purchased, installed and configured as part of the hosting service provided by DTS.
- **Internet browser:** Each user of the system and each developer will require at least one internet browser installed that is capable of communication using HTTP, HTTPS and XML protocols. Developers and testing staff will be required to test all internet browsers supported by the Department.

5.1.3 Technical platform

The proposed client/server solution's technical platform includes using a browser based client front-end accessing an Internet server connected to the DTS WAN that securely communicates with the other servers inside the secured DTS Network. CDSS staff will access the application using existing PC computers. DTS provides technical management of all server and access methods including security, firewalls and intrusion detection for system users, database managers and application developers. CWDs will access the proposed system using any computer device capable of processing the .NET Framework components using HTTP, HTTPS and XML.

5.1.4 Development Approach

The proposed solution will be developed by a system development vendor that will be selected using a competitive procurement. All development will follow existing development standards including a structured methodology for the entire development life cycle from design through maintenance. The selected development vendor will be required to have experience with and utilize approved structured development methodologies throughout the project lifecycle.

Development will be performed by contracted staff with technical oversight provided by the Information Systems Division. The Development team will use CDSS' standard structured development methodology and standards.

5.1.5 Integration Issues

No integration exists in the current system and no direct integration with other systems is required as part of this proposed solution. Manual processes that serve as system inputs and outputs for other CDSS units (for example, preparation of closing documents or requests for advances) may be part of future automated integration efforts but the data involved is subject to manual audit and entry. Integration issues will be further investigated and detailed during the Business Process Re-engineering phase of the system development and implementation.

5.1.6 Procurement Approach

The procurement will utilize an Invitation for Bid and California Multiple Awards Schedule (CMAS) for a Procurement Support vendor, a Project Manager to assist the CDSS, an IV&V/IPOC vendor, and an ISD Oversight vendor. A Request for Proposal and Master Services Agreement (MSA) will be utilized to obtain a system development and implementation vendor. DTS services for hardware, software, network connectivity, system backup and recovery, and system security and monitoring

support services will be provided within the scope of a service agreement. No hardware or software for use by CDSS or any stakeholders will be purchased by the CDSS.

5.1.7 Technical interfaces

The proposed system will not interact with any other electronic systems programmatically. XML data extracts that consist of specifically formatted text data will be available to authorized users.

5.1.8 Testing Plan

The application development process will follow the application development standards published by ISD. This standard includes the appropriate levels of unit, system, and acceptance testing. The outside vendor that is selected to complete this proposed solution will be required to provide a test plan as part of the procurement process. One challenge that must be specifically addressed during the testing process is in regard to the users that are outside the State's WAN environment. These users may not be subject to the same control standards including standard software and hardware configurations and each may involve a somewhat unique operating environment.

5.1.9 Resource Requirements

Representatives for each stakeholder group will be needed to participate in the development process in order to articulate requirements, participate in design sessions, test, and be trained in system operation. System development will also require coordination with CWD stakeholders. CDSS business and ISD technical personnel and CWD resource requirements and duties are outlined in the project management plan section of this FSR.

Specific implementation, training, maintenance, and on-going operational resource requirements will be identified as part of the vendor solution. Technical training resources required for on-going server operations will be identified within the service agreement with DTS. Existing funding will be redirected to cover the costs of DTS support. No additional permanent staffing will be required to implement the proposed solution.

5.1.10 Training Plan

Training and change management resources will be provided by the vendor for all end users internal and external to CDSS. CSS analysts currently providing training and help desk support to end-users will be provided with an additional level of training.

Training aids such as user/operational manuals, on-line guides and audio / video explanations/courses will be provided by the vendor. All training plans will be developed based on the ISD standards described in the CDSS system development lifecycle and will include specifics regarding on-going development and enhancements, operational and maintenance training plans. The vendor will also implement a change management approach that includes a communication plan as well as an identification of possible implementation risks and resources for mitigation of those risks.

5.1.11 Ongoing Maintenance

Ongoing Maintenance

All aspects of the proposed solution will require some degree of on-going maintenance to keep the system viable in terms of technology and business objectives and requirements. This maintenance should be considered routine and standard for all technology solutions and includes:

- computer and network hardware,
- computer operating system and .NET Framework software,
- custom application software,
- application data including data tables and business rules,
- user documentation, and
- network and application security.

A contract will be established with the system developer to provide on-going support and maintenance for the new CECRIS. ISD will provide technical oversight of the contractor responsible for the on-going support and maintenance of the new CECRIS.

The decision to use a contracted vendor for on-going application support and enhancements was driven by the need for flexibility and efficiencies. System requirements are constantly changing and evolving based upon new federal and state regulations, statutes, or negotiated agreements. These changes may not be on-going but when required must be implemented quickly and within established timelines. In most cases changes must adhere to specific mandated effective dates for implementation. Failure to implement new or updated requirements during specified effective dates for implementation may result in deferrals and disallowances of federal funding. A vendor would be required to commit to specified service level agreements for system and maintenance and provide the flexibility needed to do whatever it takes to design and implement new and updated requirements within required timeframes. A vendor would also provide the necessary technical expertise, could be deployed quickly in these instances, and when not needed the State would not incur costs.

Although cost is not the primary factor in the decision to use a contracted vendor for application support and enhancements. The cost of using CDSS IT staff is higher than the cost of using a contractor. If a contractor is used in the first year of CECRIS operation (which will include a backlog of change requests compiled during development), the cost will be \$108,000 (based on 940 hours of work at \$115/hour). If CDSS IT staff is used, the cost will be \$112,160 (based on 940 hours of work at \$52/hour, an additional 940 hours of work at \$52/hour that the CDSS IT staff cannot complete while they are working on the CECRIS change requests, and recurring training costs). Subsequent year costs will be lower, 653 hours at \$75,000 for a contractor and 653 hours at \$75,112 for CDSS IT staff, respectively. The workload estimates of 653 hours was calculated using change requests statistics for the last 2 years. There were 44 change requests completed in the last 2 years. Each change request averaged 30 hours to complete. Change requests required 2 hours to 100 hours to complete. Approximately 50% of a year's workload was added to account for the backlog of change requests which will be generated during the development of the new CECRIS to arrive at the 940 hours. Change requests will be halted during development.

If CDSS IT staff is used for on-going support and maintenance other risks and costs will be incurred. If CDSS IT staff is used, the CDSS Internet Solutions Bureau (ISB), which is currently

staffed by 4 web developers, will be responsible for assuming the CECRIS support and maintenance responsibilities (940 hours the first year and 653 hours for subsequent years). The CECRIS change requests will contend for ISB staff and priority. The ISB currently has a backlog of 20 medium to major projects requests. With the Department's strategic direction toward web and web-based processes, this backlog continues to grow as new requests are received at a rate of 1-2 requests a month. Due to competing priorities and staffing issues, CDSS cannot guarantee the required response to CECRIS change requests whereas a contracted vendor can guarantee the required response time through a service level agreement. If CECRIS changes are not completed by the mandated effective dates, CDSS may face federal disallowances and deferrals.

The hosted servers and telecommunications network maintenance will be included within the scope of the service agreement with DTS. ISD staff from CDSS will be responsible for on-going maintenance for personal computers, printers and network resources within CDSS. Business area staff from CDSS will be responsible for on-going maintenance of the business rules, user access control and coordinating the other service agreements.

5.1.12 Information Security and Confidentiality

The proposed system will include specific security requirements defined during the design process. The DTS security standards for hosted applications are detailed and include very specific guidelines that must be followed by anyone accessing the DTS WAN or LAN. No additional information security standards beyond the CDSS and DTS standards will be defined for the proposed system. These standards include both technology and premise based access control to all facilities and resources.

No additional confidentiality requirements are required based upon the functional requirements of the proposed system.

5.1.13 Impact on End Users

The proposed solution will be accessed by users through standard internet browser software. The likelihood that end users have experience using Internet browser based software is high. Experience with internet browsers combined with knowledge of the CEC process should allow for a fairly easy transition to the proposed solution. All users who currently access the existing CEC System and manual workflow including CDSS and CWD staff will be affected by the implementation of the proposed solution.

The most significant impact will be a result of the centralized database. This will allow multiple users to access and update the data at the same time for multiple CEC processes. The proposed solution will provide an opportunity to increase the efficiency of CDSS and CWD staff, improve speed in processing CECs, increase data integrity, and eliminate the need to manually transfer and coordinate application and data files. Independent CWD systems developed to provide specialized reporting may need to be modified by the CWDs to utilize new data file formats and allow data integration.

CSS staff will continue to provide user support for business and policy issues, high-level troubleshooting, and table maintenance for the electronic business rules. In addition, CSS staff will be responsible for providing on-going training and system and policy manual updates to users.

The proposed solution will include changes in workflow and processing procedures. These changes will impact all aspects of the CWDs interaction with the CEC filing process. The proposed

solution will not be designed to simply take the place of the existing systems. The business process re-engineering will require careful planning during transition to overcome the reluctance and resistance to change.

A change management and communication plan will be created and managed throughout the development project. In addition, training material and classes will be made available to all users in order to facilitate the transition to the new system. The CWDs are very motivated to participate and streamline the current CEC process.

5.1.14 Impact on Existing System

The four existing Visual FoxPro applications and work-arounds described in this FSR will be replaced by the proposed solution. The existing applications will continue to be supported until all stakeholders are trained and the proposed solution is fully tested and operational. The data conversion process will be automated and all data in the existing system at the time of cut-over to the new system will be converted. The processing of the CECs will not be interrupted or delayed. This will require additional effort by CDSS staff to continue to support the existing system while being involved in the design and testing of the proposed solution.

5.1.15 Consistency with Overall Strategies

The proposed solution is being developed in an effort to better align the CEC system with the CDSS's strategic direction for information technology. The development of the CECRIS has been identified as a priority project in the agency's Agency Information Management Strategy (AIMS).

5.1.16 Impact on Current Infrastructure

Existing servers will not be utilized by the proposed solution. Once data conversion is completed, data storage resources currently allocated to CEC storage will no longer be required. All existing workstations and network access resources are expected to be used by the proposed solution and do not require increased processing or communication capacities.

5.1.17 Impact on Data Center

The proposed solution will be hosted by DTS at the State's consolidated data center. The data center will not require any resource augmentation. The agency has initiated and maintained contact with the CDSS's DTS representative throughout the FSR process to assist with review of FSR sections and to develop the proposed solution concept and DTS cost estimates.

5.1.18 Data Center Consolidation

The proposed solution is consistent with the State's requirement that all new non-mainframe systems be housed at one of the major data centers. No alternate site is required.

5.1.19 Backup and Operational Recovery

The backup and operational recovery of the application and data along with the associated costs will be defined and managed as part of the service agreement with DTS. DTS provides several levels of service relating to backup and recovery services and the plan selected will be based on the business needs defined during the design process of the proposed solution.

5.1.20 Public Access

The proposed solution does not provide direct public access to any CEC data by private sector organizations or individuals. Access is limited through secure logins and is restricted to the specified users.

5.1.21 Costs and Benefits

Costs

All one-time and ongoing costs for the proposed solution are detailed in the economic analysis worksheets in Section 8.0 of this FSR. There are four worksheets: Economic Analysis Summary, Existing System Cost Worksheet, Proposed System Cost Worksheet, and the Alternative 1 Cost Worksheet.

The proposed solution costs include a breakdown of one-time costs and continuing costs. The proposed solution has estimated total one-time costs of \$3,169,033 over three years. Procurement costs will be expended in FY 2008/09 and 2009/10.

One-time costs include the following costs for procurement of the following vendors:

System Development	\$80,000
IV&V/IPOC Services	\$20,000
Procurement Support .2 PY Staff Services Manager I	\$18,552
Total 2008/09 One Time (Procurement) Costs	\$118,552

One-time costs in state fiscal years 2008/09, 2009/10, and 2010/11 include the following:

Representatives from each stakeholder group will be needed to participate in the development project in order to articulate requirements, participate in design sessions, test, and be trained in system operation. System development will also require coordination with CWD stakeholders, CDSS business, ISD technical personnel, and CWDs. Detailed resource requirements and duties are outlined in the project management plan section of this FSR.

Subject Matter Experts time that is allocated to the system development effort: requirements analysis and definition, BPR, design sessions, testing, and training. It is estimated that each of the current (10.5 PYs +1 ISD) staff will dedicate approximately 16 weeks each or .3 PYs each for a total of 3.7 PYs ¹⁴	\$253,595
CWD Subject Matter Experts: 1 per CWD for 60% of CWDs - 2 weeks each	\$137,835
<u>System Development</u> - Outsourced system design, development, and implementation (including business process reengineering, training, and change management)	\$1,936,000
Project Manager	\$537,600

¹⁴ Total costs for all 10.5 PYs = \$767,153 * .3 + .25 ISD \$23,449.



IV&V/IPOC Services	\$130,000
ISD Quality Assurance Consultant – ISD elected to utilize a consultant in lieu of assigning a portion of a current PY to the project. The consultant will work with subject matter experts and development team members to ensure the end results comply with the CDSS infrastructure, standards, and practices.	\$54,375
Data Center Services – IIS Set-up: \$500 Server Setup Fee - Virtual Server (OS and application set-up): \$460 Database Setup Fee: 115	\$1,075
Total One Time Costs (not including procurement)	\$3,050,480

Feasibility Study Report costs are not and should not be included in the costs and economic analysis worksheets.

Continuing costs are estimated using 2006/2007 rates and include the following costs:

Continuing Cost Line Item	Per Year
Vendor costs for system maintenance and updates required to comply with statute changes that affect CEC processes and reporting requirements. Vendor technical staff will perform system updates and support that requires programming and trouble-shooting for updates.	FY 11/12 \$108,000
Service agreement costs with DTS for hardware and software refreshes and hosting: SQL Server Database Instance \$250/month SQL Server Db Instance- Tier 1 Support \$410.20/month W2K3 Virtual Server- Application Server (1GB SDRAM) \$400/month W2K3 Virtual Server- Web Server (1GB SDRAM) \$400/month W2K3 Virtual Server- Web Server Support \$848/month Verisign Cert \$250/year Verisign Installation \$150/year	\$28,098
ISD M&O Technical Oversight (.25PY Staff Programmer Analyst – Specialist)	\$23,449

It is estimated the system will be implemented in January 2011 and that workflow and automation efficiencies will begin to be realized in SFY 11/12. It is estimated that approximately 1.25 PYs of CSS staff can be redirected in FY 11/12. These staff efficiencies and associated cost savings can be redirected to other high-priority tasks to improve oversight and guidance to the CWDs and significantly improve the quality of CEC Reporting data.

It is estimated that the addition of the following CDSS personnel resource costs will be avoided by implementing the proposed system.

Stakeholder Group	SFY 09/10	SFY 10/11	SFY 11/12	Total
CSS	.5	.5	.5	1.5

CACU	.5	.5	.5	1.5
CAPU		.5	.5	1.0
TOTAL	1.0	1.5	1.5	4.0

The previous efficiencies and cost avoidances are detailed in “Section 3.3 Business Objectives” of this FSR.

Costs for vendor support and maintenance of the system will be reduced to approximately \$75,000 per year after the first full year of implementation.

Sources of funding: Funding for one-time costs will be requested as follows in the spring pending DOF's receipt and approval of the FSR. A placeholder in the November subvention process was requested. Continuing costs will be requested for subsequent fiscal years using the same percentage breakdown per funding source.

Item #	% Project Funding	Federal	State General Fund	Reimbursement
101	40%	100%		
111	4%		52%	48%
141	17%	50%	50%	
151	39%	53%	44%	3%
	100%			

Benefits

Although the proposed solution will decrease staffing levels slowly over the next several years, the primary goal of the system is to increase the quality of services provided by improving the efficiency and effectiveness of existing staff.

The proposed solution resolves the business problems outlined in this FSR. In addition, the following qualitative benefits will be realized:

- Maintain all data and codes required for CEC program administration through 2017.
- Incorporate all state and federally mandated modifications and program codes.
- Reduce staff time required for CEC data validation, consolidation, and reconciliation.
- Reduce the time required for providing technical assistance (due to outdated software and poor system and database design) to CWDs.
- Reduce the amount of time required by CSS staff to prepare reporting data, create standard, ad-hoc reports, data extracts and respond to inquiries regarding CEC statistics or status.
- Reduce the amount of time required to create, manage, and distribute the individual CEC applications and data.
- The proposed system can be managed by personnel with one year of system and CEC experience. The current system required extensive and in-depth knowledge of both the applications and the CEC workflow.
- Consistency with the CDSS's technology standards;

- Eliminate risks associated with reliance on outdated technology and poorly designed system;
- Outstanding change requests will be able to be implemented without fear of bringing down the current system and at a much lower cost;
- Leverages use of consistent procedures and a single system and data repository of CEC information available to all authorized stakeholders statewide;
- Provide a professionally designed and developed software solution that streamlines workflow, includes functional enhancements, and improves staff efficiency;
- Eliminates need for CWDs install and troubleshoot runtime software thus allowing a higher degree of platform independence by the CWDs; and
- Improved service levels with the same (or less) amount of personnel resources.

5.2 Rationale for Selection

The proposed solution will meet all of the objectives and functional requirements stipulated in this FSR. The cost benefit analysis for this alternative yields a favorable ratio of overall program costs and benefits.

Microsoft SQL Server was selected as the database management system since the scope and complexity of the system is greater than that which is advisable for a workgroup system (e.g. Microsoft Access or Visual FoxPro). The proposed system requirements outline an application that will be used by internal users and users external to CDSS. The internet based technology described in the solution meets the centralized application and data storage requirements while also allowing a great deal of flexibility for end user access including the external CWD users. The proposed solution allows for a very high degree of reusability of current end user hardware and operating system software. All of the hardware and software conforms to existing CDSS standards so there is no unique or specialized training or staffing required.

The choice to use outside vendor resources for one time system development will allow the initial development to progress much more rapidly. A consulting team with the required skills can be hired immediately and in-house ISD technical resources are currently limited. On-going maintenance and enhancement to the system will be completed by the development vendor under a maintenance contract.

The proposed solution utilizes industry standard approaches that reduce the amount of risk inherent in a custom system development. The proposed solution development is scheduled to be initiated in November 2009 and completed Change management, training, and full distribution to CWDs and other stakeholders are scheduled to be completed by January 2011.

If the proposed solution is adopted, all users internal and external to CDSS will be using a technology solution that is fully supported by the development/M&O vendor, ISD and DTS. The software will be professionally developed, managed, and maintained by trained technology staff and will serve as a basis for improved service levels. Existing CEC support staff will be able to focus on analytical and policy support instead of supporting the technology and completing redundant manual processes and reconciliations.

5.3 Other Alternatives Considered

CDSS considered and rejected the following two alternatives before selecting the proposed solution. These alternatives have been assessed for their ability to satisfy the objectives and functional requirements defined in this feasibility study. Alternatives that do not adequately

satisfy the objectives do not include an economic analysis worksheet. The baseline or "do nothing" alternative was not included in this study.

5.3.1 Alternative 0

Maintain existing system. Do nothing.

Description: Maintain and enhance the existing system with mandated enhancements only.

The system must stabilize and modified to incorporate federally required changes. These mandated updates and their business impacts are detailed in the Problem Specification section of this FSR

If the proposed system is not approved and procurement of a new system cannot proceed on schedule in fiscal year 2007/08 the CDSS will be required to:

- Hire a vendor to:
 - add patches and updates to stabilize the current system, upgrade underlying software, and standardize the design to support mandated enhancements
 - incorporate mandated requirements in either the existing system or separate ancillary systems
- Continue to maintain a redirection of an estimated 1.25 PYs at CDSS in the first full year of implementation that could be avoided with the proposed solution.
- Continue to incur an estimated 3.16 PYs at CWDs in the first full year of implementation that could be redirected with the proposed solution.

Costs: Costs for this alternative are the same as those outlined for the existing system in the existing system economic analysis worksheet in Appendix F.

If a new system is not approved a major overhaul of the existing system must occur in fiscal year 2007/2008 and 2008/2009. This overhaul is estimated to cost \$1,500,000 over two years. The overhaul will include tasks to stabilize the CEC system, increase system capacity in terms of complexity and increase the system's ability to manage additional program codes, and make mandated enhancements.

Due to the instability of the current system, poor design of the existing system, outdated technology, and anticipation of a new system, state and federally mandated modifications have not been made but rather are managed by manual processes outside the existing system.

Currently, \$350,000 is budgeted for support and maintenance costs of the existing system in fiscal year 09/10 and there is an anticipated need of an additional 15% for each subsequent fiscal year a new system is not approved.

Benefits:

- Maintain status quo: no system procurement or development required.

Advantages:

- NONE

Disadvantages:

- Will take at least twice as long to train staff to operate the existing system as to train new staff for the proposed system.
- Majority of CEC workflow and process are without automation support and/or supported by disparate systems.
- Required system updates cannot be implemented within the current system and will have to be implemented within new and separate system(s).
- Inefficiency of staff/process results in many PYs devoted to manual processing and takes away from time that could be devoted to quality issues, CWD training and policy support.
- Unable to ensure accuracy of calculations, payments, allocations, and reporting. Ultimately resulting in an increased likelihood of deferrals and disallowance of federal funding.
- Not in compliance with OMB-87 – requirement for consistency of financial records.
- This alternative does not meet departmental standards. ISD will not support the current system.
- CDSS will have to procure vendor expertise at significant expense to provide the required Visual FoxPro support.
- Alternative 0 does not meet departmental and agency guidelines for Information Technology.

5.3.2 Alternative 1

Design and build a distributed application using MS Access and a central SQL Server database.

Description: Develop a new Microsoft Access based application/database that meets the requirements specified in this FSR and distribute it to the CWDs in a similar method as the current application including runtime modules and data sets that would be individually prepared, distributed and collected. Data management and validation by CSS analysts could be done using Microsoft Access connected to a central SQL Server database. The GRIS functionality would be migrated to Crystal Reports.

This process would be very similar to the current system, although the technology used would conform to departmental software standards and the system and database designs would be greatly improved. Data communication would be accomplished using file transfers on existing extranet resources. The database provided to the users would consist of a single database file that would include multiple processing periods. This database platform will allow for consolidation into a single database file that would be distributed. The CDSS would not be able to take full advantage of the business process re-engineering options identified to work more efficiently due to the continued labor intensive practice of preparing, distributing and collecting database files.

Costs:

The total one time and five year total cost of ownership for this alternative is \$2,750,228, more than the proposed solution and less than the existing. Alternative 1 has a higher total cost since

it does not take advantage of all of the automation efficiencies and workflow improvements to increase the efficiency of existing staff and eliminate the need for addition staff in the future. The details of the alternative 1 costs are included the Economic Analysis Worksheets.

Benefits:

- All technology used conforms to CDSS standards, and could be supported by ISD.
- The database and system design would follow industry standards and practices for software development and database design.
- Technical environment is less complicated than the proposed solution requiring less outside vendor expertise in system design and maintenance.

Advantages:

- Allow CWDs to have and hold their data for "what if" scenarios.
- No active connection to CDSS would be required to work through the CEC process.
- Centralized database supported by ISD and DTS.

Disadvantages:

- The application would only run on operating systems that supported the underlying runtime software.
- Would not significantly improve the level of service.
- Cumbersome file transfers would continue.

Costs for Alternative 1 are slightly higher than the cost of the proposed solution, due to increased staffing needs in the future and associated costs, while gaining no additional functionality nor solving the primary problem of application and data distribution, this alternative is deemed to be unsatisfactory and unacceptable.

5.3.3 Alternative 2

Upgrade the current applications to the newest Visual FoxPro version (9.0 as of September 2006), add browser based access and front-end, and consolidate the four application databases into one.

This alternative would be designed to discontinue the distributed client application and move all data and processing to the CDSS Servers. The existing functionality of the existing applications would be reprogrammed to allow for users to connect using only a browser. The core application technology would be an upgraded Visual FoxPro engine and used for CDSS processing. The data would be converted and re-engineered to allow for a consolidated SQL Server database. Some components of this alternative system would still utilize interactive Visual FoxPro. GRIS would be replaced by a front end processing tool and ad hoc report writer such as Crystal Reports.

Costs: These costs are nearly equivalent to the cost of the proposed solution while gaining no additional functionality nor solving the problems of dependence on non-CDSS standard software. This alternative is deemed to be unsatisfactory and unacceptable.

Benefits: The benefits of this approach include salvaging existing Visual FoxPro code and processing knowledge by the CDSS staff that is now familiar with Visual FoxPro.

Advantages:

- Existing application logic could be converted with minimal effort due to backwards compatibility of Visual FoxPro.
- Existing staff's knowledge of Visual FoxPro would be leveraged.
- Provides a consolidated database and web browser based access.
- Change management impact would be minimal as current business processes changes are minimal.

Disadvantages:

- This alternative does not meet departmental standards, therefore not allowing staff to gain ISD technical support.
- CDSS would have to procure vendor expertise to provide the required Visual FoxPro support.
- Alternative 2 does not meet departmental and agency guidelines for Information Technology.

6.0 PROJECT MANAGEMENT PLAN

The CDSS recognizes the importance of project planning, the assignment of qualified project team members, and the use of industry best practices for project management. This section proposes a plan for how this project will be managed.

6.1 Project Manager Qualifications.

An experienced project manager is critical to the success of any project. It is the project manager's responsibility to ensure the project is completed on time and within budget, satisfies all objectives, and meets all functional requirements. The Project Manager should have a well-balanced mix of the following business and technical qualifications:

Business

- Previous project management experience on projects of at least the same level of complexity (scope, cost, schedule/duration);
- Project Management Professional
- High-level written and oral communication skills related to goals, objectives, and status with management, stakeholders, and staff;
- Understanding of the program's business objectives and their relation to the project's objectives;
- Conflict resolution skills and related experience with stakeholders, vendors, and staff;
- Ability to inspire and motivate staff as work processes change and the working environment evolves as a result of new technology;
- Knowledge of relevant CDSS business processes and procedures; and
- Experience working with and managing contract vendors (i.e., system development and IV&V/IPOC).

Technical

- Experience managing an Information Technology (IT) project with associated business process change;
- Knowledge of IT project management and system development methodologies;
- Familiarity with the State procurement and implementation policies and process for IT projects.

The Fiscal Services Bureau does not have an available candidate that meets all the qualifications above and who can be committed to the project full-time. Therefore, Fiscal Services Bureau will contract for a full-time experienced project manager (PM) who meets all of these requirements to represent the CDSS for the duration of the project. The management of the CECRIS Project will be a team that consists of the contracted State PM, the software development vendor PM, and the project functional team leader. In addition, state personnel contacts from each of the Fiscal Services Bureau CSS, ISD, DTS, and the CWDs will be assigned as members of the project team to ensure the goals and objectives of their respective business areas are met.

The intent of a full-time contracted project manager to manage the RFP development and software development life cycle for CDSS is to reduce project risk by ensuring the availability of

the project manager during critical timeframes and avoid over commitments required by other duties. The use of industry standard and proven software tools and technologies will reduce the complexity of the implementation compared to projects utilizing cutting edge technologies. However, the PM must still embody critical skills and qualifications needed to ensure the current workflow is streamlined, all objectives and functional requirements are met through the custom development, training and change management plans are appropriate and put into practice, vendor resources are managed, and to monitor implementation in 63 CWDs.

6.2 Project Management Methodology

The CDSS Project Management Office (PMO) has implemented project management policies and practices for IT projects, based on the Project Management Institute (PMI) and Institute for Electrical and Electronics Engineers (IEEE) project management policies and best practices. These project management methodologies are consistent with the Department of Finance's (DOF) requirements in Section 200 of the State Information Management Manual (SIMM) for initiating IT projects.

The CDSS Project Management Methodology provides standardized methods and guidelines for information technology projects. The methodology promotes a consistent, repeatable, and disciplined process that is more likely to result in quality results that are completed within budget and on time. The system development lifecycle starts at project start up and ends at project closeout, yet the project management methodology covers the tasks preceding and following the actual project execution phase.

6.3 Project Organization

The current CDSS, Fiscal Services Bureau, ISD, and DTS, and organization charts are included in Appendix D. Although details of the vendor project team are not known at this time, a proposed CECRIS project team structure is also included in appendix D.

6.4 Project Priorities

The following project trade-off matrix describes how the three factors (schedule, scope, and resources) critical to managing this project will be balanced. These three factors are interrelated – a change in one impacts each of the others. Project stakeholders have agreed on the relative importance of each factor and the formalization of this decision is provided below.

Trade-off Matrix

	Improved (Can be adjusted)	Accepted (Somewhat Flexible)	Constrained (Cannot be Changed)
Schedule	X		
Scope			X
Resources		X	

- The project **schedule** can be **improved**. CDSS is willing to change the schedule if necessary to preserve scope and provide necessary functionality and quality assurance
- The project **scope** is **constrained**. CDSS will only change the scope if new requirements are mandated by law.

- CDSS has determined that project **resources** are **accepted**. CDSS has determined that time expectations of State or CWD subject matter experts be clearly defined and quantified for system analysis, design, and testing. Additional State or CWD may be assigned to assist or augment identified subject matter experts to preserve the schedule and scope. Vendor staff will be assigned to meet all objectives and requirements outlined in the vendor contract. The vendor will be responsible for managing and assigning their resources.

6.5 Project Plan

6.5.1 Project Scope

The scope of CECRIS project is to develop and implement a custom software application that is based upon re-engineered business processes and meets all of the objectives and functional requirements outlined in this FSR. The project will include all system development lifecycle phases for custom software including resources for change management and stakeholder training. The project will provide users internal and external to CDSS with a streamlined business processes to manage the CEC business process, report expenditures, and receive reimbursement for these expenditures in a timely and efficient manner. In addition, the project will provide automation support to the CEC auditing, payment processing, and federal reporting processes. The proposed solution addresses these five major challenges facing CDSS with the current process:

- Lack of a centralized repository of information that is available to users on an as-needed basis for updates, inquiries, and reporting;
- Error prone manual processes and outdated poorly designed information systems;
- No strategic plan or personnel resources for technical support and enhancement of the current applications;
- Reduction in staff to manage increasingly complex reporting requirements;
- Competing demands for providing support and guidance to CWDs.

As a result of the capabilities provided through the project, users will be able to manage an increasing workload without adding staff while also improving data quality and usefulness.

Major benefits from the project will be realized through the use of web/browser-based technology that makes system and data distribution and maintenance extremely cost effective. In addition, CWDs will be relieved of the burden of having to install software on their local PCs and manually transfer data and files back and forth to CDSS. Multiple users within a CWD will be able to access the system simultaneously for data input and reporting based on the most current information available.

CWD support staff will be able to shift their focus to policy based support rather than technology/system support.

Data quality will be improved by:

- Enforcing business rules at the time of data entry;
- Improved database design (use of referential integrity);
- Automation of manual reconciliations and calculations;
- Elimination of error prone manual processing;

- Reducing the opportunity for data corruption from the transfer of data via zip files to and from CDSS and CWDs;
- Eliminating the duplication of data in multiple data stores; and
- Eliminating the need to manually transfer data to and from different CDSS data stores.

6.5.2 Project Assumptions

The following assumptions apply to this project:

- Fiscal Services Bureau, ISD, DTS, and the CWDs each are committed to the assignment of subject matter experts and/or part time team members with appropriate skills and experience.
- Subject matter experts will be available as specified during the timeframes outlined in the system development project plan by the vendor.
- Fiscal Services Bureau, ISD, DTS, and CWDs team members and subject matter experts will participate in defining the detailed business requirements, training, and testing of the proposed solution.
- Assignment of ISD and DTS team members will help to ensure that ISD and DTS standards are met.
- CWD end users will have participation and buy-in to ensure the solution's success.
- Vendor resources will be utilized for the system design, development, implementation, and on-going maintenance and enhancements.
- CDSS will hire a vendor to create procurement documents and assist with procurements:
 - IV&V/IPOC - Invitations for Bid
 - System Developer - Request for proposal
- CDSS will hire a vendor to serve as the CDSS Project Manager.
- Full project funding will be available throughout the project lifecycle.
- The project receives demonstrable Department support including ongoing participation by the executive sponsor – the Deputy Director of the Administration Division.
- The CECRIS Project will obtain CDSS, Department of General Services, and Department of Finance approval.
- Business Process Reengineering will take place prior to development of the new system.
- A rigorous change management and training program will be developed and in place to plan stakeholder communications, manage resistance to change, and to encourage stakeholders to participate and 'adopt' the new system and processes.
- There will be no major Federal or State statute or regulation changes that will require modifications to the business requirements.

6.5.3 Project Phasing

Below is the list of proposed phases and deliverables for each. Deliverables in this context refers to both internal work products and work products that may have a formal review and approval.

Phase	Deliverables
PHASE – I Procurement	<ul style="list-style-type: none"> ▫ Acquisition Support/Procurement Documents: Invitation for Bid - CMAS ▫ Project Manager: Invitation for Bid - CMAS ▫ IV&V/IPOC Invitation for Bid - CMAS ▫ System Developer Request for Proposal - MSA
PHASE – II Project Initiation	<ul style="list-style-type: none"> ▫ Update and implement project plan (including all sub-plans, communication, risk, change, etc), schedule, and resource assignments ▫ Conduct and document Business Process Re-engineering ▫ Requirements Specification
PHASE – III Application Development	<ul style="list-style-type: none"> ▫ Finalize hardware and software specifications (based on updated specs and prices). Configure hardware and software at DTS ▫ Prepare and approve data model/design ▫ Application Build: user interface, code to support processing requirements, and develop screen and reports ▫ Develop User Training Materials ▫ Technical Documentation prepared by vendor and approved by business area, PM, ISD, & DTS
PHASE – IV Testing & User Acceptance	<ul style="list-style-type: none"> ▫ Prepare Test Strategy, Test Plan, Test Cases & Test Data ▫ Unit, integration, system and performance testing ▫ Data Conversion ▫ User Acceptance Testing
PHASE – V Change Management & Rollout to CWDs	<ul style="list-style-type: none"> ▫ Monitor Change Management Plan ▫ Implement Training Plan (Administrators and end-users) ▫ Establish Help Desks ▫ Rollout to CWDs
PHASE – VI Project Closeout	<ul style="list-style-type: none"> ▫ Initiate maintenance and operations plan ▫ Prepare Post Implementation Evaluation Report

All vendor payments will be based on completion of deliverables that will be further defined in each vendor's contract.

6.5.4 Roles and Responsibilities

The following are the CECRIS project team roles and responsibilities. The following roles are described in this section:

- Executive Project Sponsor
- Information Technology Governance Committee
- Project Manager
- Project Functional Team
- System Developer
- ISD Liaison



- Quality Assurance
- DTS Liaison
- IPOC/IV&V

Executive Project Sponsor

The Executive Project Sponsor for the CECRIS Project will be the Administration Division – Deputy Director. The project sponsor is responsible for providing sponsorship and support of the project at the executive management level. Generally, the Project Sponsor:

- Represents the project to executive management.
- Promotes the goals and objectives of the project at the executive management level.
- Resolves business issues and removes project obstacles.
- Approves significant changes to the scope, budget, and schedule.
- Approves key deliverables.
- Ensure project funding and resources
- Provide highest-level decision making authority.

Information Technology Governance Committee (ITGC)

The ITGC will receive reports of the project status and copies of major deliverables to ensure the project delivers results that enhance or increase the value of CDSS services. ITGC subcommittees and ad hoc groups will also be kept in the loop as necessary to ensure a clear and consistent approach to the planning, implementation and maintenance of technology that supports the CDSS business processes. ISD is a member of the ITGC.

Project Manager

A full time CDSS Project Manager will be contracted and assigned to the project. The project manager will be responsible for:

- Participating in procurements for system development and IPOC/IV&V vendors;
- Assisting to obtain and manage resources assigned to the project;
- Ensuring the system implemented meets the project and program area objectives and functional requirements;
- Serving as central point of communication and coordination between the vendor, DTS, and the State;
- Working with the vendor project manager, IPOC/IV&V, and stakeholder representatives in ensuring the quality of deliverables and the overall project success;
- Work with vendor teams to correct deliverable deficiencies;
- Review and recommend approval of all project workplans, deliverables, and status reports;
- Monitoring and facilitating adherence to the project scope, schedule, and budget; and
- Ensure continued implementation of the project plan and related sub-plans (i.e., Risk, Communication, Training, Change/Transition, etc.)

The project manager may also provide technical expertise in areas such as business process re-engineering, database design, testing, training change management, and ensuring the system as delivered meets technical requirements consistent with CDSS information technology strategy. In addition, the project manager will be responsible for the following:

- Verification that functional and technical requirements position the project for success;
- Ensuring CDSS responsibilities are met as outlined in procurement documents, plans, and contracts and provide a means for early intervention in case of problems, and
- Protect CDSS's interests in case of change management needs; and
- Participate in quality assurance processes.

Project Functional Team

The project will require subject matter experts from each of the stakeholder business areas. Functional team members will participate in selected phases of the project based on their business area and as defined in the vendor project plan. The functional team leader, the Chief of the Fiscal System Bureau, will be responsible for:

- Participating in the preparation and review of bid specifications and selection of the contract project manager, IV&V/IPOC, and development vendor;
- Ensuring assignment and available of appropriate CDSS subject matter experts;
- Ensure effective CDSS staff participation;
- Participating in management decisions and deliverable approvals with the vendor and CDSS project manager;
- Working closely with the CDSS project manager to ensure the goals and objectives of the program and the development project are in alignment and closely monitored;
- Escalating status and issues to the CDSS Project Manager; and
- Serving in an advisory nature for decisions related to policy and business functionality.

The range of responsibilities for the functional team members include:

- Participate in business process re-engineering activities and definition of business requirements;
- Participate in team meetings;
- Provide status to CDSS project manager and functional team leader;
- Provide input into project risk and issue efforts, and resolve as assigned;
- Participate in user training and knowledge transfer activities;
- Participate in testing activities, including review and approval of test case specifications, test data, expected test results and execution, and documentation of user acceptance testing;
- Participate in the review of key project deliverables; and
- Participate in the development and approval of training and change management planning.

System Developer

CDSS will contract with a system developer to provide a full lifecycle custom software development and implementation to support the end-to-end business process. This includes:

- Business Process Re-engineering – lead, facilitate, and document Joint Application Definition (JAD) sessions to identify the business rules and procedures to meet the project objectives. Draft Conceptual Design documents and Software Requirement Specifications.
- Custom application development - Design and build the CECRIS in cooperation with the CDSS subject matter experts and DTS specialists.
- Testing - develop and implement detailed test plans, scenarios, and data.
- Training – Create on-line training materials, procedure guides, and manuals for end user and CSS support staff.
- Change Management - develop a change management / transition strategy and provide resources to implement it.
- Conversion of current and historical CEC data.
- Project management - provide a comprehensive and detailed project plan and schedule of the tasks that show the proposed assignment of vendor resources and expectations for when and how much CDSS staff resources will be required. Vendor project management will also be responsible serving as the main point of contact with the CDSS project manager and performing status reporting, risk management, and other project management duties as outlined in the request for proposal.

Detailed roles, tasks, and requirements of the development vendor will be outlined in the CECRIS request for proposal.

Quality Assurance (QA)

The contracted QA resource will ensure the technical quality of the products and services delivered by the CECRIS maintenance and operation developer.

Overall responsibilities will include:

- Technical review of the developer's deliverables
 - Specifications
 - Design
 - Code
 - Test Plans
 - Test results
 - Deployment plan
- Review the developer's adherence to CDSS Information Technology standards, policies, best practices and procedures

ISD

An ISD representative will provide oversight of contract vendors and serve as the part-time ISD liaison to the project. This individual will ensure the contracted vendor and CDSS project manager understand how to make effective use of ISD staff within the constraints of their scheduled responsibilities for other duties. Overall responsibilities include:

- Identification of ISD resources that can aid the project.
- Ensuring effective ISD participation.
- Participate in business process redesign and requirements meetings.
- Review and provide feedback on vendor deliverables.
- Provide advice regarding consistency with CDSS IT policies, standards and procedures, and statewide strategies, direction and policies.
- Provide oversight of the contracted project manager to ensure their adherence to CDSS Information Technology policies, procedures, standards and practices.
- Provide technical oversight of the contracted system developer to ensure their adherence to CDSS standard methodologies and practices.
- Provide technical oversight of the contracted maintenance and support resource to ensure their adherence to CDSS standard methodologies and practices. Tasks will be assigned to the contractor by ISD. The contracted resource will report to ISD.
- Provide oversight of the Independent Project Oversight Contractor (IPOC)/Independent Verification and Validation (IV&V) (IPOC/IV&V) contractor. The contractor will report to the ISD Office of Systems Oversight (OSO).

DTS Liaison

The DTS representative assigned to CDSS will serve as the liaison and primary point of contact between the CECRIS project team and DTS. The DTS representative will ensure that hardware, software, hosting, and service agreements are established and maintained to best support the proposed solution. Overall responsibilities include:

- Participate in the creation, review, and approval of the system design specification including proposed hardware and software requirements;
- Serve as the primary point of contact for coordination of server installation, hardware and software configuration and upgrades, disk storage, backup and recovery procedures, etc.;
- Provide cost estimates;
- Coordinate with the project managers for use of needed DTS equipment and resources;
- Provide status and identification of risks to project management; and
- Serve as the single point of contract for the implementation, support, and maintenance activities assigned to DTS.

IPOC/IV&V Contractor

The IPOC/IV&V will provide independent project oversight and verification and validation services as required by the Department of Finance from approval of the FSR through system implementation. Due to the relatively small size of the project, CDSS will contract with one

vendor to perform both IV&V and IPOC services. The vendor will report to the ISD OSO, who will develop, execute, and direct this contract to ensure independence.

The OSO will manage a vendor who can provide the following services:

- IPOC
 - Execution of the State's Independent Project Oversight Framework
 - Independent assessment of project management deliverables, processes, and products.
 - Objective assessment of procurement or technical deliverables, products, and processes including reviews, inspections, walkthroughs, etc.
 - Multi-level independent reporting on the project to:
 - DOF, project management, and the CDSS OSO as determined by project criticality through the Independent Project Oversight Reports,
 - CDSS executives and CIO through status reports and presentations at ITGC meetings,
 - Project team members and stakeholders through reports on deliverables and process reviews, and
 - Help detect risks and variations that may occur during the project and recommend corrective action.
- IV&V
 - Validation services to determine if interim deliverables and the final system satisfy requirements and solve the right problems. This includes activities such as independent traceability analysis and reporting of results.
 - Validate adherence to documented project plans, procurement and technical standards, methodologies, practices and conventions. Provide recommendations for improvements as needed.
 - Verification services to ensure compliance with requirements for all project activities.
 - Evaluation and reporting on adherence to scope (functionality required by the business), budget, schedule, and quality baselines.
 - Assessment and reporting on adherence to project management best practices including but not limited to system development, personnel resources, communications, risk, cost, and procurement management.
 - Identification and quantification of project risks and issues including the development of sound recommendations based on industry best practices to reduce or eliminate the risks and issues.

6.5.5 Project Management Schedule

The following Gantt chart outlines the schedule for each of the major milestones associated with this project. This schedule will be refined during each subsequent project phase.

ID	Task Name	Duration	Predecessors	Start	Finish	Qtr 2
1	Develop & Implement CECRIS	993 days?		Tue 7/1/08	Thu 4/19/12	
2	Procurement	355 days?		Tue 7/1/08	Mon 11/9/09	
3	Procure Project Manager	65 days		Tue 7/1/08	Mon 9/29/08	
4	Prepare for Project Manager Procurement	44 days		Tue 7/1/08	Fri 8/29/08	
5	Award/Execute Contract	21 days	4	Mon 9/1/08	Mon 9/29/08	
6	Procure Procurement Support Vendor	68 days		Mon 8/4/08	Wed 11/5/08	
7	Prepare for Procurement Support Vendor Procurement	39 days		Mon 8/4/08	Thu 9/25/08	
8	Award/Execute Contract	29 days	7	Fri 9/26/08	Wed 11/5/08	
9	Procure IV&VI/POC Vendor	135 days		Mon 5/4/09	Fri 11/6/09	
10	Prepare for IV&VI/POC Vendor Procurement	72 days	8	Mon 5/4/09	Tue 8/11/09	
11	Award/Execute Contract	63 days	10	Wed 8/12/09	Fri 11/6/09	
12	Procure System Developer	261 days		Thu 11/6/08	Thu 11/5/09	
13	Develop Requirements	112 days	8	Thu 11/6/08	Fri 4/10/09	
14	Develop RFP	112 days	8	Thu 11/6/08	Fri 4/10/09	
15	Release RFP	1 day	14FS-1 day	Fri 4/10/09	Fri 4/10/09	
16	Award/Execute Contract	59 days		Mon 8/17/09	Thu 11/5/09	
17	Procure Quality Assurance Vendor	123 days?		Thu 5/21/09	Mon 11/9/09	
18	Prepare for Quality Assurance Vendor Procurement	57 days?		Thu 5/21/09	Fri 8/7/09	
19	Award/Execute Contract	66 days?	18	Mon 8/10/09	Mon 11/9/09	
20	Project Initiation	10 days		Tue 11/10/09	Mon 11/23/09	
21	Project Planning	10 days	16,19	Tue 11/10/09	Mon 11/23/09	
22	System Design	129 days		Tue 11/24/09	Fri 5/21/10	
23	Business Process Re-engineering	86 days	21	Tue 11/24/09	Tue 3/23/10	
24	Requirements Specification	63 days	23FS-40 days	Wed 1/27/10	Fri 4/23/10	
25	Finalize HW & SW Specs & Config	21 days	24FS-11 days	Fri 4/9/10	Fri 5/7/10	
26	Prep and Approve Data model & System Design	31 days	24FS-11 days	Fri 4/9/10	Fri 5/21/10	
27	System Development	128 days		Mon 4/26/10	Wed 10/20/10	
28	Development	108 days	26	Mon 5/24/10	Wed 10/20/10	
29	Documentation	128 days	24	Mon 4/26/10	Wed 10/20/10	
30	Testing	114 days		Thu 8/12/10	Tue 1/18/11	
31	Test Planning	21 days	29FS-50 days	Thu 8/12/10	Thu 9/9/10	
32	Unit, integration, system, & performance testing	40 days	31	Fri 9/10/10	Thu 11/4/10	
33	Data Conversion	29 days	31FS+5 days	Fri 9/17/10	Wed 10/27/10	
34	User Acceptance Testing	79 days	33FS-20 days	Thu 9/30/10	Tue 1/18/11	
35	Implement Change Management Plan	303 days	21	Tue 11/24/09	Thu 1/20/11	
36	Rollout	104 days		Fri 8/27/10	Wed 1/19/11	
37	Implement Training Plan	102 days	31FS-10 days	Fri 8/27/10	Mon 1/17/11	
38	Go Live	1 day	34,37	Wed 1/19/11	Wed 1/19/11	
39	Project Closeout	327 days		Wed 1/19/11	Thu 4/19/12	
40	Implement Continuing Maintenance & Ops Plan	1 day	30	Wed 1/19/11	Wed 1/19/11	
41	Post Implementation Evaluation Report	66 days	38FS+250 days	Thu 1/19/12	Thu 4/19/12	

6.6 Project Monitoring

The CECRIS project status will be tracked and reported on a regular and on-going basis throughout the lifecycle of the project. The following standard reporting mechanisms will be used:

- Status Meetings and Reports
- Issue Tracking Reports
- Risk Management Updates
- IPOC/IV&V Reports

Bi-weekly status meetings may include the following participants:

- CDSS Project Manager
- Vendor Project Manager
- Project Functional Leader and Team
- ISD Liaison
- DTS Liaison
- IPOC/IV&V

The meetings will address the status of project tasks, deliverables, schedule, and budgets. The vendor project manager will compile and distribute bi-weekly status reports to specified team members. Status reports will include accomplishments, activities in progress, project plan task status, outstanding issues, action items, major milestone, and phase reviews. Status reports will also be provided to the Executive Sponsor, ITGC, and appropriate State IT control agencies as directed. The status report and biweekly agenda content and structure will be finalized during the project initiation phase.

Risk management updates will be monitored and reported as prescribed in the risk management plan contained in this FSR.

Project functional team members will work closely with project management and stakeholders in order to monitor project progress and report any variance to project management. The CDSS project management team will closely monitor the project while ensuring effective communication to all stakeholders and executive management.

The IPOC/IV&V vendor will monitor and report progress and findings on the project as required by the Department of Finance's project oversight framework. In preparation for completion of the Independent Project Oversight Report (IPOR), the IPOC/IV&V will review the status of the project schedule and budget in comparison to the approved project budget and schedule. In addition, the IPOC/IV&V will monitor the status of all identified risks, and will review the project management processes to identify potential additional risks. The IPOC/IV&V will report their findings to the project managers using the mechanisms described in their contract.

The ISD OSO will oversee the IV&V/IPOC contractor. The contractor will report to OSO.

ISD will oversee the system developer and maintenance and support contractor.

ISD will oversee the contracted project manager.

ISD, as a member of the ITGC, will ensure that a clear and consistent approach to the planning, implementation and maintenance of technology that supports the CDSS' business processes is employed.

6.7 Project Quality

Ensuring project quality requires a process where the project's results will meet the defined project objectives and requirements. Project management will encourage project team and stakeholder engagement throughout the project life cycle to ensure the identified objectives are met and to keep the project focused. The general procedures and activities the project team will execute to ensure quality are as follows:

- Quality Definition - Establish quality goals early in the project that include measurable objectives and functional requirements.
- Quality Process - Ensure quality activities are integrated into the overall project management plan and define who is responsible for each aspect of quality assurance.
- Quality Assessment
 - Track and review deficiencies at each project phase; examples include:
 - Define quality measurements that should be emphasized in the project;
 - Schedule regularly reviews of key tasks;
 - Perform a phase close-out that includes lessons learned and assessment of assumptions, execution, and accomplishments that affect quality; and
 - Enforce quality standards and procedures through formal reviews, walkthroughs, and assessment of key tasks, milestones, and deliverables.
 - Quality assessment and status section in the status report
 - Quality assessment and lessons learned in each phase close-out
 - Identification of quality issues in kick-off for each major phase of the project
 - Comprehensive acceptance testing plan that contains a requirements traceability matrix.

6.8 Change Management

The Change Management Process will follow the process outlined in the SIMM - Project Management Methodology guidelines.

A change is defined as anything that is not covered in the vendor contract or project plan or that alters the business case. Changes are things that will affect the cost, scope, quality, nature of the deliverables, final system, as well as the functioning of the project team. Change management for the CECRIS project will include the following types of change:

- Scope changes
- Schedule changes
- Cost changes
- Quality changes
- Risk changes

Key elements of change management for this project are:

- A central repository of change information;
- Change Request Form that contains summary information of each identified change;
- Assignment of a change control board and change control manager;
- Inclusion of change management as a topic of regular status reporting for the project; and
- Consistent and ongoing evaluation and discussion of change items.

Change Repository: A repository (i.e., folder on a network drive or web site) will be set up in the project library that is accessible by all project team members. The folder will contain change request forms, procedures, and procedural information about the change management plan.

Change Request Form: Each proposed change will include at a minimum the following:

- Name of requester;
- Date submitted;
- Change request title;
- Description of change;
- Optional reference material;
- Discussion of why the change is being proposed;
- Cost benefit analysis;
- Impact statement, discussing adverse affects to the organizations if proposal is not implemented;
- Schedule and Quality impact;
- Minimum of one alternative, including discussion of why proposed change is better; and
- A control number.

Change Control Manager:

The ISD representative from the Internet Support Bureau will serve as the Project Change Control Manager. The Project Change Manager will be responsible for the following:

- Track proposed changes and review and assess the initial impact analysis.
- Review estimates of cost, schedule, and resources needed to perform the change.
- Present the change and recommendations for action to the Project Team for review and approval.

Change control topics will be included as a regular agenda item in the bi-weekly status meetings. The Project Managers will approve any scope, or schedule changes that cause the project to exceed the baseline, but overall results in less than a ten percent change. Changes that exceed ten percent will be elevated to the Administrative Division Management and Executive management as needed.

Change Management Status Reporting: will be a standard agenda item for all status reporting meetings for the project and a standard section on all written status reports.

Change Management Evaluation: Change management and evaluation activities will be built into the project plan so as to assure consistent and thorough evaluation at each milestone and or phase.

6.9 Authorizations Required

The feasibility study report is reportable to the Department of Finance and must be approved internal to CDSS by:

- Health & Human Services, Agency Secretary
- CDSS Director
- Information Systems Division, Deputy Director,
- Chief Financial Officer
- Administration Division
 - Deputy Director, Administration Division
 - Chief, Fiscal Systems & Accounting Branch
 - Chief, Budget Bureau
 - Chief, Fiscal Systems Bureau
- Information Systems Division
 - Chief, Technical Services Branch
 - Chief, Security, Project and Resources Branch
 - Chief, Operations Branch
 - Information Security Officer

7.0 RISK MANAGEMENT PLAN

The purpose of the Risk Management Plan is to establish the requisite framework for risk management in support of the proposed CDSS CECRIS Project. This plan sets forth the procedures the team will use to manage risk. It identifies roles and responsibilities, processes for risk tracking and contingency planning, and how reserves will be allocated to handle risks. It also contains the Risk Management Worksheet, a risk management tool that will be continuously tailored to meet the specific needs of the project.

Preventative measures to reduce CECRIS risks will be incorporated in 2008/09 through the initiation of maintenance modifications to the current system. The implementation of these modifications will provide a solid base for the business requirements in the CECRIS. In addition, during the business requirements phase of the CECRIS it is our plan to cease all maintenance on the current system. Implementing these modifications to our current system will reduce the risk of failure on our current system during the requirements and development phase of the CECRIS. This in turn will enable us to commit the appropriate level of support and resources to the development and implementation of the CECRIS.

The primary risk management objectives are to:

- Reduce the uncertainty associated with the CECRIS project and increase the likelihood of achieving the desired outcomes through the early and continual identification, assessment, and systematic mitigation of possible risks.
- Provide management insight into risk content and status of the CECRIS project procurement, development and implementation phases, and the progress of mitigation efforts of identified risks throughout the project.
- Establish an issue/risk management discipline that can become part of the normal course of business, and can be transferred to subsequent phases of the project (procurement, customization/development, and implementation).

The general risk management methodology to be used for the CECRIS project is based upon the Department of Finance's Risk Management Approach, a classical risk management doctrine that establishes four distinct elements of a risk handling process within the framework of a Risk Management Plan. These are:

- Risk Assessment: the identification, analysis, quantification, and prioritization of risks.
- Risk Response: the actions taken to manage risk, such as risk avoidance, risk acceptance, risk mitigation, risk sharing, and project oversight.
- Risk Tracking and Control: the process of monitoring risks and risk response actions to ensure that risk events are actively dealt with over the course of the project.
- Risk Reserves: the resources (cost, time and staff) allocated to manage risks.

7.1 Risk Management Worksheet

The Risk Management Worksheet lists the risks identified in this project planning phase and the key attributes and characteristics for each. The first draft of the Risk Management Worksheet has been started during this FSR phase and is included in Appendix E. At project startup, the

Risk Management Worksheet will be reviewed again, and any new risks added to it. As the project progresses, members of the team will be responsible for identifying new risks to be added to the Risk Management Worksheet. Also, during the project, risks identified earlier may be removed or updated. A description of the Risk Management Worksheet components and format for this project are shown in the next section.

The following section describes the categories on the Risk Management Worksheet.

Risk Category/Event Description: A description of the risk event and risk category.

Loss Hours: The expected increase in hours that will occur if the risk event occurs.

Probability: A decimal value from 0 to 1 (e.g., .70) used to quantify probability that the event will occur.

Risk Hours: The estimated risk for an event calculated by multiplying the loss and the probability columns.

Previous Risk Hours: The value of risk hours reported in the previous period. A difference between this value and the current risk hours indicates a change in the risk status and is used to alert management that a change has occurred.

Preventative / Contingency Measure: The actions planned by the team to either prevent a risk from occurring (Preventive Measure) or to minimize the effect of the risk event (Contingency Measure). Preventative Measures are preceded by a "P" and Contingency Measures are preceded by a "C."

Comments: To document items such as change in value of risk hours from the previous period, management actions needed to contain risk, and status of preventative and contingency plans.

Total: The sum total of values in the Risk Hours.

7.1.1 Assessment

Risk assessment must include a review and determination of whether the identified risks are acceptable. Risk assessment will be performed on a regular basis throughout the life of the project. During the lifecycle of this project, risk assessment will be scheduled to be performed and the results reported to the project management on a regular basis (i.e., weekly, bi-monthly, monthly).

The following roles are involved in the risk assessment process:

- Originator of the risk. Any member of the project team may raise a risk and present it to the Project Manager.
- Risk Owner – the subject area expert responsible for managing a particular risk.
- Project Manager/Risk Management Administrator (may be the project manager or team member assigned to oversee the risk management process).

7.1.2 Risk Identification

Risk identification is the recognition that an event, state, or condition within the project (or impinging on the project from an external source) may occur with undesirable consequences. Risk identification is the responsibility of all members of the project team. Recognition of a risk may come from an individual, from a work group or organization associated with the project, from risk screening activities designed into the Risk Management Plan, or from other sources such as anonymous input. The important considerations in risk identification are:

- Seek early identification for maximum leverage.
- Perform on a regular basis throughout the life of the project.
- Foster risk awareness in the project.
- Utilize the expertise and experience of people close to the project.
- Seek wide participation at all levels-anyone can identify a risk.
- Absolutely no penalty should be tied to risk identification.

The project team will track risks that are both the internal and external to the project. Internal risks are items the project team can directly control (e.g., timing of events, staffing) and external risks happen outside the direct influence of the project team (e.g., new reporting requirements).

Project risks will be identified and managed throughout the life of the project. The project team will document risks and identify reserves that can be applied to the risks during the planning stage of a project.

Areas that will be considered as potential sources of risk include:

- The cost of the project
- The duration of the project
- The size of the project
- The complexity of the project
- The technology used on the project
- The environment in which the project is implemented
- The skill levels of the project team
- The relationships between team members
- Project management method and procedures
- How well the project fits the culture of the enterprise and the stakeholders
- How great a change will result from the project (business area and technology)

Many of these areas are not reflected in the initial Risk Management Worksheet, and therefore will be assessed when the project scope is clearly defined and the project team has been formed.

7.1.3 Risk Analysis and Quantification

Risks will be assessed using a set of criteria that allow for pseudo quantification of two parameters defining the magnitude of risk. These are:

- Probability (of occurrence or likelihood) - the uncertainty associated with the event. The probability is expressed as a decimal value from 0 to 1 (e.g., .70) to quantify probability that the event will occur. 0.1 means there is an approximate 10 percent probability that an event will occur.
- Loss Hours - used to quantify the magnitude of the consequence and indicates the expected increase in hours that will occur if the risk event occurs.

For this project, these two fields will be completed, reviewed, and updated on the Risk Management Worksheet on a regularly scheduled interval.

7.1.4 Risk Prioritization

Using the results of the risk quantification process, the project team will prioritize the risks so risks with higher probability and/or higher loss hours may be identified for increased resource commitments. Risk analysis and quantification will be performed continuously throughout the project since risks change and evolve and the analysis of risk allows the project manager to adequately manage risk and allocate resources. Risk prioritization for this project involves analysis of the risk quantification to assess the priority and setting specific dates for follow-up, resolution, or closure.

7.1.5 Risk Response

Once a risk is quantified the team will consider project aspects such as the Project Management Plan (schedule and resources), objectives, and business area and stakeholder risk tolerances to determine which response is appropriate. There are several different responses options including:

- Avoidance – eliminate the cause or use of an alternative approach that does not involve the risk
- Acceptance – accept the risk and the consequences
- Mitigation – reduce the probability or the impact of the risk occurrence
- Sharing – shift some risk or components of risk to others such as contractors or phased project implementations.

7.1.6 Risk Avoidance

The project team will identify preventive measures for risks. Whenever possible, the team will deploy preventive measures to avoid a risk.

7.1.7 Risk Acceptance

Every project includes some risks that must be accepted. In these cases the merits of the solution overshadow the risks or the solution still represents the best approach given the alternatives. For this project, the team members will assess each risk to determine whether it should be accepted or whether mitigating steps should be pursued.

7.1.8 Risk Mitigation

Risk mitigation planning for this project involves a wide variety of possible activities, depending on the nature of the risk, the urgency of the situation, and other circumstances. These activities include:

- Modifying the sources of risk to avoid its occurrence
- Reducing, in some way, the probability that the risk related event will occur
- Expending resources to offset or reduce the magnitude of the impact
- Accepting the uncertainty associated with the risk and devising contingency plans
- Do nothing, but assign relevant items to a "watch list"
- Recognize the situation and let the project team do their job (or "assist" them)
- Enlist the assistance of executive management for "political solutions"
- Other possible actions, limited only by resources, time, and ingenuity

7.1.9 Risk Sharing

Risk sharing on this project may be implemented by dividing accountability or responsibility for successful implementation of project tasks related to business operation between the different stakeholders (i.e., CSS, CACU, CAPU, and CWDs). Technical or implementation risks may be shared jointly or separated by the implementation vendor, DTS, and the client. In addition, risk may be shared by breaking the project into pieces and/or phases.

7.2 Risk Tracking and Control

Risk tracking and reporting summarizes the identified risks and portrays the status of the total project with regard to risk content. Risks for this project are documented so that their status can be ascertained and contingency measures can be taken to mitigate their effects. The goal of risk tracking is to provide accurate and timely information to the project management team to help prevent risks from adversely affecting the project.

Responsibility for monitoring and managing project risks will be assigned jointly to the customer and implementation project managers and an Independent Project Oversight Consultant (IPOC) and/or Independent Verification & Validation (IV&V) vendor for this project.

7.2.1 Risk Tracking

Risk tracking includes monitoring the progress toward resolving risks and reporting on the status and actions taken. The tools used to monitor risk for the CECRIS project include the Project Management Plan (to identify items on the critical path), this Risk Management Plan, and the Risk Management Worksheet.

The project manager will assign the risk an owner who is responsible for documenting the risk and providing follow up analysis and documentation (including all fields of the Risk Management Worksheet described in the next section) of the risk.

The owner fills out all relevant risk documentation fields in the Risk Management Worksheet and submits to the project manager.

7.2.2 Risk Control

The project manager will review and assess the list of risks on a regular basis. All risks will be reviewed with the project team and management on a regular basis. The project manager will follow up with the risk owner regarding required actions and make assignments of action items as necessary.

The risk owner will monitor, track, and provide status regarding the risk in formal status meetings, and will update the risk documentation fields in the Risk Management Worksheet.

Based upon periodic assessment of the risks and discussion with the project team, the project manager will determine when an open risk should be closed or changed to an inactive status.



8.0 ECONOMIC ANALYSIS WORKSHEETS

Please see Appendix F for the summary and detail worksheets.

PYs CDSS OE&E	\$/PY	Annual
10.5 \$1760 per employee for Hardware/Lease Maint	\$1,760	\$18,480
Facilities	\$6,600	
Communications and Infrastructure	\$1,500	
General	\$1,128	
Training	\$165	
10.5 General exp for facilities, communication, infrastructure and training	\$9,393	\$68,627
Total OE&E	\$11,153	\$117,107

Vendor EDP M&O Project 05/06	
Business process improvement enhancements	\$95,000
EDP enhancement	\$255,000
Contract Services	\$350,000

FY	Additional Costs in subsequent fiscal years	PYs	Annual
08/09	Consultant to Enhance, Support, and Maintain the System 2008 to provide critical system updates and software patches that will allow the first mandated requirement - the Cost Allocation Methodology to be implemented		\$500,000
08/09	One-time Consultant Support - make updates based upon changes resulting from the Title IV-E waiver demonstration project.		\$500,000
09/10	\$255,000 for the mandated administrative payment update - and \$150k for CWD training on the updated system and policy support - 95,000 for new mandated requirements and functionality updates to streamline workflow		\$500,000
10/11	Consultant to Support and Maintain the System. Total Based on 05/06 vendor contracts.		\$350,000
11/12	Consultant to Support and Maintain the System, per Section 3.2, problem #1. An estimated 15% increase in costs to maintain the system was assumed.		\$402,500
09/10	CSS - Associate Administrative Analyst	0.5	\$42,501
	CACU - Accountant Trainee	0.5	\$28,391
10/11	CSS - Associate Administrative Analyst (from FY08/09)	0.5	\$42,501
	CACU - Accountant Trainee (from FY08/09)	0.5	\$28,391
	CAPU - Associate Accounting Analyst - Acctg	0.5	\$42,501
11/12	CSS - Associate Administrative Analyst (from FY08/09)	0.5	\$56,175
	CACU - Accountant Trainee (from FY08/09)	0.5	\$28,391
	CAPU - Associate Accounting Analyst - Acctg (from FY09/10)	0.5	\$42,501
	Total Additional Costs	1.5	\$311,352

Additional staff resources will be required to manage increasing complexity of reporting requirements, maintain quality, and provide manual tasks to support the majority of workflow that does not have automation support.

DETAIL - EXISTING SYSTEM

PYs	Classification	Annual PY Cost w/Benefits (35%)	Total Cost
0.5	Staff Services Manager I	\$92,781	\$46,381
2.0	Associate Administrative Analysts	\$85,001	\$170,002
2.5	Total County Systems & Policy Section		\$216,384
1.0	Accounting Officer, Specialist - Acctg	\$70,681	\$70,681
3.0	Accountant Trainee	\$56,781	\$170,343
0.5	Senior Accounting Officer (Supervisor)	\$84,418	\$42,209
4.5	Total County Administrative Claim Unit		\$283,233
0.2	Accountant I - Acctg	\$52,796	\$10,559
0.25	Accounting Officer, Specialist - Acctg	\$70,681	\$17,670
0.25	Accounting Officer, Specialist - Acctg	\$70,681	\$17,670
0.3	Senior Accounting Officer, Specialist - Acctg	\$80,951	\$24,285
0.5	Associate Accounting Analyst - Acctg	\$85,001	\$42,501
0.5	Associate Accounting Analyst - Acctg	\$85,001	\$42,501
2.0	Total County Administrative Payment Unit		\$155,186
0.25	Staff Services Manager I	\$92,781	\$23,190
0.75	Associate Govt Program Analyst	\$80,951	\$60,713
0.5	Staff Services Analyst	\$56,894	\$28,447
1.50	Total Contracts & Financial Analysis Bureau		\$112,350
10.50	Total Current CDSS Staff		\$767,153

318.3 Associate Governmental Program Analyst Assume growth of 2% no new system is implemented 60% of all users time is time spent working on, with, or in relation to the CEC. (527 x 60% = 316 PYs)	CWD Size	CWD Count	# Users per CWD	Total Users	estimate 80% of CWD
		Large	22	15	330
	Medium	21	7	147	88
	Small	10	3	30	18
	Very Small	10	2	20	12
	TOTAL	63	27	527	316.3

**EXISTING SYSTEM/BASELINE COST WORKSHEET**

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

Department: California Department of Social Services

Project: County Expense Claim and Reporting Information System

Final Revision: October 2007

	FY 2008/09		FY 2009/010		FY 2010/11		FY 2011/12		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Continuing Information										
Technology Costs										
Staff (salaries & benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Hardware Lease/Maintenance		0		0		0		0		0
Software Maintenance/Licenses		0		0		0		0		0
Contract Services		1,000,000		500,000		350,000		402,500		2,252,500
Data Center Services		0		0		0		0		0
Agency Facilities		0		0		0		0		0
Other		0		0		0		0		0
Total IT Costs	0.0	1,000,000	0.0	500,000	0.0	350,000	0.0	402,500	0.0	2,252,500
Continuing Program Costs:										
CDSS Staff (salaries & benefits)	10.5	767,153	11.5	838,044	12.0	880,545	12.0	880,545	46.0	3,366,287
CWD Staff (salaries & benefits)	316.3	25,604,801	322.6	26,116,897	329.1	26,639,235	335.7	27,172,020	1303.7	105,532,953
Other (CDSS OE&E)		117,107		128,260		133,836		133,836		513,039
Total Program Costs	326.8	26,489,061	334.1	27,083,201	341.1	27,653,616	347.7	28,186,401	1349.7	109,412,279
TOTAL EXISTING SYSTEM COSTS	326.8	27,489,061	334.1	27,583,201	341.1	28,003,616	347.7	28,588,901	1349.7	111,664,779

DETAIL - PROPOSED ALTERNATIVE / SQL Server, DTS Hosted, Web Based Front End

Component	Description	Cost	Source	2008/2009	2009/2010	2010/2011	2011/2012	Explanation
Staff (Salaries & Benefits)								
0.2	Procurement Support SSM ¹	\$18,552	redirected	\$13,096	\$5,456			FY 7/1/08 - 11/9/09 for procurement
3.7	CDSS Subject Matter Experts time allocated to the system development effort: requirements analysis and definition, BPR, design sessions, testing, and training. It is estimated that each of the current (10.5 PYs + 1 ISD) staff will dedicate approximately 16 weeks each or .3 PYs each for a total of 3.7 PYs	\$253,595	redirected	\$98,166	\$98,166	\$57,263		⁽¹⁾ Total costs for all 10.5 PYs = 'EXISTING-Detail'D21 Costs (FY 7/1/08-1/18/11) or 39% incurred in FY 08/09, 39% incurred in FY 09/10, and 23% incurred in FY 10/11
1.70	CWD Subject Matter Experts: 1 rep per CWD for 60% of CWDs- 2 weeks each (80hours)	\$137,835	redirected	\$53,356	\$53,356	\$31,123		AGPA Annual Salary with benefits- 35% x 1.70 Costs - see note above
		\$137,835						Reflected on proposed E8 & E9 and G8 & G9
Hardware/Software	HW & SW reside at and are provided by DTS							
Data Center Services	IIS Set-up	\$500	new funds			\$500		
	Server Setup Fee - Virtual Server	\$460	new funds			\$460		OS and application set-up
	Database Setup Fee	\$115	new funds			\$115		
	Total DTS One-Time	\$1,075	new funds			\$1,075		
Contract Services								
11/5/08-8/31/09	Procurement Support	\$100,000	redirected	\$80,000	\$20,000			\$80k development, \$20K IV&V/IPOC, CDSS Redirected funds
11/5/09-1/31/11	System Development	\$1,936,000	new funds		\$1,032,533	\$903,467		
	1 Project Manager/Business Analyst	\$398,000	new funds		\$211,200	\$184,800		\$150 per hour for 176 hours/month over 15 months
	1 System Architect	\$398,000	new funds		\$211,200	\$184,800		\$150 per hour for 176 hours/month over 15 months
	1 Report Developer	\$330,000	new funds		\$176,000	\$154,000		\$125 per hour for 176 hours/month over 15 months
	1 Developer - Screens/Business Rules	\$330,000	new funds		\$176,000	\$154,000		\$125 per hour for 176 hours/month over 15 months
	2 Developers+Testing+Training+Documentation	\$484,000	new funds		\$258,133	\$225,867		\$125 per hour for 176 hours/month multiplied by 2 to accommodate 2 Developers over 11 months
9/29/08-4/30/09	Project Manager		redirected	\$203,200				\$150 per hour for 1,354 hours with an average of 150 hours/month averaged over 9 months (CDSS redirected funds) *
5/1/09-1/31/11	Project Manager	\$334,400	new funds		\$211,200	\$123,200		\$150 per hour for 2,229 hours with an average of 117.33 hours/month averaged over 19 months (Budget Action-new funds) *
	Project Manager Total	\$537,600		\$203,200	\$211,200	\$123,200		(Note: PM is a continuing contract, but was only segregated to show the source of funds)
11/5/09-1/31/11	IV&V and IPOC	\$130,000			\$69,333	\$60,667		\$125 per hour for 1,040 hours with an average of 69.33 hours/month over 15 months *
11/9/09-1/31/11	Quality Assurance Vendor	\$54,375			\$29,000	\$25,375		as requested by ISD; based on \$45,000 annual cost prorated for an additional 2.5 months
	Total Contract Services	\$2,757,975		\$283,200	\$1,362,067	\$1,112,708		
Continuing IT Project Costs		Annual Cost						
								10/11 and 11/12 Total based on Annual Costs (07/01/10 - 6/30/11) 12 months
Staff (Salaries & Benefits)	.25 PY Staff Programmer Analyst (Specialist)	\$23,449	redirected				\$23,449	25% of \$93,797
HW Lease/Maintenance	DTS Service Agreement	Included below						
Software Maintenance	DTS Service Agreement	Included below						
Data Center Services	SQL Server Database Instance	\$3,000	new funds			\$3,000	\$3,000	\$250 per month
	SQL Server Db Instance- Tier 1 Support	\$4,922	new funds			\$4,922	\$4,922	\$410.20 per month
	W2K3 Virtual Server- Application Server	\$4,800	new funds			\$4,800	\$4,800	\$400 per month 1GB SDRAM
	W2K3 Virtual Server- Web Server	\$4,800	new funds			\$4,800	\$4,800	\$400 per month 1GB SDRAM
	W2K3 Virtual Server- Web Server Support	\$10,176	new funds			\$10,176	\$10,176	\$848.00 per month
	Verisign Cert	\$250	new funds		\$250			\$250 per year
	Verisign Installation	\$150	new funds		\$150			\$150 per year
	Total DTS Continuing:	\$28,098	new funds			\$28,098	\$28,098	
Consultant Support	11/12: Support & Maintenance: Each year updates to statutes require enhancements / updates be made to accommodate annual program changes.	\$75,000	new funds				\$75,000	
	11/12: Support & Maintenance: make updates for prior year that were not made during system development	\$33,000	new funds				\$33,000	
Continuing Existing Costs								
1.25	CDSS Staff - reduce CSS by 1.25 PY in FY 11/12	\$106,252	new funds				\$106,252	
	CWD Staff - 1% decrease beginning in FY 11/12							Estimate a 1% decrease in CWD staffing in first year of implementation due to automation of workflow, built in edits, eliminating many manual and time consuming

* Monthly and/or total hours are adjusted to match as close as possible to the actual funds by project and are for informational purposes only.

PROPOSED ALTERNATIVE:

SQL Server, DTS Hosted, Browser Based Front End

Department: California Department of Social Services

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

Final Revision: October 2007

Project: County Expense Claim and Reporting Information System

	FY 2008/09		FY 2009/010		FY 2010/11		FY 2011/12		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs										
CDSS Staff (Salaries & Benefits)	1.6	\$111,262	1.5	103,622	0.8	57,263	0.0	0	3.9	272,147
CWD Staff (Salaries & Benefits)	0.66	\$53,356	0.7	53,356	0.4	31,124	0.0	0	1.7	137,836
Hardware Purchase		0		0		0		0		0
Software Purchase/License		0		0		0		0		0
Telecommunications		0		0		0		0		0
Contract Services		0		0		0		0		0
Procurement Support		80,000		20,000		0		0		100,000
System Development		0		1,032,533		903,467		0		1,936,000
Project Manager		203,200		211,200		123,200		0		537,600
IV&V/IPOC Services		0		98,333		86,042		0		184,375
TOTAL Contract Services		283,200		1,362,066		1,112,709		0		2,757,975
Data Center Services		0		0		1,075		0		1,075
Agency Facilities		0		0		0		0		0
Other		0		0		0		0		0
Total One-time IT Costs	2.2	447,818	2.2	1,519,044	1.2	1,202,171	0.0	0	5.6	3,169,033
Continuing IT Project Costs										
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.3	23,449	0.3	23,449
Hardware Lease/Maintenance		0		0		0		0		0
Software Maintenance/Licenses		0		0		0		0		0
Telecommunications		0		0		0		0		0
Contract Services		0		0		0		0		0
Data Center Services		0		0		0		108,000		108,000
Agency Facilities		0		0		28,098		28,098		56,196
Other		0		0		0		0		0
Total Continuing IT Costs	0.0	0	0.0	0	0.0	28,098	0.3	159,547	0.3	187,645
Total Project Costs	2.2	447,818	2.2	1,519,044	1.2	1,230,269	0.3	159,547	5.9	3,356,678
Continuing Existing Costs										
Information Technology Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Other IT Costs		0		0		0		0		0
Total Continuing Existing IT Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
CDSS Staff	10.5	767,153	10.5	767,153	10.50	767,153	9.25	660,901	40.8	2,962,360
CWD Staff	316.3	25,604,801	316.3	25,604,801	316.3	25,604,801	313	25,348,753	1262.0	102,163,156
Other (CDSS OE&E)		117,107		117,107		117,107		103,165		454,486
Total Continuing Existing Program Costs	326.8	26,489,061	326.8	26,489,061	326.8	26,489,061	322.4	26,112,819	1302.8	105,580,002
Total Continuing Existing Costs	326.8	26,489,061	326.8	26,489,061	326.8	26,489,061	322.4	26,112,819	1302.8	105,580,002
TOTAL ALTERNATIVE COSTS	329.0	26,936,879	329.0	28,008,105	328.0	27,719,330	322.7	26,272,366	1308.7	108,936,680
INCREASED REVENUES		0		0		0		0		0

DETAIL - ALTERNATIVE 1 / MS Access, SQL Server Database

Component	Description	Cost	Explanation
Staff (Salaries & Benefits)			One time costs - 92% of costs are incurred in FY08/09 and 8% in FY 09/10
0.2	Procurement Support SSM1	\$18,552	FY 07/08 for procurement
3.8	CDSS Subject Matter Experts time allocated to the system development effort: requirements analysis and definition, BPR, design sessions, testing, and training. It is estimated that each of the current (10.5 PYs + ISD) staff will dedicate approximately 16 weeks each or .3 PYs each for a total of 3.8 PYs	\$230,146	[1] Total costs for all 10.5 PYs = 'EXISTING-Detail!D21
1.70	County Subject Matter Experts @ 1 rep for each county for 60% of CWDs @ 2 weeks each	\$137,835	AGPA Annual Salary with benefits- 35% x 1.25
Total Staff)Salaries and Benefits)One-Time		\$386,533	
Hardware/Software	HW & SW reside at and are provided by DTS		
Data Center Services	IIS Set-up	\$500	
	Server Setup Fee - Virtual Server	\$460	OS and application set-up
	Database Setup Fee	\$115	
Total DTS One-Time		\$1,075	
Contract Services	Procurement Support	100,000	\$80k development, \$10K PM, \$10K IV&V/IPOC
6/20/08-8/3/09	System Development	\$1,469,600	
	1 Project Manager/Business Analyst	\$316,800	\$150 per hour for 176 hrs/mo for 12 months
	1 System Architect	\$316,800	\$150 per hour for 176 hrs/mo for 12 months
	1 Report Developer	\$264,000	\$125 per hour for 176 hrs/mo for 12 months
	1 Developer - Screens/Business Rules	\$264,000	\$125 per hour for 176 hrs/mo for 12 months
	2 Developers+Testing+Training+Documentation	\$308,000	\$125 per hour for 176 hrs/mo for 7 months
6/3/08-12-3-10	State Project Manager	\$396,000	\$150 per hour for 176 hrs/mo for 15 months
6/6/08-12/3/10	IV&V and IPOC	\$130,000	\$125 per hour for 80hrs/mo for 13 months
6/6/08-12/3/10	ISD Quality Assurance Consultant – ISD elected to utilize a consultant in lieu of assigning a portion of a current PY to the project. The consultant will work with subject matter experts and development team members to ensure the end results comply with the CDSS infrastructure, standards, and practices.	\$45,000	as requested by ISD
Total Contract Services		\$2,140,600	
Continuing IT Project Costs		Annual Cost	
Staff (Salaries & Benefits)			
HW Lease/Maintenance	DTS Service Agreement		Included below
Software Maintenance	DTS Service Agreement		Included below
Data Center Services	SQL Server Database Instance	\$3,000	\$250 per month
	SQL Server Db Instance- Tier 1 Support	\$4,922	\$410.20 per month
	Verisign Cert	\$250	\$250 per year
	Verisign Installation	\$150	\$150 per year
Total DTS Continuing:		\$8,322	
Consultant Support	09/10 & 10/11: Support & Maintenance: Each year updates to statutes require enhancements / updates be made to accommodate annual program changes.	\$75,000	
	09/10: Support & Maintenance: make updates for prior year that were not made during system development	\$33,000	
	09/10 Consultant Support Totals =	\$108,000	
Staff (Salaries & Benefits)	10/11: .25 PY Staff Programmer Analyst (Specialist)	\$23,449	25% of \$93,797



Department: California Department of Social Services

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

Project: County Expense Claim and Reporting Information System

	FY 2008/09		FY 2009/010		FY 2010/11		FY 2011/12		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs										
CDSS Staff (Salaries & Benefits)	0.2	18,552	3.5	211,734	0.3	18,412	0.0	0	4.0	248,698
CWD Staff (Salaries & Benefits)			1.6	126,809	0.1	11,027			1.7	137,836
Hardware Purchase		0		0		0		0		0
Software Purchase/License		0		0		0		0		0
Telecommunications		0		0		0		0		0
Contract Services										
Procurement Support		100,000		0		0		0		100,000
System Development		0		1,469,600		0		0		1,469,600
Project Manager		0		396,000		0		0		396,000
IV&V/IPOC/ISD Services		0		161,000		14,000		0		175,000
TOTAL Contract Services		100,000		2,026,600		14,000		0		2,140,600
Data Center Services		0		0		0		0		0
Agency Facilities		0		0		0		0		0
Other		0		0		0		0		0
Total One-time IT Costs	0.2	118,552	5.1	2,365,143	0.4	43,439	0.0	0	5.7	2,527,134
Continuing IT Project Costs										
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.3	23,449	0.3	23,449
Hardware Lease/Maintenance		0		0		0		0		0
Software Maintenance/Licenses		0		0		0		0		0
Telecommunications		0		0		0		0		0
Contract Services		0		0		108,000		75,000		183,000
Data Center Services		0		0		8,322		8,322		16,645
Agency Facilities		0		0		0		0		0
Other		0		0		0		0		0
Total Continuing IT Costs	0.0	0	0.0	0	0.0	116,322	0.3	106,772	0.3	223,094
Total Project Costs	0.2	118,552	5.1	2,365,143	0.4	159,761	0.3	106,772	6.0	2,750,228
Continuing Existing Costs										
Information Technology Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Other IT Costs		0		0		0		0		0
Total Continuing Existing IT Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
CDSS Program Staff	10.5	767,153	11.5	838,044	12.0	880,545	12.0	880,545	46.0	3,366,286
CWD Program Staff	316.3	25,596,706	322.6	26,116,897	329.1	26,639,235	335.7	27,172,020	1303.7	105,524,859
Other (CDSS OE&E)		117,107		128,260		133,836		133,836		513,038
Total Continuing Existing Program Costs	326.8	26,480,966	334.1	27,083,201	341.1	27,653,616	347.7	28,186,401	1349.7	109,404,184
Total Continuing Existing Costs	326.8	26,480,966	334.1	27,083,201	341.1	27,653,616	347.7	28,186,401	1349.7	109,404,184
TOTAL ALTERNATIVE COSTS	327.0	26,599,518	339.2	29,448,344	341.5	27,813,377	348.0	28,293,173	1355.7	112,154,412
INCREASED REVENUES		0		0		0		0		0



ECONOMIC ANALYSIS SUMMARY

Final Revision: October 2007

Department: California Department of Social Services
 Project: County Expense Claim and Reporting Information System

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

	FY 2008/09		FY 2009/010		FY 2010/11		FY 2011/12		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
EXISTING SYSTEM										
Total IT Costs	0.0	1,000,000	0.0	500,000	0.0	350,000	0.0	402,500	0.0	2,252,500
Total Program Costs	326.8	26,489,061	334.1	27,083,201	341.1	27,653,616	347.7	28,186,401	1349.7	109,412,279
Total Existing System Costs	326.8	27,489,061	334.1	27,583,201	341.1	28,003,616	347.7	28,588,901	1349.7	111,664,779

	SQL Server, DTS Hosted, Browser Based Front End									
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
PROPOSED ALTERNATIVE										
Total Project Costs	2.2	447,818	2.2	1,519,044	1.2	1,230,269	0.3	159,547	5.9	3,356,678
Total Cont. Exist. Costs	326.8	26,489,061	326.8	26,489,061	326.8	26,489,061	322.4	26,112,819	1302.8	105,580,002
Total Alternative Costs	329.0	26,936,879	329.0	28,008,105	327.9	27,719,330	322.7	26,272,366	1308.7	108,936,680
COST SAVINGS/AVOIDANCES	(2.2)	552,182	5.2	(424,904)	13.1	284,286	25.0	2,316,535	41.0	2,728,099
Increased Revenues		0		0		0		0		0
Net (Cost) or Benefit	(2.2)	552,182	5.2	(424,904)	13.1	284,286	25.0	2,316,535	41.0	2,728,099
Cum. Net (Cost) or Benefit	(2.2)	552,182	2.9	127,278	16.0	411,564	41.0	2,728,099		

	MS Access and SQL Server Database									
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
ALTERNATIVE #1										
Total Project Costs	0.2	118,552	5.1	2,365,143	0.4	159,761	0.3	106,772	6.0	2,750,228
Total Cont. Exist. Costs	326.8	26,480,966	334.1	27,083,201	341.1	27,653,616	347.7	28,186,401	1349.7	109,404,184
Total Alternative Costs	327.0	26,599,518	339.2	29,448,344	341.5	27,813,377	348.0	28,293,173	1355.7	112,154,412
COST SAVINGS/AVOIDANCES	(0.2)	889,543	(5.1)	(1,865,143)	(0.4)	190,239	(0.4)	295,728	(6.1)	(489,633)
Increased Revenues		0		0		0		0		0
Net (Cost) or Benefit	(0.2)	889,543	(5.1)	(1,865,143)	(0.4)	190,239	(0.4)	295,728	(6.1)	(489,633)
Cum. Net (Cost) or Benefit	(0.2)	889,543	(5.3)	(975,600)	(5.7)	(785,361)	(6.1)	(489,633)		

	Alternative 2 Does not meet the objectives and functional requirements									
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
ALTERNATIVE #2										
Total Project Costs										
Total Cont. Exist. Costs										
Total Alternative Costs										
COST SAVINGS/AVOIDANCES										
Increased Revenues										
Net (Cost) or Benefit	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Cum. Net (Cost) or Benefit	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0



PROJECT FUNDING PLAN

Department: California Department of Social Services

All Costs to be in whole (unrounded) dollars

Final Revision: October 2007

Project: County Expense Claim and Reporting Information System

	FY 2008/09		FY 2009/10		FY 2010/11		FY 2011/12		TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
TOTAL PROJECT COSTS	2.2	447,818	2.2	1,519,044	1.2	1,230,269	0.3	159,547	5.9	3,356,678
RESOURCES TO BE REDIRECTED										
Staff	2.2	164,618	2.2	156,978	1.2	88,388	0.3	23,449	5.9	433,433
Funds:										
Existing System		283,200		20,000						303,200
Other Fund Sources		0		0				0		0
TOTAL REDIRECTED RESOURCES	2.2	447,818	2.2	176,978	1.2	88,388	0.3	23,449	5.9	736,633
ADDITIONAL PROJECT FUNDING NEEDED										
One-Time Project Costs	0.0	0	0.0	1,342,066	0.0	1,113,783	0.0	0	0.0	2,455,849
Continuing Project Costs	0.0	0	0.0	0	1.2	28,098	0.0	136,098	1.2	164,196
TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR	0.0	0	0.0	1,342,066	0.0	1,141,881	0.0	136,098	0.0	2,620,045
TOTAL PROJECT FUNDING	2.2	447,818	2.2	1,519,044	1.2	1,230,269	0.3	159,547	5.9	3,356,678
Difference: Funding - Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Estimated CDSS Cost Savings	0.0	0	0.00	0	0.00	0	1.25	106,252	1.25	106,252
Total Estimated County Cost Savings	0.0	0	0.00	0	0.00	0	3.00	256,048	3.00	256,048
Total Estimated Cost Savings	0.0	0	0.00	0	0.00	0	4.25	362,300	4.25	362,300

Esitmated CDSS staff cost savings will be redirected back to original county policy and support functions
Esitmated County staff cost savings will be redirected to other support activities and functions

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ADJUSTMENTS, SAVINGS AND REVENUES WORKSHEET (DOF Use Only)

Department: California Department of Social Services
Project: County Expense Claim and Reporting Information System

Final Revision: October 2007

Annual Project Adjustments	FY 2008/09		FY 2009/010		FY 2010/11		FY 2011/12	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-time Costs								
Previous Year's Baseline	0.0	0	0.0	0	0.0	1,342,066	0.0	1,113,783
(A) Annual Augmentation /(Reduction)	0.0	0	0.0	1,342,066	0.0	(228,283)	0.0	(1,113,783)
(B) Total One-Time Budget Actions	0.0	0	0.0	1,342,066	0.0	1,113,783	0.0	0
Continuing Costs								
Previous Year's Baseline	0.0	0	0.0	0	0.0	0	1.2	28,098
(C) Annual Augmentation /(Reduction)	0.0	0	0.0	0	1.2	28,098	(1.2)	107,999
(D) Total Continuing Budget Actions	0.0	0	0.0	0	1.2	28,098	0.0	136,098
Total Annual Project Budget Augmentation /(Reduction) [A + C]	0.0	0	0.0	1,342,066	1.2	(200,184)	(1.2)	(1,005,784)

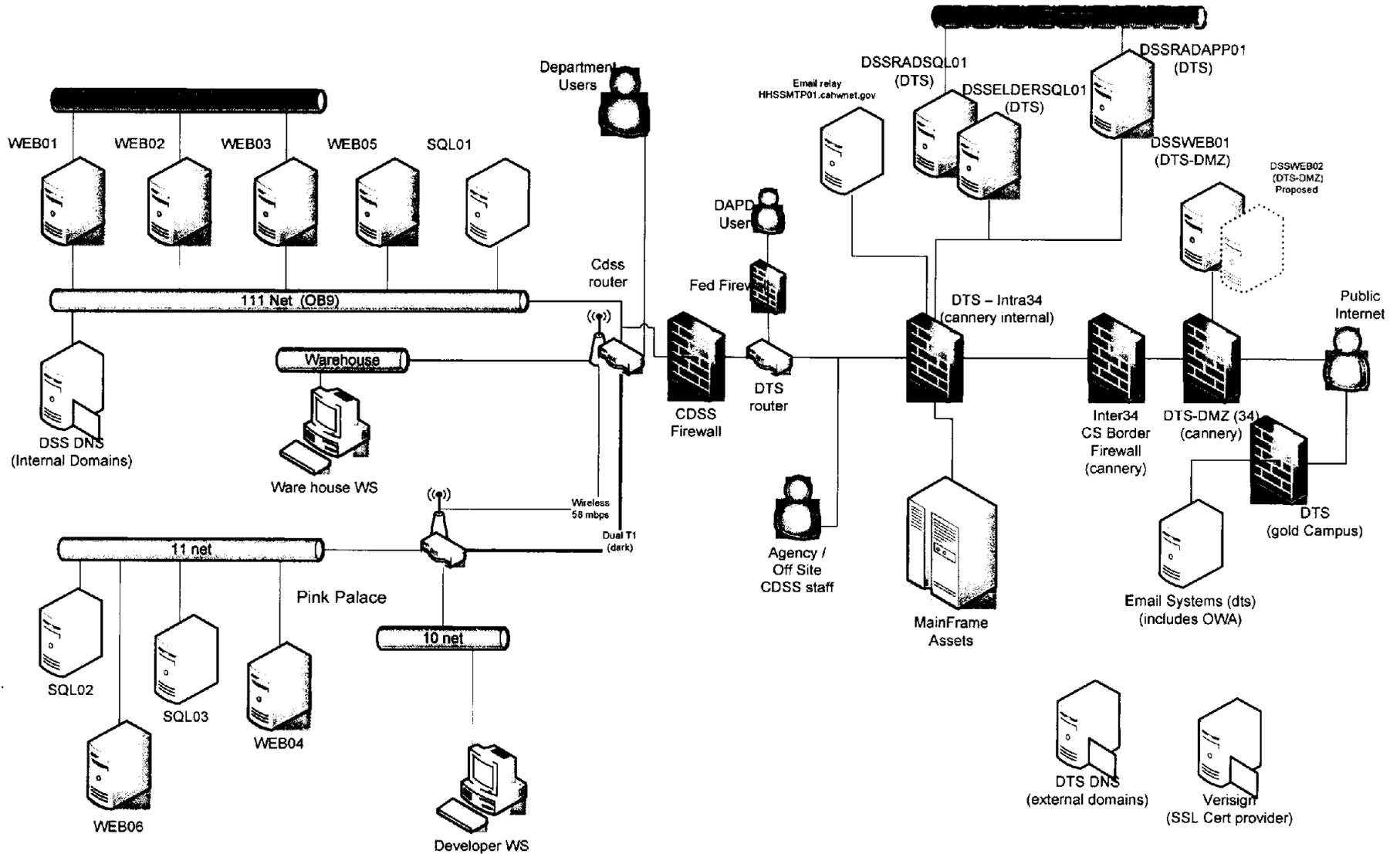
[A, C] Excludes Redirected Resources

Total Additional Project Funds Needed [B + D]

Annual Savings/Revenue Adjustments

Cost Savings	0.0	0	0.0	0	0.0	0	4.3	362,300
Increased Program Revenues		0		0		0		0

Appendix A - Current Web Infrastructure





Appendix B – Current System Data Flow Diagrams



Appendix C – Current System Screens and Reports

ProCodes Reports

- B1) Sharing Ratio Report: Displays the sharing ratio percentage for Federal/State/Reimbursement & Health/County by function and program code number.
- B2) County Program Code Reports: Five options are available:
 - a) County Program Code Report (All Codes by Function)
 - b) County Program Code Report (without deleted codes)
 - c) County Program Code Report (Deleted Codes Only)
 - d) County Program Code Report (All Codes in Code Order)
 - e) County PIN Report (Prints all valid 6 digit PINs)
- B3) Type of Expense Code Report: Displays all the two-digit Program Identifier Numbers and their descriptions.
- B4) Single Funding Crosswalk Reports: Two options are available
 - a) Single Funding Crosswalk (All Quarters)
 - b) Single Funding Crosswalk (by Appropriate # order and Allocation #s)
- B5) Program Codes by Allocation Reports: Displays the allotment/allocation numbers and the associated program codes. This report is available by fiscal years.
- B6) County Allocation Report. This report is available county by county.

CEC Application Reports – See the CWDA CEC Guidelines and Procedures Manual for details and examples.

- B7) Expenditure Certification for the County Welfare Dept. Expense Claim
 - a) Report #: DFA 325.5
 - b) Menu Option: Print Reports-Claim Certification
 - c) Contents: Summarizes the CEC expenditures, classified as Allowable and Extraneous. This report also contains the signature and date of the County Welfare Director and the County Auditor, certifying that the amounts reported have been expended in accordance with all provisions of the Welfare and Institutions Code and rules and regulations of CDSS.
- B8) Claim Letter
 - a) Menu Option: Print Reports-Claim Letter
 - b) Contents: The claim letter transmits information to CDSS regarding the quarter's expenditures. This letter is required when submitting an adjustment claim to explain the changes reported in the adjustment claim vs. the original claim.
- B9) County Expense Claim (CEC) Expenditure Schedule
 - a) Report #: DFA 325.1
 - b) Menu Option: Print Reports-325.1 Expenditure Schedule
 - c) Contents: Summarizes the County Agency's expenditures for the claiming period (quarter).
- B10) Itemized Extraneous Costs
 - a) Report #: DFA 325.1 Attachment
 - b) Menu Option: Print Reports-Extraneous Costs
 - c) Contents: All extraneous costs by description.

Input Forms

- B11) EDP-Cost Detail Schedule (M & O by function)



- a) Report #: DFA 325.1A
 - b) Menu Option: Print Reports-EDP Reports- EDP M & O by Function 325.1A
 - c) Contents: This report displays EDP maintenance and operations costs by function and reallocates Generic cost by case counts and time study hours.
- B12) EDP-Cost Detail Schedule (M & O Direct Cost)
- a) Report #: DFA 325.1A
 - b) Menu Option: Print Reports-EDP Reports- EDP M & O Direct 325.1A
 - c) Contents: EDP maintenance and operations costs by program.
- B13) EDP Cost Detail Schedule Developmental Projects/Direct Cost (including SACWIS)
- a) Report #: DFA 325.1A
 - b) Menu Option: Print Reports-EDP Reports- EDP DevDirect 325.1A
 - c) Contents: Direct-to-program developmental projects by program and project number.
- B14) EDP-Cost Detail Schedule Developmental Project/Single and Multi-Functions
- a) Report #: DFA 325.1A
 - b) Menu Option: Print Reports-EDP Reports- EDP Dev by Function 325.1A
 - c) Contents: Developmental projects that have been entered as single and multi-function.
- B15) Multiple Developmental Projects Charged to a Single Program Code
- a) Report #: DFA 325.1A
 - b) Menu Option: Print Reports-EDP Reports- EDP Dev Dir Multi-Proj 325.1A
 - c) Contents: Developmental projects that are charged to a single program code.
- B16) County Expense Claim Direct Cost Input Schedule
- a) Report #: DFA 325.1B
 - b) Menu Option: Print Reports-325.1B/Direct Cost
 - c) Contents: Costs claimed directly to a specific program by PIN number.
- B17) Staff Development Detail Schedule
- a) Report #: DFA 325.1C
 - b) Menu Option: Print Reports-Stf Dev Detail 325.1C
 - c) Contents: Staff Development costs by function and direct-to-program.
- B18) Direct to Program Support Staff Salary Input
- a) Report #: DFA 325.1E
 - b) Menu Option: Print Reports-Direct/Program Support Staff Salary Input 325-1E
 - c) Contents: Costs of Support staff salaries that are charged direct-to- program.
- B19) Support Staff Summary DFA 7A
- a) Report #: DFA 7A Page 1
 - b) Menu Option: Print Reports-DFA 7 Reports-Support Staff Summary DFA 7A
 - c) Contents: Support Staff hours and salaries by program code.
- B20) DFA 7A Input Data
- a) Report #: DFA 7A
 - b) Menu Option: Print Reports-DFA 7A Input
 - c) Contents: Support Staff time study hours as they have been input into the DFA 7 section of the CEC.
- B21) Report Title DFA 7A Distribution of Multi-Function Salaries
- a) Report #: DFA 7A
 - b) Menu Option: Print Reports-DFA 7 Reports-DFA 7A Input
 - c) Contents: How the Multi-function Support Staff salaries are distributed to the appropriate functions and direct-to-program.
- B22) Report Title Reconciliation of General Administration; Program Administration; & Clerical Support Staff Salaries and FTE's
- a) Report #: DFA 7B



- b) Menu Option: Print Reports-DFA 7 Reports-DFA 7 Reconciliation
- c) Contents: Support Staff salary costs and FTE's by function and direct-to-program.
- B23) Support Staff Salary Distribution to Program
 - a) Report #: DFA 7B2
 - b) Menu Option: Print Reports-DFA 7 Reports-Support Staff Salary Dist-DFA 7B
 - c) Contents: Support Staff salaries that have been distributed to the program.
- B24) Distribution of Generic Support Staff Costs to General Admin: Program Admin: and Clerical Support Staff
 - a) Report #: DFA 7B3
 - b) Menu Option: Print Reports-DFA 7 Reports-DFA 7 Generic Cost Distribution
 - c) Contents: Distribution of Generic Support Staff costs to the function level.
- B25) Caseworker Time Study and Salary Distribution Summary Time Study Hours/Observations by Salary Pool/Program
 - a) Report #: DFA 55
 - b) Menu Option: Print Reports-DFA 55 Caseworker TS
 - c) Contents: Caseworker time study hours by cost pool and time study program code.
- B26) Caseworker Time Study and Salary Distribution Summary Time Study Hours/Observations by Salary Pool/Program
 - a) Report #: DFA 55A
 - b) Menu Option: Print Reports-DFA 55 Caseworker TS
 - c) Contents: Distribution of salary costs by pool / program, total hours / observation / ratios, and the generic distribution by time study code.
- B27) Report Title DFA 55 Timestudy Input
 - a) Menu Option: Print Reports-DFA 55 Input
 - b) Contents: Caseworker time study hours as they have been input into the DFA 55 section of the CEC.
- B28) Report Title Full Time Equivalents Calculation
 - a) Report #: DFA 403
 - b) Menu Option: Print Reports-FTE's/DFA 403
 - c) Contents: FTE's by cost pool.
- B29) Report Title Claim Summary Sheet
 - a) Report #: DFA 419
 - b) Menu Option: Print Reports-DFA 419 Claim Summary
 - c) Contents: Reasons for substantial variance in total cost by function from the prior quarter.

Output – Original Quarter CEC

- B30) Distribution of Salary Cost and Allocable Support Staff and Operating Costs
 - a) Report #: DFA 327.1
 - b) Menu Option: Print Reports-Sal Cost/ Alloc Supp/ Oper Cost 327.1
 - c) Contents: Caseworker salary costs, time study hours, generic salary costs, allocable and direct-to-program support staff costs, allocable support operating costs, and adjustments by program codes.
- B31) EDP - Cost Schedule
 - a) Report #: DFA 327.2
 - b) Menu Option: Print Reports-EDP Reports- EDP Total Cost 327.2
 - c) Contents: This report displays the total of all EDP costs.
- B32) Allocation of M & O EDP Costs and M & O Direct Cost
 - a) Report #: DFA 327.2
 - b) Menu Option: Print Reports-EDP Reports- M & O Alloc/Direct 327.2



- c) Contents: Total M & O costs allocated to function and direct-to-program.
- B33) EDP Multi-Function Developmental Projects Report #: DFA 327.2 (1-4) (5-8) (9-12) (13-16) (17-20) (21-24)
 - a) Menu Option: Print Reports-EDP Reports- EDP Dev Multi-Function 327.2
 - b) Contents: Multi-function project costs by program code.
- B34) DFA 327.3 Program Cost Summary
 - a) Report #: DFA 327.3
 - b) Menu Option: Print Reports-Welfare Program Cost Sum 327.3
 - c) Contents: Casework and allocable Support costs, EDP costs, EA costs, direct costs, AFDC/TANF adjustments, and the Non-Fed, PAFS and CFAP shifts for each program.
- B35) CEC Staff Development Cost Summary and Funding
 - a) Report #: DFA 327.4 A-E
 - b) Menu Option: Print Reports-Staff Dev Summary 327.4
 - c) Contents: Program, allocable general staff development and direct-to-program staff development costs, then displays by funding source, Fed/State/Health/County shares.
- B36) DFA 327.5.P1's Welfare Program Adjustments and Fiscal Incentives
 - a) Report #: DFA 327.5's P1
 - b) Menu Option: Print Reports-Welfare Program Funding 327.5
 - c) Contents: Performance Incentive shifts and miscellaneous adjustments to total program costs.
- B37) DFA 327.5 Welfare Program Funding
 - a) Report #: DFA 327.5's
 - b) Menu Option: Print Reports-Welfare Program Funding 327.5
 - c) Contents: Total program costs to fund and the distribution by funding source - Fed/State/Health/County.
- B38) Performance/Fraud Incentives
 - a) Report #: DFA 329
 - b) Menu Option: Print Reports-Performance Incentive-Incentives
 - c) Contents: Total amount of Performance Incentives charged to each Program.
- B39) TANF Incentive Funds Expenditures
 - a) Report #: DFA 335
 - b) Menu Option: Print Reports-Performance Incentive-Addendum
 - c) Contents: Performance Incentive amounts by claiming category.

County Reports

- B40) Assist/Non-Assist Expenditures
 - a) Report #: DFA 325.1B
 - b) Menu Option: Print Reports-County Reports-Additional County Reports-Assist/Non-Assist Exp
 - c) Contents: Assistance and Non-Assistance Direct costs by PIN number.
- B41) Direct Cost Comparison
 - a) Report #: DFA 325.1CC
 - b) Menu Option: Print Reports-County Reports-Additional County Reports-Direct Cost Comparison
 - c) Contents: Compares current quarter Direct costs to prior quarter Direct costs by PIN number.
- B42) DFA 419 Variance. Claim Summary Sheet
 - a) Report #: DFA 419A
 - b) Menu Option: Print Reports-County Reports-DFA 419 Variance



- c) Contents: Categorizes costs by function into Caseworker costs, Support Staff costs, Support Operating costs, EDP costs, Staff Development costs, Direct costs, and Caseworker Hours. It compares current quarter costs to prior quarter costs.
- B43) Consolidated Cost/Funding Summary
 - a) Report #: DFA 427.45
 - b) Menu Option: Print Reports-County Reports-Consolidated Cost No Zeros
 - c) Contents: Total current quarter costs by Caseworker costs, Support Staff costs, Allocable Operating costs, Adjustments, EDP costs, Direct costs, Costs Shifts & Adjustments, Staff Development costs, and Fiscal Incentives for each program. The total program cost is then displayed by Fed/State/Health/County funding.
- B44) Report Title Consolidated Cost/Funding Summary - No Zeros
 - a) Report #: DFA 427.45 YTD
 - b) Menu Option: Print Reports-County Reports-Consolidated Cost No Zeros
 - c) Contents: Summarizes each quarter's cost for year-to-date expenditures by Caseworker costs, Supports Staff costs, Allocable Operating costs, Adjustments, EDP costs, Direct costs, Costs Shifts & Adjustments, Staff Development costs, and Fiscal Incentives for each program. The total program cost is then displayed by Fed/State/Health/County funding.
- B45) Consolidated Cost YTD
 - a) Report #: DFA 427.45 YTD
 - b) Menu Option: Print Reports-County Reports-Consolidated Cost YTD
 - c) Contents: Summarizes each quarter's cost for year-to-date expenditures by Caseworker costs, Supports Staff costs, Allocable Operating costs, Adjustments, EDP costs, Direct costs, Costs Shifts & Adjustments, Staff Development costs, and Fiscal Incentives for each program. The total program cost is then displayed by Fed/State/Health/County funding.
- B46) FTE's By Allocation & Program Code
 - a) Report #: DFA 453
 - b) Menu Option: Print Reports-County Reports-Additional County Reports-FTE's by Allocation and Program Code
 - c) Contents: Total hours, salaries, and FTE's by allocation and time study code.
- B47) FTE's By Program Code
 - a) Report #: DFA 453
 - b) Menu Option: Print Reports-County Reports-Additional County Reports-FTE's by Program Code
 - c) Contents: FTE's, hours, and salaries by time study code.
- B48) DFA 7A Comparison
 - a) Report #: DFA C7A
 - b) Menu Option: Print Reports-County Reports-DFA 7A Comparison
 - c) Contents: Compares the current quarter's Support Staff hours and costs to the prior quarter's Support Staff hours and costs.
- B49) DFA 55 Comparison
 - a) Report #: C55
 - b) Menu Option: Print Reports-County Reports-DFA 55 Comparison
 - c) Contents: Compares current quarter and prior quarter Caseworker salaries and hours by Program code for each cost pool.
- B50) Total Program Cost (Welfare and Staff Development)
 - a) Report #: DFA C-420
 - b) Menu Option: Print Reports-County Reports-Total Program Cost



- c) Contents: Total Welfare and Staff Development costs by Program. Then, Fed/State/Health/County funding shares, subtotaled by function.
- B51) Total Program Costs – YTD
 - a) Report #: DFA C-420 YTD
 - b) Menu Option: Print Reports-County Reports-Total Program Costs YTD
 - c) Contents: Total Welfare and Staff Development costs by Program by each quarter for the year-to-date expenditures. Then it displays the Fed/State/Health/County funding shares, subtotaled by function.
- B52) County Funding - Summary Detail Data by Program Code
 - a) Report #: DFA C 430
 - b) Menu Option: Print Reports-County Reports-Single Funding Reports-Detail Data
 - c) Contents: Allocation costs by program code and by Fed/State/Health/County funding shares.
- B53) County Funding Summary - Detail Data by Program Code
 - a) Report #: DFA C 430F
 - b) Menu Option: Print Reports-County Reports-Single Funding Reports-County Single Fund Reports-Federal Detail
 - c) Contents: All Federal costs by Program and by Federal Catalog number.
- B54) County Funding - Summary Detail Data by Program Code ADVANCED Funds Only
 - a) Report #: DFA C 430_FADV
 - b) Menu Option: Print Reports-County Reports-Single Funding Reports-County Single Fund Reports-Federal Advance
 - c) Contents: All Federal Costs by Programs that are advanced.
- B55) County Funding - Summary Detail Data by Program Code CASH Claim Funding Only
 - a) Report #: DFA C 430_FCC
 - b) Menu Option: Print Reports-County Reports-Single Funding Reports- County Single Fund Reports-Federal Cash
 - c) Contents: This report displays all Federal costs by Programs that are cash claimed.
- B56) County Funding - Summary Detail Data by Program Code
 - a) Report #: DFA C 430_R
 - b) Menu Option: Print Reports-County Reports-Single Funding Reports-County Single Fund Reports-Reimbursements-Detail
 - c) Contents: All Health/Reimbursement Funds by Program.
- B57) County Funding - Summary Detail Data by Program Code Advanced Funded ONLY
 - a) Report #: DFA C 430_RADV
 - b) Menu Option: Print Reports-County Reports-Single Funding Reports-County Single Fund Reports-Reimbursements-Advance
 - c) Contents: All Health Reimbursement funds by Programs that are Advanced.
- B58) Report Title County Funding - Summary Detail Data by Program Code Cash Claim Funds ONLY
 - a) Report #: DFA C 430_RCC
 - b) Menu Option: Print Reports-County Reports-Single Funding Reports- County Single Fund Reports-Reimbursements-Cash
 - c) Contents: All Health Reimbursement funds by Programs that are cash claimed.
- B59) County Funding - Summary Detail Data by Program Code
 - a) Report #: DFA C 430_S
 - b) Menu Option: Print Reports-County Reports-Single Funding Reports-County Single Fund Reports-State-Detail
 - c) Contents: All State costs by Program and Federal catalog numbers.



- B60) County Funding - Summary Detail Data by Program Code Advanced Funds ONLY
 - a) Report #: DFA C 430_SADV
 - b) Menu Option: Print Reports-County Reports-Single Funding Reports-County Single Fund Reports-State-Advance
 - c) Contents: All State costs by Programs that are advanced.
- B61) County Funding - Summary Detail Data by Program Code Cash Claimed Funds ONLY
 - a) Report #: DFA C 430_SCC
 - b) Menu Option: Print Reports-County Reports-Single Funding Reports- County Single Fund Reports-State-Cash
 - c) Contents: All State costs by Programs that are cash claimed.
- B62) County Funding - Summary Summarized by Funding Source
 - a) Report #: DFA C 431
 - b) Menu Option: Print Reports-County Reports-Single Funding Reports-Summary
 - c) Contents: All costs categorized by funding source, ie., Fed/State/Health/County Fund.
- B63) County Funding - Summary Detail Data by Program Code Advanced Funding ONLY
 - a) Report #: DFA C 433
 - b) Menu Option: Print Reports-County Reports-Single Funding Reports-Advanced
 - c) Contents: All costs for programs that are advanced by funding source, Fed/State/Health/County.
- B64) County Funding Summary / Detail Data by Program Code-Cash Claim Funding Only
 - a) Report #: DFA C 434
 - b) Menu Option: Print Reports-County Reports-Single Funding Reports-Cash Claim
 - c) Contents: All costs by programs that are cash claimed by funding source.
- B65) Admin/Non-Admin Expenditures
 - a) Report #: DFA C 450
 - b) Menu Option: Print Reports-County Reports-Additional County Reports-Admin/Non-Admin Expenditures
 - c) Contents: Programs by Admin and Non-Admin costs. Then the costs are displayed by Welfare Program costs and Staff Development costs, by funding source.
- B66) Claim Notes
 - a) Menu Option: Print Reports-Claim Notes
 - b) Contents: This report displays the area supplied in claim to make any notes for use by the County only.
- B67) County Medical Services Program Eligibility Expenditure Report
 - a) Menu Option: Print Reports-County Reports-Additional County Reports-CMSP (Code 217) Certify
 - b) Contents: Submitted quarterly for Staff Development costs (DFA 327.4) and Welfare Program costs (DFA 327.5) associated with Program 217.
- B68) CEC-Ledger Tracking System Allocation Report - Current State Fiscal Year
 - a) Menu Option: Print Reports-County Reports-Additional County Reports-Allocation Reports
 - b) Contents: Programs that have either a Federal or State allocation. The allocation number is the ledger number that is used for tracking purposes. The Report displays the current allocation amount for tracking purposes (SFY or FFY).

Adjustment CEC

- B69) CEC Staff Development Cost Summary And Funding Scheduled Differences
 - a) Report #: DFA 327.6
 - b) Contents: Same as the DFA 327.4 but for the adjustment CEC process. Shows the differences between the audited original and the adjustment CEC.



- B70) Welfare Program Funding Scheduled Differences
- a) Report #: DFA 327.7
 - b) Contents: Same as the DFA 327.5 but for the adjustment CEC process. Shows the differences between the audited original and the adjustment CEC.

Miscellaneous Reports

- B71) Allocations and Associated Programs Codes
- a) Menu Option: Print Reports-County Reports-Additional County Reports-Allocation Programs Codes
 - b) Contents: Each allocation ledger number and all of the Programs that are tracked to that allocation.
- B72) Sharing Ratios
- a) Report #: SR 1
 - b) Menu Option: Print Reports-County Reports-Additional County Reports- Sharing Ratios
 - c) Contents: Funding by Federal/State/Health/County ratios.

Reconciliation Reports

The processes for running and printing reports for audited adjustment claims are substantially similar to those for running and printing the same reports for original claims. The screens are almost identical, except that all adjustment reports are preceded by the word "Scheduled." In addition, the reports display only the total differences between the original and adjustment claims for the reporting quarter.

- B73) CEC System Reconciliation
- a) Menu Option: Print Reports-CEC Reconciliation
 - b) Contents: Determines if the CEC inputs and outputs balance.
- B74) Expenditure Reconciliation for the County Welfare Department Expense Claim (CEC) After Ledger Processing
- a) Menu Option: Print Reports-County Reports-Single Funding Reports-Reconciliation
 - b) Contents: Total Allowable Welfare costs and Staff Development costs by Fed/State/Health/County funding and the variance between the inputs and the outputs.

CEC/CECDS Audited Adjustment CEC Reconciliation

- B75) Statewide RECO Report
- a) Original Menu Option: CECDS - Menu for Processing Original Audited Data - Statewide Reco for DFA 4's & 5's
 - b) Adjusted Menu Option: CECDS - Menu for Processing Supplemental Audited Data - Process of Supplemental Audited Data - Statewide Reco from 4's & 5's No Trntype
 - c) Contents: Statewide totals
- B76) Scheduled Difference Statewide RECO Report (Adjustment CECs only)
- a) Original Menu Option: CECDS - Menu for Processing Original Audited Data -
 - b) Adjusted Menu Option: CECDS - Menu for Processing Supplemental Audited Data - Process of Supplemental Audited Data - Scheduled Difference Statewide RECO
- B77) Spreadsheet of DFA 327.4 & 5's Listed by County
- a) Original Menu Option: CECDS - Menu for Processing Original Audited Data - DFA 327.4 & 5's Listed by County
 - b) Adjusted Menu Option: CECDS - Menu for Processing Supplemental Audited Data - Process of Supplemental Audited Data - Statewide Reco from 4's & 5's No Trntype
 - c) Contents:



- B78) Spreadsheet of Crosswalk Data Listed by County
- a) Original Menu Option: CECDS - Menu for Processing Original Audited Data - Crosswalk Listed by County
 - b) Adjusted Menu Option: CECDS - Process of Supplemental Audited Data - DFA 327.4 & 5's Listed by County NoTrntype - Supp Scheduled List by County
 - c) Adjusted Menu Option 2: Process of Supplemental Audited Data - DFA 327.4 & 5's Listed by County NoTrntype - Supp Scheduled CW by County

Single Funding Data Reports

- B79) Single Funding Reports
- a) Original Menu Option: CECDS: Process of Original Audited Data - Menu to Create Original Single Funding Data –
 - i) Statewide Single Funding by Code – Displays statewide expense totals by Program Code
 - ii) Statewide Single Funding no Codes – Displays statewide expense totals by funding source
 - iii) c) Statewide Single Funding no Codes by Appropriation # -- Displays statewide expense totals by funding source and appropriation number.
 - b) Adjusted Menu Option: Menu for Processing SUPPLEMENTAL Audit Data - Menu to Create Single Fund Data –
 - c) Run and print (county by county) the county-specific single funding data reports.
 - i) Scheduled Statewide Single Funding by Code
 - ii) Scheduled Statewide Single Funding no Codes
 - iii) Scheduled Statewide Single Funding no Codes by Appropriation #

Federal Reporting

These menu options will produce 20 different views of the same data – summaries of data required for statewide federal reporting. The data included in each of these reports is determined by the filters assigned to each and the grouping in which they are assigned. The reports are numbered and the report numbers assigned to each button are listed in red above the buttons.

- B80) Statewide Federal Reports Summaries
- a) Original Menu Option: CECDS: Menu to Create Original Federal Reporting Data –
 - i) Statewide Federal Report Summary (4's, 5's Sep)
 - ii) Statewide Federal Report Summary (4's+5's Summed)
 - iii) Statewide Reimbursement Report Summary (4's+5's)

These menu option will produce 20 different views of the same data – summaries of data required for statewide federal reporting. The data included in each of these reports is determined by the filters assigned to each and the grouping in which they are assigned. The reports are numbered and the report numbers assigned to each button are listed in red above the buttons.
 - b) Adjusted Menu Option: Federal Reports Menu for Supplemental Claims Screen - Process of Supplemental Audited Data - Print Statewide Federal Reports Summaries -
 - i) Statewide Federal Report Summary
 - ii) Statewide Reimbursement Report Summary
- B81) Single Funding Reimbursement Only Reports
- a) Menu Option: Federal Reporting Menu for Original Claims
 - i) Statewide Single Funding by Code(Expanded) (Reimbursement Only)
 - ii) Statewide Single Funding no Codes (Reimbursement Only)



- iii) Statewide Single Funding by Codes Summed(Expanded) (Reimbursement Only)
- B82) Print Statewide Fiscal Incentive Reports
 - a) Menu Option: Federal Reports Menu for Original Claims
 - i) Statewide Fiscal_add by Exp Code - displays fiscal incentives data by expenditure code
 - ii) Fiscal_add Report Co by Co - fiscal incentives data on a county-by-county basis
- B83) Total Direct Costs Reports
 - a) Menu Option: Federal Reports Menu for Original Claims screen
 - i) Statewide Direct Cost Report by PC Code - Code – displays direct cost data by program code
 - ii) New Statewide Direct cost Report by TE Code Eff 9/03 Qtr - displays direct cost data by type of expense code
- B84) Food Stamps Breakdown Report
 - a) Menu Option: Federal Reports Menu for Original Claims - Food Stamps Breakdown Report

Administrative Expense Data Reports

- B85) Scheduled Differences Admin Expense Data
 - a) Original Menu Option: Menu to Create Original Admin Expense Data - Scheduled Differences Admin Expense Data
 - b) Adjusted Menu Option: Menu to Create Admin Expense Data - Scheduled Differences Admin Expense Data
 - c) Contents: data needed for completing the State's administrative expense reporting requirements. A text file of this report is also created and embellished in Excel

Contract Payments Data

Reports needed to administer the State's County Fiscal Incentives program. This information is used to determine the assistance payments sent to the counties by the State. These reports are distributed to other CDSS units

- B86) Fiscal Incentive Report
 - a) Original Menu Option: Process of Original Audited Data - Run Fiscal Incentive Report
 - b) Adjusted Menu Option: Process of Supplemental Audited Data – Run Fiscal Incentive Report
- B87) Fiscal Incentive Spreadsheet
 - a) Menu Option: Menu Option: Process of Supplemental Audited Data – Creates Fiscal Incentive.txt

Close Out

- B88) **Close Out Payment Report** (DFA 327.8) – created by CDSS during the closeout process and sent to CWDs when the process is complete. Represents the redistribution and final funding of Federal and State allocations to the CWDs for each federal and/or state fiscal year.

Ledger Reports

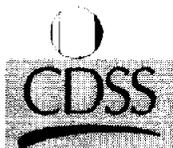
- B89) Ledger Reports
 - a) Menu Option: Print Reports-Ledgers Reports
 - b) Contents: Listing by program of total expenditures, balance of allocation, ledger number, reporting period, etc.
- B90) Ledger Shift Report
 - a) Menu Option: Print Reports-Ledgers Reports



- b) Contents: shifts that have occurred for a quarter.
- B91) Ledger Tracking System Status Report
 - a) Menu Option: Print Reports-Ledgers Reports
 - b) Displays each CWD's allocations and the expenditures to date against the allocations.
- B92) Single Funding Page Crosswalk - also available, by quarter, through ProCodes to display the funding source by which each program code is reimbursed. The Single Funding Page Crosswalk includes:

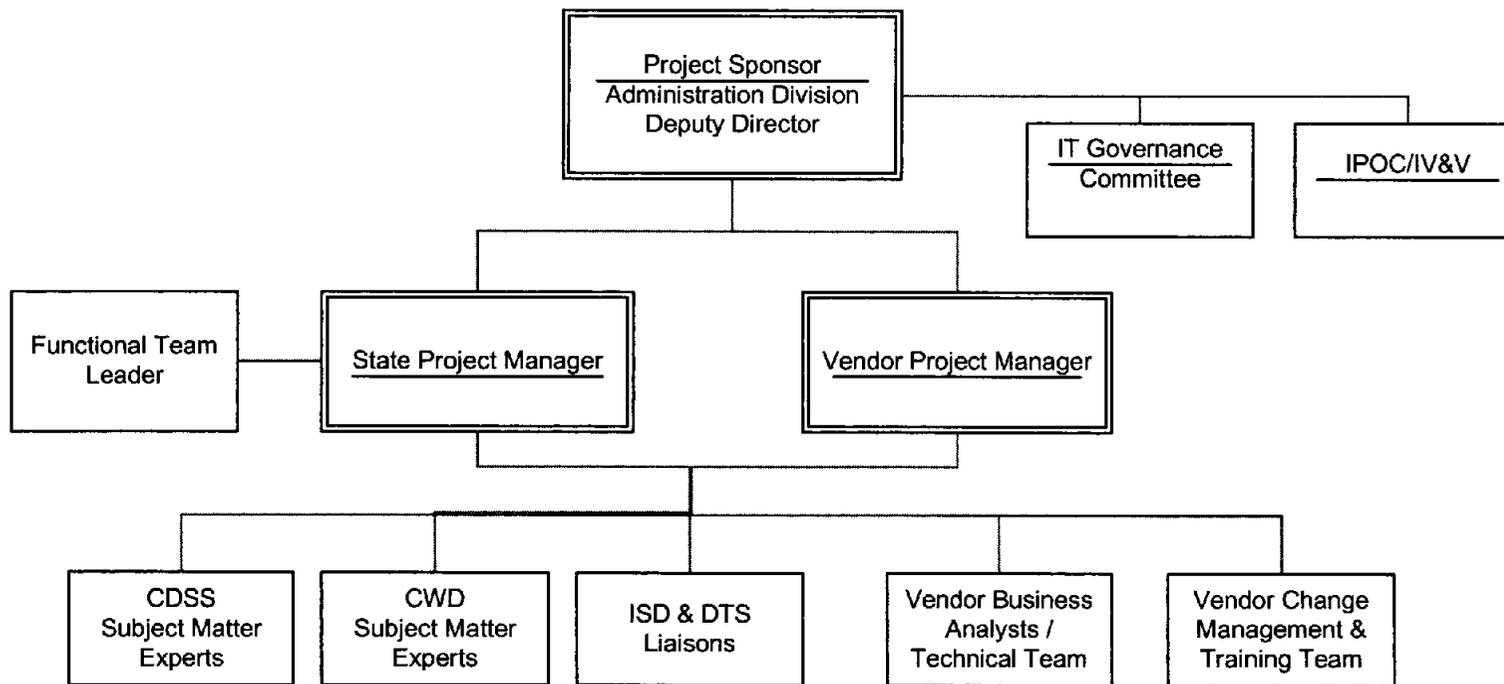
GRIS Reports

- B93) 3 Digit Reports
 - a) Funding Pages (DFA 327.4s and DFA 327.5s)
 - b) Salary Costs and Allocated Support Staff and Operating Costs (DFA 327.1)
 - c) Program Costs Summary (DFA 327.3)
- B94) TS Hour Report
- B95) Direct Costs Generic Report on Direct Cost Codes Reports
- B96) Casework Hours/Obsrv.
- B97) FTEs for the DFA 403
- B98) Expenditure Schedule DFA 325.1
- B99) 3 Digit Reports Statewide by Code
 - a) Funding Pages (DFA 327.4s and DFA 327.5s)
- B100) 3 Digit Reports Statewide (All Codes)
 - a) Funding Pages (DFA 327.4s and DFA 327.5s)
- B101) Fiscal Incentive Reports
- B102) Allocation Report and Listing of Allocation Names/Numbers



Appendix D - Organization Charts

Proposed CECRIS Project Team Structure



CDSS Organization Chart



*California Department of Social Services
County Expense Claim Reporting Information System FSR*

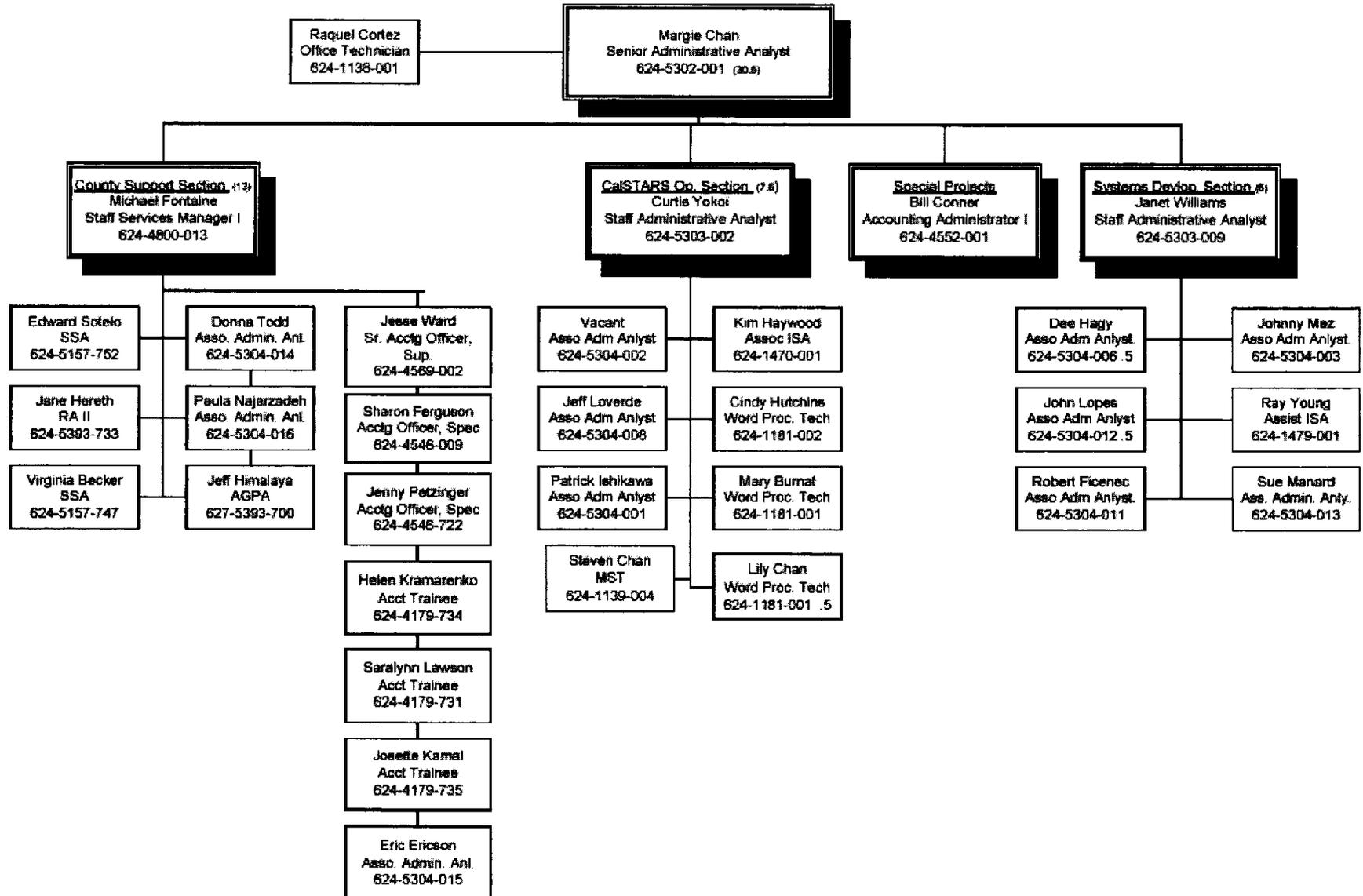
The CDSS organization chart is as of November 2005. The November 2005 CDSS organization chart is not current and is presently being revised and will not be released until it is approved by the Director. Due to the size of this organization a link to a PDF version is included below.



cdss organization chart_overall.pdf

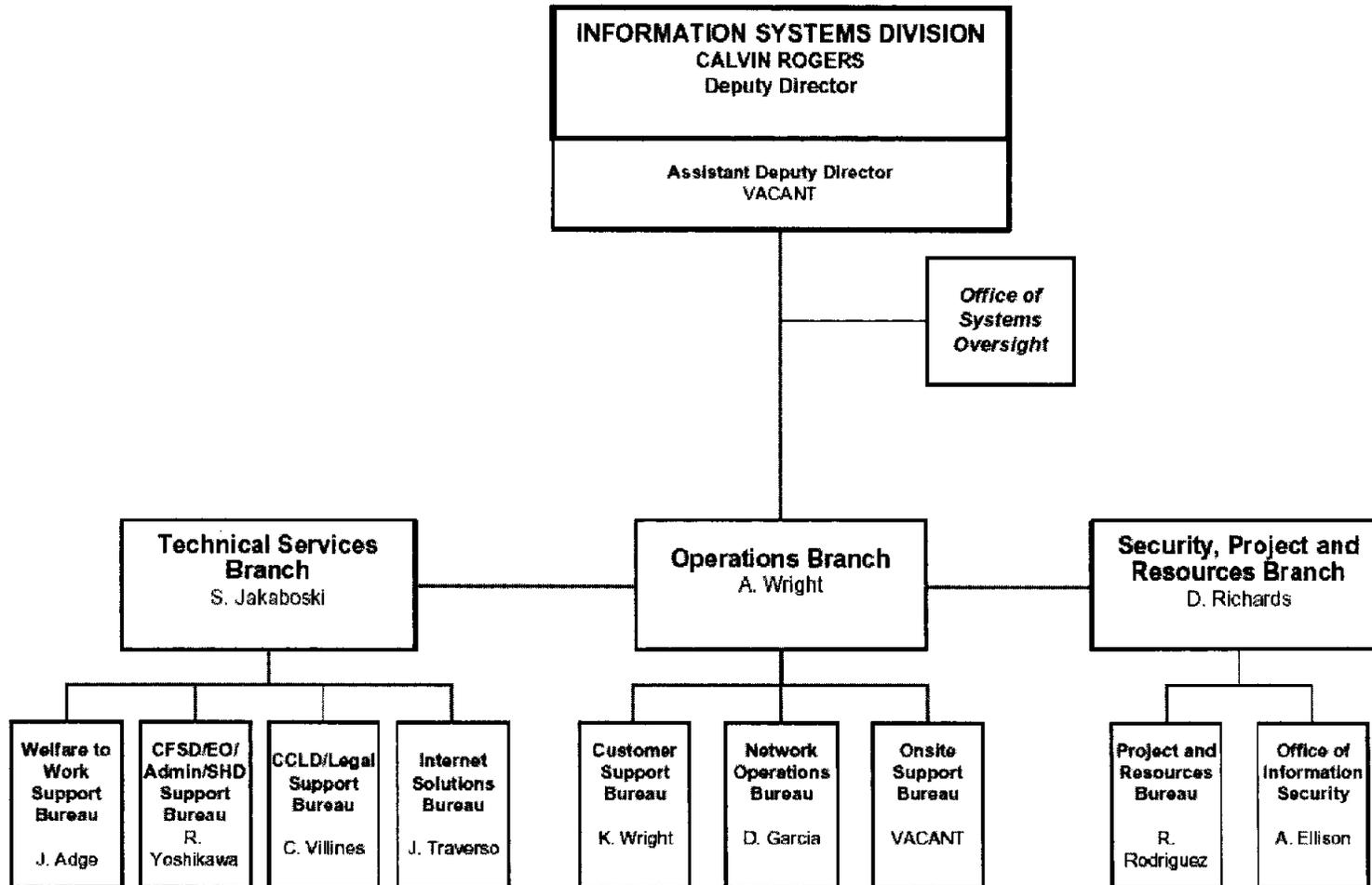


FISCAL SYSTEMS BUREAU

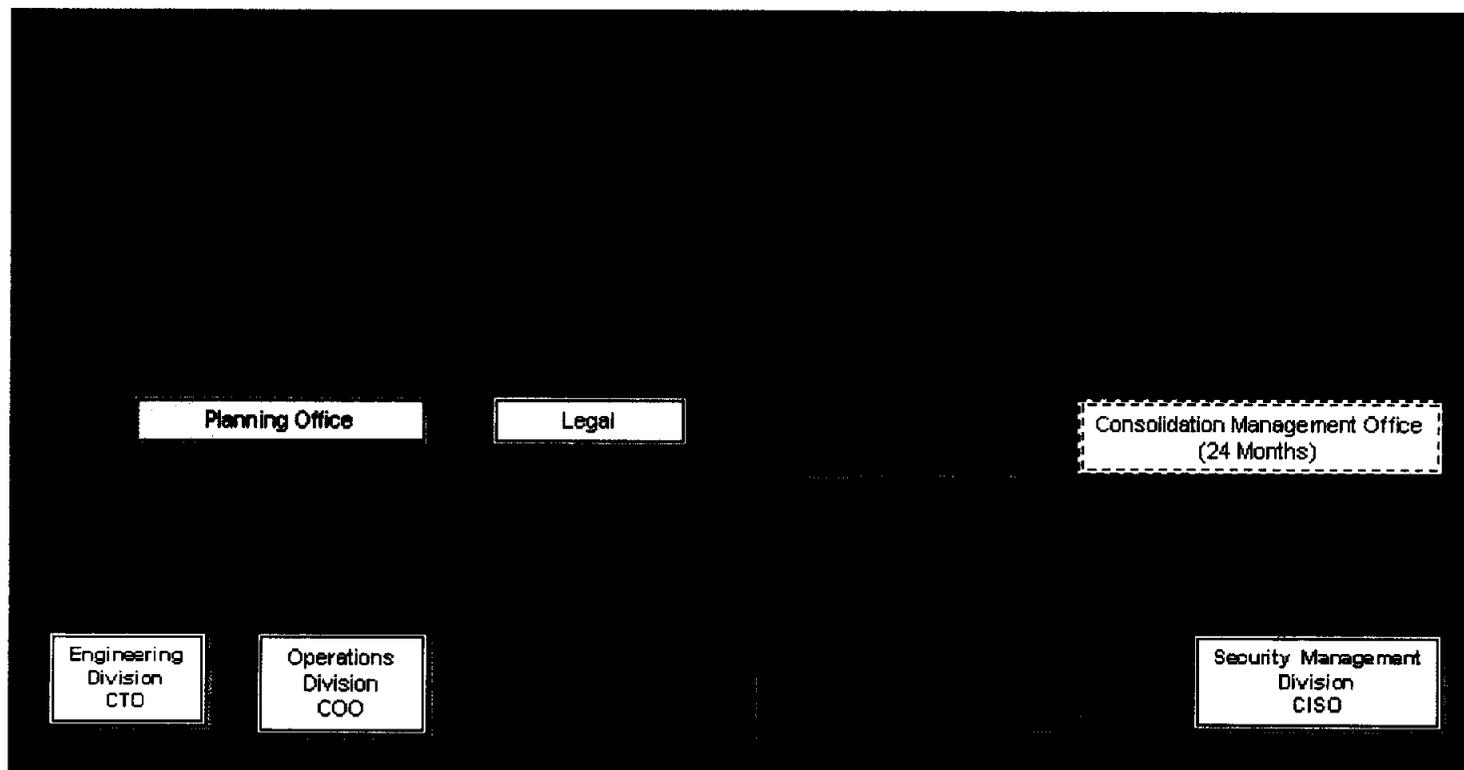


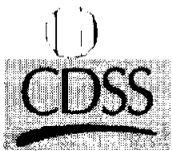


Information Systems Division
July 1, 2006



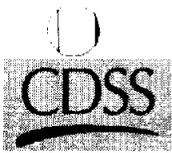
Proposed Department of Technology Organization Chart As of July 1, 2006





Appendix E - Risk Management Worksheet

Risk Category/Event Description	Loss Hours	Probability	Risk Hours	Previous Risk Hours	Preventive / Contingency Measure P- Preventative / C-Contingency	Comments
1. PROCUREMENT						
<u>Bid process does not generate a qualifying proposal.</u>	80	.05	4		P - Request for Information can precede the formal bid document. This will verify vendor capabilities and pricing. The Informal market survey has already provided verification of technologies and pricing.	
<u>Vendor protest delays procurement.</u>	80	.05	4		P - Have evaluation criteria defined and verified prior to procurement. Train evaluation team to ensure consistent application of evaluation criteria. Document all findings. Vendor will not have basis for protest with transparent process.	
<u>Vendor firm is unstable, acquired, or goes bankrupt.</u>	160	.05	8		P - Market research from Gartner, Meta, and professional literature will assess market viability of firms. Evaluation criteria can include factors for company viability.	
2. PROJECT MANAGEMENT						
<u>State Project Manager inexperience for large system implementations</u>	320	.2	64		P - Create a two person CDSS project management team: one representative from each of CDSS and CWD. C - Hire a vendor to manage the project.	
<u>Vendor inexperience with CA State Government</u>	160	.1	16		P - Vendor must have someone on their team with CA State Government experience	

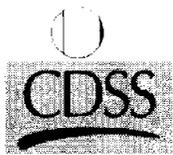


Risk Category/Event Description	Loss Hours	Probability	Risk Hours	Previous Risk Hours	Preventive / Contingency Measure P- Preventative / C-Contingency	Comments
<u>Inadequate work plan</u>	80	.05	4		P – Prepare a detailed work plan that is <u>communicated to end users, technical, business and vendor personnel. Revise work plan as needed.</u>	
3. STAFFING						
<u>Turnover in project resources</u>	160	.15	24		P- <u>Identify SMEs (primary and backups)</u>	
<u>Subject matter experts (SME) are busy or unavailable</u>	80	.2	16		P - <u>Require involved project team members to keep the project library current so the supplemental staff/management can review the project library and get up to speed quickly.</u>	
<u>Key SME's retire or leave the project prior to implementation, testing, and training</u>	240	1	240		C – <u>Cross train SME replacement and/or co-workers</u> C – <u>Ensure CEC Desk Reference is up to date and roles and duties are clearly outlined and all tasks defined in detail.</u>	
<u>Team members are from multiple business areas with potentially conflicting or completing objectives</u>	80	.3	24		P – <u>Prioritize project components and objectives prior to project initiation</u>	
<u>Competition for DTS or CDSS technical staff from other projects - limits their required participation in the full project lifecycle</u>	80	.25	20		P - <u>Management can establish a policy that each major automation project will have a technical specialist assigned for the project duration. This must be a CDSS employee; contracted technical specialists can supplement but not replace a CDSS technical specialist.</u>	



California Department of Social Services
County Expense Claim Reporting Information System FSR

Risk Category/Event Description	Loss Hours	Probability	Risk Hours	Previous Risk Hours	Preventive / Contingency Measure P- Preventative / C-Contingency	Comments
<u>Loss of State Project Manager</u>	320	.1	32		<u>C – Hire a new project manager</u>	
<u>Vendor resources lack appropriate skill sets to address responsibilities assigned</u>	320	.1	32		P – Require resumes and references for all contract staff to ensure they possess the appropriate skill sets. C – Hold vendor accountable for providing replacement staff if skill sets do not match requirements for job completion.	
<u>Contract personnel may leave before the project is complete</u>	160	.1	16		<u>P – Make it a part of the vendor contract that they must provide personnel for the duration of the contract period.</u>	
<u>Lack of adequate user training on new systems and business process</u>	160	.1	16		P - Plan for and schedule training as early as possible; Work with the CDSS management on training program, extend schedule if necessary to allow for sufficient training.	
4. CHANGE MANAGEMENT						
Staff expectations are higher than the project can deliver.	40	.2	8		P - Develop and implement an effective communications plan that provides for regular presentations on system functionality to CDSS and CWD staff. P- Initiate user training before roll-out, if possible. P- Create periodic (two-way) feedback sessions to share concerns/questions.	
Staff is overwhelmed by the impacts of automation.	160	.2	32		P - Develop and implement an effective communications plan. P – Develop and implement an effective change management plan that includes	



Risk Category/Event Description	Loss Hours	Probability	Risk Hours	Previous Risk Hours	Preventive / Contingency Measure P- Preventative / C-Contingency	Comments
					outputs from formal business process re-engineering steps P - Create periodic feedback sessions to share concerns/questions.	
Automation is applied to inefficient processes.	160	.2	32		P - Improve or redesign processes prior to implementing automation. C - Develop a plan to manage enhancements.	
User resistance to change	160	.2	32		P - Follow a formal change model to implement all necessary changes. P - Implement a change management methodology that influences attitude, motivation, and commitment to change behavior. P - Develop or use project tools that will facilitate needed changes.	
5. REQUIREMENTS						
Low quality or incomplete requirement analysis.	160	.1	16		<u>P - Involve all stakeholders in developing and reviewing requirements.</u>	
Stakeholders are geographically remote	160	.25	40		<u>P - Involve representatives from all stakeholder groups when developing requirements</u>	
Multiple "customer" locations	160	.25	40		<u>P - Involve technical experts who have experience in developing distributed applications.</u> C - Hire a vendor/consultant to complete requirements analysis and documentation.	



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Risk Category/Event Description	Loss Hours	Probability	Risk Hours	Previous Risk Hours	Preventive / Contingency Measure P- Preventative / C-Contingency	Comments
Incomplete requirements	160	.1	16		P - Select experienced stakeholders (familiar with the business processes) to assist in documenting requirements. <u>C - Hire a vendor/consultant with the knowledge about requirements analysis and documentation.</u>	
6. INFRASTRUCTURE						
Utilization of the DTS infrastructure and organizational resources is new to CDSS.	40	.1	4		P – Work closely with DTS during the FSR and RFP processes – when the required architecture is outlined. P – Clearly define the technical architecture requirements before application development (hardware, software, and communications, DBMS). P - Develop systems architecture specifications using current and future detailed process flows, data architecture, and technical architecture to identify common components or functions. P - Develop a service model that breaks the application into manageable layers of functionality. P - Examine data distribution models. <u>C - Use vendor Technical Architect for analysis and design phases of project. Require the elements listed above as deliverables.</u>	
New interfaces must be developed	40	.1	4		<u>P – Clearly define required system interfaces and communicate with stakeholders of the other systems.</u>	



Risk Category/Event Description	Loss Hours	Probability	Risk Hours	Previous Risk Hours	Preventive / Contingency Measure P- Preventative / C-Contingency	Comments
7. DEVELOPMENT						
Reliance on outside vendor for software development and implementation	40	.1	4		P – Interview previous and current clients regarding level of satisfaction, lessons learned, etc.	
Technology will dictate the changes in the business process.	40	.05	2		P - Redesign business processes prior to implementing technology. C - Identify acceptable scope of technology-driven process redesign. C - Accept technology as a process redesign driver.	
System Integrator has poor quality output or is working at too slow a pace.	160	.05	8		P - Establish and formalize deliverables and document templates for each phase in the procurement life cycle.	
CDSS security policies and IT standards are not followed	40	.05	2		P – Specify in the RFP that security requirements must be adhered to. P – State Project Manager and oversight vendor(s) ensure development vendor follows CDSS security policy and IT standards. P - Solicit review of planned systems design and architecture by appropriate IT staff.	
8. TESTING						
No differentiation between test and development environments.	40	.05	2		P - Create two environments: development and test.	



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Risk Category/Event Description	Loss Hours	Probability	Risk Hours	Previous Risk Hours	Preventive / Contingency Measure P- Preventative / C-Contingency	Comments
Lack of sufficient testing	160	.05	8		P - Development a well-written and comprehensive test plan that includes all types of testing. P - Develop test scenarios and test cases with users. P - Plan testing with stakeholders.	
Did not clearly define and test the backup/recovery procedures of the system.	40	.05	2		P - Define and test the system fail over and recovery to ensure all backup/recovery requirements are documented and followed.	
9. MIGRATION						
Users at CDSS and CWDs are slow to accept training and change business practices.	160	.1	16		P - Define performance objectives for business processes that will accompany introduction of new capabilities.	
TOTAL RISK HOURS	4400	0.179	788			

