

Information Technology Project Request

**Special Project Report
Executive Approval Transmittal**



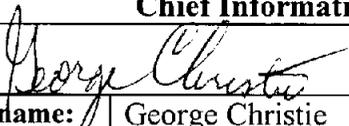
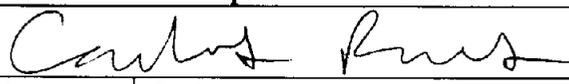
Department Name			
Office of Systems Integration (OSI)			
Project Title (maximum of 75 characters)			Project Acronym
Statewide Automated Welfare System (SAWS) – Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER) Consortium Replacement System Project			SAWS – LEADER Replacement System
FSR Project ID	FSR Approval Date	Department Priority	Agency Priority
0530-200	April 6, 2005		

APPROVAL SIGNATURES

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

I certify that the SPR was prepared in accordance with the State Administrative Manual Sections 4945-4945.2 and that the proposed project changes are consistent with our information management strategy as expressed in our current Agency Information Management Strategy (AIMS).

I have reviewed and agree with the information in the attached Special Project Report.

Chief Information Officer		Date Signed
		12/8/06
Printed name:	George Christie	
Chief Financial Officer		Date Signed
		12/8/06
Printed name:	Stephen Zaretsky	
Department Director		Date Signed
		12-12-06
Printed name:	Carlos Ramos	
Agency Secretary		Date Signed
		12/15/06
Printed name:	Kimberly Belshé <i>Ann Baynter</i>	

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

1. Submittal Date

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

3. Project Title	Statewide Automated Welfare System – Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER) Consortium Replacement System	Estimated Project Dates	
		Start	End
Project Acronym	SAWS – LEADER Replacement System	07/05	06/08

4. Submitting Department Office of Systems Integration (OSI)

5. Reporting Agency

6. Project Objectives

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

8. Major Milestones	Est Complete Date
Release Request for Proposal (RFP)	02/07
Select Vendor	09/07
Approve Contract	06/08
PIER	TBD
Key Deliverables	
RFP	2/07
IAPD	1/08

7. Proposed Solution

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

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

Project #	0530-200
Doc. Type	SPR/PAPDU

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

Direct Contacts								
	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
Doc. prepared by	Linda	Lawson	916	229-4450		916	229-4487	linda.lawson@osi.ca.gov
Primary contact	Julie	Lee	916	263-0729		916	263-0739	julie.lee@osi.ca.gov
Project Manager	George	Christie	916	229-4409		916	229-4487	george.christie@osi.ca.gov

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

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

Project #	0530-200
Doc. Type	SPR/PAPDU

4.	Is the project reportable to control agencies?	Yes	No
		X	
	If YES, CHECK all that apply:		
X	a) The project involves a budget action.		
	b) A new system development or acquisition that is specifically required by legislative mandate or is subject to special legislative review as specified in budget control language or other legislation.		
X	c) The estimated total development and acquisition cost exceeds the departmental cost threshold and the project does not meet the criteria of a desktop and mobile computing commodity expenditure (see SAM 4989 – 4989.3).		
X	d) The project meets a condition previously imposed by Finance.		

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

Project #	0530-200
Doc. Type	SPR/PAPDU

Budget Augmentation
Required?

No	<input checked="" type="checkbox"/>
Yes	<input type="checkbox"/>

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

FY	06/07	FY	07/08	FY		FY		FY	
	(1,260,780)		(804,240)						

PROJECT COSTS

1.	Fiscal Year	05/06	06/07	07/08	\$	\$	TOTAL
2.	One-Time Cost	\$ 596,152	\$ 1,573,140	\$ 2,029,680	\$	\$	\$4,198,972
3.	Continuing Costs	\$	\$	\$	\$	\$	\$
4.	TOTAL PROJECT BUDGET	\$ 596,152	\$ 1,573,140	\$ 2,029,680	\$	\$	\$ 4,198,972

SOURCES OF FUNDING

5.	General Fund	\$ 231,390	\$ 610,598	\$ 787,801	\$	\$	\$ 1,629,789
6.	Redirection	\$	\$	\$	\$	\$	\$
7.	Reimbursements	\$	\$	\$	\$	\$	\$
8.	Federal Funds	\$ 327,258	\$ 863,576	\$ 1,114,192	\$	\$	\$ 2,305,026
9.	Special Funds	\$	\$	\$	\$	\$	\$
10.	Grant Funds	\$	\$	\$	\$	\$	\$
11.	Other Funds	\$ 37,504	\$ 98,966	\$ 127,687	\$	\$	\$ 264,157
12.	PROJECT BUDGET	\$ 596,152	\$ 1,573,140	\$ 2,029,680	\$	\$	\$ 4,198,972

PROJECT FINANCIAL BENEFITS

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

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

**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE
SECTION E: VENDOR PROJECT BUDGET**

Project #	0530-200
Doc. Type	SPR/PAPDU

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

VENDOR PROJECT BUDGET

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

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

PRIMARY VENDOR HISTORY SPECIFIC TO THIS PROJECT

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

PRIMARY VENDOR CONTACTS

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

INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE
SECTION F: RISK ASSESSMENT INFORMATION

Project #	0530-200
Doc. Type	SPR/PAPDU

RISK ASSESSMENT

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

General Comment(s)

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

STATEWIDE AUTOMATED WELFARE SYSTEM

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

PLANNING ADVANCE PLANNING DOCUMENT UPDATE

**JUNE 2006
(REVISED NOVEMBER 2006)**

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

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

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1.0 Proposed Project

1.1 Project Background/Status

The Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER) Consortium is one of four consortia within the Statewide Automated Welfare System (SAWS). The California Health and Human Services Agency (CHHS), Office of Systems Integration (OSI) provides state-level project management and oversight for SAWS. The Department of Public Social Services (DPSS) within Los Angeles County, the only county in the LEADER Consortium, locally manages the LEADER project. This consortium represents approximately 37 percent of the clients statewide based on the State Fiscal Year (SFY) 2004/05 Persons Count.

In September 1995, Los Angeles County entered into the LEADER Information Technology Agreement with the Unisys Corporation. On October 4, 1999, the LEADER project started the implementation phase of its effort to consolidate and automate most of the county's human services programs. Countywide implementation was completed on April 30, 2001 and the maintenance and operations (M&O) phase began on May 1, 2001. The initial term of the LEADER Agreement expired on April 30, 2005, and the county elected to extend the Agreement for 24 months. The extended term commenced on May 1, 2005 and will end on April 30, 2007. The county anticipates the implementation of the LEADER replacement system will take a minimum of five years after the current contract extension ends. The county has negotiated with Unisys to extend the current M&O contract for an additional five years, with three optional one-year extensions. The specifics of the contract extension are outside the scope of this project and will be addressed through the LEADER Consortium M&O budget documents.

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

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

After planning activities for the Replacement System project began, further discussions between the county and the state concluded that a procurement strategy based on the county's business and technical requirements could result in other viable proposals. Specifically, vendors can now propose a California-based SAWS system, including a modified LEADER system, or another system not based on an existing California SAWS system.

This document updates the June 2005 (Revised November 2005) Planning Advance Planning Document Update (PAPDU).

1.2 Reasons for Proposed Change

Procurement Scope – The RFP, which will be based on the county's business and technical requirements, will allow the vendor community to propose any solution that meets those requirements.

Revised Project Schedule – Delays in initiating some planning activities have extended the project schedule one year.

1.3 Proposed Project Change

Procurement Scope

The procurement strategy for Los Angeles County's future automation needs has continued to evolve over the last few years. With each iteration, the intent has been to maximize both open competition and cost-benefit. This latest change continues to allow the county to preserve its business requirements, as appropriate, to incorporate Best Practices and lessons learned from the other consortia, and to take advantage of updated technology to implement an open and more current architecture. Allowing the vendor community to propose any solution that meets the county's business and technical requirements takes full advantage of the benefits of open competition and removes any vendor issues about restricted competition. Open competition should also ensure the selection of a cost-effective solution that meets the county's needs.

Revised Planning Schedule

County staff began working on planning activities in July 2005; however, fewer than the anticipated number of resources were engaged in planning during SFY 2005/06. In addition, the consultant contract was not awarded until October 2005 instead of July 2005 as planned. The delay in awarding the contract was the result of protracted county processes associated with finalizing and approving the contract. The reduced level of county resources during SFY 2005/06 was the result of both delays in obtaining county administrative approvals to hire the county staff and the delay in executing the consultant contract. Until the joint consortium/consultant planning team was assembled in October, the county staff performed preliminary research and documented functional

and technical requirements. However, activities that required consultant support were delayed. In addition, state-driven discussions with the county to refine the procurement strategy delayed certain activities that might have been impacted by the outcome of those discussions. Consequently, the reduction in available resources during SFY 2005/06, state and county strategy discussions, a more realistic workload estimate, and the OSI-SAWS Project's requirements for realistic state and federal review timeframes extended the time for the first planning activity; i.e., develop statement of work, statement of requirements and sample agreement, from 3 months to 13 months. This, coupled with some other schedule adjustments, primarily to accommodate the necessary approval processes, results in an overall planning schedule extension of one year. The planning phase for the LEADER Replacement System project is now scheduled to end in June 2008.

1.4 Impact of Proposed Changes

Procurement Scope

The change to the procurement scope has no impact on the project costs as the procurement was previously intended to be requirements-based. The change in the procurement scope impacts the potential solutions that can be proposed.

Revised Planning Schedule

The revised planning schedule results in the majority of the planning activities; e.g., RFP completion and release, proposal evaluation, vendor selection, contract negotiation, and review and approval activities, occurring in SFY 2006/07 and 2007/08. This impacts both the consortium project staff and consultant costs.

- Consortium Project Staff

The SFY 2005/06 costs are less than anticipated because only 5.5 of the approved 10 county staff were assigned to the project during this period. In addition, the previous PAPDU included the county's anticipated SFY 2005/06 salary and benefit adjustment, but the actual costs were greater than estimated. The net reduction in consortium project staff costs for SFY 2005/06 is \$394,404 as shown in the following table.

STATEWIDE AUTOMATED WELFARE SYSTEM
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SFY 2005/06 Consortium Project Staff Costs						
Classification	Number of Positions	Monthly Salary & Benefits	Annual Salary & Benefits	Total Annual Salary & Benefits	Approved Costs	Change
Administrative Services Manager III	1	\$10,042	\$120,504	\$120,504	\$119,136	\$1,368
Administrative Services Manager II	1.5	\$8,350	\$100,200	\$150,300	\$297,396	(\$147,096)
Administrative Services Manager I	2	\$7,792	\$93,504	\$187,008	\$370,080	(\$183,072)
Senior Secretary II	0	\$0	\$0	\$0	\$65,976	(\$65,976)
Intermediate Typist Clerk	1	\$4,342	\$52,104	\$52,104	\$51,732	\$372
Total	5.5	\$30,526	\$366,312	\$509,916	\$904,320	(\$394,404)

During SFY 2006/07 and 2007/08, all 10 approved county staff will be engaged in planning activities. The SFY 2007/08 costs of \$904,320 result from the one-year schedule extension. The total cost for Consortium Project Staff is \$2,318,556 and is displayed by fiscal year in the table below.

Proposed Consortium Project Staff Costs				
Classification	SFY 2005/06	SFY 2006/07	SFY 2007/08	Total
Administrative Services Manager III	\$120,504	\$119,136	\$119,136	\$358,776
Administrative Services Manager II	\$150,300	\$297,396	\$297,396	\$745,092
Administrative Services Manager I	\$187,008	\$370,080	\$370,080	\$927,168
Senior Secretary II	\$0	\$65,976	\$65,976	\$131,952
Intermediate Typist Clerk	\$52,104	\$51,732	\$51,732	\$155,568
Total	\$509,916	\$904,320	\$904,320	\$2,318,556

The following table shows the net increase of \$509,916 which is the result of the SFY 2005/06 decrease of \$394,404 and the addition of \$904,320 in costs for SFY 2007/08. There is no change to the SFY 2006/07 costs of \$904,320.

Total Change to Consortium Project Staff			
Classification	SFY 2005/06	SFY 2007/08	Total
Administrative Services Manager III	\$1,368	\$119,136	\$120,504
Administrative Services Manager II	(\$147,096)	\$297,396	\$150,300
Administrative Services Manager I	(\$183,072)	\$370,080	\$187,008
Senior Secretary II	(\$65,976)	\$65,976	\$0
Intermediate Typist Clerk	\$372	\$51,732	\$52,104
Total	(\$394,404)	\$904,320	\$509,916

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

**STATEWIDE AUTOMATED WELFARE SYSTEM
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Summary of Consortium Project Staff Changes				
	SFY 2005/06	SFY 2006/07	SFY 2007/08	Total
Approved Costs	\$904,320	\$904,320	\$0	\$1,808,640
Schedule Adjustment	(\$394,404)	\$0	\$904,320	\$509,916
Proposed Costs	\$509,916	\$904,320	\$904,320	\$2,318,556

- **Consultants**

The consultant costs in the previous PAPDU were based on estimates prepared before the procurement was completed. Those estimates were also based on a time and materials contract. The executed consultant contract is deliverable-based and is \$2,165,984 less than estimated. These changes, along with the change to the planning schedule, shift the consultant costs across fiscal years and reduce the total costs. The costs, based on the revised planning schedule, are shown in the following table.

Consultant Costs				
Deliverable	SFY 2005/06	SFY 2006/07	SFY 2007/08	Total
Project Plan (80%)	\$5,969		\$1,053	\$7,022
Project Plan (20%)			\$1,755	\$1,755
Project Management			\$237,600	\$237,600
GEARS Analysis	\$27,138		\$4,789	\$31,927
Proposal Analysis	\$53,129		\$9,376	\$62,505
RFP Development		\$272,244	\$48,043	\$320,287
IAPD Development		\$88,128	\$15,552	\$103,680
Development of Sample Agreement		\$66,096	\$11,664	\$77,760
Support County Counsel & Auditor-Controller Review of RFP		\$110,160	\$19,440	\$129,600
Proposers' Conference		\$11,016	\$1,944	\$12,960
Evaluation Preparation Process		\$121,176	\$21,384	\$142,560
Evaluation of Proposals			\$311,040	\$311,040
Vendor Presentations			\$103,680	\$103,680
Vendor Selection Process			\$102,600	\$102,600
Risk Mitigation Plan			\$25,920	\$25,920
Contract Negotiations			\$155,520	\$155,520
Contract Approval			\$54,000	\$54,000
Total	\$86,236	\$668,820	\$1,125,360*	\$1,880,416

*The consultant contract has a 15 percent retention clause for each deliverable that will be released upon completion of planning in June 2008.

The following table displays the changes by fiscal year.

Summary of Consultant Cost Changes				
	SFY 2005/06	SFY 2006/07	SFY 2007/08	Total
Approved Costs	\$2,116,800	\$1,929,600	\$0	\$4,046,400
Revised Costs	\$86,236	\$668,820	\$1,125,360	\$1,880,416
Change	(\$2,030,564)	(\$1,260,780)	\$1,125,360	(\$2,165,984)

STATEWIDE AUTOMATED WELFARE SYSTEM
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Summary of Planning Cost Changes				
	SFY 2005/06	SFY 2006/07	SFY 2007/08	Total
Consortium Project Staff	(\$394,404)	\$0	\$904,320	\$509,916
Consultants	(\$2,030,564)	(\$1,260,780)	\$1,125,360	(\$2,165,984)
Total Change	(\$2,424,968)	(\$1,260,780)	\$2,029,680	(\$1,656,068)

1.5 Implementation Plan

The proposed changes were effective in SFY 2005/06.

2.0 Project Management Plan

Under the direction of CHHS, OSI is responsible for state-level project management and oversight of the SAWS Project. The project sponsors, the California Department of Social Services (CDSS) and the Department of Health Services (DHS), partner with OSI to ensure that project management activities are in accordance with industry standards and adhere to accepted information technology Best Practices.

The unique structure of the SAWS Project and the corresponding project management roles and responsibilities create a project oversight model unlike the traditional model addressed by the Project Oversight Framework. The oversight functions for the SAWS Project are fulfilled as follows:

CHHS provides direction to OSI, CDSS, and DHS relative to project issues and reviews and addresses project risk reports.

OSI provides state-level project management and independent project oversight of the SAWS consortia using Statewide Project Management staff and specialized technical consultants.

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

The LEADER Consortium provides local project management.

2.1 Project Scope

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

2.2 Project Schedule

A revised project schedule is contained in Exhibit E.

3.0 Risk Management Plan

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

4.0 Project Budget

4.1 Budget Comparison by Fiscal Year

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

- Consortium Project Staff costs increase due to the extension of the project schedule into SFY 2007/08 and adjustments to salaries and benefits in SFY 2005/06.
- Consultant costs decrease beginning in SFY 2005/06 reflecting actual contract costs and deliverable payments through SFY 2007/08.

4.2 Project Budget

Exhibit B contains the Project Budget reflecting total costs from July 2005 through June 2008. The revised total planning cost is \$4,198,972.

4.3 Project Funding Plan

Exhibit C contains the Cost Allocation Plan (CAP). Planning costs are allocated to the benefiting programs based on the SFY 2004/05 actual average monthly duplicated Persons Count for the programs included in the current LEADER system. Costs are distributed within the programs in accordance with the federal, state, and county funding ratios for each program. The CAP is updated annually.

4.4 Economic Analysis Workbook

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

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

5.0 Exhibits

- Exhibit A – Budget Comparison by Fiscal Year
- Exhibit B – Project Budget
- Exhibit C – Cost Allocation Plan
- Exhibit D – Economic Analysis Workbook
- Exhibit E – Planning Schedule

EXHIBIT A

BUDGET COMPARISON BY FISCAL YEAR

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

Budget Comparison by Fiscal Year

Planning Costs	2005/06			2006/07			2007/08			Total 2005/06 - 2007/08		
	June 2005 (Revised November 2005)	June 2006 (Revised November 2006)	Change	June 2005 (Revised November 2005)	June 2006 (Revised November 2006)	Change	June 2005 (Revised November 2005)	June 2006 (Revised November 2006)	Change	June 2005 (Revised November 2005)	June 2006 (Revised November 2006)	Change
Consortium Project Staff	\$904,320	\$509,916	-\$394,404	\$904,320	\$904,320	\$0	\$0	\$904,320	\$904,320	\$1,808,640	\$2,318,556	\$509,916
Consultants	\$2,116,800	\$86,236	-\$2,030,564	\$1,929,600	\$668,820	-\$1,260,780	\$0	\$1,125,360	\$1,125,360	\$4,046,400	\$1,880,416	-\$2,165,984
Totals	\$3,021,120	\$596,152	-\$2,424,968	\$2,833,920	\$1,573,140	-\$1,260,780	\$0	\$2,029,680	\$2,029,680	\$5,855,040	\$4,198,972	-\$1,656,068

EXHIBIT B

PROJECT BUDGET

STATEWIDE AUTOMATED WELFARE SYSTEM
LEADER CONSORTIUM REPLACEMENT SYSTEM
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Project Budget

SFY 2005/06					
Planning	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Total
Consortium Project Staff	\$127,479	\$127,479	\$127,479	\$127,479	\$509,916
Consultants	\$0	\$0	\$5,969	\$80,267	\$86,236
Total Planning	\$127,479	\$127,479	\$133,448	\$207,746	\$596,152

SFY 2006/07					
Planning	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Total
Consortium Project Staff	\$226,080	\$226,080	\$226,080	\$226,080	\$904,320
Consultants	\$0	\$536,628	\$11,016	\$121,176	\$668,820
Total Planning	\$226,080	\$762,708	\$237,096	\$347,256	\$1,573,140

SFY 2007/08					
Planning	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Total
Consortium Project Staff	\$226,080	\$226,080	\$226,080	\$226,080	\$904,320
Consultants	\$88,128	\$373,626	\$132,192	\$531,414	\$1,125,360
Total Planning	\$314,208	\$599,706	\$358,272	\$757,494	\$2,029,680

TOTAL	
Planning	Total
Consortium Project Staff	\$2,318,556
Consultants	\$1,880,416
Total Planning	\$4,198,972

EXHIBIT C

COST ALLOCATION PLAN

STATEWIDE AUTOMATED WELFARE SYSTEM
LEADER CONSORTIUM REPLACEMENT SYSTEM
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SFY 2005/06								
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share	GF Share
CalWORKs	12.76%	76,069	100/0/0/0	76,069	0	0	0	0
Food Stamps	25.14%	149,873	50/35/0/15	74,937	52,455	0	22,481	52,455
Medi-Cal	59.09%	352,266	50/0/50/0	176,133	0	176,133	0	176,133
Refugee	0.02%	119	100/0/0/0	119	0	0	0	0
CFAP	0.36%	2,146	0/100/0/0	0	2,146	0	0	2,146
CAPI	0.11%	656	0/100/0/0	0	656	0	0	656
GA/GR	2.52%	15,023	0/0/0/100	0	0	0	15,023	0
TOTAL	100.00%	596,152		327,258	55,257	176,133	37,504	231,390

SFY 2006/07								
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share	GF Share
CalWORKs	12.76%	200,733	100/0/0/0	200,733	0	0	0	0
Food Stamps	25.14%	395,488	50/35/0/15	197,744	138,421	0	59,323	138,421
Medi-Cal	59.09%	929,568	50/0/50/0	464,784	0	464,784	0	464,784
Refugee	0.02%	315	100/0/0/0	315	0	0	0	0
CFAP	0.36%	5,663	0/100/0/0	0	5,663	0	0	5,663
CAPI	0.11%	1,730	0/100/0/0	0	1,730	0	0	1,730
GA/GR	2.52%	39,643	0/0/0/100	0	0	0	39,643	0
TOTAL	100.00%	1,573,140		863,576	145,814	464,784	98,966	610,598

SFY 2007/08								
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share	GF Share
CalWORKs	12.76%	258,987	100/0/0/0	258,987	0	0	0	0
Food Stamps	25.14%	510,261	50/35/0/15	255,130	178,592	0	76,539	178,592
Medi-Cal	59.09%	1,199,338	50/0/50/0	599,669	0	599,669	0	599,669
Refugee	0.02%	406	100/0/0/0	406	0	0	0	0
CFAP	0.36%	7,307	0/100/0/0	0	7,307	0	0	7,307
CAPI	0.11%	2,233	0/100/0/0	0	2,233	0	0	2,233
GA/GR	2.52%	51,148	0/0/0/100	0	0	0	51,148	0
TOTAL	100.00%	2,029,680		1,114,192	188,132	599,669	127,687	787,801

LEADER - Planning Total								
Program	Program Percent	Program Costs	Funding Ratios F/SW/SH/C	Federal Share	State Welfare Share	State Health Share	County Share	GF Share
CalWORKS		535,789		535,789	0	0	0	0
Food Stamps		1,055,622		527,811	369,468	0	158,343	369,468
Medi-Cal		2,481,172		1,240,586	0	1,240,586	0	1,240,586
Refugee		840		840	0	0	0	0
CFAP		15,116		0	15,116	0	0	15,116
CAPI		4,619		0	4,619	0	0	4,619
General Relief		105,814		0	0	0	105,814	0
TOTAL		4,198,972		2,305,026	389,203	1,240,586	264,157	1,629,789

EXHIBIT D

ECONOMIC ANALYSIS WORKBOOK

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

PROPOSED ALTERNATIVE

Date Prepared: November 2006

Department: OSI

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

PROJECT: LEADER REPLACEMENT SYSTEM

	FY 2005/06		FY 2006/07		FY 2007/08		FY		FY		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs												
Staff (Salaries & Benefits)	0.0	509,916	0.0	904,320	0.0	904,320	0.0	0	0.0	0	0	2,318,556
Hardware Purchase		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0
Contract Services												0
Software Customization		0		0		0		0		0		0
Project Management		0		0		0		0		0		0
Project Oversight		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0
Other Contract Services		86,236		668,820		1,125,360		0		0		1,880,416
TOTAL Contract Services		86,236		668,820		1,125,360		0		0		1,880,416
Data Center Services		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0
Other		0		0		0		0		0		0
Total One-time IT Costs	0.0	596,152	0.0	1,573,140	0.0	2,029,680	0.0	0	0.0	0	0	4,198,972
Continuing IT Project Costs												
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0
Hardware Lease/Maintenance		0		0		0		0		0		0
Software Maintenance/Licenses		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0
Other		0		0		0		0		0		0
Total Continuing IT Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0
Total Project Costs	0.0	596,152	0.0	1,573,140	0.0	2,029,680	0.0	0	0.0	0	0	4,198,972
Continuing Existing Costs												
Information Technology Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0
Other IT Costs		0		0		0		0		0		0
Total Continuing Existing IT Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0
Program Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0
Other Program Costs		0		0		0		0		0		0
Total Continuing Existing Program Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0
Total Continuing Existing Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0
TOTAL ALTERNATIVE COSTS	0.0	596,152	0.0	1,573,140	0.0	2,029,680	0.0	0	0.0	0	0	4,198,972
INCREASED REVENUES		0		0		0		0		0		0

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

ECONOMIC ANALYSIS SUMMARY

Date Prepared: November 2006

Department: OSI

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

PROJECT: LEADER REPLACEMENT SYSTEM

	FY 2005/06		FY 2006/07		FY 2007/08		FY		FY		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
PROPOSED ALTERNATIVE												
Total Project Costs	0.0	596,152	0.0	1,573,140	0.0	2,029,680	0.0	0	0.0	0	0.0	4,198,972
Total Cont. Exist. Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Alternative Costs	0.0	596,152	0.0	1,573,140	0.0	2,029,680	0.0	0	0.0	0	0.0	4,198,972
COST SAVINGS/AVOIDANCES	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Increased Revenues		0		0		0		0		0		0
Net (Cost) or Benefit	0.0	(596,152)	0.0	(1,573,140)	0.0	(2,029,680)	0.0	0	0.0	0	0.0	(4,198,972)
Cum. Net (Cost) or Benefit	0.0	(596,152)	0.0	(2,169,292)	0.0	(4,198,972)	0.0	(4,198,972)	0.0	(4,198,972)		

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

PROJECT FUNDING PLAN

Department: OSI

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

Date Prepared: November 2006

PROJECT: LEADER REPLACEMENT SYSTEM

	FY 2005/06		FY 2006/07		FY 2007/08		FY 0		FY 0		FY 0		FY 0		TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
TOTAL PROJECT COSTS	0.0	596,152	0.0	2,833,920	0.0	2,029,680	0.0	0	0.0	0	0.0	0	0.0	0	0.0	5,459,752
RESOURCES TO BE REDIRECTED																
Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Funds:																
Existing System		0		0		0		0		0		0		0		0
Other Fund Sources		0		0		0		0		0		0		0		0
TOTAL REDIRECTED RESOURCES	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
ADDITIONAL PROJECT FUNDING NEEDED																
One-Time Project Costs	0.0	596,152	0.0	1,573,140	0.0	2,029,680	0.0	0	0.0	0	0.0	0	0.0	0	0.0	4,198,972
Continuing Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR	0.0	596,152	0.0	1,573,140	0.0	2,029,680	0.0	0	0.0	0	0.0	0	0.0	0	0.0	4,198,972
TOTAL PROJECT FUNDING	0.0	596,152	0.0	1,573,140	0.0	2,029,680	0.0	0	0.0	0	0.0	0	0.0	0	0.0	4,198,972
Difference: Funding - Costs	0.0	0	0.0	(1,260,780)	0.0	(804,240)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	(2,065,000)
Total Estimated Cost Savings	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0

ADJUSTMENTS, SAVINGS AND REVENUES WORKSHEET
(DOF Use Only)

Department: OSI

Date Prepared: November 2006

PROJECT: LEADER REPLACEMENT SYSTEM

Annual Project Adjustments	FY 2005/06		FY 2006/07		FY 2007/08		FY 0		FY 0		FY 0		FY 0		Net Adjustments	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-time Costs																
Previous Year's Baseline	0.0	0	0.0	2,833,920	0.0	1,573,140	0.0	0	0.0	0	0.0	0	0.0	0		
(A) Annual Augmentation/(Reduction)	0.0	596,152	0.0	(1,260,780)	0.0	(804,240)	0.0	0	0.0	0	0.0	0	0.0	0		
(B) Total One-Time Budget Actions	0.0	596,152	0.0	1,573,140	0.0	768,900	0.0	0	0.0	0	0.0	0	0.0	0	0.0	2,938,192
Continuing Costs																
Previous Year's Baseline	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0		
(C) Annual Augmentation/(Reduction)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0		
(D) Total Continuing Budget Actions	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Annual Project Budget Augmentation/(Reduction) [A + C]	0.0	596,152	0.0	(1,260,780)	0.0	(804,240)	0.0	0	0.0	0	0.0	0	0.0	0		
[A, C] Excludes Redirected Resources																
Total Additional Project Funds Needed [B + D]															0.0	2,938,192
Annual Savings/Revenue Adjustments																
Cost Savings	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0		
Increased Program Revenues				0		0		0		0		0		0		

EXHIBIT E

PLANNING SCHEDULE

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

Planning Schedule

Activities	Start	End
Develop Statement of Work, Statement of Requirements, and Sample Agreement	07/05	07/06
Finalize RFP, Sample Agreement and Proposal Preparation Instructions	07/06	09/06
State and Federal Approval Process	10/06	01/07
Mail Notice of Intent to Release	12/06	12/06
Develop and Finalize Evaluation and Selection Tools	12/06	12/06
Advertise RFP and Post to County Web Page	02/07	02/07
Release RFP	02/07	02/07
Develop and Finalize Evaluation Training Manual	01/07	01/07
Select and Train Evaluation Team	01/07	03/07
Proposers' Conference	02/07	02/07
Prepare Formal Response to Proposers' Questions	02/07	02/07
Proposals Due	05/07	05/07
Proposal Evaluation (Assumes Five (5) Valid Bids are Received)	05/07	09/07
Site Visits, Oral Presentations and Demonstrations	06/07	08/07
Finalize Vendor Selection Documentation	09/07	09/07
Request and Receive Board Approval to Negotiate with Selected Vendor	09/07	09/07
Negotiate with Selected Vendor	09/07	12/07
Develop Cost Benefit Analysis (CBA)	12/07	12/07
Finalize Contract, Board Letter, and CBA	12/07	12/07
Prepare Implementation Advance Planning Document (IAPD)	12/07	12/07
County Clearance of Contract, Board Letter and CBA	01/08	01/08
State and Federal Approval Process	01/08	04/08
Notification to the Legislature	05/08	05/08
Board Deputy Clearance	05/08	05/08
File with Board of Supervisors	06/08	06/08