

Information Technology Project Request



#1561

**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			SAWS-LEADER Replacement System
FSR Project ID	FSR Approval Date	Department Priority	Agency Priority
0530-200	April 6, 2005		

I am submitting the attached Special Project Report (SPR) in support of our request for the California Technology Agency's approval to continue development and/or implementation of 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.

I also certify that the acquisition of the applicable information technology (IT) product(s) or service(s) required by my department that are subject to Government Code 11135 applying Section 508 of the Rehabilitation Act of 1973 as amended meets the requirements or qualifies for one or more exceptions (see following page).

APPROVAL SIGNATURES		
Chief Information Officer		Date Signed
<i>Chris Morrison</i>		4/19/13
Printed name:	CHRIS MORRISON	
Budget Officer		Date Signed
<i>Alicia Bugarin</i>		4/19/13
Printed name:	Alicia Bugarin	
Department Director		Date Signed
<i>Deborah Rose</i>		4/19/13
Printed name:	DEBORAH ROSE	
Agency Chief Information Officer		Date Signed
<i>Sharon</i>		4/19/13
Printed name:	SHARON	
Agency Secretary		Date Signed
<i>Ginni Bella Navarre</i>		5/6/13
Printed name:	Ginni BELLA NAVARRE	

Executive Approval Transmittal IT Accessibility Certification

Yes or No

Yes	The Proposed Project Meets Government Code 11135 / Section 508 Requirements and no exceptions apply.
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Exceptions Not Requiring Alternative Means of Access

Yes or No	Accessibility Exception Justification
N/A	The IT project meets the definition of a national security system.
N/A	The IT project will be located in spaces frequented only by service personnel for maintenance, repair, or occasional monitoring of equipment (i.e., "Back Office Exception.")
N/A	The IT acquisition is acquired by a contractor incidental to a contract.

Exceptions Requiring Alternative Means of Access for Persons with Disabilities

Yes or No	Accessibility Exception Justification
N/A	<p>Meeting the accessibility requirements would constitute an "undue burden" (i.e., a significant difficulty or expense considering all agency resources).</p> <p>Explain:</p> <p>Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.</p>
N/A	<p>No commercial solution is available to meet the requirements for the IT project that provides for accessibility.</p> <p>Explain:</p> <p>Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.</p>

**Special Project Report
Executive Approval Transmittal
IT Accessibility Certification
(continued)**

Exceptions Requiring Alternative Means of Access for Persons with Disabilities

Yes or No	Accessibility Exception Justification
N/A	<p>No solution is available to meet the requirements for the IT project that does not require a fundamental alteration in the nature of the product or its components.</p> <p>Explain:</p> <p>Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.</p>

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

1. Submittal Date	April 2013
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2. Type of Document	FSR	SPR	PSP Only	Other:
		X		SPR #6
Project Number	0530-200			

3. Project Title	Statewide Automated Welfare System – Los Angeles Eligibility, Automated Determination, Evaluation and Reporting Replacement System	Estimated Project Dates	
		Start	End
Project Acronym	SAWS – LEADER Replacement System	7/05	10/23

4. Submitting Department	Office of Systems Integration (OSI)
5. Reporting Agency	Health & Human Services Agency

6. Project Objectives
<p>Los Angeles County is committed to promoting technologies that improve and/or expand services, improve communications, improve interdepartmental collaboration and data sharing, and that meet the California Technology Agency's (CTA) goals of shared solutions and integrated systems. The objectives of the LEADER Replacement System (LRS) project are to:</p> <ul style="list-style-type: none"> • Replace the existing LEADER system, GEARS, and GROW, with a LRS that utilizes a web services and standards-based (vendor-neutral), Service Oriented Architecture (SOA). • Manage, operate, and support, including maintain, modify, and enhance, the LRS for the term of the Agreement, ensuring that LRS functionality and performance continues to meet the requirements of the County. <p>In order to achieve the County's mission of providing effective services to all of its welfare population, the LRS will:</p> <ul style="list-style-type: none"> • Support all County administered public assistance programs. • Support the public assistance population during the term of the resultant Agreement. • Support document imaging, enhanced reporting and interface

8. Major Milestones	Est Complete Date
DD&I Start	November 2012
Design and Development	September 2015
Pilot	February 2016
Countywide Implementation	October 2016
Performance Verification Phase	April 30, 2017
Operational Phase	October 2023
PIER	TBD
Key Deliverables	
Project Control Document	December 2012
Requirements Traceability Matrix & Report	April 2013
General Design Document	September 2013
Functional Design Document	January 2014
Master Test Plan	February 2014
Implementation Master Plan	February 2015
LRS Training Materials	April 2015
Certification of Operational Readiness	May 2015
Certification of Performance Verification	April 2017
Final Acceptance Certification	October 2017

INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE
SECTION A: EXECUTIVE SUMMARY

functionality.

- Allow users (both fixed and mobile) to have access to the LRS via a secure internet connection and via the LANet/EN.
- Wherever possible, utilize commercially available and stable products.
- Include centralized database functions while distributing accessibility to the various types of users for inputting data and accessing case file information via a web services environment.
- Have technology based on SOA principles, utilizing web services.
- Include the ability to host at non-County facilities.

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7. Proposed Solution

Implement a system that will meet the county's business and technical requirements to replace the existing LEADER system, will leverage the latest advances in Web standards and open platforms, and will minimize the County's dependency on a particular vendor or proprietary technology.

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

Project #	0530-200
Doc. Type	SPR/IAPDU

Executive Contacts								
	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
Agency Undersecretary	Michael	Wilkening	916	654-3454		916	654-3343	mwilkening@chhs.ca.gov
Dept. Director	Deborah	Rose	916	263-0262		916	263-3245	debbie.rose@osi.ca.gov
Budget Officer	Alicia	Bugarin	916	263-4035		916	263-4119	alicia.bugarin@osi.ca.gov
CIO	Gretchen	Hernandez	916	263-4080		916	263-3245	gretchen.hernandez@osi.ca.gov
Proj. Sponsor	Todd	Bland	916	657-3546		916	651-8280	todd.bland@dss.ca.gov

Direct Contacts								
	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
Doc. prepared by	John	Heinlein	916	263-0388		916	263-0510	john.heinlein@osi.ca.gov
Primary contact	Tammy	Parkison	916	263-0438		916	263-0510	tammy.parkison@osi.ca.gov
Project Manager	Melody	Hayes	916	263-0282		916	263-0510	melody.hayes@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	7/12
2.	What is the date of your current Agency Information Management Strategy (AIMS)?	Date	08/12
3.	For the proposed project, provide the page reference in your current AIMS and/or strategic business plan.	Doc.	Section 7
		Page #	46-48

Project #	0530-200
Doc. Type	SPR/IAPDU

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

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

Project #	0530-200
Doc. Type	SPR/IAPDU

**Budget Augmentation
Required?**

No	
Yes	X

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

FY	12/13	FY	13/14	FY	14/15	FY	15/16	FY	16/17	FY	17/18
	\$39,495,511		\$46,907,747		\$8,980,175		(\$8,916,783)		(\$4,380,348)		(\$9,314,974)

PROJECT COSTS

1.	Fiscal Year	12/13	13/14	14/15	15/16	16/17	17/18
2.	One-Time Cost	\$40,044,185	\$86,951,932	\$95,932,107	\$87,015,324	\$40,369,374	\$10,021,949
3.	Continuing Costs	\$0	\$0	\$0	\$0	\$42,265,602	\$63,298,053
4.	TOTAL PROJECT BUDGET	\$40,044,185	\$86,951,932	\$95,932,107	\$87,015,324	\$82,634,976	\$73,320,002

SOURCES OF FUNDING

5.	General Fund	\$4,325,660	\$9,278,668	\$10,236,946	\$19,477,490	\$25,641,448	\$19,818,289
6.	Redirection						
7.	Reimbursements						
8.	Federal Funds	\$33,751,328	\$73,414,194	\$80,966,224	\$61,358,012	\$49,437,840	\$46,804,665
9.	Special Funds						
10.	Grant Funds						
11.	Other Funds	\$1,967,197	\$4,259,070	\$4,698,937	\$6,179,822	\$7,555,688	\$6,697,048
12.	PROJECT BUDGET	\$40,044,185	\$86,951,932	\$95,932,107	\$87,015,324	\$82,634,976	\$73,320,002

PROJECT FINANCIAL BENEFITS

13.	Cost Savings/Avoidances	(\$40,044,185)	(\$86,951,932)	(\$95,932,107)	(\$87,015,324)	(\$58,094,040)	(\$31,008,043)
14.	Revenue Increase	\$	\$	\$	\$	\$	\$

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

Project #	0530-200
Doc. Type	SPR/IAPDU

Budget Augmentation Required?													
No													
Yes		X	If YES, indicate fiscal year(s) and associated amount:										
	FY	18/19	FY	19/20	FY	20/21	FY	21/22	FY	22/23	FY	23/24	
		(\$12,220,220)		\$4,357,687		\$727,076		(\$4,607,625)		(\$1,035,021)		(\$36,551,681)	

PROJECT COSTS

1.	Fiscal Year	18/19	19/20	20/21	21/22	22/23	23/24	Total
2.	One-Time Cost	\$0	\$0	\$0	\$0	\$0	\$0	\$360,334,871
3.	Continuing Costs	\$61,099,782	\$65,457,469	\$66,184,545	\$61,576,920	\$60,541,899	\$23,990,218	\$444,414,488
4.	TOTAL PROJECT BUDGET	\$61,099,782	\$65,457,469	\$66,184,545	\$61,576,920	\$60,541,899	\$23,990,218	\$804,749,359

SOURCES OF FUNDING

5.	General Fund	\$15,523,011	\$16,630,125	\$16,814,846	\$15,644,232	\$15,381,275	\$6,094,954	\$174,866,944
6.	Redirection							
7.	Reimbursements							
8.	Federal Funds	\$39,995,917	\$42,848,459	\$43,324,403	\$40,308,252	\$39,630,727	\$15,703,998	\$567,574,019
9.	Special Funds							
10.	Grant Funds							
11.	Other Funds	\$5,580,854	\$5,978,885	\$6,045,296	\$5,624,436	\$5,529,897	\$2,191,266	\$62,308,396
12.	PROJECT BUDGET	\$61,099,782	\$65,457,469	\$66,184,545	\$61,576,920	\$60,541,899	\$23,990,218	\$804,749,359

PROJECT FINANCIAL BENEFITS

13.	Cost Savings/Avoidances	(\$18,787,823)	(\$23,145,510)	(\$23,872,586)	(\$19,264,961)	(\$18,229,940)	\$18,321,741	(\$484,024,710)
14.	Revenue Increase	\$	\$	\$	\$	\$	\$	\$

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

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

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

Project #	0530-200
Doc. Type	SPR/IAPDU

VENDOR PROJECT BUDGET

1.	Fiscal Year	12/13	13/14	14/15	15/16	16/17	17/18	18/19
2.	Primary Vendor Budget	\$38,121,994	\$68,414,528	\$65,059,347	\$56,023,044	\$60,021,600	\$55,207,346	\$44,187,126
3.	Independent Oversight Budget(QA)	\$50,000	\$2,750,000	\$3,600,000	\$3,600,000	\$3,600,000	\$1,200,000	\$0
4.	IV&V Budget	\$355,414	\$827,700	\$928,760	\$846,300	\$282,100	\$0	\$0
5.	Other Budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6.	TOTAL VENDOR BUDGET	\$38,527,408	\$71,992,228	\$69,588,107	\$60,469,344	\$63,903,700	\$56,407,346	\$44,187,126

1.	Fiscal Year	19/20	20/21	21/22	22/23	23/24	TOTAL
2.	Primary Vendor Budget	\$43,122,013	\$42,417,025	\$42,592,532	\$43,629,243	\$18,352,662	\$577,148,460
3.	Independent Oversight Budget(QA)	\$0	\$0	\$0	\$0	\$0	\$14,800,000
4.	IV&V Budget	\$0	\$0	\$0	\$0	\$0	\$3,240,274
5.	Other Budget	\$0	\$0	\$0	\$0	\$0	\$0
6.	TOTAL VENDOR BUDGET	\$43,122,013	\$42,417,025	\$42,592,532	\$43,629,243	\$18,352,662	\$595,188,734

------(Applies to FALL only)-----

PRIMARY VENDOR HISTORY SPECIFIC TO THIS PROJECT

7.	Primary Vendor	Accenture
8.	Contract Start Date	November 2012
9.	Contract End Date (projected)	October 2023
10.	Amount	\$577,148,460

PRIMARY VENDOR CONTACTS

	Vendor	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
11.	Accenture	Seth	Richman	530	306-3558		562	692-3949	seth.w.richman@accenture.com

INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE
SECTION F: RISK ASSESSMENT INFORMATION

Project #	0530-200
Doc. Type	SPR/IAPDU

RISK ASSESSMENT

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

General Comment(s)
The LRS Project's Risk and Issue Management Plan is Section 6 of the Project Control Document (Deliverable 1.1.1) approved in December 2012.

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

AS NEEDED

IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE

SPECIAL PROJECT REPORT #6

February 2013

STATE OF CALIFORNIA

Office of Systems Integration



STATEWIDE AUTOMATED WELFARE SYSTEM
LEADER CONSORTIUM REPLACEMENT SYSTEM

IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE/SPECIAL PROJECT REPORT

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STATEWIDE AUTOMATED WELFARE SYSTEM
LEADER CONSORTIUM REPLACEMENT SYSTEM

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STATEWIDE AUTOMATED WELFARE SYSTEM
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1.0 PROJECT INTRODUCTION AND STATUS

The Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER) Consortium is submitting this Implementation Advance Planning Document Update (IAPDU) to request approval for the design, development, and implementation (DD&I), and maintenance and operation (M&O) of the LEADER Replacement System (LRS).

In August 2008, the original IAPD was submitted reflecting cost estimations based on historic SAWS consortia costs, function point analysis, parametric modeling, user statistics, and industry data.

The September 2010 IAPDU reflected the cost reductions resulting from successful contract negotiations with the selected vendor, Accenture LLP, infrastructure hardware and software adjustments, consolidation of QA services, and consortium personnel downsizing, as well as reflected a change in project schedule by two quarters to help address the State's budget deficit, consistent with the enacted FY 2010/11 California State Budget.

The November 2011 IAPDU reflected a change to the project schedule by another two quarters to achieve a General Fund savings of \$13 million in FY 2011/12, consistent with the enacted FY 11/12 California State Budget.

An interim June 2012 IAPDU was created to reflect reductions required of the project due to the state's fiscal environment, and this document was only used for state budgeting purposes. It was not submitted to federal stakeholders at that time because the LRS Project contract was not yet approved by the Los Angeles County Board of Supervisors and the project start date still unknown.

On November 7, 2012 the Board of Supervisors approved the LRS Project vendor contract. This February 2013 IAPDU reflects an adjustment of the project schedule to reflect the November 7, 2012 start date. The IAPDU also reflects a reduction in Consortium Personnel costs, a reduction in Quality Assurance costs and addition of costs for the LRS IV&V activities.

This IAPDU only covers the project timeframe and all associated costs to support the base term of the LRS Agreement, which includes four years of DD&I and seven years of M&O. The optional contract extension period (three option years) of the LRS Agreement is not reflected in this IAPDU.

1.1 STATEWIDE AUTOMATED WELFARE SYSTEM (SAWS)

The SAWS Project is the automation of county welfare business processes in California. The SAWS Project encompasses three county consortia systems and supports six core programs which are California Work Opportunity and Responsibility to Kids (CalWORKs), CalFresh, Medi-Cal, Foster Care, Refugee Cash Assistance (RCA), and

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

IMPLEMENTATION ADVANCE PLANNING DOCUMENT UPDATE/SPECIAL PROJECT REPORT

County Medical Services Program. Based on individual consortium business requirements, other programs may be included in a consortium system.

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

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

State project management for SAWS is provided by the California Health and Human Services Agency (CHHS), Office of Systems Integration (OSI). The County of Los Angeles (County) constitutes the LEADER Consortium; and the County's Department of Public Social Services (DPSS) locally manages the LEADER Consortium. This consortium represents approximately 31 percent of the State of California's welfare population, based on the State Fiscal Year (SFY) 2011/12 Person's Count.

On September 20, 2011, Governor Brown signed Assembly Bill 16, which sets forth C-IV migration to the LRS as State law, which will result in a combined 40-county consortium to replace/consolidate the existing LEADER and C-IV consortia.

1.2 EXISTING LEADER SYSTEM

The LEADER Information Technology Agreement with Unisys commenced in November 1995. The LEADER System was fully implemented in April 2001, replacing 22 legacy systems. The LEADER system is integral to DPSS welfare program administration and is the core tool used by workers to determine eligibility, benefit calculation and issuance, case maintenance, reporting, and case management for the CalWORKs, CalFresh, Medi-Cal, RCA and General Relief (GR) Programs. The LEADER system currently supports approximately 17,500 users at 112 networked sites, as well as over 200 remote sites for nine County departments. The system also interfaces with many state systems, including the Medi-Cal Eligibility Data System (MEDS), the Welfare Data Tracking Implementation Project (WDTIP), and the Statewide Fingerprint Imaging system (SFIS).

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

1.3 ALTERNATIVES ANALYSIS

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

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

Findings:

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

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

Findings:

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

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

Findings:

- Takes full advantage of the benefits of open competition and does not preclude any proposal that could be submitted under Alternative Number 2.

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- This option provides the greatest opportunity for generating the most interest among contractors. An increase in the number of proposals should result in the best overall price for each proposal.
- This option would allow contractors to propose any proven solutions that could meet the County's business and technical needs which may take greater advantage of emerging technologies and innovative approaches available beyond the current California SAWS systems.

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

1.4 LEADER REPLACEMENT SYSTEM (LRS)

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

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

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

GEARS was originally developed and fully implemented by Systemhouse Inc. in 1988. The GEARS Information Technology Agreement with Electronic Data Systems Corporation (EDS) commenced in 1993. GEARS was designed to automate GAIN or Welfare-to-Work (WTW) program services, including case management and tracking employment, education, vocational, and training activities of GAIN participants, as well as issuing supportive services payments (i.e., child care, transportation, and ancillary payments to support WTW activities). GEARS currently supports approximately 3,500 users who manage roughly 55,000 active cases at 120 sites.

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

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General Relief Opportunities for Work (GROW) System

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

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

Department of Children and Family Services (DCFS) Systems

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

- APPS supports out-of-home placement tracking, foster care vendor maintenance, budget computation, and payment history system and receives payment authorizations through an interface from the State's Child Welfare Services/Case Management System (CWS/CMS). APPS contains 21 screens developed in Visual Basic 6.0. APPS utilizes RDMS 2200 running on a Unisys enterprise server and contains over 687 programs with 615,000 lines of code developed in COBOL.
- AAPS supports the processing of adoption assistance payment transactions to adoptive parents and prospective adoptive parents. AAPS contains 31 screens developed in Clipper 5 and uses the Netware 6.5 operating system.
- IFS supports tracking and control of foster care overpayments and repayments, child support collections, and child welfare trust funds (i.e. financial benefits available to foster care children, including Supplemental Security Income (SSI), Social Security Administration (SSA), and inheritance). IFS contains 57 screens developed in Microsoft Active Server Pages (ASP) and runs on an IBM Blade server using an Oracle database.
- WCMIS supports case and client indexing of all families and persons who receive services from DCFS. WCMIS assigns a unique case number and person ID used as the primary identifier for all DCFS Systems and interfaces. WCMIS was developed in COBOL and utilizes RDMS 2200 running on a Unisys enterprise server.
- EW Works supports resolution tracking and control of eligibility and benefit issuance related calls received by the DCFS call center. EW Works is a Microsoft.NET application.

Consortium IV (C-IV) System

Pursuant to Assembly Bill 16, the LEADER consortium and C-IV consortium will jointly design LRS and migrate the 39 C-IV counties to the LRS upon successfully implemented and stabilized of LRS in Los Angeles County.

1.5 LRS GOALS AND OBJECTIVES

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

- Replace the existing LEADER system, GEARS, and GROW, with a LRS that utilizes a web services and standards-based (vendor-neutral), Service Oriented Architecture (SOA).
- Manage, operate, and support, including maintain, modify, and enhance, the LRS for the term of the Agreement, ensuring that LRS functionality and performance continues to meet the requirements of the County.

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

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

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

- Open and scalable technical architecture – To increase LRS flexibility, enabling the development and integration of future LRS features and functionality with existing capabilities.

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

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

1.6 PROJECT STATUS

The planning process began in July 2005 and concluded in October 2012.

In August 2008, under the guidance of State agencies and with the support of the County’s Chief Information Office and Internal Services Department, DPSS prepared and submitted the original Implementation Advance Planning Document (IAPD) to secure appropriations for the estimated cost of LRS design, development, implementation, maintenance, and operations in the Governor’s budget. On October 1, 2008, OSI submitted the IAPD to the State’s California Technology Agency (CTA) and the Department of Finance (DOF).

On December 12, 2008, a Senate Budget and Fiscal Subcommittee hearing was held to review potential funding reductions, including a proposal by the Legislative Analyst Office (LAO) to delay the LRS Project (originally scheduled to commence in January 2010) by two years to achieve an estimated \$14.6 million in State General Fund savings in SFY 2009-10. At this hearing, DOF expressed concerns that a 2-year delay would derail the LRS Project and recommended a 6-month delay as an alternative to achieve the same level of savings in SFY 2009-10. Further, lengthier delays would lead to sole-source contract extensions to the existing LEADER Agreement, which federal agencies—Food and Nutrition Service (FNS) and Centers for Medicare & Medicaid Services (CMS)—have expressed strong reservations against. In a conference call held on December 18, 2008, DOF, LAO, OSI, County Welfare Directors Association (CWDA), and DPSS discussed various delay scenarios and finally agreed that a 6-month delay was the best course of action as it maximized savings in SFY 2009-10

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while preserving the investment made thus far into the procurement of LRS (roughly \$5 million in appropriations since SFY 2005-06).

In January 2009, the SFY 2009-10 Governor's Budget reflected a 6-month delay to the LRS Project, which resulted in an adjustment to the project initiation date from January 2010 to July 2010.

In January 2010, due to the ongoing state budget crisis, the SFY 2010-11 Governor's Budget reduced the LRS project budget for that year by 50 percent. In order to realize the reduction to the project budget with the least impact to the overall project, another 6-month delay in the start of the project was enacted.

On June 30, 2011, Governor Brown signed the FY 2011/12 California State Budget (SB 87) which reflects a two-quarter delay in the development of the LRS for a savings of \$13 million in the FY 2011/12 General Fund.

On September 20, 2011, Governor Brown signed Assembly Bill 16 (AB 16), which sets forth C-IV migration to the LRS as State law, which will result in a combined 40-county consortium to replace/consolidate the existing LEADER and C-IV consortia.

In August 2012, the state approved the LRS Project after receiving federal approval to move forward with LRS in April 2012. Prior to April 2012, discussions between CDSS, DHCS, OSI and our federal partners on the state's long-term strategy for eligibility systems in California delayed the start of the project.

On November 7, 2012, the LA County Board of Supervisors reviewed and approved the vendor agreement, initiating the project's design, development and implementation activities.

1.6.1 Achieved Milestones

LRS RFP – November 30, 2007

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

Proposer's Conference – December 17, 2007

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

Technical Presentation – December 18, 2007

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

District Office Walkthroughs - December 18 and 19, 2007

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

Proposal Submission- May 15, 2007

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

Proposal Evaluation Commencement – May 19, 2008

Evaluation Committee initiated their review of each proposal.

Screening and Individual Assessment of Proposals – July 31, 2008

Evaluation Committee members completed reference checks, screening of business proposal sections, and independent reviews of the management and technical proposal sections.

Consensus Assessment – October 2, 2008

Evaluation Committee completed consensus assessments of the management and technical proposal sections.

Oral Presentations by Proposals – October 6-14, 2008

Each of the four proposers conducted a one-day oral presentation of their business, management, and technical proposals. All members of the Evaluation Committee were in attendance, along with DPSS executives and representatives from the State Office of Systems Integration (OSI) and County CIO.

Finalize Consensus Scores – November 6, 2008

Evaluation Committee finalized consensus scoring of the management and technical proposal sections.

Price Proposal Resubmission – February 9, 2009

Revised pricing schedules received from all four proposers to address the economic downturn and provide more pricing details as required in RFP Addendum Number Nine.

Updated Financials – April 14, 2009

Updated financial statements and other related information (in connection with financial stability, performance history, and major customers) received from all four proposers.

Pricing Clarifications – May 7, 2009

Written clarifications received from all four proposers to address, confirm, and/or clarify certain aspects of proposed pricing.

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Price Evaluation – June 2009

Evaluation Committee completed the evaluation of pricing and compiled composite scores.

Vendor Selection – July 2009

DPSS concluded the evaluation and selection process.

Proposers Debriefings – September 2009

DPSS provided debriefings to the non-selected proposers.

Contract Negotiations – November 2009

DPSS began contract negotiations with the selected vendor in November 2009. DPSS concluded contract negotiations with the selected vendor on June 24, 2010

Federal Approval – April 2012

Funding for the LRS was approved by the federal agencies Centers for Medicare & Medicaid Services (CMS) on April 5, 2012 and Food & Nutrition Service (FNS) Agency on April 27, 2012.

State Approval – August 2012

The State of California, through its California Health and Human Services Agency's Office of System Integration (OSI), issued its final approval letter for the LRS on August 22, 2012.

LA County Board of Supervisors Approve LRS Vendor Contract – November 2012

On November 7, 2012, the Los Angeles County Board of Supervisors approved and signed the LRS vendor contract with Accenture. As of this date, LRS project DD&I activities began.

IV&V Services Contract Signed – February 2013

On February 14, 2013, OSI awarded the IV&V services contract to Alexan International.

1.6.2 Completed Planning Tasks

Planning and preparation efforts are now complete. The following timeline shows the major planning tasks that have been completed:

Tasks	IAPD Start	IAPD End	Revised Start	Revised End
County CEO and County Board Deputy Briefings	12/28/11	12/28/11	08/14/12	10/3/12

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Tasks	IAPD Start	IAPD End	Revised Start	Revised End
Contract Filing for County Board Approval	12/29/11	12/29/11	08/28/12	10/23/12
LRS Project Initiation	01/01/12		11/07/12	

1.7 PROCUREMENT PROCESS

The County has conducted a comprehensive, fair, and impartial evaluation of proposals submitted in response to the LRS RFP. The County has selected one of those proposals through a formal evaluation process, as described below.

1.7.1 Overview of Evaluation Process

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

- LRS evaluation committee conducted a thorough evaluation of LRS proposals and selected the vendor, whose proposal provides the best value, including price evaluation. This committee was comprised of representatives from DPSS, DCFS, ISD, and the Auditor-Controller (A-C).
- Subject matter experts were available to the evaluation committee for consulting on technical questions, issues, and informational needs that may arise (e.g., purpose of SOA). These experts were "on-call" for consultation; however, they were not members of the evaluation committee and did not participate in evaluation scoring discussions.

The evaluation process consisted of the following steps:

- Development of the evaluation handbook
- Compliance review of proposals
- Business proposal review and reference checks
- Management/technical proposal assessment
- Oral presentations by proposers
- Consensus scoring and sign-off
- Price proposal evaluation and final scoring
- Selection report preparation and review

The evaluation committee prepared a final selection report for review by the DPSS executives and OSI.

2.0 PROJECT OVERVIEW

2.1 PROJECT SCOPE

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

- *Phase 1 (Design/Development/Implementation Phase)* - This phase, which will occur in 48 months, includes all planning, requirements gathering, design, development, testing, training, conversion, archiving, implementation, and acceptance work that are required to replace DPSS Systems with a standards-based, web-services, and SOA design. This phase also includes Management and Operations Services.
- *Phase 2 (Performance Verification Phase)* - During this phase, which will occur over a six-month period following Phase I, contractor and County will verify that LRS performance meets all the requirements specified in the Agreement under full production load. All deficiencies identified by either contractor or County during Phase 1 and Phase 2 will be corrected prior to final acceptance of the LRS by County. This phase also includes Management and Operations Services and Application Software Modifications and Enhancements Services.
- *Phase 3 (Operational Phase)* - This 6.5 year phase includes the following:
 - Continued Management and Operations Services that include continued project management and Project office operations, hosting of the LRS, operation of the central print facility, and all support services.
 - Continued Modifications and Enhancements Services that include continued provision of County requested modifications of the LRS application software (e.g., Work associated with developing functional improvements of the LRS) and enhancements of the LRS application software (e.g., work associated with development of new application functionality and major enhancements of the LRS as a result of changes in requirements).
 - Outgoing transition support that provides for a smooth transition or transfer at the end of the agreement of the LRS, LRS data, and LRS repository from contractor's environment to the County or County selected vendor.

2.2 PROGRAMS SUPPORTED BY THE LRS SYSTEM

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

As concluded by the State's Automated Title IV-E Eligibility Determination Alternatives Analysis Study, the LRS will provide functionality for DCFS programs with the exception of Title IV-E Program eligibility functionality which will be in the CWS/Web system. The LRS Agreement with the selected vendor stipulates that LRS will not duplicate any

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CWS/Web functionality. DPSS and DCFS will work with CWS/Web to determine final requirements for the remaining CWS functions and interfaces such as the functionality for generating and printing of notices of action and the processing of payment instructions. After these requirements have been identified and their cost determined, any changes will be identified and the budget will be updated.

California Work Opportunity and Responsibility to Kids (CalWORKs)

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

Welfare to Work (WTW)

The WTW program is designed to assist welfare recipients to obtain or prepare for employment.

Cal-Learn

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

Refugee Cash Assistance (RCA)

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

CalFresh

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

California Food Assistance Program (CFAP)

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

General Relief (GR)/General Relief Opportunities for Work (GROW)

The GR program is a County funded program that provides cash aid to indigent adults and certain sponsored legal immigrant families who are ineligible for federal or state programs. As part of the GR program, the GROW program provides training,

employment, and supportive services to help able-bodied GR recipients transition from public assistance dependency to financial self-sufficiency.

Cash Assistance Program for Immigrants (CAPI)

The CAPI program provides cash to certain aged, blind, and disabled legal non-citizens ineligible to Supplemental Security Income/State Supplemental Payment (SSI/SSP) due to their immigration status. CAPI participants may be eligible for Medi-Cal, IHSS, and/or CalFresh benefits.

Medi-Cal

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

In Home Supportive Services (IHSS)

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

Foster Care

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

Kinship Guardianship Assistance Payment Program (Kin-GAP)

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

Adoption Assistance Program (AAP)

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

The State's Automated Title IV-E Eligibility Determination Alternatives Analysis Study determined and stakeholders agreed that Foster Care, Kin-GAP and AAP eligibility functionality will reside in the CWS/Web system. The LRS vendor contract stipulates that LRS will not duplicate any CWS/Web functionality. DPSS and DCFS will work with CWS/Web to determine final requirements for the remaining CWS functions and interfaces such as the generation and printing of notices of actions and the payment system functionality.

2.3 PROJECT ASSUMPTIONS

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

- Project approval, including the negotiated contract required to begin development activities, must be received by October 31, 2012. Any delay beyond this date will require the schedule and costs to be adjusted accordingly.

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- The design, development, and implementation of the LRS will occur within 48 months.
- Appropriate state agencies will continue to provide oversight through the operational phase.
- Stakeholder support will be maintained throughout the project life cycle.
- Federal approval of the State’s SAWS strategy to migrate C-IV into LRS as set forth in Assembly Bill 16.

2.4 PROJECT SCHEDULE

The schedule for major project tasks is displayed in the following chart.

Major Tasks	IAPD Start Date	IAPD End Date	Revised Start Date	Revised End Date	Duration (Months)
Design and Development	1/1/2012	11/30/2014	11/7/2012	9/30/2015	35
Pilot	12/1/2014	04/30/2015	10/1/2015	2/28/2016	5
Countywide Implementation	5/1/2015	12/31/2015	3/1/2016	10/31/2016	8
Performance Verification Phase	1/1/2016	06/30/2016	11/1/2016	04/30/2017	6
Operational Phase	7/1/2016	12/31/2022	5/1/2017	10/31/2023	78

2.5 PROJECT PRIORITIES

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

In addition to maintenance of the project schedule, the LRS project team will be focused on deliverable reviews as a priority to ensure quality and adherence to business

requirements and design and development standards. The LRS County project team is committed to working closely with the LRS contractor project team during the entire life cycle of each task to guarantee full understanding of deliverables prior to review. The Deliverable Expectation Document (DED) will serve as one of the documents that will be maintained to document the expectations and the scope of each deliverable. This approach allows for reviews to be completed in a context consistent with the decisions made during the design and development stages. It is anticipated that such review methods will greatly reduce surprises that can lead to major changes and fixes being needed prior to deliverable approval. LRS project team involvement during the entire deliverable development process will enhance the quality of final products, as well as ensure adherence to the overall LRS project schedule.

3.0 PROJECT MANAGEMENT PLAN

The project management approach is based on the formation of an integrated project team consisting of LEADER consortium personnel and LRS contractor. Further, the Quality Assurance (QA) contractor will perform quality assurance and conduct independent audits of project methodologies and deliverables. This project management structure will ensure delivery of a high quality LRS to program administrators, line operations, service providers, and customers of the County of Los Angeles.

Oversight and governance is another important aspect of our project management approach to support overall project success. Therefore, regular meetings or conference calls will be scheduled with State management and oversight agencies to provide progress reports, facilitate informed decision making, maintain compliance with State/federal guidelines and direction, and ensure the project remains on schedule and under budget. The County will also establish the Governance Board and the Change Control Board for the LRS Project. The Governance Board will provide executive-level decisions and leadership, including guidance and direction political, programmatic, and budgetary in nature. The Change Control Board will review, approve, and prioritize change requests for development and implementation.

3.1 PROJECT ORGANIZATION

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

3.1.1 State Management and Oversight

The County has received guidance from multiple oversight entities during the planning stages, and will continue to utilize such guidance during the design, development, and implementation phase, and throughout the performance verification and operational phase. These entities include the Office of Systems Integration (OSI), California

Department of Social Services (CDSS), and the California Department of Health Care Services (DHCS). Primary roles and responsibilities for OSI, key state agencies, and the County are summarized below.

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

The oversight functions for the SAWS Project are fulfilled as follows:

- CHHS provides direction to OSI, CDSS and DHCS relative to project issues and reviews and addresses project risks.
- CDSS and DHCS provide strategic, technical, and policy direction for the SAWS Project.
- OSI provides state-level project management and project oversight of the LRS project.
- Department of Finance (DOF) and California Technology Agency (CTA) provide project and financial oversight at the state level.

3.1.2 County Governance Board

The Governance Board will provide enterprise governance, executive guidance, and direction to the LRS Project Team over the full duration of the project. The Governance Board will facilitate effective communication and decision-making across DPSS bureaus and County departments, as well as ensure project alignment with goals and expectations of stakeholders. This Governance Board will be responsible for major programmatic decisions and for public and legislature/governmental relations. The Governance Board will act as, or designate, liaisons to other state and federal agencies, the public, and to the Legislature on critical policy and budget issues. The Governance Board responsibilities will also include the allocation of resources to support the project and resolution of project issues. The membership of the Governance Board will be composed of executive-level representatives from the County who are empowered with final decision-making authority, including the County Project Executive and County Project Director. The Governance Board may also include representation from the LRS contractor, QA contractor, OSI, or other state and county stakeholders.

3.1.3 County Change Control Board

The Change Control Board will be responsible for reviewing, approving, and prioritizing all LRS change requests. The Change Control Board will ensure that system changes

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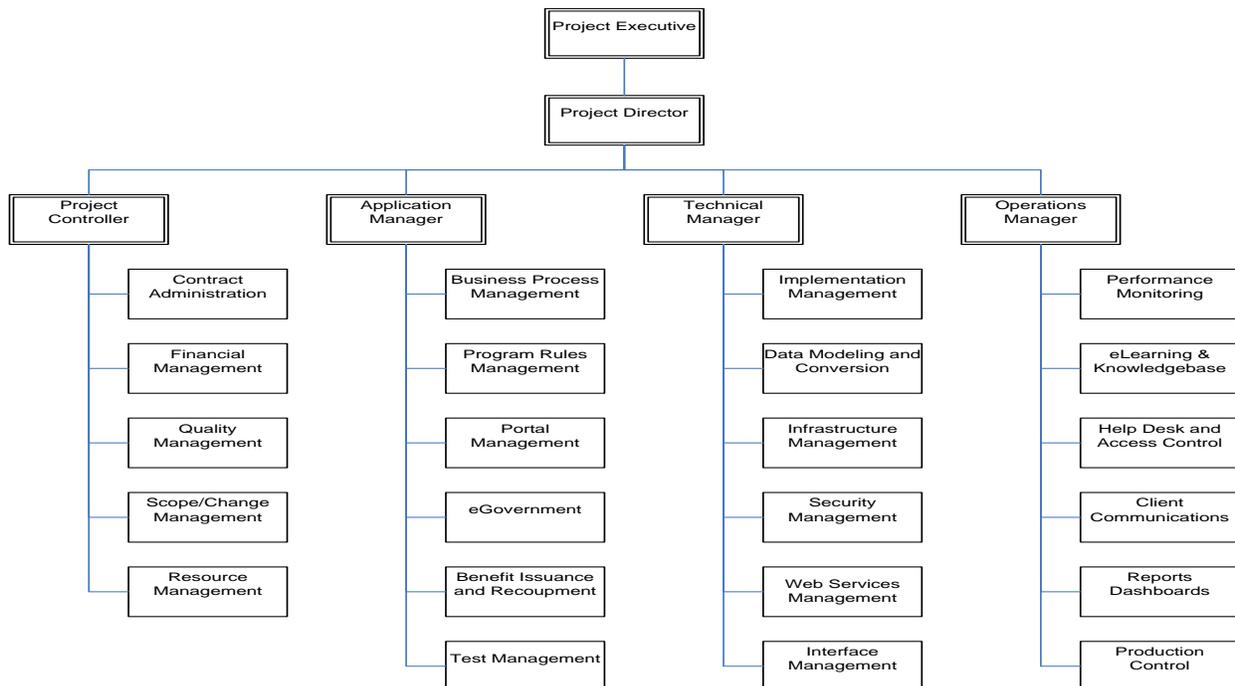
are planned and implemented in accordance with State and federal mandates, stakeholder priorities, programmatic rules and regulations, and Governance Board direction. The Change Control Board will be comprised of representatives from the LRS project team, LRS contractor, QA contractor, contract management, program and policy administration, and line operations management.

3.1.4 County Project Team

The County project team staff (with the exception of the County Project Executive) will be comprised of 116 core resources and 5-52 intermittent resources to provide expertise and support in program, policy, training, operations, and infrastructure based on project task timeframes proposed by the LRS contractor. The responsibilities of the County project team include project management, contract administration, budget planning, fiscal controls, deliverable review, requirements verification, joint application design (JAD), business rules, business process management (BPM), test scenarios, user acceptance test (UAT), legacy data model expertise, conversion support, training support, local site preparation, pilot and rollout support, knowledgebase content, user help desk, customer service support, and overseeing performance verification, as well as the Los Angeles County infrastructure (Wide Area Network and Local Area Network).

During the course of the LRS Project, staff resources will be ramped up and downsized commensurate with the project task timeframes, including mobilization, requirements verification, design, development, integration and system test, UAT, training development, pilot, implementation, and maintenance and operations.

The County project team structure is depicted in the organization chart below.



3.1.4.1 County Project Executive

Under the direction of the DPSS Director, the County project executive will be responsible for executive management of the LRS project and ensuring the successful development and implementation of a fully integrated system that supports the overall business needs of the County and its stakeholders. The County project executive will interface with the Contractor project executive as needed. In addition to executive management of the LRS County project resources, the County project executive will be responsible for the following functions:

- Chairing the Governance Board.
- Committing staff resources to the LRS project.
- Ensuring appropriate County stakeholder involvement in key decisions.
- Facilitating timely resolution of issues raised by project management.
- Reporting project status and issues to stakeholders as required.
- Serving as the liaison to state and federal stakeholders.

3.1.4.2 County Project Director

Under the direction of the County project executive, the County project director will be responsible for managing the project's day-to-day activities and ensuring the successful development and implementation is completed on time and within budget. The County project director will collaborate with the Contractor project director and management team on a daily basis. In addition to management of the LRS County project resources and monitoring of contractor obligations, the County project director will be responsible for the following functions:

- Chairing the Change Control Board.
- Coordinating project activities between County staff and contractor staff.
- Ensuring appropriate County representation in planned activities and involvement in project decisions.
- Providing County subject matter experts in program, policy, training, operations, and infrastructure.
- Managing design, development, and implementation activities.
- Final approval of all project deliverables and other contractor work.
- Monitoring contractor's performance.
- Ensuring the LRS meets applicable, County, state and federal requirements.
- Reporting project status and issues to stakeholders as required.
- Serving as the liaison to state and federal stakeholders.

In addition to the County project director, the County project management team will consist of four (4) section managers: the project controller, application manager, technical manager, and operations manager. Five (5) secretaries will provide administrative support to the County project director, project controller, application manager, and operations manager, as well as the rest of the County project team.

3.1.4.3 County Project Controller

Under the guidance and direction of the County project director, the County project controller will lead and manage six (6) staff resources in project management office (PMO) functions. The County project controller will collaborate with the Contractor project controller and the QA contractor to ensure that schedules are maintained, services are rendered with quality, and deliverables are submitted and reviewed on time and within budget. The project controller will assume project authority in the absence of the County project director and will assist with other project management duties as needed. The County project controller will lead the PMO team in providing the following project management areas:

- Contract Administration, including monitoring and coordination of contractual obligations, ensuring contractual compliance, and contract development.
- Financial Management, including budget planning, funding requests, fiscal controls, managing accounts, invoice processing, expense claiming, and financial reporting;
- Quality Management, including reviewing the performance of the LRS contractor and the QA contractor, quality assurance, risk assessments, issues and defect tracking, and strategic planning.
- Scope/Change Management, including project tracking, policy and regulatory change review, scope assessment, impact analysis, gap analysis, change request control, and requirements tracking.
- Resource Management, including work planning and tracking, human resource policy compliance, personnel issues management, timekeeping and payroll management, office management, office floor plan, interior design, and administrative support.

Further, the County project controller, in collaboration with the Office of Systems Integration (OSI), County legal counsels, and County Chief Information Office, will be responsible for contract amendments and advanced planning documents.

3.1.4.4 County Application Manager

Under the guidance and direction of the County project director, the County application manager will lead and manage forty-two (42) core resources in application design and development activities, as well as thirty-five (35) intermittent resources to provide program/policy expertise and user acceptance test (UAT) support. The County application manager will collaborate with the Contractor functional manager and test manager in functional requirements analysis and verification, joint application design, and acceptance testing. The County application manager will lead six (6) teams of five-seven (5-7) systems analysts with the support of five (5) program/policy experts and thirty (30) UAT testers in the following application development areas:

- Business Process Management, including workflow analysis and modeling for case management.
- Program Rules Management, including program rules interpretation and logic validation.

- Portal Management, including application presentation layer functionality and usability.
- eGovernment, including public facing web portal and integration/interfacing with other governmental portals or websites.
- Benefit Issuance and Recoupment, including benefit computation, payment processing, payment transfer, benefit adjustments, and benefit recoupment.
- Test Management, including user acceptance testing and regression testing.

3.1.4.5 County Technical Manager

Under the guidance and direction of the County project director, the County technical manager will lead and manage twenty-seven (27) core resources in the technical design and deployment of the LRS architecture, as well as forty-two (42) intermittent resources to support pilot and implementation of over 112 sites, and provide expertise in legacy databases and the Los Angeles County's enterprise network (LANet/EN). The County technical manager will collaborate with the Contractor mobilization manager, technical manager, implementation manager, conversion and archive manager, and system architect in technical requirements analysis and verification, system design and build, database design, security controls, network integration, and conversion efforts. The County technical manager will lead six (6) teams of three-four (3-4) systems analysts with the support of thirty (30) technical support staff and twelve (12) legacy database and network experts in the following technical areas:

- Implementation Management, including pilot, site preparation, and rollout planning and coordination.
- Data Modeling and Conversion, including data mapping of legacy system databases, conversion and archiving methodologies.
- Infrastructure Management, including network design, infrastructure integration, and network administration.
- Security Management, including security profile development, audit trail and controls, and fraud prevention, detection and profiling.
- Web Services Management, including enterprise service bus for external sharing of LRS technical services or functionality.
- Interface Management, including interface design, communication protocols, data exception controls, and interface monitoring.

3.1.4.6 County Operations Manager

Under the guidance and direction of the County project director, the County operations manager will lead and manage thirty-one (31) core resources in production and operations, as well as , as well as five (5) intermittent resources to support training development and delivery. The County operations manager will collaborate with the Contractor training manager, facilities manager, transition manager, and print operations manager in the development of operational manuals, user guides, help content, and training material. The County operations manager will lead six (6) teams of

three-five (3-8) systems analysts with the support of five (5) staff development specialists in the following operational areas:

- Performance Monitoring, including monitoring and verification of system availability and response time metrics.
- eLearning and Knowledgebase, including training curriculum, training modules, training delivery, knowledgebase and help content management.
- Help Desk and Access Control, including user support and user account administration.
- Client Communications, including electronic forms development, notice of actions, appointment scheduling, notifications, and reminders.
- Reports and Dashboards, including report design, business intelligence development, and business process activity dashboard design.
- Production Control, including batch interface and job scheduling, print production, mail distribution, and warrant supply and control.

3.1.5 QA Contractor

The QA contractor will act on behalf of the County to assure adherence by the contractor to all of LRS' functional, technical, and contractual requirements. The QA contractor will actively monitor requirements specified in the RFP, contractor response to the LRS, contractual agreements, and overall project progress. In the event requirements are not being fully met, the QA contractor will work with the County to develop plans and timelines for meeting requirements without sacrificing quality of deliverables. The QA contractor will perform extremely detailed quality inspections and technical assessments of the LRS project. While the LRS contractor is primarily responsible for delivering quality work products, the QA contractor will monitor project activities and perform independent reviews. This includes assessing LRS project methodologies, requirements tracking, deliverable and milestone reviews, test evaluation, independent risk assessment, and performance measures tracking.

3.1.6 LRS Contractor Project Team

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

3.1.6.1 Contractor Project Executive

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

3.1.6.2 Contractor Project Director

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

3.1.6.3 Contractor System Architect

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

3.1.6.4 Contractor Technical Manager

The technical manager will be a full-time employee of the LRS contractor and will be assigned full-time to the LRS project on-site at the project office or other location(s) approved by the County project director. The technical manager shall lead the management of all technical design, development, and implementation activities related to the LRS functional design; monitor the development of the LRS based on the design documentation; and serve as the technical liaison to County for managing, analyzing and resolving operational issues and technical concerns related to the LRS (e.g., system performance) during the term of the Agreement. The technical manager will oversee the procurement and integration of all hardware and software components of the LRS.

3.1.6.5 Contractor Functional Manager

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

3.1.6.6 Contractor Implementation Manager

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

3.1.6.7 Contractor Conversion and Archive Manager

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

3.1.6.8 Contractor Project Controller

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

4.0 PROJECT MANAGEMENT METHODOLOGY

The LRS project will employ project management standards and industry best practices, including Project Management Institute's (PMI) Project Management Body of Knowledge, in the performance of all work. The LRS project will establish a Project Management Office (PMO) comprised of proven standards, methodologies, and tools to ensure timely delivery, ensure quality, maximize predictable outcomes, and minimize risk. The project management methodology will include tracking of changes from conception through production using an automated change control tool; monitoring and forecasting using real-time system instrumentation and metrics; cost models for accurate workload and realistic schedules estimations; and quality check points for internal review and independent audits. Further, the County Project Team will have access to project management, development, and performance monitoring tools provided and utilized by the LRS contractor. County access to such tools facilitates a transparent environment for greater County visibility into system development, delivery, and operations. Using such tools, the County will effectively manage this project through

a continuous cycle of planning, administering, and controlling activities. The project management methodology will be included in various documents, such as the Project Control Document (PCD) and the Management and Operations Plan deliverables to be provided by the LRS contractor, and will incorporate the components described in the sections below.

4.1 PROJECT WORK AND RESOURCE PLANS

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

4.2 COMMUNICATION

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

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

Communicating project progress and status to County management is an important factor in project control. The LRS contractor will issue status reports and meet regularly with the LRS County project team. Regular meetings will provide a forum for discussing project progress so that parties are fully informed and will give the project team opportunities to present issues to management. This approach helps to recognize project issues early and prevent them from languishing unresolved.

4.3 STAKEHOLDER MANAGEMENT

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

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

4.4 RISK MANAGEMENT

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

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

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

- Planning - Concerned with focusing attention on LRS risks, and identifying and documenting the major risks which may impact progress.
- Assessment - Risks are documented into characteristic categories (e.g. technical, operational, etc.) and are quantified on a numerical scale according to probability, impact and level of control.
- Analysis - Appropriate responses are developed to minimize the realization of each risk, and are documented according to characteristic actions (e.g. avoidance, acceptance, transfer, etc.).
- Handling - Risk handling across the LRS and work unit levels permit the ongoing evaluation, aggregation and status reporting of risks to reduce the overall risk exposure.
- Reporting - To provide visibility of risks and progress in mitigating them, reports will be provided on a regular basis.

The Risk Management Plan will have a clearly identified process for problem escalation. The risk approach will be reviewed at least annually and updated as needed as a result of continuous process improvement efforts by the LRS project team. Lessons learned

as a result of continuing risk management efforts will be captured at the end of each project phase and used to improve project standards where appropriate.

4.5 ISSUE MANAGEMENT

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

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

Issues typically fall into one of three categories:

- Schedule - Issues that arise based on schedule expectations regarding timelines, work products and/or staffing.
- Budget - Issues that arise from budget areas and the financial management of the project.
- Work Product - Work product quality may not be as expected.

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

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

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

4.6 SCOPE/CHANGE MANAGEMENT

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

The objectives of change management are to:

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

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

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

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

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

4.7 CONFIGURATION MANAGEMENT

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

Key aspects of the configuration management process include:

- Formal documentation standards for each deliverable to ensure quality deliverables.

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

4.8 COUNTY PROJECT TEAM PERFORMANCE REVIEW

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

4.9 QUALITY MANAGEMENT

Project quality and monitoring is one of the primary responsibilities of the QA contractor. Project quality assurance and validation activities include the assessment of work products prepared by the contractor, and assistance in identification, tracking, and resolution of problems and issues. The LRS County project team, the QA contractor and the LRS contractor project team will work together during design, development and implementation to ensure the quality of all work products of the LRS DD&I Contractor.

4.9.1 Quality Assurance

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

The QA contractor's project activities include:

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

- Monitoring and reporting of all costs, hardware and software purchases, deliverable due date and related activities.

The county is in the process of acquiring a QA vendor and expects a vendor to be on board in May or June 2013.

4.9.2 Independent Verification and Validation

The Office of Systems Integration has procured IV&V assessment services for the LRS Project in accordance with the Department of Health and Human Services (DHHS) procurement rules in 45 CFR Part 95. The DHHS procurement rules require IV&V assessment of all high-risk projects that receive federal financial participation, including all large-scale software development projects such as LRS. OSI has procured these services for the LRS Project as the rules state that the IV&V assessment must be conducted by an entity that is technically and managerially independent from the project itself.

The IV&V contractor will assure adherence by the consortium staff and the contractor to all of functional, technical, and contractual requirements as well as applicable industry standards and best practices. The IV&V contractor will perform semi-annual onsite project reviews and produce reports based on their findings that will be sent to both the project as well as state and federal stakeholders.

The IV&V Service Provider staff review deliverables and documentation and will interview and observe LRS Project Management staff, all relevant program staff, and the LRS Project Development Contractor staff (including any sub-contractors), observe project meetings and activities to understand the processes, procedures, and tools used in the affected programs and LRS Project environments, and review and analyze for adherence to accepted, contractually-defined industry standards, all applicable and available documentation.

The IV&V Service Provider will produce periodic structured, exception-based assessment reports that objectively illustrate the strengths and weaknesses of the Project as a result of these interactions and reviews of the applicable LRS Project documentation. The IV&V Service Provider will also provide recommendations for correcting the weaknesses that the assessment reports identify.

All deliverables will be submitted concurrently to CMS when a copy is transmitted to the cognizant State Contract Manager to ensure the independence of the IV&V effort. This includes all work plans, review checklists, and final Quarterly Review (QR) reports. Final documents will likewise be delivered to CMS by the IV&V Service Provider at the same time that they are submitted to the Department and agency.

4.10 REQUIREMENTS MANAGEMENT

To ensure the efficient and effective management of all LRS requirements, the LRS contractor will be required to develop and maintain a requirements management tool (“Requirements Traceability Matrix”) that will track the progress and provide full traceability of all LRS requirements during the term of the Agreement. The Requirements Traceability Matrix will ensure that all requirements are successfully implemented and all design specifications can be clearly traced to the originating business or functional requirements that they must support. The Requirements Traceability Matrix will be used as a quality assurance tool throughout the entire system development life cycle, including requirements analysis, design, development, testing, and implementation, and will be updated by the LRS contractor as needed for subsequent maintenance, modification, and enhancement activities.

5.0 PROJECT REQUIREMENTS

5.1 REQUIREMENTS GATHERING AND REVIEW

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

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

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

5.2 BUSINESS REQUIREMENTS

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

- Application processing
- Case management
- Eligibility determination and benefit calculation
- Benefit issuances

- Client notices
- Interfaces
- Reporting

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

5.3 FUNCTIONAL REQUIREMENTS

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

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

- Work participation program and Cal-learn control

5.4 TECHNICAL REQUIREMENTS

Technical requirements of the LRS support a robust, flexible, open, scalable, and secure technology solution for the County and also support the CTA's goals of shared solutions and integrated systems. The LRS will leverage current technologies and capabilities, including web services, e-Government, eligibility rules engine, Business Intelligence, e-Learning, and knowledgebase, to improve and expand services, increase productivity, streamline communications, facilitate interdepartmental collaboration, strengthen data integrity and security, and effectively adapt to business process and program changes. The LRS application will be a browser-based application using standards-based technology and Service-Oriented Architecture (SOA). The LRS will comply with the standards of the Federal Enterprise Architecture Program and the California Enterprise Architecture Program, including the Technical Reference Model (TRM). The technical requirements have been grouped into the following technical areas:

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

6.0 MAJOR PROJECT TASKS

The LRS Project is divided into three phases—Phase 1 - Design, Development, and Implementation, Phase 2 - Performance Verification, and Phase 3 -Operational Phase—for a total of eleven years.

Years 1 through 4 of the project are comprised of design, development, and implementation activities, which include the following stages:

- Mobilization stage during the first year, including facility planning and build out, Project Management Office (PMO), project initiation activities, requirements verification, general system design, technical architecture and infrastructure, and conversion design initiation, which prepares and provides the underlying foundation and infrastructure.
- Build and testing stage during the second and third year, including detailed application design, development, and testing.
- Pilot and implementation stage during the fourth year, including data conversion, training delivery, pilot, and roll-out.

Years 5 through 11 of the project are comprised of maintenance and operations activities, which include the following stages:

- Performance verification stage for six months to demonstrate compliance with Service Level Agreements (SLA) and performance requirements under full production load conditions.
- Operational stage for the remainder of the engagement, including user support, transition services, maintenance, operations, and enhancements services.

6.1 PROJECT MANAGEMENT

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

- Project initiation - Project initiation involves updating the project plan and PCD for all design, development, and implementation activities, preparing the Project Office Physical Site Plan, securing the project office site, and providing a certification of readiness for occupancy of the project office; and preparing Incoming orientation plans to allow appropriate knowledge transfer between County and LRS contractor.
- Project planning - Project planning involves preparing all planning documents, including the Management and Operations Services Plan, Modifications and Enhancements Services Plan, Conversion and Archiving Plans, Implementation Master Plan and LRS Training Plan. Project planning also involves all implementation preparation activities, including help desk support planning and implementation and training preparation.
- Ongoing project management - Ongoing project management involves monitoring the progress and the continual work effort of the LRS project team. The project management team will be responsible for identifying areas of risk, managing the project schedule, and coordinating the issue resolution process for issues that have been elevated via subordinate functional and technical teams on the project.

6.2 DEVELOPMENT METHODOLOGY AND TECHNICAL PRACTICES

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

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

6.3 REQUIREMENTS VERIFICATION AND ANALYSIS

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

6.4 TECHNICAL INFRASTRUCTURE DESIGN

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

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

6.5 APPLICATION DESIGN

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

documenting the functional design of the LRS. The application design tasks will include the following:

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

6.6 TECHNICAL INFRASTRUCTURE DEPLOYMENT

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

6.7 APPLICATION DEVELOPMENT AND CONVERSION AND ARCHIVING TOOLS

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

- **Software Development Plan** - The LRS contractor will prepare a plan that describes how the LRS will be designed, built, documented, tested, and integrated.
- **Software development reviews** - The LRS project team will meet regularly to ensure that development is proceeding in accordance with the FDD and Project Work Plan and that any issues are identified and resolved in a timely fashion.
- **SDLC standards** - The LRS contractor shall conduct a review of its existing SDLC standards for LRS software development specifically as they apply to the build, test, and validation work of the LRS project and indicate how SDLC standards will result

in code that is self-documenting, clearly organized, and easy to maintain, as well as assess whether any changes are needed to these standards in light of the LRS detailed design.

- Build the LRS application software - The LRS contractor shall develop the source code and object code for all LRS software components/modules and conversion and archiving software programs/tools, as well as document each LRS software component/module and conversion and archiving software programs/tools, any associated documentation, and any additional information used to support unit test, validation, or quality assurance activities.
- Unit testing - The LRS project team shall successfully complete unit testing for each LRS software component/module and each conversion and archiving software program/tool, ensuring that user interface standards are met, that components/modules/programs/tools functions work as expected, and that the presentation, business logic, security, and data layers perform the specific function as designed.
- Validation - The LRS contractor will compare the actual results of the unit testing against the expected results that were identified before any testing was performed and determine what corrections, if any, are required in the LRS software component/module and the conversion and archiving software program/tool and initiate another set of build, test, and validate activities for that component/module/program/tool as needed.
- Interface development - For each interface, the LRS contractor shall develop an Interface Control Document (ICD) that defines and specifies the interface. The LRS contractor will work with County and external interface entities in the development and implementation of the interfaces.

6.8 INTEGRATION AND USER ACCEPTANCE TESTING

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

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

6.9 PILOT

The purpose of pilot is to serve as the primary validation of LRS and production readiness prior to the commencement of countywide implementation. The pilot task includes the development of a pilot plan which will detail the activities, resources, and schedules needed to conduct pilot. As part of the pilot task, the LRS contractor shall conduct the pilot commensurate with its proposed implementation approach as

described in the pilot plan, including required data conversion activities. At the conclusion of the 5-month pilot period, the LRS contractor will document the outcomes of the pilot and conduct a meeting with the County to assess readiness of the LRS for countywide implementation and discuss the approach to mitigating any potential risk(s) and/or correcting outstanding deficiencies prior to countywide implementation.

6.10 COUNTYWIDE IMPLEMENTATION

The countywide implementation task includes all activities necessary to implement or rollout the LRS countywide, including user training, data conversion, cutover, and support. The countywide Implementation task will include the following:

- Conversion and archiving plans - The LRS contractor will execute the conversion and archiving plans, including data preparation and quality assurance testing.
- LRS training - The LRS contractor will conduct LRS training, including providing all trainers, training manuals and materials, training locations, network connectivity, and equipment necessary to train County users.
- Local office site readiness - Prior to each group of local office sites being implemented, the LRS contractor will verify implementation readiness.
- Countywide implementation - After County project director approval of the certification of local office site readiness for a specific group of local office sites, the LRS contractor will rollout or bring the local office sites online for production use in phases or clusters in accordance with the accepted schedule. Full countywide rollout is expected to be completed in an 8-month period.

6.11 PERFORMANCE VERIFICATION

During Performance Verification (Phase 2), the LRS contractor will measure and report on LRS performance for a 6-month period. Prior to final acceptance of the LRS, the LRS contractor must correct all deficiencies identified during Phase 1 and 2. In addition, Phase 2 will include the following:

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

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from the LRS contractor's environment to the new environment determined by the County if deemed necessary following the M&O phase.

6.12 MAINTENANCE AND OPERATIONS

Operational Phase (Phase 3) includes ongoing maintenance, operations, modifications, and enhancements, of the LRS for the 78 months (6.5 years) following the Performance Verification Phase. Phase 3 will include the following:

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

6.13 LIST OF DELIVERABLES

DEL. #	DELIVERABLE NAME
1.1.1	Project Control Document (PCD)
1.1.2	Project Office Physical Site Plan
1.1.3	Project Office Certification of Readiness
1.1.4	Incoming Orientation Plans
1.1.5	Project Initiation Completion Report
1.2.1	Management and Operations Services Plan
1.2.2	Modifications and Enhancements Services Plan
1.2.3	Conversion and Archiving Plans
1.3	Ongoing Project Administration
2.1.	Integrated Development Environment Configuration Control Document
2.2	System Development Lifecycle Orientation and Materials
3.1	Requirements Verification Schedule
3.2.1	System Requirements Document (SRD)

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3.2.2	Requirements Traceability Matrix and Report
4	General Design Document
5.1	Technical Infrastructure Design Document
5.2	Facility Management Plan
5.3	Information Systems Security Plan
5.4	Network Design Plan
6.1	Functional Design Document (FDD)
6.2	Functional Design Presentation Report
7.1	Technical Infrastructure Asset Configuration Report
7.2	Technical Infrastructure System Administration Procedures
7.3	Technical Infrastructure Review and Acceptance Document
8.1	Baseline Application Software Development Plan (SDP)
8.2	Baseline Application Software Development Review Report
8.3	LRS Application Software SDLC Standards
8.4	Baseline Application Software Components/Modules and Conversion and Archiving Software Programs/Tools
8.5.1	Unit Test Template
8.5.2	Unit Test Procedures and Results Report
8.6	Unit Test and Validation Results Report
8.7.1	Interface Control Documents (ICD)
8.7.2	Interface Test Procedures and Results Report
8.7.3	Interface Documentation
9.1	Master Test Plan
9.2.1	Integration Test Plan
9.2.2	Integration Test Procedures
9.2.3	Integration Test Results Report
9.2.4	Integration Test Summary Report
9.2.5	System Test Plan
9.2.6	System Test Procedures
9.2.7	System Test Results Report
9.2.8	System Test Summary Report
9.3.1	Recommended User Acceptance Test Plan
9.3.2	User Acceptance Test Procedures/Scenarios Inventory Report
9.3.3	User Acceptance Test Weekly Status Reports
9.3.4	User Acceptance Test Certification of Successful Completion

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9.3.5	Regression Test Scripts
10.1	Implementation Master Plan
10.2	Updated Conversion and Archiving Plans
10.3	LRS Training Plans
11.1	Documentation
11.2	LRS Helpdesk Procedures
11.3	LRS Training Materials
11.4	LRS Training Records Database
11.5	Certification of Operational Readiness
12.1	Pilot Plan
12.2.1	Pilot Evaluation Report
12.2.2	Pilot Post-Evaluation Report
12.3	Certification of Countywide Implementation Readiness Report and Plans Update
13.1.1	Conversion and Archiving Results Report
13.1.2	Conversion and Archiving Final Report
13.2	LRS Training Report
13.3	Certification of Local Office Site Readiness
13.4	Local Office Site Implementation Interim Reports
13.5.1	Countywide Implementation Report
13.5.2	Certification of Countywide Implementation
14.1	Specialized Training Reports
14.2	LRS Transition Plan
14.3.1	Performance Verification Report
14.3.2	Certification of Performance Verification
15.1.1	Ongoing Specialized Training Reports
15.2.1	Final Acceptance Report
15.2.2	Final Acceptance Certification
15.3.1	Certification of Completion of Outgoing Transition Support

7.0 SECURITY, BACKUP, AND CONTINGENCY PLANS

Major information systems, such as the LRS, require extensive safeguards to protect the integrity of the programs administered and to prevent unauthorized access to the system or its information. First, the system must safeguard data and processing capability while providing effective access control to LRS data and systems software.

The system must incorporate elements for maintaining program integrity to ensure the fiscal capabilities of the system are not compromised. Second, it must ensure that the system itself is physically secure and protected from abuse and potential fraud. Third, adequate back-up and recovery features are required to ensure the service delivery function can continue in cases of system unavailability and the system can be reconstructed in the event of a disaster.

The County is also cognizant of the requirements to meet both state and federal regulations related to security, confidentiality, and auditing during the development, implementation, and operation phases of the project. The LRS project will employ a data protection plan that aligns with federal guidelines, as well as Sarbanes-Oxley and similar international legislation. The County has selected an LRS contractor through competitive procurement for the design, development, and implementation of its system that has incorporated into its solution the requirements to comply with the specifications of the following publications:

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

7.1 SYSTEM SECURITY

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

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

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

- Access management and control - Access management and control includes establishing user accounts based on job role(s), auditing user accounts, controlling and managing user access, establishing and resetting passwords, and auditing User activity. The LRS shall include Role-Based Access Control (RBAC) and any application-oriented user access management practices and tools shall follow the NIST standard for RBAC.
- Session management - Session management is the process of keeping track of user activity across one or more sessions of interaction with the LRS. LRS session management shall keep track of which services or functions have been invoked by a user and the state of the LRS data which the function or service is accessing, so that the same state may be restored if the user terminates a current session and initiates a new session at a later time.
- Role/profile management - Role/profile management includes the administrative setup of the various roles in the LRS and the privileges associated with each role. Each County specified user shall be assigned unique user identification by the LRS. All other users shall be assigned a guest user identification by the LRS. Each user may be assigned to one or more roles. The LRS shall flag conflicting roles.
- Security monitoring and auditing - This includes the tools for recording and analyzing system events appropriate to security.
- Alerts and notifications - The LRS shall provide automated alerts relative to security and unusual activity and be capable of sending a message to the security administrator.
- Encryption - The LRS shall comply with all encryption requirements specified by FIPS Publication 140-2, "Security Requirements for Cryptographic Modules", and any addendums and other revisions thereof, for encryption levels appropriate to the LRS application software.

7.2 BACKUP AND RECOVERY

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

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

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

To facilitate resumption of processing in the event of major problems at the primary central site and central print facility, the LRS contractor will design the backup central site and backup print facility to function as a disaster recovery site. The backup central

site and backup print facility will be outfitted with processors capable of taking over processing from the primary central site and central print facility. The backup central site and backup print facility will function as the disaster recovery site for the entire duration of Phase 2 and Phase 3.

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

8.0 SYSTEM LIFE EXPECTANCY

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

- Use of web-based open and scalable architecture - Use of open and scalable architecture provides the much needed flexibility, enabling the development and integration of future LRS features and functionality with existing capabilities. LRS will use software and hardware that is scalable, allowing for the deployment of additional processing and storage power as needed. LRS will also deploy the application software to application servers (instead of the desktop), which greatly simplifies the challenges and costs of software distribution and virtually eliminates workstation configuration issues. The net result is a technical architecture that is cost-effective to implement, operate, and expand, without compromising the system's usability.
- Services Oriented Architecture (SOA) - SOA design is a set of loosely coupled services that are location independent and accessed via standard interfaces over a secure connection. These "services" will exist as discrete business functions internally within the LRS application software or exposed as external operations outside of the LRS application software (i.e., web services). Such application architecture divides the core business workload into independently manageable modules designed to support a common business model. The modular architecture will minimize the impact of required modifications and changes by reducing the number of affected modules and data structures. Further, this modern architecture provides enhanced flexibility for upgrades and integration with systems or services of various platforms, thereby enhancing LRS life expectancy beyond the contract base and option years.
- Technology refresh and upgrades - The LRS requirements include upgrades or replacements of the LRS hardware and software prior to date of Original Equipment Manufacturer (OEM) end of full service life or full service warranty by the vendor. Further, throughout the term of the Agreement, the LRS will utilize the latest or penultimate version of commercially available software, which includes application

development software. Such provisions will ensure that the LRS infrastructure remains current throughout the term of agreement, and enhances system life expectancy beyond the contract base and option years.

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

9.0 PROJECT BUDGET

This section describes the costs for the design, development, implementation, and ongoing operations of LRS, which are based on negotiated pricing by the selected vendor. Budget and cost details are categorized and itemized by quarter and year in Exhibit B (Project Budget). Cost comparisons between the June 2012 IAPDU and this IAPDU are provided in Exhibit A (Budget Comparison).

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

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

- Consortium Personnel
- DD&I Contractor Services
- IV&V Contractor Services
- QA Contractor Services
- Production and Operations (P&O) Contractor Services
- Hardware and Software (County Infrastructure)

9.1.1 Consortium Personnel Costs

In June 2012, due to scheduling changes affecting the LRS Project, the Project reduced the cost for LRS consortium personnel over the 48-month system design, development and implementation phase from the \$59,866,101 reflected in the November 2011 IAPDU to \$54,824,691. This is a \$5,041,410 reduction from the November 2011 estimation. A June 2012 IAPDU was created for this change which was used for state budgeting purposes only. Because the LRS Project contract was not yet approved by the Los Angeles County Board of Supervisors and the start date still unknown at this time, the June 2012 IAPDU was not submitted to federal stakeholders. Once the contract approval was obtained and the project start date finalized, the June 2012 IAPDU document was to be updated and submitted to federal stakeholders for review and approval.

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Subsequent to this June 2012 reduction and due to more recent scheduling changes, the cost for LRS consortium personnel over the 48-month system design, development and implementation phase was further reduced to a total of \$54,614,973. This is a \$209,718 reduction from the June 2012 estimation. These costs reflect the anticipated allocation of consortium personnel during the 48-month design, development and implementation period. The costs correlate to salaries of existing County positions that are specific to the proposed project position, including benefit amounts. These costs are adjusted based on the anticipated level of participation (percent of full-time equivalent) for each of the consortium personnel involved in the project. No inflationary factor has been applied for any consortium personnel costs during design, development and implementation and the operational phase.

DD&I Consortium Personnel	June 2012 IAPDU Cost	February 2013 IAPDU Revised Cost	Difference
Total	\$54,824,691	\$54,614,973	\$-209,718

9.1.2 DD&I Contractor Services Costs

The costs in this section cover the personal services involved with the design, development, implementation support, and training for the LRS application software, which reflect negotiated pricing of deliverables.

DD&I Contractor Services	June 2012 IAPDU Cost	February 2013 IAPDU Revised Cost	Difference
Total	\$100,219,480	\$100,219,480	\$0

9.1.3 QA Contractor Services Costs

The LRS project will employ the services of a contractor specializing in the QA of information technology projects of similar size and scope. The approach was employed on all of the previous SAWS projects and is also standard for all California State information technology projects.

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

Recent changes to the Department of Health and Human Services (DHHS) procurement rules in 45 CFR Part 95 require Independent Verification & Validation (IV&V) assessment of all high-risk projects that receive federal financial participation, including all large-scale software development projects such as LRS. Additionally, the

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rules state that the IV&V assessment must be conducted by an entity that is technically and managerially independent from the project itself.

Prior to June 2012, Los Angeles included Verification and Validation services in addition to Quality Assurance services as part of the contractor services it was to manage. To comply with the new regulations, OSI requested that Los Angeles remove the Verification and Validation services cost. Since that time, OSI has procured these services and will manage the IV&V contractor for the LRS Project.

The June 2012 IAPDU the Project shifted its Verification and Validation costs at the request of the State to the budget line for IV&V Services costs. This change resulted in a \$1,317,688 cost reduction in the Quality Assurance Contractor line from the \$12,867,688 reflected in the November 2011 IAPDU to \$11,550,000.

A June 2012 IAPDU was created for this change which was used for state budgeting purposes. Because the LRS Project contract was not yet approved by the Los Angeles County Board of Supervisors and the start date still unknown at this time, the June 2012 IAPDU was not submitted to federal stakeholders. Once the contract approval was obtained and the project start date finalized, the June 2012 IAPDU document was to be updated and submitted to federal stakeholders for review and approval.

Subsequent to this reduction and due to delays in Federal approval of the QA RFP, the LRS project determined that it would utilize the County's Information Technology Support Services Master Agreement (ITSSMA) consultant in the interim. This resulted in a \$350,000 reduction to the \$11,550,000 reflected in the June 2012 IAPDU. The total cost of QA services for DD&I is \$11,200,000.

DD&I QA Contractor Services	June 2012 IAPDU Cost	February 2013 IAPDU Revised Cost	Difference
Total	\$11,550,000	\$11,200,000	\$-350,000

9.1.4 Independent Verification & Validation (IV&V)

The Office of Systems Integration has acquired IV&V assessment services for the LRS Project in accordance with the Department of Health and Human Services (DHHS) procurement rules in 45 CFR Part 95. The DHHS procurement rules require IV&V assessment of all high-risk projects that receive federal financial participation, including all large-scale software development projects such as LRS. OSI has procured these services for the LRS Project as the rules state that the IV&V assessment must be conducted by an entity that is technically and managerially independent from the project itself.

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The IV&V contractor will assure adherence by the consortium staff and the contractor to all of functional, technical, and contractual requirements as well as applicable industry standards and best practices. The IV&V contractor will perform semi-annual onsite project reviews and produce reports based on their findings that will be sent to both the project as well as state and federal stakeholders.

An IV&V Contractor Services budget line has been created and \$3,240,274 has been added for IV&V contractor services for the 48-month DD&I phase of the project.

DD&I IV&V Contractor Services	June 2012 IAPDU Cost	February 2013 IAPDU Revised Cost	Difference
Total	\$0	\$3,240,274	\$3,240,274

9.1.5 Production and Operations

During the 48 months of DD&I, the contractor will provide production and operations services, including facilities, hardware, software, telecommunications and other components of the LRS operation, albeit on a smaller, but gradually increasing scale as development, testing, conversion and pilot operations activities occur and as the resources required for full operations are put in place and tested.

DD&I Production & Operations	June 2012 IAPDU Cost	February 2013 IAPDU Revised Cost	Difference
Total	\$168,852,484	\$168,852,484	\$0

9.1.6 Hardware and Software (County Infrastructure)

The County will be responsible for purchase, deployment, configuration, and maintenance of local office production hardware and software, including components that support the network infrastructure. Such components include servers, switches, backup power supplies, and services to support Local Area Networks (LAN) and Wide Area Network (WAN). LAN servers will support document imaging services, local print services, file services, security, network management, software distribution, backup domain control service and the integration of the office automation environment.

DD&I Hardware & Software (County infrastructure Only)	June 2012 IAPDU Cost	February 2013 IAPDU Revised Cost	Difference
Total	\$22,018,168	\$22,018,168	\$0

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9.1.7 Summary of LRS Design, Development and Implementation Costs

The total costs for the Design, Development and Implementation of the LRS System are summarized in the following table.

Cost Category	June 2012 IAPDU Cost	February 2013 IAPDU Revised Cost	Difference
Consortium Personnel	\$54,824,691	\$54,614,973	\$-209,718
DD&I Contractor	\$100,219,480	\$100,219,480	\$0
QA Contractor Services Costs	\$11,550,000	\$11,200,000	\$-350,000
IV&V Contractor Services Costs	\$0	\$3,240,274	\$3,240,274
Production & Operations (includes contractor provided facilities, HW/SW, and telecommunications costs)	\$168,852,484	\$168,852,484	\$0
Hardware & Software (County infrastructure)	\$22,018,168	\$22,018,168	\$0
Total	\$357,464,823	\$360,145,379	\$2,680,556

The following table displays the combined revised DD&I costs by SFY:

DD&I Costs	SFY 2012/13	SFY 2013/14	SFY 2014/15	SFY 2015/16	SFY 2016/17	SFY 2017/18	Total
Revised Cost	39,854,693	86,951,932	95,932,107	87,015,324	40,369,374	\$10,021,949	\$360,145,379

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

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

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

- Consortium Personnel
- Application Maintenance Contractor Services
- QA Contractor Services
- Hardware and Software (County Infrastructure)
- Production and Operations Contractor Services

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9.2.1 CONSORTIUM PERSONNEL COSTS

The cost for LRS consortium personnel over the 84 months of maintenance and operations (M&O) is expected to total \$93,612,792.

During M&O, project management and core project support staff of one hundred sixteen (116) total FTEs established during DD&I will continue during M&O.

M&O Consortium Personnel	June 2012 IAPDU Cost (7 Year Total)	February 2013 IAPDU Revised Cost (7 Year Total)	Difference
Total	\$93,612,792	\$93,612,792	\$0

9.2.2 APPLICATION MAINTENANCE CONTRACTOR SERVICES COSTS

The DD&I contractor will perform application maintenance for the entire operational phase described in this IAPDU. All SAWS consortia are budgeted at 8,000 hours per month of contracted application maintenance services.

Application Maintenance	June 2012 IAPDU Cost (7 Year Total)	February 2013 IAPDU Revised Cost (7 Year Total)	Difference
Total	\$80,160,000	\$80,160,000	\$0

9.2.3 QA CONTRACTOR SERVICES COSTS

The County will retain the services of a QA contractor for the first 12 months of the operational phase to help validate production performance and conduct post implementation evaluation of the LRS project.

QA Contractor Services during M&O (first year only)	June 2012 IAPDU Cost	February 2013 IAPDU Revised Cost	Difference
Total	\$3,600,000	\$3,600,000	\$0

9.2.4 HARDWARE AND SOFTWARE COSTS (COUNTY INFRASTRUCTURE)

The County will be responsible for the purchase, deployment, configuration, and maintenance of local office production hardware and software, including components that support the network infrastructure. Such components include servers, switches, backup power supplies, and services to support Local Area Networks (LAN) and Wide Area Network (WAN). LAN servers will support document imaging services, local print services, file services, security, network management, software distribution, backup

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domain control service and the integration of the office automation environment. Infrastructure-related hardware purchased during the development project will be maintained at the level of currency and capability required to support service levels and user growth. Infrastructure related hardware will be refreshed one time during the operational phase of the LRS project.

M&O Hardware and Software (County Infrastructure Only)	June 2012 IAPDU Cost	February 2013 IAPDU Revised Cost	Difference
	(7 Year Total)	(7 Year Total)	
Total	\$39,125,200	\$39,125,200	\$0

9.2.5 PRODUCTION AND OPERATIONS CONTRACTOR COSTS

The contractor will continue to provide production and operations services, including facilities, hardware, software, telecommunications and other components under full operations.

M&O	June 2012 IAPDU Cost	February 2013 IAPDU Revised Cost	Difference
Production & Operations	(7 Year Total)	(7 Year Total)	
Total	\$227,916,498	\$227,916,496	\$-2

9.2.6 SUMMARY OF LRS MAINTENANCE AND OPERATIONS COSTS

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

Category	June 2012 IAPDU M&O	February 2013 IAPDU Revised M&O	Difference
	(7 Year Total)	(7 Year Total)	
Consortium Personnel	\$93,612,792	\$93,612,792	\$0
Application Maintenance	\$80,160,000	\$80,160,000	\$0
QA Contractor (first year only)	\$3,600,000	\$3,600,000	\$0
Hardware and Software (County Infrastructure)	\$39,125,200	\$39,125,200	\$0

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Category	June 2012 IAPDU M&O (7 Year Total)	February 2013 IAPDU Revised M&O (7 Year Total)	Difference
Production and Operations	\$227,916,498	\$227,916,496	\$-2
Total	\$444,414,490	\$444,414,488	\$-2
Average Annual Cost of M&O	\$63,487,784	\$63,487,784	\$0

10.0 BENEFITS ANALYSIS

The following are benefits of implementing the LRS system to support the County's administration and case management of public assistance programs and employment related programs.

10.1 QUALITATIVE BENEFITS

10.1.1 Enhanced Program Administration and Adaptability

The LRS architecture (e.g., SOA, modularity) will provide a more rapid response to the changing welfare policy environment. The following are four key features of the LRS that provide enhanced program administration and adaptability:

- A rules engine which provides configurable rules tables and modularized rule sets for multiple public assistance program support, including federal, state, and local program variations. This maximizes adaptability while: (i) facilitating standardization; (ii) minimizing coding or reprogramming effort; and (iii) simplifying implementation of programmatic or regulatory changes.
- Eligibility and benefit computation rules that are modularized and compartmentalized separately for federal, State, and local programs, providing the most options for selective reuse of the appropriate set of rules to support both standardization and localization of program administration and operations for various jurisdictions at all levels.
- A workflow engine and modeling tools that support business process optimization, efficient change management, business process reengineering, and service delivery expansion, by providing visual process modeling, business process performance simulation, and real-time visibility of process metrics, operational bottlenecks, and performance indicators.
- Enterprise content management technology which will support rapid deployment or expansion of user interface components through multiple delivery channels (standard web browsers, mobile devices, and interactive voice response), improving

accessibility and supporting consistent information and functionality for caseworkers, clients, and service providers on various devices.

These features will result in reduced time to automate and implement policy changes and improved quality of such automation change.

10.1.2 Caseworker Productivity

The design of the LRS will increase caseworker productivity. The LRS will contain essential self-help components, including a fully integrated knowledgebase and e-Learning training modules, which will accelerate staff development and support knowledge transfer and information sharing. This will provide immediate benefits in user productivity and long-term operational efficiencies.

The LRS will also include easy-to-learn user interface components that utilize self-help wizards which prompt the user through each of the necessary steps in the system, significantly improving and speeding the learning process. For example, the LRS will generate automated alerts and messages that display the “right information at the right time” to enable users to navigate to the appropriate screens or business processes for caseworker efficiency and productivity. The LRS architecture will minimize manual workarounds due to delays in implementing automation changes that are prevalent in the current legacy environment, which can cause data discrepancies, benefit errors, and costly corrective actions in terms of workforce activities and database reconciliation.

10.1.3 Improved Service Access and Delivery

LRS will have an e-Government portal that will enable self service delivery by providing LRS access to the user population (caseworkers, potential clients, service providers, etc.) at locations other than County welfare offices. The e-Government portal will support electronic interaction with clients, expand and accelerate service delivery using the same business rules engine as caseworkers for consistent results and program integrity, including self-service eligibility screening, household budget computation, benefit calculation, on-line enrollment, application processing, real-time case information access, household change reporting (QR 7), annual recertification, appointment scheduling, and electronic forms and notices. The LRS will be available and accessible 24/7 through the internet and interactive voice response (IVR). Further, the LRS application architecture can easily adapt to business model shifts with respect to customer service centers (e.g., call centers), change centers, one-stop shops, and service mobility (e.g., home visits, outreach, RV mobile units, etc.) for better customer service, greater productivity, and more efficiency in service delivery.

10.1.4 Operational Efficiency

The LRS includes several features that will promote operational efficiency. The County currently has multiple disparate systems which support case management and processing for common clients. The LRS will streamline multidisciplinary business processes, including public self-service, service provider, and workforce specialization,

by consolidating and integrating the functionality of disparate legacy systems (e.g., LEADER, GEARS, and GROW) and supporting real-time access to the same database using the same screens. This will reduce client processing time, improve operational efficiency, minimize duplicative data entry, maximize data integrity, enhance user communication, optimize service delivery, and minimize benefit errors.

In addition, the LRS will contain the following components:

- Business activity dashboards and tools which provide real-time monitoring of business process metrics, operational bottlenecks, and performance indicators (e.g., lobby traffic, intake processing, etc.), that will enable proactive business process monitoring, mitigate operational risks, and reduce negative impacts on services to the public.
- Full integration with electronic document management services that reduces the County's dependence on paper by controlling and rendering electronic documents, images, and metadata through a convenient, cost effective, and environment friendly method of accessing case records (e.g., birth certificates, social security cards, and signed forms).
- Real-time address normalization needed to validate street addresses to ensure accurate mail delivery and minimize postage cost, as well as maximize fraud prevention and detection.
- Single workstation configuration to support multiple applications and increased productivity.

10.1.5 Technological Asset Reusability and Service Integration

The LRS will meet CTA goals of shared solutions and integrated systems by utilizing state of the art commercial software technology that promotes service integration and supports centralization efforts while permitting local customization to support unique business needs of the jurisdiction. These features, unique to LRS include:

- Service-Oriented Architecture (SOA) solution for public assistance or social services programs.
- SOA technology investment that will benefit the State of California by providing a fully scalable SAWS system and creating the greatest opportunity for consolidation, standardization, and service integration with the least amount of risk.
- Web Services implementation using Enterprise Service Bus (ESB) technology, which uses standard internet protocols to effectively communicate, translate, and coordinate technological assets to facilitate interoperability of various systems with LRS.
- ESB technology also provides convenience and ease of sharing or usage of specific services by other systems or government agencies without the need for elaborate and costly interfaces.

- Technological assets in a SOA environment can be reused or leveraged to build composite applications or easily integrate other systems, which minimizes duplicative development effort, producing future cost savings for the State of California.
- User-friendly rules and workflow engines that can be used by Consortium analysts for updating or maintaining certain regulatory changes and business process changes, which will reduce Consortium's reliance on contractors and provide savings in M&E costs.

10.1.6 Performance and Scalability

The LRS architecture will permit rapid system expansion, automatic resource counterbalancing, and nimble operability between multiple applications, systems and organizations. The selected vendor's solution will:

- Utilize n-Tier system architecture with distributed and fully scalable hardware layers that support system load balancing and rapid capacity expansion.
- Optimize performance and availability by automatically counterbalancing overutilization and underutilization of system resources.
- Exploit specific hardware clusters or specialized server farms that can easily be upgraded or augmented with more processors, memory, storage, or throughput to support a new user population or seamless usage of specific LRS functionality/services by another system.
- Adopt open standards-based architecture to facilitate interoperability between applications, systems, and organizations. Open standards are technology specifications that are publicly available, widely used in the IT industry, and affirmed by an industry-recognized standards body.

10.1.7 System Longevity and Open Platform Investment

The selected vendor's solution expands the LRS' system longevity and promotes long term value through an investment in open platform technology. The open architecture allows for one or more competitor's products to be substituted for another in key areas of the system, resulting in competitive pressures that in the long run will assist in system cost containment. In addition, the open platform and standards based technology prevent vendor lock-in, maximizes options for insourcing/outsourcing, mitigates compatibility risks, and fosters competitive rates by commoditizing goods and services (system hosting, programming, hardware maintenance, etc.).

The selected vendor's price and scope includes technology refreshes/upgrades (based on marketplace availability) over the life of the contract to maintain modern or current versions of hardware/software, avoid technological depreciation/antiquation, and prevent end-of-service or end-of-life issues. Also, the LRS will take advantage of the benefits of SOA technology as it relates to the ease of implementing interfaces. This will reduce the cost of interface development and maintenance.

10.2 QUANTITATIVE BENEFITS

10.2.1 Proposal Evaluation Results

The selected vendor's proposal provides the best overall value to the consortia and state based on the evaluation results of the county's evaluation committee.

The selected vendor was the only vendor to meet all and exceed some of the LRS RFP requirements in the Technical Solution Evaluation Criteria Category, including technical, functional, and training requirements. The selected vendor's technical solution demonstrated a thorough understanding of the LRS RFP requirements and exceeded the LRS RFP requirements in the following areas: service platform and infrastructure, component framework, LRS conversion and archiving requirements, general functional requirements, clearances, simulation and e-learning training, case inquiry, interfaces, and history maintenance. The selected vendor's solution included Webcast features (e.g., visual demonstration and training, and interactive user Q&A sessions) and a Pre-Implementation Environment (PIE) to support end-user validation of conversion data and promote end-user confidence and acceptance of the LRS application. The selected vendor's technical solution also exceeded federal and State security standards. The selected vendor received the highest score in the Technical Solution Evaluation Criteria Category.

The selected vendor was the only vendor to meet all and exceed most of the requirements in the Technical Approach Evaluation Criteria Category. The selected vendor received an "Excellent" rating in 65% of the requirements in this area, including approaches to project management (e.g., risk, management, deficiency management, quality assurance, change management, staffing and resources management, and project communications) and approaches to all phases of the LRS Project (e.g., design, development, implementation, performance verification, maintenance and operations).

The selected vendor's project management solution presented an exceedingly comprehensive, very consistent, highly feasible and low risk approach. The solution demonstrated an effectiveness and efficiency in coordinating risk-mitigation, and reducing project delays and negative impacts with continuous evaluation and tracking. The selected vendor provided excellent detail regarding the tracking and reporting of deficiencies, as well as describing County access to the deficiencies through multiple methods. The selected vendor's quality assurance approach included an Executive QA Team that will perform an independent analysis on risk, methodology and quality practices, and the selected vendor's change management approach proposes a formal Change Control Board made up of stakeholders who will prioritize and approve change requests and maintain scope. The selected vendor's approach to Staffing and Resource Management allows them to forecast accurate resources and skill requirements that are tied directly to the Project Work Plan.

The selected vendor's proposed solution to the scope of work described in the LRS RFP earned them ratings of "Excellent" in their approach to: project administration, development methodology and technical practices, requirements verification and

analysis, technical infrastructure planning and design, functional design, technical infrastructure deployment, baseline application software and conversion and archiving tools, performance verification, and ongoing operational support. The selected vendor's solution included a head start on the creation of the components of the Project Control Document and a detailed schedule providing orientation and documentation on System Development Lifecycle tools and methodology to the LRS development approach. In addition, the selected vendor proposed the use of a prototype during requirements verification and analysis for visualizing the processes and demonstrating usability features. The solution also included a detailed risk management approach to infrastructure design and planning that will lower key risks and reduce total cost of ownership for the County and very clear detail on their approach to determine services and manage reusable components within the SOA functional architecture. The selected vendor received the highest score in the Technical Approach Evaluation Criteria Category.

10.2.2 Contractor Price Reductions

By May 15, 2008, four bidders had submitted their original proposals to build and maintain the LRS. The selected bidder's original price to build and maintain the LRS was \$709 million, based on 8,000 hours per month of application maintenance and enhancements and excluding the three optional extension years of the contract term.

On January 8, 2009, in light of the budgetary shortfall, the severe economic downturn, and the need for additional pricing details, Addendum Number Nine to the LRS RFP was released to require resubmission of pricing schedules. Under this addendum, pricing schedules and instructions were modified for greater specificity and clarity in cost categories, which fortified the pricing evaluation process and negotiation strategies. By leveraging the competitive nature of the procurement process, the county was able to achieve a \$70 million price reduction on February 9, 2009.

The depth of the new pricing schedules allowed pricing evaluators to conduct a detailed cost analysis and to strategically request further price clarifications, which resulted in an additional \$32 million price reduction on May 7, 2009.

During contract negotiations, the county assessed pricing models, including the basis of estimates and pricing methodology, employed by the selected vendor to identify unnecessary or inflated cost factors and to refine pricing model parameters. The negotiation of contract terms and conditions further defined and delimited the contractor's risk profile, enabling a more accurate risk assessment and monetization. Contract negotiations and pricing model adjustments resulted in an additional \$30 million price reduction on April 23, 2010.

The November 2011 IAPDU reflected an overall reduction of \$132 million in the vendor's price to build and maintain the LRS in comparison to the vendor's original proposal price submitted in May 2008.

10.2.3 Operational Efficiency

The value of the LRS solution is demonstrated by the features which promote efficiency:

- Completely configurable/customizable and modular welfare program rules management engine with tools to minimize coding or reprogramming.
- Fully configurable business process management and workflow modeling tools to optimize business processes and eliminate inefficiencies and bottlenecks across the services offered to the public.
- Real-time business activity dashboards for operational or business process optimization to measure successful business designs and workflow models and make appropriate changes to continuously improve service levels to the public.
- Real-time system checks and interactive dashboards for proactive performance monitoring and risk mitigation.
- Robust automation to reduce manual tasks to support heavy caseload to worker ratio in LA County.
- Comprehensive auditing and security management features to detect and prevent fraud.
- Comprehensive e-Government web portal for public self-service using the same business rules engine as County workers to achieve information integrity and consistent results.

10.2.4 Policy Change Responsiveness and Cost Effectiveness

The LRS rules engine and the work flow engine will facilitate rapid implementation of regulatory changes that occur frequently in today's public sector environment. By using business rules and business process management engines which provide configurable logic tables and visual workflow modeling, the LRS will minimize software coding and reprogramming. The county anticipates a significant reduction in the time to implement regulatory changes under the LRS. This provides the best value from the 8,000 application modification and enhancement hours per month within the budget.

10.2.5 Elimination of Legacy LEADER System

The current annual cost to maintain and operate the current LEADER system is \$41,448,151. Of this cost, \$27 million/year are attributable to the legacy system vendor contract, which expires on April 30, 2017. Based on the results of an RFI conducted by the County in 2008 for which the County received no responses, continued maintenance of the LEADER system will have to be sole-sourced to the current vendor, Unisys. The latest sole-source negotiation of this contract resulted in a 40 percent price increase. It is probable that a subsequent sole-source extension of this contract could result in a similar increase.

10.2.6 Elimination of Legacy GEARS System

The current annual cost to maintain and operate the current GEARS system is \$8.5 million. The cost increases annually to a maximum of \$9,059,347 per year during the

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two option years which expire in July 2017. Continued maintenance and operations costs are difficult to estimate. However, based on LEADER contract experience and the length of the current GEARS contract, it is likely that maintenance and operations costs for the period beginning July 2017 could be 40 percent higher than the current price.

10.2.7 Elimination of Legacy GROW System

The current annual cost to maintain and operate the current GROW system is \$1,947,939. This system is hosted by County's Internal Services Department (ISD). ISD hosting and other related charges are expected to increase to keep up with the cost of living increase of 2 percent per annum.

10.2.8 Maintenance Cost Comparison Analysis

The following table compares the annual cost categories and components of the LRS project and the legacy systems (LEADER, GEARS, GROW, and DCFS Systems), which shows system maintenance and operations costs per annum in millions. As indicated in the LEADER allocation column, only the first cost component of each cost category is included in the existing LEADER project budget allocation. Other cost components are funded through administrative allocations or other funding streams.

The total cost of legacy systems contains cost components in the LEADER project allocation (\$30.8M), staffing costs funded by Los Angeles County administrative allocations (\$10.7M), and other costs for legacy systems (\$16.9M), totaling \$58.4 M. The average annual LRS M&O cost beginning SFY 2016/17 is \$63.5, a \$5.1 M increase over the current cost of legacy systems.

The LRS cost column reflects negotiated pricing.

COST CATEGORY	COST COMPONENT	LEADER ALLOCATION	LEGACY (FY09/10 without Inflation and Potential Sole-Source Extension Increase)	LRS (FY14/15 thru FY21/22 Average Annual Cost with Negotiated Pricing)	DELTA (LRS - Legacy)
Production and Operations (P&O)	LEADER P&O	X	\$16.87	\$32.56	\$3.77
	GEARS P&O		\$7.72		
	GROW P&O		\$1.90		
	DCFS Systems P&O		\$2.30		
Application Maintenance (M&E)	LEADER M&E	X	\$10.08	\$11.45	\$0.37
	GEARS M&E		\$1.00		
County Staff	DPSS Staff in LEADER Project Allocation	X	\$2.68	\$13.37	\$0.00
	DPSS Staff supporting LEADER in Admin Allocations		\$6.55		
	DPSS Staff supporting Data Warehouse and Reporting in Admin Allocations		\$3.45		
	DCFS Staff supporting DCFS Systems in Admin Allocations		\$0.69		
County Hardware/Software	Local Area Network Break/Fix Equipment (Servers, Routers, Switches & Software)	X	\$0.57	\$5.59	\$1.00
	Local Area Network Tech Refresh (Servers, Routers, Switches & Software)		\$1.46		
	Wide Area Network Telecommunications Equipment & Maintenance		\$2.16		
	Document Imaging Equipment (Servers, Storage & Imaging Devices)		\$0.40		
Quality Assurance	Quality Assurance & Verification/Validation Services	X	\$0.60	\$0.51	-\$0.09
TOTAL			\$58.43	\$63.48	\$5.05

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11.0 PROJECT BUDGET DETAIL

11.1 BUDGET COMPARISON BY FISCAL YEAR

Exhibit A summarizes the change in costs from IAPDU estimated costs by fiscal year as outlined in the preceding narrative.

11.2 PROJECT BUDGET

Exhibit B contains the Project Budget, which includes total costs, benefits, and payback through June 2023. The estimated total project cost is \$804,559,867 which is comprised of \$360,145,379 in development costs and \$444,414,488 in maintenance and operations costs (this total does not include planning costs).

11.3 ECONOMIC ANALYSIS WORKBOOK

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

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

12.0 EXHIBITS

- Exhibit A – Budget Comparison by Fiscal Year
- Exhibit B – Project Budget
- Exhibit C – Economic Analysis Workbook (EAW)

EXHIBIT A

BUDGET COMPARISON BY FISCAL YEAR

EXHIBIT B

PROJECT BUDGET

EXHIBIT C

ECONOMIC ANALYSIS WORKBOOK (EAW)

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EXISTING SYSTEM/BASELINE COST WORKSHEET

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

Department: Office of Systems Integration

Date Prepared: March 7, 2013

Project: SAWS/LEADER Replacement

	FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		FY 2010/11		SUBTOTAL	
	PYs	Amts	PYs	Amts										
Continuing Information														
Technology Costs														
Staff (salaries & benefits)	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	726.0	80,202,300
Hardware Lease/Maintenance		3,047,789		2,642,687		565,999		565,999		565,999		565,999		7,954,472
Software Maintenance/Licenses		0		0		0		0		0		0		0
Contract Services		14,208,166		16,436,580		27,515,102		27,515,102		27,515,102		27,515,102		140,705,154
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total IT Costs	121.0	30,623,005	121.0	32,446,317	121.0	41,448,151	121.0	41,448,151	121.0	41,448,151	121.0	41,448,151	726.0	228,861,926
Continuing Program Costs:														
Staff	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	162,000.0	10,621,206,000
Other		0		0		0		0		0		0		0
Total Program Costs	27,000.0	1,770,201,000	162,000.0	10,621,206,000										
TOTAL EXISTING SYSTEM COSTS	27,121.0	1,800,824,005	27,121.0	1,802,647,317	27,121.0	1,811,649,151	27,121.0	1,811,649,151	27,121.0	1,811,649,151	27,121.0	1,811,649,151	162,726.0	10,850,067,926

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EXISTING SYSTEM/BASELINE COST WORKSHEET

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

Department: Office of Systems Integration

Date Prepared: March 7, 2013

Project: SAWS/LEADER Replacement

	Subtotal		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		SUBTOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Continuing Information																
Technology Costs																
Staff (salaries & benefits)	726.0	80,202,300	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	1,452.0	160,404,600
Hardware Lease/Maintenance		7,954,472		565,999		565,999		565,999		565,999		565,999		565,999		11,350,466
Software Maintenance/Licenses		0		0		0		0		0		0		0		0
Contract Services		140,705,154		27,515,102		28,378,910		28,378,910		28,378,910		28,378,910		28,378,910		310,114,806
Data Center Services		0		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0		0
Total IT Costs	726.0	228,861,926	121.0	41,448,151	121.0	42,311,959	1,452.0	481,869,872								
Continuing Program Costs:																
Staff	162,000.0	10,621,206,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	324,000.0	21,242,412,000
Other		0		0		0		0		0		0		0		0
Total Program Costs	162,000.0	10,621,206,000	27,000.0	1,770,201,000	324,000.0	21,242,412,000										
TOTAL EXISTING SYSTEM COSTS	162,726.0	10,850,067,926	27,121.0	1,811,649,151	27,121.0	1,812,512,959	325,452.0	21,724,281,872								

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

EXISTING SYSTEM/BASELINE COST WORKSHEET

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

Department: Office of Systems Integration

Date Prepared: March 7, 2013

Project: SAWS/LEADER Replacement

	Subtotal		FY 2017/18		FY		FY		FY		FY		TOTAL			
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts		
Continuing Information																
Technology Costs																
Staff (salaries & benefits)	1,452.0	160,404,600	121.0	13,367,050									1,573.0	173,771,650		
Hardware Lease/Maintenance		11,350,466		565,999										11,916,465		
Software Maintenance/Licenses		0		0										0		
Contract Services		310,114,806		28,378,910										338,493,716		
Data Center Services		0		0										0		
Agency Facilities		0		0										0		
Other		0		0										0		
Total IT Costs	1,452.0	481,869,872	121.0	42,311,959	0.0	0	1,573.0	524,181,831								
Continuing Program Costs:																
Staff	324,000.0	21,242,412,000	27,000.0	1,770,201,000										351,000.0	23,012,613,000	
Other		0		0											0	
Total Program Costs	324,000.0	21,242,412,000	27,000.0	1,770,201,000	0.0	0	351,000.0	23,012,613,000								
TOTAL EXISTING SYSTEM COSTS	325,452.0	21,724,281,872	27,121.0	1,812,512,959	0.0	0	352,573.0	23,536,794,831								

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

PROPOSED ALTERNATIVE: _____

Date Prepared: March 7, 2013

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

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

	FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		FY 2010/11		SUBTOTAL	
	PYs	Amts	PYs	Amts										
One-Time IT Project Costs														
Staff (Salaries & Benefits)	5.5	299,281	7.0	657,056	10.0	948,002	10.0	903,771	9.2	735,281	9.2	547,666	50.9	4,091,057
Hardware Purchase		0		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services														
Software Customization		0		0		0		0		0		0		0
Project Management		0		0		0		0		0		0		0
Project Oversight		86,235		0		1,070,124		253,992		299,889		124,716		1,834,956
IV&V Services		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0
TOTAL Contract Services		86,235		0		1,070,124		253,992		299,889		124,716		1,834,956
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total One-time IT Costs	5.5	385,516	7.0	657,056	10.0	2,018,126	10.0	1,157,763	9.2	1,035,170	9.2	672,382	50.9	5,926,013
Continuing IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	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		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total Continuing IT Costs	0.0	0	0.0	0										
Total Project Costs	5.5	385,516	7.0	657,056	10.0	2,018,126	10.0	1,157,763	9.2	1,035,170	9.2	672,382	50.9	5,926,013
Continuing Existing Costs														
Information Technology Staff	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	726.0	80,202,300
Other IT Costs		17,255,955		19,079,267		28,081,101		28,081,101		28,081,101		28,081,101		148,659,626
Total Continuing Existing IT Costs	121.0	30,623,005	121.0	32,446,317	121.0	41,448,151	121.0	41,448,151	121.0	41,448,151	121.0	41,448,151	726.0	228,861,926
Program Staff	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	162,000.0	10,621,206,000
Other Program Costs		0		0		0		0		0		0		0
Total Continuing Existing Program Costs	27,000.0	1,770,201,000	162,000.0	10,621,206,000										
Total Continuing Existing Costs	27,121.0	1,800,824,005	27,121.0	1,802,647,317	27,121.0	1,811,649,151	27,121.0	1,811,649,151	27,121.0	1,811,649,151	27,121.0	1,811,649,151	162,726.0	10,850,067,926
TOTAL ALTERNATIVE COSTS	27,126.5	1,801,209,521	27,128.0	1,803,304,373	27,131.0	1,813,667,277	27,131.0	1,812,806,914	27,130.2	1,812,684,321	27,130.2	1,812,321,533	162,776.9	10,855,993,939
INCREASED REVENUES		0		0		0		0		0		0		0

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

PROPOSED ALTERNATIVE:

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

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

Date Prepared: March 7, 2013

	Subtotal		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		SUBTOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs																
Staff (Salaries & Benefits)	50.9	4,091,057	9.2	548,674	15.0	1,516,777	130.0	14,959,704	158.0	17,662,056	142.6	16,208,176	38.7	4,457,752	544.4	59,444,196
Hardware Purchase		0		0		0		0		8,681,944		10,337,804		2,998,420		22,018,168
Software Purchase/License		0		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0		0
Contract Services																
Software Customization		0		0		10,177,063		29,225,290		26,163,166		11,888,257		12,743,755		90,197,531
Project Management		0		0		0		0		0		0		0		0
Project Oversight		1,834,956		0		50,000		2,750,000		3,600,000		3,600,000		1,200,000		13,034,956
IV&V Services		0		0		355,414		827,700		928,760		846,300		282,100		3,240,274
Other Contract Services		0		0		27,944,931		39,189,238		38,896,181		44,134,787		18,687,347		168,852,484
TOTAL Contract Services		1,834,956		0		38,527,408		71,992,228		69,588,107		60,469,344		32,913,202		275,325,245
Data Center Services		0		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0		0
Total One-time IT Costs	50.9	5,926,013	9.2	548,674	15.0	40,044,185	130.0	86,951,932	158.0	95,932,107	142.6	87,015,324	38.7	40,369,374	544.4	356,787,609
Continuing IT Project Costs																
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	77.3	8,915,504	77.3	8,915,504
Hardware Lease/Maintenance		0		0		0		0		0		0		2,359,600		2,359,600
Software Maintenance/Licenses		0		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		30,990,498		30,990,498
Data Center Services		0		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0		0
Other		0		0		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	0	77.3	42,265,602	77.3	42,265,602
Total Project Costs	50.9	5,926,013	9.2	548,674	15.0	40,044,185	130.0	86,951,932	158.0	95,932,107	142.6	87,015,324	116.0	82,634,976	621.7	399,053,211
Continuing Existing Costs																
Information Technology Staff	726.0	80,202,300	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	121.0	13,367,050	50.4	5,614,161	1,381.4	152,651,711
Other IT Costs		148,659,626		28,081,101		28,944,909		28,944,909		28,944,909		28,944,909		12,156,862		304,677,225
Total Continuing Existing IT Costs	726.0	228,861,926	121.0	41,448,151	121.0	42,311,959	121.0	42,311,959	121.0	42,311,959	121.0	42,311,959	50.4	17,771,023	1,381.4	457,328,936
Program Staff	162,000.0	10,621,206,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	324,000.0	21,242,412,000
Other Program Costs		0		0		0		0		0		0		0		0
Total Continuing Existing Program Costs	162,000.0	10,621,206,000	27,000.0	1,770,201,000	324,000.0	21,242,412,000										
Total Continuing Existing Costs	162,726.0	10,850,067,926	27,121.0	1,811,649,151	27,121.0	1,812,512,959	27,121.0	1,812,512,959	27,121.0	1,812,512,959	27,121.0	1,812,512,959	27,050.4	1,787,972,023	325,381.4	21,699,740,936
TOTAL ALTERNATIVE COSTS	162,776.9	10,855,993,939	27,130.2	1,812,197,825	27,136.0	1,852,557,144	27,251.0	1,899,464,891	27,279.0	1,908,445,066	27,263.6	1,899,528,283	27,166.4	1,870,606,999	326,003.1	22,098,794,147
INCREASED REVENUES		0		0		0		0		0		0		0		0

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

PROPOSED ALTERNATIVE:

Date Prepared: March 7, 2013

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

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

	Subtotal		FY 2017/18		FY		FY		FY		FY		FY		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs																
Staff (Salaries & Benefits)	544.4	59,444,196	0.0	0											544.4	59,444,196
Hardware Purchase		22,018,168		0												22,018,168
Software Purchase/License		0		0												0
Telecommunications		0		0												0
Contract Services																
Software Customization		90,197,531		10,021,949												100,219,480
Project Management		0		0												0
Project Oversight		13,034,956		0												13,034,956
IV&V Services		3,240,274		0												3,240,274
Other Contract Services		168,852,484		0												168,852,484
TOTAL Contract Services		275,325,245		10,021,949												285,347,194
Data Center Services		0		0												0
Agency Facilities		0		0												0
Other		0		0												0
Total One-time IT Costs	544.4	356,787,609	0.0	10,021,949	0.0	0	544.4	366,809,558								
Continuing IT Project Costs																
Staff (Salaries & Benefits)	77.3	8,915,504	116.0	13,373,256											193.3	22,288,760
Hardware Lease/Maintenance		2,359,600		3,539,400												5,899,000
Software Maintenance/Licenses		0		0												0
Telecommunications		0		0												0
Contract Services		30,990,498		46,385,397												77,375,895
Data Center Services		0		0												0
Agency Facilities		0		0												0
Other		0		0												0
Total Continuing IT Costs	77.3	42,265,602	116.0	63,298,053	0.0	0	193.3	105,563,655								
Total Project Costs	621.7	399,053,211	116.0	73,320,002	0.0	0	737.7	472,373,213								
Continuing Existing Costs																
Information Technology Staff	1,381.4	152,651,711	0.0	0											1,381.4	152,651,711
Other IT Costs		304,677,225		0												304,677,225
Total Continuing Existing IT Costs	1,381.4	457,328,936	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	1,381.4	457,328,936
Program Staff	324,000.0	21,242,412,000	27,000.0	1,770,201,000											351,000.0	23,012,613,000
Other Program Costs		0		0												0
Total Continuing Existing Program Costs	324,000.0	21,242,412,000	27,000.0	1,770,201,000	0.0	0	351,000.0	23,012,613,000								
Total Continuing Existing Costs	325,381.4	21,699,740,936	27,000.0	1,770,201,000	0.0	0	352,381.4	23,469,941,936								
TOTAL ALTERNATIVE COSTS	326,003.1	22,098,794,147	27,116.0	1,843,521,002	0.0	0	353,119.1	23,942,315,149								
INCREASED REVENUES		0		0												0

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

ALTERNATIVE #1: _____

Date Prepared: March 7, 2013

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

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

	FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		FY 2010/11		SUBTOTAL	
	PYs	Amts												
One-Time IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Hardware Purchase		0		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services														
Software Customization		0		0		0		0		0		0		0
Project Management		0		0		0		0		0		0		0
Project Oversight		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0
TOTAL Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total One-time IT Costs	0.0	0												
Continuing IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	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		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total Continuing IT Costs	0.0	0												
Total Project Costs	0.0	0												
Continuing Existing Costs														
Information Technology Staff	0.0	0	0.0	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		0
Total Continuing Existing IT Costs	0.0	0												
Program Staff	0.0	0	0.0	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		0
Total Continuing Existing Program Costs	0.0	0												
Total Continuing Existing Costs	0.0	0												
TOTAL ALTERNATIVE COSTS	0.0	0												
INCREASED REVENUES		0		0		0		0		0		0		0

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

ALTERNATIVE #1: _____

Date Prepared: March 7, 2013

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

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

	SUBTOTAL		FY 2011/12		FY 2014/15		FY 2013/14		FY 2014/15		FY 2015/16		SUBTOTAL	
	PYs	Amts												
One-Time IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Hardware Purchase		0		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services														
Software Customization		0		0		0		0		0		0		0
Project Management		0		0		0		0		0		0		0
Project Oversight		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0
TOTAL Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total One-time IT Costs	0.0	0												
Continuing IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	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		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total Continuing IT Costs	0.0	0												
Total Project Costs	0.0	0												
Continuing Existing Costs														
Information Technology Staff	0.0	0	0.0	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		0
Total Continuing Existing IT Costs	0.0	0												
Program Staff	0.0	0	0.0	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		0
Total Continuing Existing Program Costs	0.0	0												
Total Continuing Existing Costs	0.0	0												
TOTAL ALTERNATIVE COSTS	0.0	0												
INCREASED REVENUES		0		0		0		0		0		0		0

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

ALTERNATIVE #1: _____

Date Prepared: March 7, 2013

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

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

	SUBTOTAL		FY 2017/18		FY		FY		FY		FY		TOTAL	
	PYs	Amts												
One-Time IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Hardware Purchase		0		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services														
Software Customization		0		0		0		0		0		0		0
Project Management		0		0		0		0		0		0		0
Project Oversight		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0
TOTAL Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total One-time IT Costs	0.0	0												
Continuing IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	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		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total Continuing IT Costs	0.0	0												
Total Project Costs	0.0	0												
Continuing Existing Costs														
Information Technology Staff	0.0	0	0.0	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		0
Total Continuing Existing IT Costs	0.0	0												
Program Staff	0.0	0	0.0	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		0
Total Continuing Existing Program Costs	0.0	0												
Total Continuing Existing Costs	0.0	0												
TOTAL ALTERNATIVE COSTS	0.0	0												
INCREASED REVENUES		0		0		0		0		0		0		0

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

ALTERNATIVE #2: _____

Date Prepared: March 7, 2013

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

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

	FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		FY 2010/11		SUBTOTAL	
	PYs	Amts												
One-Time IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Hardware Purchase		0		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services														
Software Customization		0		0		0		0		0		0		0
Project Management		0		0		0		0		0		0		0
Project Oversight		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0
TOTAL Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total One-time IT Costs	0.0	0												
Continuing IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	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		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total Continuing IT Costs	0.0	0												
Total Project Costs	0.0	0												
Continuing Existing Costs														
Information Technology Staff	0.0	0	0.0	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		0
Total Continuing Existing IT Costs	0.0	0												
Program Staff	0.0	0	0.0	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		0
Total Continuing Existing Program Costs	0.0	0												
Total Continuing Existing Costs	0.0	0												
TOTAL ALTERNATIVE COSTS	0.0	0												
INCREASED REVENUES		0		0		0		0		0		0		0

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

ALTERNATIVE #2: _____

Date Prepared: March 7, 2013

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

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

	SUBTOTAL		FY 2011/12		FY 2014/15		FY 2013/14		FY 2014/15		FY 2015/16		SUBTOTAL	
	PYs	Amts												
One-Time IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Hardware Purchase		0		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Software Customization		0		0		0		0		0		0		0
Project Management		0		0		0		0		0		0		0
Project Oversight		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0
TOTAL Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total One-time IT Costs	0.0	0												
Continuing IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	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		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total Continuing IT Costs	0.0	0												
Total Project Costs	0.0	0												
Continuing Existing Costs														
Information Technology Staff	0.0	0	0.0	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		0
Total Continuing Existing IT Costs	0.0	0												
Program Staff	0.0	0	0.0	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		0
Total Continuing Existing Program Costs	0.0	0												
Total Continuing Existing Costs	0.0	0												
TOTAL ALTERNATIVE COSTS	0.0	0												
INCREASED REVENUES		0		0		0		0		0		0		0

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

ALTERNATIVE #2: _____

Date Prepared: March 7, 2013

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

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

	SUBTOTAL		FY 2017/18		FY		FY		FY		FY		TOTAL	
	PYs	Amts												
One-Time IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Hardware Purchase		0		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services														
Software Customization		0		0		0		0		0		0		0
Project Management		0		0		0		0		0		0		0
Project Oversight		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0
TOTAL Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total One-time IT Costs	0.0	0												
Continuing IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	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		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total Continuing IT Costs	0.0	0												
Total Project Costs	0.0	0												
Continuing Existing Costs														
Information Technology Staff	0.0	0	0.0	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		0
Total Continuing Existing IT Costs	0.0	0												
Program Staff	0.0	0	0.0	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		0
Total Continuing Existing Program Costs	0.0	0												
Total Continuing Existing Costs	0.0	0												
TOTAL ALTERNATIVE COSTS	0.0	0												
INCREASED REVENUES		0		0		0		0		0		0		0

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

ECONOMIC ANALYSIS SUMMARY

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

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

Date Prepared: March 7, 2013

	FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		FY 2010/11		SUBTOTAL	
	PYs	Amts	PYs	Amts										
EXISTING SYSTEM														
Total IT Costs	121.0	30,623,005	121.0	32,446,317	121.0	41,448,151	121.0	41,448,151	121.0	41,448,151	121.0	41,448,151	726.0	228,861,926
Total Program Costs	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	162,000.0	10,621,206,000
Total Existing System Costs	27,121.0	1,800,824,005	27,121.0	1,802,647,317	27,121.0	1,811,649,151	27,121.0	1,811,649,151	27,121.0	1,811,649,151	27,121.0	1,811,649,151	162,726.0	10,850,067,926
PROPOSED ALTERNATIVE														
Total Project Costs	5.5	385,516	7.0	657,056	10.0	2,018,126	10.0	1,157,763	9.2	1,035,170	9.2	672,382	50.9	5,926,013
Total Cont. Exist. Costs	27,121.0	1,800,824,005	27,121.0	1,802,647,317	27,121.0	1,811,649,151	27,121.0	1,811,649,151	27,121.0	1,811,649,151	27,121.0	1,811,649,151	162,726.0	10,850,067,926
Total Alternative Costs	27,126.5	1,801,209,521	27,128.0	1,803,304,373	27,131.0	1,813,667,277	27,131.0	1,812,806,914	27,130.2	1,812,684,321	27,130.2	1,812,321,533	162,776.9	10,855,993,939
COST SAVINGS/AVOIDANCES	(5.5)	(385,516)	(7.0)	(657,056)	(10.0)	(2,018,126)	(10.0)	(1,157,763)	(9.2)	(1,035,170)	(9.2)	(672,382)	(50.9)	(5,926,013)
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	(5.5)	(385,516)	(7.0)	(657,056)	(10.0)	(2,018,126)	(10.0)	(1,157,763)	(9.2)	(1,035,170)	(9.2)	(672,382)	(50.9)	(5,926,013)
Cum. Net (Cost) or Benefit	(5.5)	(385,516)	(12.5)	(1,042,572)	(22.5)	(3,060,698)	(32.5)	(4,218,461)	(41.7)	(5,253,631)	(50.9)	(5,926,013)		
ALTERNATIVE #1														
Total Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Cont. Exist. Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Alternative Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
COST SAVINGS/AVOIDANCES	0.0	0	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	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	0.0	0	0.0	0	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	0.0	0	0.0	0
ALTERNATIVE #2														
Total Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Cont. Exist. Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Alternative Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
COST SAVINGS/AVOIDANCES	0.0	0	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	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Net (Cost) or Benefit	0.0	0	0.0	0	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	0.0	0	0.0	0

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

ECONOMIC ANALYSIS SUMMARY

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

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

Date Prepared: March 7, 2013

	SUBTOTAL		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		TOTAL	
	PYs	Amts			PYs	Amts	PYs	Amts								
EXISTING SYSTEM																
Total IT Costs	726.0	228,861,926	121.0	41,448,151	121.0	42,311,959	121.0	42,311,959	121.0	42,311,959	121.0	42,311,959	121.0	42,311,959	1,452.0	481,869,872
Total Program Costs	162,000.0	10,621,206,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	27,000.0	1,770,201,000	324,000.0	21,242,412,000
Total Existing System Costs	162,726.0	10,850,067,926	27,121.0	1,811,649,151	27,121.0	1,812,512,959	27,121.0	1,812,512,959	27,121.0	1,812,512,959	27,121.0	1,812,512,959	27,121.0	1,812,512,959	325,452.0	21,724,281,872.0
PROPOSED ALTERNATIVE																
Total Project Costs	50.9	5,926,013	9.2	548,674	15.0	40,044,185	130.0	86,951,932	158.0	95,932,107	142.6	87,015,324	116.0	82,634,976	621.7	399,053,211
Total Cont. Exist. Costs	162,726.0	10,850,067,926	27,121.0	1,811,649,151	27,121.0	1,812,512,959	27,121.0	1,812,512,959	27,121.0	1,812,512,959	27,121.0	1,812,512,959	27,050.4	1,787,972,023	325,381.4	21,699,740,936
Total Alternative Costs	162,776.9	10,855,993,939	27,130.2	1,812,197,825	27,136.0	1,852,557,144	27,251.0	1,899,464,891	27,279.0	1,908,445,066	27,263.6	1,899,528,283	27,166.4	1,870,606,999	326,003.1	22,098,794,147
COST SAVINGS/AVOIDANCES	(50.9)	(5,926,013)	(9.2)	(548,674)	(15.0)	(40,044,185)	(130.0)	(86,951,932)	(158.0)	(95,932,107)	(142.6)	(87,015,324)	(45.4)	(58,094,040)	(551.1)	(374,512,275)
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Net (Cost) or Benefit	(50.9)	(5,926,013)	(9.2)	(548,674)	(15.0)	(40,044,185)	(130.0)	(86,951,932)	(158.0)	(95,932,107)	(142.6)	(87,015,324)	(45.4)	(58,094,040)	(551.1)	(374,512,275)
Cum. Net (Cost) or Benefit	(50.9)	(5,926,013)	(9.2)	(548,674)	(15.0)	(40,044,185)	(130.0)	(86,951,932)	(158.0)	(95,932,107)	(142.6)	(87,015,324)	(45.4)	(58,094,040)	(551.1)	(374,512,275)
ALTERNATIVE #1																
Total 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 Cont. Exist. 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 Alternative 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
COST SAVINGS/AVOIDANCES	0.0	0	0.0	0	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	0	0	0	0	0	0	0	0	0	
Net (Cost) or Benefit	0.0	0	0.0	0	0.0	0	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	0.0	0	0.0	0	0.0	0
ALTERNATIVE #2																
Total 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 Cont. Exist. 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 Alternative 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
COST SAVINGS/AVOIDANCES	0.0	0	0.0	0	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	0	0	0	0	0	0	0	0	0	
Net (Cost) or Benefit	0.0	0	0.0	0	0.0	0	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	0.0	0	0.0	0	0.0	0

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

ECONOMIC ANALYSIS SUMMARY

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

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

Date Prepared: March 7, 2013

	SUBTOTAL		FY 2017/18		FY		FY		FY		FY		TOTAL	
	PYs	Amts			PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
EXISTING SYSTEM														
Total IT Costs	1,452.0	481,869,872	121.0	42,311,959	0.0	0	0.0	0	0.0	0	0.0	0	1,573.0	524,181,831
Total Program Costs	324,000.0	21,242,412,000	27,000.0	1,770,201,000	0.0	0	0.0	0	0.0	0	0.0	0	351,000.0	23,012,613,000
Total Existing System Costs	325,452.0	21,724,281,872	27,121.0	1,812,512,959	0.0	0	0.0	0	0.0	0	0.0	0	352,573.0	23,536,794,831.0

PROPOSED ALTERNATIVE														
	SUBTOTAL		FY 2017/18		FY		FY		FY		FY		TOTAL	
	PYs	Amts			PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Total Project Costs	621.7	399,053,211	116.0	73,320,002	0.0	0	0.0	0	0.0	0	0.0	0	737.7	472,373,213
Total Cont. Exist. Costs	325,381.4	21,699,740,936	27,000.0	1,770,201,000	0.0	0	0.0	0	0.0	0	0.0	0	352,381.4	23,469,941,936
Total Alternative Costs	326,003.1	22,098,794,147	27,116.0	1,843,521,002	0.0	0	0.0	0	0.0	0	0.0	0	353,119.1	23,942,315,149
COST SAVINGS/AVOIDANCES	(551.1)	(374,512,275)	5.0	(31,008,043)	0.0	0	0.0	0	0.0	0	0.0	0	(546.1)	(405,520,318)
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	(551.1)	(374,512,275)	5.0	(31,008,043)	0.0	0	0.0	0	0.0	0	0.0	0	(546.1)	(405,520,318)
Cum. Net (Cost) or Benefit	(551.1)	(374,512,275)	5.0	(31,008,043)	0.0	0	0.0	0	0.0	0	0.0	0	(546.1)	(405,520,318)

ALTERNATIVE #1														
	SUBTOTAL		FY 2017/18		FY		FY		FY		FY		TOTAL	
	PYs	Amts			PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Total Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Cont. Exist. Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Alternative Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
COST SAVINGS/AVOIDANCES	0.0	0	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	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	0.0	0	0.0	0	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	0.0	0	0.0	0

ALTERNATIVE #2														
	SUBTOTAL		FY 2017/18		FY		FY		FY		FY		TOTAL	
	PYs	Amts			PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Total Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Cont. Exist. Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Alternative Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
COST SAVINGS/AVOIDANCES	0.0	0	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	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	0.0	0	0.0	0	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	0.0	0	0.0	0

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

PROJECT FUNDING PLAN

Department: Office of Systems Integration

All Costs to be in whole (unrounded) dollars

Date Prepared: March 7, 2013

Project: SAWS/LEADER Replacement

	FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		FY 2010/11		SUBTOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
TOTAL PROJECT COSTS	5.5	385,516	7.0	657,056	10.0	2,018,126	10.0	1,157,763	9.2	1,035,170	9.2	672,382	50.9	5,926,013
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
Funds:														
Existing System		0		0		0		0		0		0		0
Other Fund Sources		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
ADDITIONAL PROJECT FUNDING NEEDED														
One-Time Project Costs	5.5	392,313	7.0	657,630	10.0	2,018,220	10.0	1,353,586	9.2	1,313,928	9.2	672,382	50.9	6,408,059
Continuing Project Costs	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	5.5	392,313	7.0	657,630	10.0	2,018,220	10.0	1,353,586	9.2	1,313,928	9.2	672,382	50.9	6,408,059
TOTAL PROJECT FUNDING	5.5	392,313	7.0	657,630	10.0	2,018,220	10.0	1,353,586	9.2	1,313,928	9.2	672,382	50.9	6,408,059
Difference: Funding - Costs	0.0	6,797	0.0	574	0.0	94	0.0	195,823	0.0	278,758	0.0	0	0.0	482,046
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

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

Department: Office of Systems Integration

Project: SAWS/LEADER Replacement

Annual Project Adjustments	FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		FY 2010/11	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-time Costs												
Previous Year's Baseline	0.0	0	5.5	392,313	7.0	657,630	10.0	2,018,220	10.0	1,353,586	9.2	1,313,928
(A) Annual Augmentation /(Reduction)	5.5	392,313	1.5	265,317	3.0	1,360,590	0.0	(664,634)	(0.8)	(39,658)	0.0	(641,546)
(B) Total One-Time Budget Actions	5.5	392,313	7.0	657,630	10.0	2,018,220	10.0	1,353,586	9.2	1,313,928	9.2	672,382
Continuing Costs												
Previous Year's Baseline	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
(D) Total Continuing Budget Actions	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Annual Project Budget Augmentation /(Reduction) [A + C]	5.5	392,313	1.5	265,317	3.0	1,360,590	0.0	(664,634)	(0.8)	(39,658)	0.0	(641,546)

[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	0.0	0	0.0	0	0.0	0
Increased Program Revenues		0		0		0		0		0		0

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

PROJECT FUNDING PLAN

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

All Costs to be in whole (unrounded) dollars

Date Prepared: March 7, 2013

	SUBTOTALS		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		SUBTOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
TOTAL PROJECT COSTS	50.9	5,926,013	9.2	548,674	15.0	40,044,185	130.0	86,951,932	158.0	95,932,107	142.6	87,015,324	116.0	82,634,976	621.7	399,053,211
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
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	50.9	6,408,059	9.2	548,674	15.0	40,044,185	130.0	86,951,932	158.0	95,932,107	142.6	87,015,324	38.7	40,369,374	544.4	357,269,655
Continuing Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	77.3	42,265,602	77.3	42,265,602
TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR	50.9	6,408,059	9.2	548,674	15.0	40,044,185	130.0	86,951,932	158.0	95,932,107	142.6	87,015,324	116.0	82,634,976	621.7	399,535,257
TOTAL PROJECT FUNDING	50.9	6,408,059	9.2	548,674	15.0	40,044,185	130.0	86,951,932	158.0	95,932,107	142.6	87,015,324	116.0	82,634,976	621.7	399,535,257
Difference: Funding - Costs	0.0	482,046	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	482,046
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: Office of Systems Integration
Project: SAWS/LEADER Replacement

Annual Project Adjustments	FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		Net Adjustments	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-time Costs														
Previous Year's Baseline			9.2	672,382	9.2	548,674	15.0	40,044,185	130.0	86,951,932	158.0	95,932,107	142.6	87,015,324
(A) Annual Augmentation /(Reduction)			0.0	(123,708)	5.8	39,495,511	115.0	46,907,747	28.0	8,980,175	(15.4)	(8,916,783)	(103.9)	(46,645,950)
(B) Total One-Time Budget Actions			9.2	548,674	15.0	40,044,185	130.0	86,951,932	158.0	95,932,107	142.6	87,015,324	38.7	40,369,374
Continuing Costs														
Previous Year's Baseline			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	77.3	42,265,602
(D) Total Continuing Budget Actions			0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	77.3	42,265,602
Total Annual Project Budget Augmentation /(Reduction) [A + C]			0.0	(123,708)	5.8	39,495,511	115.0	46,907,747	28.0	8,980,175	(15.4)	(8,916,783)	(26.6)	(4,380,348)
Total Additional Project Funds Needed [B + D]													621.7	399,535,257
Annual Savings/Revenue Adjustments														
Cost Savings			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

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

PROJECT FUNDING PLAN

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

All Costs to be in whole (unrounded) dollars

Date Prepared: March 7, 2013

	SUBTOTALS		FY 2017/18		FY		FY		FY		FY		SUBTOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
TOTAL PROJECT COSTS	621.7	399,053,211	116.0	73,320,002	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
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
Funds:														
Existing System		0		0		0		0		0		0		0
Other Fund Sources		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
ADDITIONAL PROJECT FUNDING NEEDED														
One-Time Project Costs	544.4	357,269,655	0.0	10,021,949	0.0	0	0.0	0	0.0	0	0.0	0	544.4	367,291,604
Continuing Project Costs	77.3	42,265,602	116.0	63,298,053	0.0	0	0.0	0	0.0	0	0.0	0	193.3	105,563,655
TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR	621.7	399,535,257	116.0	73,320,002	0.0	0	0.0	0	0.0	0	0.0	0	737.7	472,855,259
TOTAL PROJECT FUNDING	621.7	399,535,257	116.0	73,320,002	0.0	0	0.0	0	0.0	0	0.0	0	737.7	472,855,259
Difference: Funding - Costs	0.0	482,046	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	482,046
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

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

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

Annual Project Adjustments	FY 2017/18		FY		FY		FY		FY		FY		Net Adjustments	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-time Costs														
Previous Year's Baseline														
(A) Annual Augmentation / (Reduction)	38.7	40,369,374	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
(B) Total One-Time Budget Actions	0.0	10,021,949	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	544.4	10,021,949
Continuing Costs														
Previous Year's Baseline														
(C) Annual Augmentation / (Reduction)	77.3	42,265,602	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
(D) Total Continuing Budget Actions	116.0	63,298,053	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	193.3	105,563,655
Total Annual Project Budget Augmentation / (Reduction) [A + C]	0.0	(9,314,974)	0.0	0										
Total Additional Project Funds Needed [B + D]													737.7	115,585,604
Annual Savings/Revenue Adjustments														
Cost Savings	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		

STATEWIDE AUTOMATED WELFARE SYSTEM
LEADER CONSORTIUM REPLACEMENT SYSTEM
FEBRUARY 2013 IAPDU/SPR #6

BUDGET COMPARISON	SFY 2012/13			SFY 2013/14			SFY 2014/15		
	JUNE 2012 IAPDU	FEB 2013 IAPDU	CHANGE	JUNE 2012 IAPDU	FEB 2013 IAPDU	CHANGE	JUNE 2012 IAPDU	FEB 2013 IAPDU	CHANGE
DEVELOPMENT & IMPLEMENTATION									
Contractor Services									
Development & Implementation	22,515,632	10,177,063	-12,338,569	22,965,948	29,225,290	6,259,342	24,406,948	26,163,166	1,756,218
Production & Operations	35,905,596	27,944,931	-7,960,665	32,963,268	39,189,238	6,225,970	55,133,968	38,896,181	-16,237,787
Quality Assurance	750,000	50,000	-700,000	3,600,000	2,750,000	-850,000	3,600,000	3,600,000	0
Independent Verification & Validation	0	355,414	355,414	0	827,700	827,700	0	928,760	928,760
Consortium Personnel	3,422,925	1,327,285	-2,095,640	14,959,704	14,959,704	0	17,885,646	17,662,056	-223,590
Consortium Hardware & Software		0		9,483,516	0	-9,483,516	8,995,252	8,681,944	-313,308
TOTAL DEVELOPMENT & IMPLEMENTATION	62,594,153	39,854,693	-22,739,460	83,972,436	86,951,932	2,979,496	110,021,814	95,932,107	-14,089,707
Total Consortium	3,422,925	1,327,285	-2,095,640	24,443,220	14,959,704	-9,483,516	26,880,898	26,344,000	-536,898
Total Contractor	59,171,228	38,527,408	-20,643,820	59,529,216	71,992,228	12,463,012	83,140,916	69,588,107	-13,552,809
MAINTENANCE & OPERATIONS									
Contractor Services									
Application Maintenance									
Production & Operations									
Quality Assurance									
Consortium Personnel									
Consortium Hardware & Software									
TOTAL MAINTENANCE & OPERATIONS									
Total Consortium									
Total Contractor									
TOTAL PROJECT COST	62,594,153	39,854,693	-22,739,460	83,972,436	86,951,932	2,979,496	110,021,814	95,932,107	-14,089,707
Total Consortium	3,422,925	1,327,285	-2,095,640	24,443,220	14,959,704	-9,483,516	26,880,898	26,344,000	-536,898
Total Contractor	59,171,228	38,527,408	-20,643,820	59,529,216	71,992,228	12,463,012	83,140,916	69,588,107	-13,552,809

STATEWIDE AUTOMATED WELFARE SYSTEM
LEADER CONSORTIUM REPLACEMENT SYSTEM
FEBRUARY 2013 IAPDU/SPR #6

BUDGET COMPARISON	SFY 2015/16			SFY 2016/17			SFY 2017/18		
	JUNE 2012 IAPDU	FEB 2013 IAPDU	CHANGE	JUNE 2012 IAPDU	FEB 2013 IAPDU	CHANGE	JUNE 2012 IAPDU	FEB 2013 IAPDU	CHANGE
DEVELOPMENT & IMPLEMENTATION									
Contractor Services									
Development & Implementation	20,174,008	11,888,257	-8,285,751	10,156,944	12,743,755	2,586,811	0	10,021,949	10,021,949
Production & Operations	44,849,652	44,134,787	-714,865	0	18,687,347	18,687,347	0	0	0
Quality Assurance	3,600,000	3,600,000	0	0	1,200,000	1,200,000	0	0	0
Independent Verification & Validation	0	846,300	846,300	0	282,100	282,100	0	0	0
Consortium Personnel	18,556,416	16,208,176	-2,348,240	0	4,457,752	4,457,752	0	0	0
Consortium Hardware & Software	3,539,400	10,337,804	6,798,404	0	2,998,420	2,998,420	0	0	0
TOTAL DEVELOPMENT & IMPLEMENTATION	90,719,476	87,015,324	-3,704,152	10,156,944	40,369,374	30,212,430	0	10,021,949	10,021,949
Total Consortium	22,095,816	26,545,980	4,450,164	0	7,456,172	7,456,172	0	0	0
Total Contractor	68,623,660	60,469,344	-8,154,316	10,156,944	32,913,202	22,756,258	0	10,021,949	10,021,949
MAINTENANCE & OPERATIONS									
Contractor Services									
Application Maintenance				10,848,000	6,328,000	-4,520,000	10,848,000	10,848,000	0
Production & Operations				36,354,768	22,262,498	-14,092,270	34,705,928	34,337,397	-368,531
Quality Assurance				3,600,000	2,400,000	-1,200,000	0	1,200,000	1,200,000
Consortium Personnel				13,373,256	8,915,504	-4,457,752	13,373,256	13,373,256	0
Consortium Hardware & Software				3,539,400	2,359,600	-1,179,800	3,539,400	3,539,400	0
TOTAL MAINTENANCE & OPERATIONS				67,715,424	42,265,602	-25,449,822	62,466,584	63,298,053	831,469
Total Consortium				16,912,656	11,275,104	-5,637,552	16,912,656	16,912,656	0
Total Contractor				50,802,768	30,990,498	-19,812,270	45,553,928	46,385,397	831,469
TOTAL PROJECT COST	90,719,476	87,015,324	-3,704,152	77,872,368	82,634,976	4,762,608	62,466,584	73,320,002	10,853,418
Total Consortium	22,095,816	26,545,980	4,450,164	16,912,656	18,731,276	1,818,620	16,912,656	16,912,656	0
Total Contractor	68,623,660	60,469,344	-8,154,316	60,959,712	63,903,700	2,943,988	45,553,928	56,407,346	10,853,418

STATEWIDE AUTOMATED WELFARE SYSTEM
LEADER CONSORTIUM REPLACEMENT SYSTEM
FEBRUARY 2013 IAPDU/SPR #6

BUDGET COMPARISON	SFY 2018/19			SFY 2019/20			SFY 2020/21		
	JUNE 2012 IAPDU	FEB 2013 IAPDU	CHANGE	JUNE 2012 IAPDU	FEB 2013 IAPDU	CHANGE	JUNE 2012 IAPDU	FEB 2013 IAPDU	CHANGE
DEVELOPMENT & IMPLEMENTATION									
Contractor Services									
Development & Implementation									
Production & Operations									
Quality Assurance									
Independent Verification & Validation									
Consortium Personnel									
Consortium Hardware & Software									
TOTAL DEVELOPMENT & IMPLEMENTATION	0	0	0	0	0	0	0	0	0
Total Consortium	0	0	0	0	0	0	0	0	0
Total Contractor	0	0	0	0	0	0	0	0	0
MAINTENANCE & OPERATIONS									
Contractor Services									
Application Maintenance	10,944,000	10,904,000	-40,000	11,232,000	11,112,000	-120,000	11,616,000	11,456,000	-160,000
Production & Operations	32,266,836	33,283,126	1,016,290	31,826,560	32,010,013	183,453	30,342,784	30,961,025	618,241
Quality Assurance	0	0	0	0	0	0	0	0	0
Consortium Personnel	13,373,256	13,373,256	0	13,373,256	13,373,256	0	13,373,256	13,373,256	0
Consortium Hardware & Software	3,539,400	3,539,400	0	11,673,600	8,962,200	-2,711,400	9,754,600	10,394,264	639,664
TOTAL MAINTENANCE & OPERATIONS	60,123,492	61,099,782	976,290	68,105,416	65,457,469	-2,647,947	65,086,640	66,184,545	1,097,905
Total Consortium	16,912,656	16,912,656	0	25,046,856	22,335,456	-2,711,400	23,127,856	23,767,520	639,664
Total Contractor	43,210,836	44,187,126	976,290	43,058,560	43,122,013	63,453	41,958,784	42,417,025	458,241
TOTAL PROJECT COST	60,123,492	61,099,782	976,290	68,105,416	65,457,469	-2,647,947	65,086,640	66,184,545	1,097,905
Total Consortium	16,912,656	16,912,656	0	25,046,856	22,335,456	-2,711,400	23,127,856	23,767,520	639,664
Total Contractor	43,210,836	44,187,126	976,290	43,058,560	43,122,013	63,453	41,958,784	42,417,025	458,241

STATEWIDE AUTOMATED WELFARE SYSTEM
LEADER CONSORTIUM REPLACEMENT SYSTEM
FEBRUARY 2013 IAPDU/SPR #6

BUDGET COMPARISON	SFY 2021/22			SFY 2022/23			SFY 2023/24		
	JUNE 2012 IAPDU	FEB 2013 IAPDU	CHANGE	JUNE 2012 IAPDU	FEB 2013 IAPDU	CHANGE	JUNE 2012 IAPDU	FEB 2013 IAPDU	CHANGE
DEVELOPMENT & IMPLEMENTATION									
Contractor Services									
Development & Implementation									
Production & Operations									
Quality Assurance									
Independent Verification & Validation									
Consortium Personnel									
Consortium Hardware & Software									
TOTAL DEVELOPMENT & IMPLEMENTATION	0	0	0	0	0	0	0	0	0
Total Consortium	0	0	0	0	0	0	0	0	0
Total Contractor	0	0	0	0	0	0	0	0	0
MAINTENANCE & OPERATIONS									
Contractor Services									
Application Maintenance	12,000,000	11,840,000	-160,000	12,672,000	12,392,000	-280,000	0	5,280,000	5,280,000
Production & Operations	31,045,212	30,752,532	-292,680	31,374,410	31,237,243	-137,167	0	13,072,662	13,072,662
Quality Assurance	0	0	0	0	0	0	0	0	0
Consortium Personnel	13,373,256	13,373,256	0	13,373,256	13,373,256	0	0	4,457,752	4,457,752
Consortium Hardware & Software	3,539,400	5,611,132	2,071,732	3,539,400	3,539,400	0	0	1,179,804	1,179,804
TOTAL MAINTENANCE & OPERATIONS	59,957,868	61,576,920	1,619,052	60,959,066	60,541,899	-417,167	0	23,990,218	23,990,218
Total Consortium	16,912,656	18,984,388	2,071,732	16,912,656	16,912,656	0	0	5,637,556	5,637,556
Total Contractor	43,045,212	42,592,532	-452,680	44,046,410	43,629,243	-417,167	0	18,352,662	18,352,662
TOTAL PROJECT COST	59,957,868	61,576,920	1,619,052	60,959,066	60,541,899	-417,167	0	23,990,218	23,990,218
Total Consortium	16,912,656	18,984,388	2,071,732	16,912,656	16,912,656	0	0	5,637,556	5,637,556
Total Contractor	43,045,212	42,592,532	-452,680	44,046,410	43,629,243	-417,167	0	18,352,662	18,352,662

STATEWIDE AUTOMATED WELFARE SYSTEM
LEADER CONSORTIUM REPLACEMENT SYSTEM
FEBRUARY 2013 IAPDU/SPR #6

BUDGET COMPARISON	AGGREGATE		
	JUNE 2012 IAPDU	FEB 2013 IAPDU	CHANGE
DEVELOPMENT & IMPLEMENTATION			
Contractor Services			
Development & Implementation	100,219,480	100,219,480	0
Production & Operations	168,852,484	168,852,484	0
Quality Assurance	11,550,000	11,200,000	-350,000
Independent Verification & Validation	0	3,240,274	3,240,274
Consortium Personnel	54,824,691	54,614,973	-209,718
Consortium Hardware & Software	22,018,168	22,018,168	0
TOTAL DEVELOPMENT & IMPLEMENTATION	357,464,823	360,145,379	2,680,556
Total Consortium	76,842,859	76,633,141	-209,718
Total Contractor	280,621,964	283,512,238	2,890,274
MAINTENANCE & OPERATIONS			
Contractor Services			
Application Maintenance	80,160,000	80,160,000	0
Production & Operations	227,916,498	227,916,496	-2
Quality Assurance	3,600,000	3,600,000	0
Consortium Personnel	93,612,792	93,612,792	0
Consortium Hardware & Software	39,125,200	39,125,200	0
TOTAL MAINTENANCE & OPERATIONS	444,414,490	444,414,488	-2
Total Consortium	132,737,992	132,737,992	0
Total Contractor	311,676,498	311,676,496	-2
TOTAL PROJECT COST	801,879,313	804,559,867	2,680,554
Total Consortium	209,580,851	209,371,133	-209,718
Total Contractor	592,298,462	595,188,734	2,890,272

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

PROJECT BUDGET	FFY 2013				FFY 2014			
	SFY 2012/13			SFY 2013/14				
	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep
Development & Implementation (D&I)								
Contractor Services								
Development & Implementation	4,052,813	3,242,250	2,882,000	11,437,940	2,701,876	10,807,503	4,277,971	5,854,064
Production & Operations	0	0	27,944,931	11,976,399	10,731,205	8,240,817	8,240,817	8,240,817
Quality Assurance	0	0	50,000	150,000	800,000	900,000	900,000	900,000
Independent Verification & Validation		110,011	245,403	192,975	211,575	211,575	211,575	294,035
Consortium Personnel	173,638	421,797	731,850	3,739,926	3,739,926	3,739,926	3,739,926	3,968,334
Consortium Hardware & Software	0	0	0	0	0	0	0	0
Total D&I Cost	4,226,451	3,774,058	31,854,184	27,497,240	18,184,582	23,899,821	17,370,289	19,257,250
Cumulative D&I Cost	4,226,451	8,000,509	39,854,693	67,351,933	85,536,515	109,436,336	126,806,625	146,063,875
Total D&I Cost by Federal Fiscal Year	67,351,933				78,711,942			
Total D&I Cost by State Fiscal Year	39,854,693			86,951,932				
Maintenance & Operations (M&O)								
Contractor Services								
Application Maintenance								
Production & Operations								
Quality Assurance								
Consortium Personnel								
Consortium Hardware & Software								
Total M&O Cost								
Cumulative M&O Cost								
Total M&O Cost by Federal Fiscal Year	0				0			
Total M&O Cost by State Fiscal Year	0			0				
Total Planning Cost								
Total Project Cost (D&I + M&O)	4,226,451	3,774,058	31,854,184	27,497,240	18,184,582	23,899,821	17,370,289	19,257,250
Cumulative Cost (Planning + D&I + M&O)	11,197,810	14,971,868	46,826,052	74,323,292	92,507,874	116,407,695	133,777,984	153,035,234
TOTAL COST BY FEDERAL FISCAL YEAR	67,351,933				78,711,942			
TOTAL COST BY STATE FISCAL YEAR	39,854,693			86,951,932				

Savings (Elimination of Current System Costs)								
Total Savings								
Cumulative Savings								
Payback Calculation								
Project Cost (Cumm Planning*, D&I & M&O)	11,197,810	14,971,868	46,826,052	74,323,292	92,507,874	116,407,695	133,777,984	153,035,234
PAYBACK (Cumm Savings-Cumm Project Costs)	-11,197,810	-14,971,868	-46,826,052	-74,323,292	-92,507,874	-116,407,695	-133,777,984	-153,035,234

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

PROJECT BUDGET	FFY 2015				FFY 2016			
	SFY 2014/15		SFY 2015/16		SFY 2015/16			
	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep
Development & Implementation (D&I)								
Contractor Services								
Development & Implementation	1,801,250	4,503,127	14,004,725	4,323,003	0	7,565,254	0	3,602,502
Production & Operations	9,088,376	10,783,494	10,783,494	10,783,494	10,926,467	11,212,413	11,212,413	11,212,413
Quality Assurance	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000
Independent Verification & Validation	211,575	211,575	211,575	211,575	211,575	211,575	211,575	211,575
Consortium Personnel	4,415,514	4,639,104	4,639,104	4,639,104	3,920,344	3,824,364	3,824,364	3,343,314
Consortium Hardware & Software	2,170,486	3,255,729	3,255,729	3,255,729	2,584,451	2,248,812	2,248,812	2,248,812
Total D&I Cost	18,587,201	24,293,029	33,794,627	24,112,905	18,542,837	25,962,418	18,397,164	21,518,616
Cumulative D&I Cost	164,651,076	188,944,105	222,738,732	246,851,637	265,394,474	291,356,892	309,754,056	331,272,672
Total D&I Cost by Federal Fiscal Year	100,787,762				84,421,035			
Total D&I Cost by State Fiscal Year	95,932,107		87,015,324					
Maintenance & Operations (M&O)								
Contractor Services								
Application Maintenance								
Production & Operations								
Quality Assurance								
Consortium Personnel								
Consortium Hardware & Software								
Total M&O Cost								
Cumulative M&O Cost								
Total M&O Cost by Federal Fiscal Year	0				0			
Total M&O Cost by State Fiscal Year	0		0					
Total Planning Cost								
Total Project Cost (D&I + M&O)	18,587,201	24,293,029	33,794,627	24,112,905	18,542,837	25,962,418	18,397,164	21,518,616
Cumulative Cost (Planning + D&I + M&O)	171,622,435	195,915,464	229,710,091	253,822,996	272,365,833	298,328,251	316,725,415	338,244,031
TOTAL COST BY FEDERAL FISCAL YEAR	100,787,762				84,421,035			
TOTAL COST BY STATE FISCAL YEAR	95,932,107		87,015,324					

Savings (Elimination of Current System Costs)								
Total Savings								
Cumulative Savings								
Payback Calculation								
Project Cost (Cumm Planning*, D&I & M&O)	171,622,435	195,915,464	229,710,091	253,822,996	272,365,833	298,328,251	316,725,415	338,244,031
PAYBACK (Cumm Savings-Cumm Project Costs)	-171,622,435	-195,915,464	-229,710,091	-253,822,996	-272,365,833	-298,328,251	-316,725,415	-338,244,031

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

PROJECT BUDGET	FFY 2017				FFY 2018			
	SFY 2016/17			SFY 2017/18				
	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep
Development & Implementation (D&I)								
Contractor Services								
Development & Implementation	9,006,253	0	135,000	10,021,949				
Production & Operations	7,474,934	0	0					
Quality Assurance	300,000							
Independent Verification & Validation	70,525							
Consortium Personnel	1,114,438							
Consortium Hardware & Software	749,608							
Total D&I Cost	18,715,758	0	135,000	10,021,949	0	0	0	0
Cumulative D&I Cost	349,988,430	349,988,430	350,123,430	360,145,379	360,145,379	360,145,379	360,145,379	360,145,379
Total D&I Cost by Federal Fiscal Year	28,872,707				0			
Total D&I Cost by State Fiscal Year	40,369,374			10,021,949				
Maintenance & Operations (M&O)								
Contractor Services								
Application Maintenance	904,000	2,712,000	2,712,000	2,712,000	2,712,000	2,712,000	2,712,000	2,712,000
Production & Operations	3,240,674	9,722,022	9,299,802	8,455,362	8,529,069	8,676,483	8,676,483	8,676,483
Quality Assurance	600,000	900,000	900,000	900,000	300,000			
Consortium Personnel	2,228,876	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314
Consortium Hardware & Software	589,900	884,850	884,850	884,850	884,850	884,850	884,850	884,850
Total M&O Cost	7,563,450	17,562,186	17,139,966	16,295,526	15,769,233	15,616,647	15,616,647	15,616,647
Cumulative M&O Cost	7,563,450	25,125,636	42,265,602	58,561,128	74,330,361	89,947,008	105,563,655	121,180,302
Total M&O Cost by Federal Fiscal Year	58,561,128				62,619,174			
Total M&O Cost by State Fiscal Year	42,265,602			63,298,053				
Total Planning Cost								
Total Project Cost (D&I + M&O)	26,279,208	17,562,186	17,274,966	26,317,475	15,769,233	15,616,647	15,616,647	15,616,647
Cumulative Cost (Planning + D&I + M&O)	364,523,239	382,085,425	399,360,391	425,677,866	441,447,099	457,063,746	472,680,393	488,297,040
TOTAL COST BY FEDERAL FISCAL YEAR	87,433,835				62,619,174			
TOTAL COST BY STATE FISCAL YEAR	82,634,976			73,320,002				

Savings (Elimination of Current System Costs)	10,513,515	12,346,848	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515
	2,153,250	2,153,250	2,264,837	2,264,837	2,264,837	2,264,837	2,264,837	2,264,837
	537,671	537,671	537,671	537,671	548,424	548,424	548,424	548,424
	639,837	639,837	639,837	639,837	652,634	652,634	652,634	652,634
Total Savings	13,844,273	15,677,606	16,705,860	16,705,860	16,729,410	16,729,410	16,729,410	16,729,410
Cumulative Savings	13,844,273	29,521,879	46,227,739	62,933,599	79,663,009	96,392,419	113,121,829	129,851,239
Payback Calculation								
Project Cost (Cumm Planning*, D&I & M&O)	364,523,239	382,085,425	399,360,391	425,677,866	441,447,099	457,063,746	472,680,393	488,297,040
PAYBACK (Cumm Savings-Cumm Project Costs)	-350,678,966	-352,563,546	-353,132,652	-362,744,267	-361,784,090	-360,671,327	-359,558,564	-358,445,801

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

PROJECT BUDGET	FFY 2019				FFY 2020			
	SFY 2018/19			SFY 2019/20				
	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep
Development & Implementation (D&I)								
Contractor Services								
Development & Implementation								
Production & Operations								
Quality Assurance								
Independent Verification & Validation								
Consortium Personnel								
Consortium Hardware & Software								
Total D&I Cost	0	0	0	0	0	0	0	0
Cumulative D&I Cost	360,145,379	360,145,379	360,145,379	360,145,379	360,145,379	360,145,379	360,145,379	360,145,379
Total D&I Cost by Federal Fiscal Year	0				0			
Total D&I Cost by State Fiscal Year	0			0				
Maintenance & Operations (M&O)								
Contractor Services								
Application Maintenance	2,720,000	2,736,000	2,736,000	2,736,000	2,760,000	2,808,000	2,808,000	2,808,000
Production & Operations	8,473,225	8,066,709	8,066,709	8,066,709	8,030,020	7,956,642	7,956,642	7,956,642
Quality Assurance								
Consortium Personnel	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314
Consortium Hardware & Software	884,850	884,850	884,850	884,850	2,240,550	2,918,400	2,918,400	2,918,400
Total M&O Cost	15,421,389	15,030,873	15,030,873	15,030,873	16,373,884	17,026,356	17,026,356	17,026,356
Cumulative M&O Cost	136,601,691	151,632,564	166,663,437	181,694,310	198,068,194	215,094,550	232,120,906	249,147,262
Total M&O Cost by Federal Fiscal Year	60,514,008				67,452,952			
Total M&O Cost by State Fiscal Year	61,099,782			65,457,469				
Total Planning Cost								
Total Project Cost (D&I + M&O)	15,421,389	15,030,873	15,030,873	15,030,873	16,373,884	17,026,356	17,026,356	17,026,356
Cumulative Cost (Planning + D&I + M&O)	503,718,429	518,749,302	533,780,175	548,811,048	565,184,932	582,211,288	599,237,644	616,264,000
TOTAL COST BY FEDERAL FISCAL YEAR	60,514,008				67,452,952			
TOTAL COST BY STATE FISCAL YEAR	61,099,782			65,457,469				

Savings (Elimination of Current System Costs)	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515
	2,264,837	2,264,837	3,170,771	3,170,771	3,170,771	3,170,771	3,170,771	3,170,771
	559,393	559,393	559,393	559,393	570,581	570,581	570,581	570,581
	665,686	665,686	665,686	665,686	679,000	679,000	679,000	679,000
Total Savings	16,753,431	16,753,431	17,659,365	17,659,365	17,683,867	17,683,867	17,683,867	17,683,867
Cumulative Savings	146,604,670	163,358,101	181,017,466	198,676,831	216,360,698	234,044,565	251,728,432	269,412,299
Payback Calculation								
Project Cost (Cumm Planning*, D&I & M&O)	503,718,429	518,749,302	533,780,175	548,811,048	565,184,932	582,211,288	599,237,644	616,264,000
PAYBACK (Cumm Savings-Cumm Project Costs)	-357,113,759	-355,391,201	-352,762,709	-350,134,217	-348,824,234	-348,166,723	-347,509,212	-346,851,701

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

PROJECT BUDGET	FFY 2021				FFY 2022			
	SFY 2020/21			SFY 2021/22				
	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep
Development & Implementation (D&I)								
Contractor Services								
Development & Implementation								
Production & Operations								
Quality Assurance								
Independent Verification & Validation								
Consortium Personnel								
Consortium Hardware & Software								
Total D&I Cost	0	0	0	0	0	0	0	0
Cumulative D&I Cost	360,145,379	360,145,379	360,145,379	360,145,379	360,145,379	360,145,379	360,145,379	360,145,379
Total D&I Cost by Federal Fiscal Year	0				0			
Total D&I Cost by State Fiscal Year	0			0				
Maintenance & Operations (M&O)								
Contractor Services								
Application Maintenance	2,840,000	2,904,000	2,904,000	2,904,000	2,936,000	3,000,000	3,000,000	3,000,000
Production & Operations	7,832,993	7,585,695	7,585,695	7,585,695	7,644,231	7,761,303	7,761,303	7,761,303
Quality Assurance								
Consortium Personnel	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314	3,343,314
Consortium Hardware & Software	2,598,566	2,438,649	2,438,649	2,438,649	1,402,783	884,850	884,850	884,850
Total M&O Cost	16,614,873	16,271,658	16,271,658	16,271,658	15,326,328	14,989,467	14,989,467	14,989,467
Cumulative M&O Cost	265,762,135	282,033,793	298,305,451	314,577,109	329,903,437	344,892,904	359,882,371	374,871,838
Total M&O Cost by Federal Fiscal Year	65,429,847				60,294,729			
Total M&O Cost by State Fiscal Year	66,184,545			61,576,920				
Total Planning Cost								
Total Project Cost (D&I + M&O)	16,614,873	16,271,658	16,271,658	16,271,658	15,326,328	14,989,467	14,989,467	14,989,467
Cumulative Cost (Planning + D&I + M&O)	632,878,873	649,150,531	665,422,189	681,693,847	697,020,175	712,009,642	726,999,109	741,988,576
TOTAL COST BY FEDERAL FISCAL YEAR	65,429,847				60,294,729			
TOTAL COST BY STATE FISCAL YEAR	66,184,545			61,576,920				

Savings (Elimination of Current System Costs)	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515
	3,170,771	3,170,771	3,170,771	3,170,771	3,170,771	3,170,771	3,170,771	3,170,771
	581,992	581,992	581,992	581,992	593,632	593,632	593,632	593,632
	692,580	692,580	692,580	692,580	706,432	706,432	706,432	706,432
Total Savings	17,708,858	17,708,858	17,708,858	17,708,858	17,734,350	17,734,350	17,734,350	17,734,350
Cumulative Savings	287,121,157	304,830,015	322,538,873	340,247,731	357,982,081	375,716,431	393,450,781	411,185,131
Payback Calculation								
Project Cost (Cumm Planning*, D&I & M&O)	632,878,873	649,150,531	665,422,189	681,693,847	697,020,175	712,009,642	726,999,109	741,988,576
PAYBACK (Cumm Savings-Cumm Project Costs)	-345,757,716	-344,320,516	-342,883,316	-341,446,116	-339,038,094	-336,293,211	-333,548,328	-330,803,445

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

PROJECT BUDGET	FFY 2023				FFY 2024	Total Project Cost	FFY 2013	FFY 2014
	SFY 2022/23			SFY 2023/24			SFY 12/13	SFY 13/14
	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec			
Development & Implementation (D&I)								
Contractor Services								
Development & Implementation						100,219,480	10,177,063	29,225,290
Production & Operations						168,852,484	27,944,931	39,189,238
Quality Assurance						11,200,000	50,000	2,750,000
Independent Verification & Validation						3,240,274	355,414	827,700
Consortium Personnel						54,614,973	1,327,285	14,959,704
Consortium Hardware & Software						22,018,168	0	0
Total D&I Cost	0	0	0	0	0	360,145,379	39,854,693	86,951,932
Cumulative D&I Cost	360,145,379	360,145,379	360,145,379	360,145,379	360,145,379	360,145,379	39,854,693	126,806,625
Total D&I Cost by Federal Fiscal Year	0				0	360,145,379	67,351,933	78,711,942
Total D&I Cost by State Fiscal Year	0			0		360,145,379	39,854,693	86,951,932
Maintenance & Operations (M&O)								
Contractor Services								
Application Maintenance	3,056,000	3,168,000	3,168,000	3,168,000	2,112,000	80,160,000		
Production & Operations	7,788,736	7,843,602	7,843,602	7,843,602	5,229,060	227,916,496		
Quality Assurance						3,600,000		
Consortium Personnel	3,343,314	3,343,314	3,343,314	3,343,314	1,114,438	93,612,792		
Consortium Hardware & Software	884,850	884,850	884,850	884,850	294,954	39,125,200		
Total M&O Cost	15,072,900	15,239,766	15,239,766	15,239,766	8,750,452	444,414,488	0	0
Cumulative M&O Cost	389,944,738	405,184,504	420,424,270	435,664,036	444,414,488	444,414,488	0	0
Total M&O Cost by Federal Fiscal Year	60,792,198				8,750,452	444,414,488	0	0
Total M&O Cost by State Fiscal Year	60,541,899			23,990,218		444,414,488	0	0
Total Planning Cost						6,971,359		
Total Project Cost (D&I + M&O)	15,072,900	15,239,766	15,239,766	15,239,766	8,750,452	804,559,867	39,854,693	86,951,932
Cumulative Cost (Planning + D&I + M&O)	757,061,476	772,301,242	787,541,008	802,780,774	811,531,226	811,531,226	46,826,052	133,777,984
TOTAL COST BY FEDERAL FISCAL YEAR	60,792,198				8,750,452	804,559,867	67,351,933	78,711,942
TOTAL COST BY STATE FISCAL YEAR	60,541,899			23,990,218		804,559,867	39,854,693	86,951,932

Savings (Elimination of Current System Costs)	13,263,515	13,263,515	13,263,515	13,263,515	13,263,515			
	3,170,771	3,170,771	3,170,771	3,170,771	3,170,771			
	605,505	605,505	605,505	605,505	605,505			
	720,560	720,560	720,560	720,560	720,560			
Total Savings	17,760,351	17,760,351	17,760,351	17,760,351	17,760,351	482,226,535		
Cumulative Savings	428,945,482	446,705,833	464,466,184	464,466,184		464,466,184		
Payback Calculation								
Project Cost (Cumm Planning*, D&I & M&O)	757,061,476	772,301,242	787,541,008	802,780,774		802,780,774		
PAYBACK (Cumm Savings-Cumm Project Costs)	-328,115,994	-325,595,409	-323,074,824	-338,314,590		-338,314,590		

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

PROJECT BUDGET	FFY 2015	FFY 2016	FFY 2017	FFY 2018	FFY 2019	FFY 2020	FFY 2021	FFY 2022
	SFY 14/15	SFY 15/16	SFY 16/17	SFY 17/18	SFY 18/19	SFY 19/20	SFY 20/21	SFY 21/22
Development & Implementation (D&I)								
Contractor Services								
Development & Implementation	26,163,166	11,888,257	12,743,755	10,021,949				
Production & Operations	38,896,181	44,134,787	18,687,347	0				
Quality Assurance	3,600,000	3,600,000	1,200,000	0				
Independent Verification & Validation	928,760	846,300	282,100	0				
Consortium Personnel	17,662,056	16,208,176	4,457,752	0				
Consortium Hardware & Software	8,681,944	10,337,804	2,998,420	0				
Total D&I Cost	95,932,107	87,015,324	40,369,374	10,021,949	0	0	0	0
Cumulative D&I Cost	222,738,732	309,754,056	350,123,430	360,145,379	360,145,379	360,145,379	360,145,379	360,145,379
Total D&I Cost by Federal Fiscal Year	100,787,762	84,421,035	28,872,707	0	0	0	0	0
Total D&I Cost by State Fiscal Year	95,932,107	87,015,324	40,369,374	10,021,949	0	0	0	0
Maintenance & Operations (M&O)								
Contractor Services								
Application Maintenance			6,328,000	10,848,000	10,904,000	11,112,000	11,456,000	11,840,000
Production & Operations			22,262,498	34,337,397	33,283,126	32,010,013	30,961,025	30,752,532
Quality Assurance			2,400,000	1,200,000	0	0	0	0
Consortium Personnel			8,915,504	13,373,256	13,373,256	13,373,256	13,373,256	13,373,256
Consortium Hardware & Software			2,359,600	3,539,400	3,539,400	8,962,200	10,394,264	5,611,132
Total M&O Cost	0	0	42,265,602	63,298,053	61,099,782	65,457,469	66,184,545	61,576,920
Cumulative M&O Cost	0	0	42,265,602	105,563,655	166,663,437	232,120,906	298,305,451	359,882,371
Total M&O Cost by Federal Fiscal Year	0	0	58,561,128	62,619,174	60,514,008	67,452,952	65,429,847	60,294,729
Total M&O Cost by State Fiscal Year	0	0	42,265,602	63,298,053	61,099,782	65,457,469	66,184,545	61,576,920
Total Planning Cost								
Total Project Cost (D&I + M&O)	95,932,107	87,015,324	82,634,976	73,320,002	61,099,782	65,457,469	66,184,545	61,576,920
Cumulative Cost (Planning + D&I + M&O)	229,710,091	316,725,415	399,360,391	472,680,393	533,780,175	599,237,644	665,422,189	726,999,109
TOTAL COST BY FEDERAL FISCAL YEAR	100,787,762	84,421,035	87,433,835	62,619,174	60,514,008	67,452,952	65,429,847	60,294,729
TOTAL COST BY STATE FISCAL YEAR	95,932,107	87,015,324	82,634,976	73,320,002	61,099,782	65,457,469	66,184,545	61,576,920

Savings (Elimination of Current System Costs)			36,123,878	53,054,060	53,054,060	53,054,060	53,054,060	53,054,060
			6,571,337	9,059,348	9,965,282	12,683,084	12,683,084	12,683,084
			1,613,013	2,182,943	2,226,603	2,271,136	2,316,557	2,362,888
			1,919,511	2,597,739	2,649,692	2,702,686	2,756,740	2,811,876
Total Savings			46,227,739	66,894,090	67,895,637	70,710,966	70,810,441	70,911,908
Cumulative Savings			46,227,739	113,121,829	181,017,466	251,728,432	322,538,873	393,450,781
Payback Calculation								
Project Cost (Cumm Planning*, D&I & M&O)			399,360,391	472,680,393	533,780,175	599,237,644	665,422,189	726,999,109
PAYBACK (Cumm Savings-Cumm Project Costs)			-353,132,652	-359,558,564	-352,762,709	-347,509,212	-342,883,316	-333,548,328

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

PROJECT BUDGET	FFY 2023	FFY 2024	Total Project Cost
	SFY 22/23	SFY 23/24	
Development & Implementation (D&I)			
Contractor Services			
Development & Implementation			100,219,480
Production & Operations			168,852,484
Quality Assurance			11,200,000
Independent Verification & Validation			3,240,274
Consortium Personnel			54,614,973
Consortium Hardware & Software			22,018,168
Total D&I Cost	0	0	360,145,379
Cumulative D&I Cost	360,145,379	360,145,379	360,145,379
Total D&I Cost by Federal Fiscal Year	0	0	360,145,379
Total D&I Cost by State Fiscal Year	0	0	360,145,379
Maintenance & Operations (M&O)			
Contractor Services			
Application Maintenance	12,392,000	5,280,000	80,160,000
Production & Operations	31,237,243	13,072,662	227,916,496
Quality Assurance	0	0	3,600,000
Consortium Personnel	13,373,256	4,457,752	93,612,792
Consortium Hardware & Software	3,539,400	1,179,804	39,125,200
Total M&O Cost	60,541,899	23,990,218	444,414,488
Cumulative M&O Cost	420,424,270	444,414,488	444,414,488
Total M&O Cost by Federal Fiscal Year	60,792,198	8,750,452	444,414,488
Total M&O Cost by State Fiscal Year	60,541,899	23,990,218	444,414,488
Total Planning Cost			6,971,359
Total Project Cost (D&I + M&O)	60,541,899	23,990,218	804,559,867
Cumulative Cost (Planning + D&I + M&O)	787,541,008	811,531,226	811,531,226
TOTAL COST BY FEDERAL FISCAL YEAR	60,792,198	8,750,452	804,559,867
TOTAL COST BY STATE FISCAL YEAR	60,541,899	23,990,218	804,559,867

Savings (Elimination of Current System Costs)	66,317,575	66,317,575	
	15,853,855	15,853,855	
	3,015,652	3,027,525	
	3,588,672	3,602,800	
Total Savings	88,775,754	88,801,755	571,028,290
Cumulative Savings	482,226,535	571,028,290	571,028,290
Payback Calculation			
Project Cost (Cumm Planning*, D&I & M&O)	787,541,008	811,531,226	811,531,226
PAYBACK (Cumm Savings-Cumm Project Costs)	-305,314,473	-240,502,936	-240,502,936