

STATE OF CALIFORNIA  
**Budget Change Proposal - Cover Sheet**  
 DF-46 (REV 08/15)

Fiscal Year 2016-17	Business Unit 0530	Department Health and Human Services Agency	Priority No. 1
Budget Request Name 0530-006-BCP-BR-2016-GB		Program 0290 – Office of Systems Integration	Subprogram

Budget Request Description  
 Medi-Cal Eligibility Data System (MEDS) Modernization Multi-Departmental Planning Team

Budget Request Summary

This proposal requests a total of 18.0 new permanent positions and \$3.7M in total funds to provide dedicated staffing and resources required for the successful Agency-wide planning effort for Medi-Cal Eligibility Data System (MEDS) Modernization.

The California Department of Health Care Services (DHCS) requests \$3.7M to provide for reimbursement of costs to both Office of Systems Integration (OSI) and the California Department of Social Services (CDSS) and to support 3.0 of the 18.0 positions. Of the 18.0 positions, CDSS requests 2.0 positions and \$249,000 in associated funding. Of the 18.0 positions, OSI requests 13.0 positions and \$5,472,686 in expenditure authority, of which \$2.9M funding is included in DHCS Local Assistance.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed
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Does this BCP contain information technology (IT) components? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO Dave Patch <i>[Signature]</i>	Date <i>11/18/15</i>
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For IT requests, specify the date a Special Project Report (SPR) or Feasibility Study Report (FSR) was approved by the Department of Technology, or previously by the Department of Finance. <input type="checkbox"/> FSR <input type="checkbox"/> SPR	Project No.	Date:
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If proposal affects another department, does other department concur with proposal?       Yes       No  
*Attach comments of affected department, signed and dated by the department director or designee.*

Prepared By Gretchen Williams <i>[Signature]</i>	Date <i>11.17.15</i>	Reviewed By Matt Schueller <i>[Signature]</i>	Date <i>11/17/15</i>
Department Director John Boule <i>[Signature]</i>	Date <i>12/23/15</i>	Agency Secretary Diana Dooley <i>[Signature]</i>	Date <i>12/28/15</i>

**Department of Finance Use Only**

Additional Review:  Capital Outlay     ITCU     FSCU     OSAE     CALSTARS     Dept. of Technology

BCP Type:       Policy       Workload Budget per Government Code 13308.05

PPBA <i>[Signature]</i>	Date submitted to the Legislature <i>1-7-16</i>
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## BCP Fiscal Detail Sheet

BCP Title: Medi-Cal Eligibility Data System (MEDS) Modernization

DP Name: 0530-023-BCP-DP-2016-GB

### Budget Request Summary

	FY16					
	CY	BY	BY+1	BY+2	BY+3	BY+4
Salaries and Wages						
Earnings - Temporary Help	0	1,220	0	0	0	0
<b>Total Salaries and Wages</b>	<b>\$0</b>	<b>\$1,220</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Total Staff Benefits	0	566	0	0	0	0
<b>Total Personal Services</b>	<b>\$0</b>	<b>\$1,786</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Operating Expenses and Equipment						
5301 - General Expense	0	121	0	0	0	0
5302 - Printing	0	3	0	0	0	0
5304 - Communications	0	19	0	0	0	0
5320 - Travel: In-State	0	20	0	0	0	0
5322 - Training	0	12	0	0	0	0
5324 - Facilities Operation	0	597	0	0	0	0
5340 - Consulting and Professional Services -	0	2,915	0	0	0	0
<b>Total Operating Expenses and Equipment</b>	<b>\$0</b>	<b>\$3,687</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Budget Request</b>	<b>\$0</b>	<b>\$5,473</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Fund Summary

Fund Source - State Operations						
9745 - California Health and Human Services	0	5,473	0	0	0	0
<b>Total State Operations Expenditures</b>	<b>\$0</b>	<b>\$5,473</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total All Funds</b>	<b>\$0</b>	<b>\$5,473</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Program Summary

Program Funding						
0290 - Office of Systems Integration	0	5,473	0	0	0	0
<b>Total All Programs</b>	<b>\$0</b>	<b>\$5,473</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Personal Services Details**

Salaries and Wages

TH00 - Temporary Help (Eff. 07-01-2016)

**Total Salaries and Wages**

	CY	BY	BY+1	BY+2	BY+3	BY+4
TH00 - Temporary Help (Eff. 07-01-2016)	0	1,220	0	0	0	0
<b>Total Salaries and Wages</b>	<b>\$0</b>	<b>\$1,220</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Staff Benefits

5150350 - Health Insurance

5150600 - Retirement - General

**Total Staff Benefits**

**Total Personal Services**

5150350 - Health Insurance	0	253	0	0	0	0
5150600 - Retirement - General	0	313	0	0	0	0
<b>Total Staff Benefits</b>	<b>\$0</b>	<b>\$566</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Personal Services</b>	<b>\$0</b>	<b>\$1,786</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# BCP Fiscal Detail Sheet

BCP Title: Medi-Cal Eligibility Data System (MEDS) Modernization

DP Name: 5180-023-BCP-DP-2016-GB

## Budget Request Summary

	FY16					
	CY	BY	BY+1	BY+2	BY+3	BY+4
Salaries and Wages						
Earnings - Temporary Help	0	138	0	0	0	0
<b>Total Salaries and Wages</b>	<b>\$0</b>	<b>\$138</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Total Staff Benefits	0	68	0	0	0	0
<b>Total Personal Services</b>	<b>\$0</b>	<b>\$206</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Operating Expenses and Equipment						
5301 - General Expense	0	6	0	0	0	0
5302 - Printing	0	1	0	0	0	0
5304 - Communications	0	2	0	0	0	0
5320 - Travel: In-State	0	3	0	0	0	0
5322 - Training	0	1	0	0	0	0
5324 - Facilities Operation	0	24	0	0	0	0
5344 - Consolidated Data Centers	0	4	0	0	0	0
5346 - Information Technology	0	2	0	0	0	0
<b>Total Operating Expenses and Equipment</b>	<b>\$0</b>	<b>\$43</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Budget Request</b>	<b>\$0</b>	<b>\$249</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Fund Summary

Fund Source - State Operations						
0001 - General Fund	0	25	0	0	0	0
0995 - Reimbursements	0	224	0	0	0	0
<b>Total State Operations Expenditures</b>	<b>\$0</b>	<b>\$249</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total All Funds</b>	<b>\$0</b>	<b>\$249</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Program Summary

Program Funding						
4285019 - Services to Other Agencies	0	249	0	0	0	0
<b>Total All Programs</b>	<b>\$0</b>	<b>\$249</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Personal Services Details**

Salaries and Wages	CY	BY	BY+1	BY+2	BY+3	BY+4
TH00 - Temporary Help	0	14	0	0	0	0
TH00 - Temporary Help (Eff. 07-01-2016)	0	124	0	0	0	0
<b>Total Salaries and Wages</b>	<b>\$0</b>	<b>\$138</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Staff Benefits</b>						
5150350 - Health Insurance	0	11	0	0	0	0
5150450 - Medicare Taxation	0	2	0	0	0	0
5150500 - OASDI	0	8	0	0	0	0
5150600 - Retirement - General	0	34	0	0	0	0
5150800 - Workers' Compensation	0	2	0	0	0	0
5150900 - Staff Benefits - Other	0	11	0	0	0	0
<b>Total Staff Benefits</b>	<b>\$0</b>	<b>\$68</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Personal Services</b>	<b>\$0</b>	<b>\$206</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# BCP Fiscal Detail Sheet

BCP Title: Medi-Cal Eligibility Data System Modernization Multi-Departmental Planning Team

DP Name: 4260-024-BCP-DP-2016-GB

## Budget Request Summary

	FY16					
	CY	BY	BY+1	BY+2	BY+3	BY+4
Salaries and Wages						
Earnings - Temporary Help	0	196	0	0	0	0
<b>Total Salaries and Wages</b>	<b>\$0</b>	<b>\$196</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Total Staff Benefits	0	95	0	0	0	0
<b>Total Personal Services</b>	<b>\$0</b>	<b>\$291</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Operating Expenses and Equipment						
5301 - General Expense	0	12	0	0	0	0
5302 - Printing	0	6	0	0	0	0
5304 - Communications	0	6	0	0	0	0
5320 - Travel: In-State	0	9	0	0	0	0
5322 - Training	0	3	0	0	0	0
5324 - Facilities Operation	0	27	0	0	0	0
5340 - Consulting and Professional Services - Interdepartmental	0	3,358	0	0	0	0
5344 - Consolidated Data Centers	0	3	0	0	0	0
<b>Total Operating Expenses and Equipment</b>	<b>\$0</b>	<b>\$3,424</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Budget Request</b>	<b>\$0</b>	<b>\$3,715</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Fund Summary

Fund Source - State Operations						
0001 - General Fund	0	350	0	0	0	0
0890 - Federal Trust Fund	0	3,365	0	0	0	0
<b>Total State Operations Expenditures</b>	<b>\$0</b>	<b>\$3,715</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total All Funds</b>	<b>\$0</b>	<b>\$3,715</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Program Summary

Program Funding						
3960010 - Medical Care Services (Medi-Cal)	0	3,715	0	0	0	0
<b>Total All Programs</b>	<b>\$0</b>	<b>\$3,715</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Personal Services Details**

Salaries and Wages

VR00 - Various

**Total Salaries and Wages**

Staff Benefits

5150350 - Health Insurance

5150600 - Retirement - General

**Total Staff Benefits**

**Total Personal Services**

	CY	BY	BY+1	BY+2	BY+3	BY+4
VR00 - Various	0	196	0	0	0	0
<b>Total Salaries and Wages</b>	<b>\$0</b>	<b>\$196</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Staff Benefits						
5150350 - Health Insurance	0	47	0	0	0	0
5150600 - Retirement - General	0	48	0	0	0	0
<b>Total Staff Benefits</b>	<b>\$0</b>	<b>\$95</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Personal Services</b>	<b>\$0</b>	<b>\$291</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**A. Budget Request Summary**

This proposal requests a total of 18.0 new permanent positions and \$3.7M in total funds to provide dedicated staffing and resources required for the successful Agency-wide planning effort for Medi-Cal Eligibility Data System (MEDS) Modernization Project.

The California Department of Health Care Services (DHCS) requests \$3.7M to provide for reimbursement of costs to both Office of Systems Integration (OSI) and the California Department of Social Services (CDSS) and to support 3.0 of the 18.0 positions. Of the 18.0 positions, CDSS requests 2.0 positions and \$249,000 in associated funding. Of the 18.0 positions, OSI requests 13.0 positions and \$5,472,686 in expenditure authority, of which \$2.9M funding is included in DHCS Local Assistance.

These positions include a variety of Project Management(PM), technical and program resources necessary to ensure that the modernized system is designed not only to be technically sound, but to best facilitate a health and human services system that can most effectively meet the needs of the client. These positions represent the core planning team and associated programmatic liaisons identified through PM best practices to conduct functions within the Project planning phase. This request is intended to address lessons learned from past large-scale Information Technology (IT) projects by utilizing best practices, initiating proper planning up-front and ensuring that stakeholders/partners are actively engaged and participating from the beginning. The requested resources will be critical in ensuring a unified strategy for the Project that is clearly defined in the planning stage and executed through subsequent procurement and project lifecycle phases.

**B. Background/History** *(Provide relevant background/history and provide program resource history. Provide workload metrics, if applicable.)*

The DHCS, within the California Health and Human Services Agency (CHHSA or Agency), is the single State agency responsible for the administration of California's Medicaid Program known as Medi-Cal, which provides health care services to more than 12 million beneficiaries. Since 1983 DHCS has maintained the current MEDS system to support key programmatic functions both internally and externally for its critical partners. Today the system is used for a variety of eligibility, enrollment and reporting functions specific to Californians receiving Medi-Cal benefits. MEDS and its related subsystems have been designed over many years to capture client information from a variety of different sources. Key stakeholders that manage the beneficiary eligibility data include the three consortia (LEADER, C-IV, and CalWIN) representing all 58 counties, State and Federal partners, and Covered California. MEDS also serves as the "system of record" and houses eligibility information for numerous publicly subsidized health care and human services programs. Programs managed within the DHCS leveraging the system include Every Woman Counts, Child Health and Disability Prevention, Breast and Cervical Cancer Treatment, Family Planning Access Care and Treatment, and Cancer Detection. Programs managed within the CDSS leveraging the system include California Work Opportunity and Responsibility to Kids (CalWORKS), CalFresh (Supplemental Nutritional Assistance Program), Cash Aid Program for Immigrants, In-Home Supportive Services (IHSS) and Refugee Cash Assistance. In addition to the State managed programs, multiple programs at the local level also leverage the system such as the County Medical Services Program (CMSP), County Welfare and Tribal Temporary Assistance for Needy Families. MEDS data is also used in a wide variety of administrative functions and purposes such as accounting, reporting, legislation and budget development and research. Access to the MEDS database is currently provided to over 35,000 distinct end-users in the administration of the State's health and human services programs.

Supporting this mission-critical system on outdated technology, with a declining workforce of those skilled in the technology, has created significant risk to the DHCS and its critical partners. In addition, federal rules have been released that require states to modernize their eligibility determination systems to meet the standards of the Medicaid Information Technology Architecture (MITA) to maintain enhanced Federal Financial Participation (FFP). As a result, in State Fiscal Year (SFY) 2014-15, the DHCS requested and was authorized 16.0 two-year limited term (LT) positions to support planning activities. In an effort to minimize the impact to the State General Fund, the DHCS also submitted a Planning Advanced Planning Document (PAPD) to the US Department of Health and Human Services,

Centers for Medicare and Medicaid Services (CMS) requesting 90% FFP. The CMS did not approve the PAPD until September 2014. The delay resulted in the DHCS not completing the hiring of the 16 positions until January 2015. The September 2014 CMS approval also resulted in delayed procurement of software tools needed to automate the business rules extraction from the legacy MEDS.

Other challenges that have created impact to the planning schedule include the expansion of the number of MEDS components to be modernized and a significant policy change at the State level. The need for additional MEDS components to be modernized was discovered upon initial analysis conducted of the MEDS architecture. Initially the scope was nine components, which subsequently grew to 17 subsystems/applications within the universe of the legacy system.

The significant policy change occurred on July 1, 2015, when the California Department of Technology (CDT) implemented a Stage/Gate Model for IT Project Approval that consists of four stages and gates. Each stage requires specific deliverables and approvals prior to moving into the next stage. The four stages take a project from concept through contract award which ultimately results in formal project approval. This approval process was not known in 2014-15 and therefore was not built into the original planning schedule estimate. The 16.0 approved LT positions continue to work on the business rules extraction (BRE) and documentation of the current MEDS environment. However, based on all of these environmental factors the planning efforts are now anticipated to continue into 2017.

### C. State Level Considerations

This request proposes to evolve the planning efforts to a multi-departmental initiative and leverage the expertise and experience of the OSI for centralized management. The approach directly supports the mission of the CHHSA, which is to provide policy leadership and direction to the departments, boards and programs it oversees to ensure programmatic integrity, and to advance the Governor's priorities on health and human services issues. Leveraging OSI further supports the CHHSA technology vision through improving the quality and efficiency of programs within the Agency by providing an approach that drives thought leadership and aligns key CHHSA Department, State and Federal goals with tangible processes that provide measurable benefits to stakeholders and clients.

The key principles driving the technology vision are:

- Structuring prioritization of investment decisions through an effective Agency-level governance structure with supporting processes,
- Increasing leveraging and collaboration opportunities among departments, local government partners and providers,
- Improving program management by streamlining business operations and processes, and
- Providing end-to-end process management that improves the customer and staff experience and promotes client-centric service delivery.

This request directly supports the DHCS' mission to provide Californians with access to affordable, high-quality health care, including medical, dental, mental health, substance abuse treatment services, and long-term care. It also supports the mission of the CDSS to serve, aid, and protect needy and vulnerable children and adults in ways that strengthen and preserve families, encourage personal responsibility, and foster independence. Through a multi-departmental approach to MEDS planning and by engaging OSI to manage planning efforts on behalf of all participating departments and stakeholders, this request supports the CHHSA's goal of collaborative delivery of IT projects. This goal is supported by promoting enterprise-wide collaboration in support of leveraging assets to improve utilization of resources, and by influencing project and program conceptualization, planning and design toward shared business service and delivery.

## D. Justification

This proposal represents an updated approach to the planning of large scale IT projects based on lessons learned, best practices, and active stakeholder engagement. This new approach will adjust the Project planning strategy to represent a multi-departmental approach which will be managed centrally by the OSI. This change was deemed critical to the success of planning activities based on the complexity of the system, critical nature of eligibility determination in the delivery of health and human services and the number of stakeholders that will be required to work closely on the planning effort. The OSI's experience and expertise in providing PM to guide all stakeholders to desired project outcomes is unparalleled in the State and greatly increases the chances of success. The requested resources, reconstruction of the core team and scope of the planning efforts have been adjusted to address all of the environmental factors listed above. This approach will ensure that PM best practices are applied with knowledgeable Project planning staff and that stakeholders are engaged and the required planning functions and deliverables are scheduled and completed.

This comprehensive approach to planning for MEDS Modernization addresses the following issues surrounding this large and complex IT project:

1. **Enterprise Approach and Stakeholder Involvement:** Ensures that common business needs are addressed in a consistent and collaborative manner. Supports full inclusion and collaborative decision making on informed investment decisions through a formal governance body. Prevents a siloed approach that results from stakeholders operating independently and duplicating efforts in a parallel manor. Lack of critical partners early in project planning is regularly identified as a key reason for large IT project delays, cost overruns, and even failure. Identifying the program and business needs up-front, and designing the IT system to meet those needs is widely considered best practice, but requires an up-front dedication of resources from all partners to ensure that planning is done properly. This request is specifically intended to meet that critical need.
2. **Project Approval Life Cycle:** Ensures experienced PM and leadership is provided to all participating departments throughout the stage/gates of the new project approval life cycle. Given the newness of the stage/gate process, having experienced, dedicated PM to guide the Project through will be critical to maintaining the schedule and subsequently best positioning the Project best for control agency support and approval.
3. **Federal Funding Availability:** Through leveraging enhanced FFP, departments will benefit from federal funds available which minimizes the impact on the General Fund.
4. **Sustaining enhanced FFP:** Proper planning and implementation of MEDS Modernization will ensure that future MEDS maintenance and operations costs will continue to be reimbursed at the enhanced FFP of 75% federal and 25% state, as the future State will comply with MITA standards.

This proposal is based on a PM best practices framework which addresses all key functions conducted in the planning phase. The core planning team is a blend of PM and technical resources that will execute required activities associated with MEDS Modernization planning. Reference Exhibit A for resource detail included in the organizational chart.

The scope of the planning phase includes:

- Establishing formal Project Steering and Executive Steering Committees (governance)
- Initiating and managing stakeholder engagement
- Developing all required PM plans and associated artifacts
- Completing documentation of the current business and technical environment
- Conducting organizational readiness assessments
- Assessing readiness gaps and developing a mitigation plan
- Developing high-level business and technical requirements
- Assessing alternatives for future State business processes
- Conducting market research
- Assessment of viable alternatives for system modernization

The following request for positions and resources reflects the needs of the DHCS, the CDSS, and the OSI based on an Agency-wide planning effort.

### **CORE PLANNING TEAM - \$1,587,346**

**Deputy Director (CEA B/1.0 Redirected)** – The Deputy Director oversees all aspects of the Project, providing leadership and strategic direction to the Project planning team to ensure organizational objectives are achieved. Partners directly with the Project sponsors to ensure the interests of all organizations represented on the multi-departmental planning team are addressed. The Deputy Director is a voting member of the Project Steering Committee and serves as an advisor to the Executive Steering Committee. This position will be redirected from an existing CEA position; however, Project funding is needed.

**Project Director (DPM IV/1.0)** – The Project Director is responsible for overall management of the Project planning team providing direction both directly and through subordinate and matrixed management and other staffing resources. This position is the primary point of contact for official communications between the planning team, executive management and all internal and external stakeholders and control agencies. Responsibility for oversight and management of a formal governance structure and ensuring business process and organizational change management are incorporated throughout planning. The Project Director serves as an advisor and liaison to the Project Steering Committee.

**Project Manager (DPM III/1.0 DHCS Transfer)** – The Project Manager oversees and directs the day-to-day management and activities of the State and consulting staff of the Project office; ensures consistency with OSI Best Practices, industry standards, principles, methods, and techniques; and provides support to the Project Director as appropriate. The Project Manager provides support for official communications between the planning team, executive management and all internal and external stakeholders and control agencies. Responsible for developing and supporting a formal governance structure and coordinates the work of the PM team related to business process and organizational change management. This position will be transferred from DHCS to OSI and OSI requires the corresponding expenditure authority.

**Project Management Support Lead (Sr. ISA/1.0)** – The PM Support Lead is responsible for supporting the Project Manager, overseeing the development and management of the Master PM Plan, and development of the PM artifacts including the Project Approval Lifecycle Stage Gate 2 – Alternatives Analysis (S2AA) documentation. The PM Support Lead is responsible for the development, implementation and maintenance of the project library, as well as performing analytical assignments related to document management and maintains the business tools for the Project. Under the guidance of the PM Manager, provides guidance to the PM team and ensures that PM activities are conducted in accordance with the PM plans, the OSI best practices, and industry best practices for PM.

**Fiscal Feasibility Analyst//Budget Analyst (AGPA/1.0)** – The Fiscal/Budget Analyst develops the fiscal and budget related documents and monitors the overall Project budget including tracking actual expenditures. This position is also responsible for the development of the S2AA Financial Analysis Worksheets (FAW) and Cost Summary, performing various financial tasks in accordance with the federal and State laws, regulations, and guidelines. The analyst conducts fiscal feasibility analysis on viable solutions assessed by the planning team and in coordination with market research conducted during planning.

**Procurement and Contract Management Analyst (Sr. ISA/1.0)** – The Procurement and Contract Management Analyst is responsible for the management and tracking of consultant contract deliverables. Responsible for conducting the market research activities during planning and works with the budget analyst to develop associated cost estimates. This position develops the Preliminary Procurement Assessment and Procurement and Staffing Strategy which are required for S2AA. This position leads procurement development activities such as the Statements of Work (SOWs) and Interagency Agreements (IAAs) including S2AA Market Research documentation and findings on behalf of the Project planning team and program representatives.

**Governance and Risk/Issue Analyst (Sr. ISA/1.0)** – The Governance analyst acts as the stakeholder, governance, and communications management lead. This position also manages and tracks risks and risk mitigation/contingencies on the Project, tracks Project issues and response plans, schedules and leads recurring risk management meeting and risk identification sessions, and assesses risks to determine classification and priority. This position develops the Risk, Issue and Action Item, Communication, Stakeholder and Governance Management Plans.

**Technical Project Manager (DPM III/1.0)** – The Technical Project Manager oversees and directs the day-to-day management and activities of the technical State and contractor staff for the Project, ensuring consistency with IT policies, strategies, and architecture. This position oversees the development of the S2AA Mid-Level Solution Requirements, Recommended Solution, Alternative Solutions, and Current Architecture Information and Diagram. The Technical Project Manager acts as technical advisor to the Project's senior management.

**Business Analyst (Sr. ISA/1.0)** - Sr. ISA will solicit, analyze and interpret the business and technical requirements for the Project. Responsible for developing the Mid-Level Solution Requirements and the Use Case Specification document, which are required as part of the CDT Project Approval Lifecycle S2AA. The Sr. ISA will also gather requirements to enhance and maintain the integration of MEDS and the State Client Index (SCI) using SOA technology principles where possible to achieve CMS' MITA requirements in order to ensure 90% enhanced federal funding.

**Enterprise Architecture Lead (SSS III/1.0)** - The SSS III works with the Sr. ISA to analyze and interpret business requirements set forth from the ACA and program policies and makes recommendations for system development and enhancements. Utilizing the established SOA technologies where possible to achieve CMS' MITA requirements, the SSS III will develop detailed program specifications, analyze data and business logic, perform business rules extraction, and ensure security is interwoven into the solution. As required for the Project Approval Lifecycle S2AA, the SSS III is responsible for the baseline processes and systems, business process workflow, current architecture information, current architecture diagram, alternative solutions - benefit analysis, assumptions and constraints, implementation approach, and architecture information. The SSS III will also help coordinate activities of the Project's technical personnel.

**Data Administrator and Interface Lead (SSS II/1.0)** – The Data Administrator and Interface Lead is responsible for providing technical expertise in the area of data management, data conversion, data warehousing, business intelligence, and data analytics. This position ensures requirements related to data storage, archive, back-up and recovery, and system security, including related plans, and procedures are represented and in compliance with State and federal requirements. This position is responsible for leading the technical activities to coordinate all interface system requirements and ensuring that the business and technical requirements affecting all subsystems and applications are gathered to meet the requirements of the S2AA.

## **PROGRAM AND STAKEHOLDER REPRESENTATION - \$745,448**

**Program Manager /Specialist (SSM I/1.0)** - This position will act as the Medi-Cal Eligibility Division (MCED) lead to coordinate Project activities for the division to ensure the eligibility policy and program needs are represented in the planning activities of the Project. The SSM I will provide direction and supervision for DHCS MCED analytical staff in determining the impact of MEDS Modernization on eligibility data and reporting requirements, current MEDS users, user profiles, security requirements and restrictions. This position will also act as the subject matter expert responsible for identifying data sources of all information within the Project to ensure compliance with Social Security Administration (SSA) and Employment Development Department (EDD) data use restrictions.

**Program Business Analyst (AGPA/2.0)** - The Process Unit AGPAs will have primary unit responsibility for the analysis of changes related to the Project including: assist Enterprise Innovation Technology Services (EITS) with analysis activities related to MEDS processes, analyze impact on Medi-Cal Eligibility Division (MCED) Remedy ticket and aid code development processes; implement and facilitate stakeholder workgroup efforts; provide policy help desk support; provide policy direction for major MEDS changes; analyze MEDS manual updates/changes; develop, design and implement

program policies and procedures; liaison with other State agencies and programs to coordinate changes with other impacted programs; oversee Statewide Automated Welfare System (SAWS) consortia programming priorities to ensure alignment with Project requirements and timing; develop policy for remedy ticket process changes to minimize the impact on beneficiary's benefits; develop policy help desk support to answer systems automation questions related to Medi-Cal eligibility automation requirements during and after Project implementation; serve as MCED liaison with other State agencies and programs to ensure the system changes related to the Project are coordinated with other potentially impacted State programs that use MEDS and SAWS; develop and provide training to DHCS staff, SAWS consortia, counties and other users; develop and implement policy for DHCS web site information sharing regarding the Project, and coordinate posting of information with Project team and DHCS webmaster.

### **Business Program Specialist (SSM I/2.0)**

*Welfare to Work, CalFresh Branch*

This position will provide all Welfare to Work Divisional coordination to the effort and will work to ensure program needs are represented in the planning activities of the Project. The SSM I (Specialist) will manage the involvement of Welfare to Work program experts in order to provide a complete analysis of the impact of this Project on the Division and its many programs. CalFresh, CalWORKs, our IEVS system, and many other programs are reliant on MEDS for their data, tracking of clients, and verification information. It is absolutely critical that the new system be capable of meeting all the needs (including a plethora of federal requirements) for this Division's programs.

*Children and Family Services (including Child Welfare Services Division-New System), In Home Supportive Services (including Case Management, Information, and Payrolling System II), and State Hearings Division (including Appeals Case Management System)*

This position will be responsible for ensuring these three programs are adequately informed of and included in the planning phase for the Project. They will be responsible for ensuring planning takes into account the programmatic needs of this Division and any business process changes under-way or planned for the CWS-NS, CMIPS II and ACMS projects. For instance, with the implementation of CWS-NS, all eligibility functionality will be in the SAWS systems. Given the integral tie between the SAWS systems and MEDS, and the planned interface between MEDS and CWS-NS, there is not only a great deal of technical complexity that must be managed, but many potential impacts to programmatic capabilities based on these new interfaces. Similarly, the fair hearing process, managed by CDSS' State Hearings Division, for both Medi-Cal and the Affordable Care Act, General Jurisdiction, Scope of Benefits appeal cases and County Appeals Workers will be highly impacted by any programmatic changes stemming from improvements to the system and interfaces. The position will also identify potential impacts to program business processes for Children and Family Services, Adults Programs and State Hearings Divisions.

**SAWS/CalHEERS Liaison (DPM II/1.0)** - This position will serve as a liaison and coordinator who works closely with the Project Team, DHCS, Covered California and the County Welfare Directors Association of California (CWDA) to stay abreast of proposed Project changes, and act as SAWS/California Healthcare Eligibility, Enrollment and Retention System (CalHEERS) advocate to coordinate, improve and bridge communications among the partners and help reduce duplicative communications and cross-purpose efforts. This position will also work with each Consortium to help determine and address the timing impact, financial estimates and schedule needs of any required changes on all three Consortia and CalHEERS.

## **DIRECT ADMINISTRATIVE SERVICES - \$234,227**

**Procurement Analyst (Sr. ISA/0.5)** - The Sr. ISA will provide technical expertise in the complex area of IT competitive procurements. The Sr. ISA will direct and process complex procurements and be responsible for the analysis and preparation of IT bid documents. The Sr. ISA will provide leadership and clarification on procurement policies, and will provide guidance and direction on the development and approval of solicitations from planning through execution of contracts.

**Budget Analyst (ABA/0.5)** - Responsible for performing all State budgetary activities for the Project. The ABA will oversee the coordination, development, and preparation of resource requests for inclusion in the Governor's Budget and May revision for the OSI, CDSS, and DHCS appropriations. The ABA will also be responsible for the review and analysis of all State budgetary documents that impact the Project. These documents include, but are not limited to: Feasibility Study Reports, Special Project Reports, Budget Change Concepts, Budget Change Proposals, Local Assistance Documents, Spring Finance Letters, budgetary control documents, and various federal documents.

**Attorney III (ATTY/0.5)** - Provides legal expertise for the pre-procurement and contract development activities including all associated consultation, drafting and representation. In addition, the Attorney III will consult with and represent the OSI in a variety of personnel-related duties that increase with the addition of State and contractor staff and the expansion of staff duties. The Attorney III will also consult with and represent the OSI with respect to public requests for information, oversight agency issues and communications and sponsor and stakeholder activities that increase with additional contracted services.

**Personnel Analyst (APA/0.5)** – Provide human resources support in the areas of classification and pay, delegated personnel program compliance management, selection and recruitment, position requests, position control, labor relations, training, workforce planning, organizational change management, benefits, equal employment opportunity program, reasonable accommodation and worker's compensation. The APA will assist with developing duty statements, prepare justifications for classifications with exceptional allocations, prepare and audit recruitment documents that include application screening criteria, interview questions and other associated materials, review applications to ensure candidates meet minimum qualifications for self-service delegated testing, analyze pay scales, create and manage official position records, respond to the Project management and employee inquires on personnel matters.

### **INDIRECT ADMINISTRATIVE SERVICES - \$575,787**

Also as the result of the proposed position increase, there are indirect OSI administrative support costs estimated at \$575,787, which will be allocated to the Project according to the OSI's federally approved cost allocation methodology. Although this is an increase to the Project budget, there is no net increase to OSI expenditure authority as the allocation is merely a redistribution of OSI indirect administrative services costs amongst all OSI projects which results in a corresponding decrease in the allocations to other projects.

### **FACILITIES - \$597,000**

The Project facilities cost is estimated to be \$597,000, of which \$338,000 is one-time to provide facilities for the requested State and consultant staff. The request includes annual rent, initial move-in costs, furniture, communication supplies, and required hardware and software. The estimated continual annual facilities cost to support the Project is \$290,000.

If the proposed resources are not approved, Project planning activities will not be completed and the start of subsequent design, development, and implementation (DD&I) phases will be delayed indefinitely. The State will risk a reduction in federal financial participation (from 75% to 50%) for ongoing maintenance of the existing MEDS system, as a result of not being able to meet MITA requirements for this component of the State's Medicaid Management Information System (MMIS). Continued delay in modernizing the existing MEDS will make it increasingly difficult and costly for CHHSA Departments and its partners to accommodate ongoing changes to Medi-Cal, and risk significant system failures in the future.

The following table outlines the total Project need for FY 2016-17, along with the respective position authority and budget adjustments for each of the individual departments.

MEDS FY 2016-17 BCP Request			Department		
Line Items	PYs	Total Project	DHCS	OSI	CDSS
<b>Total Staffing (includes Staff OE&amp;E)</b>	<b>18.0</b>	<b>\$2,567,021</b>	<b>\$2,542,021</b>	<b>\$1,961,021</b>	<b>\$249,000</b>
Core Planning Staff (10.0 PY, 1.0 Redirected, 1.0 DHCS Transfer)	10.0	\$1,587,346	\$1,587,346	\$1,587,346	\$0
Program/Stakeholder Staff (6.0 PY)	6.0	\$745,448	\$720,448	\$139,448	\$249,000
DHCS (3.0 PY)		\$357,000	\$357,000	\$0	\$0
CDSS (2.0 PY)		\$249,000	\$224,000	\$0	\$249,000
OSI (1.0 PY)		\$139,448	\$139,448	\$139,448	\$0
Direct Administrative Services (2.0 PY)	2.0	\$234,227	\$234,227	\$234,227	\$0
<b>Total Other OE&amp;E</b>		<b>\$1,172,787</b>	<b>\$1,172,787</b>	<b>\$597,000</b>	<b>\$0</b>
Indirect Administrative Services		\$575,787	\$575,787	\$0	\$0
Facilities		\$597,000	\$597,000	\$597,000	\$0
<b>Subtotal (BCP Requests)</b>			<b>\$3,714,808 <sup>2</sup></b>	<b>\$2,558,021</b>	<b>\$249,000</b>
Consultant Contracts		\$2,914,665	\$2,914,665	\$2,914,665	\$0
<b>Subtotal (DHCS Local Assistance)</b>		<b>\$2,914,665</b>	<b>\$2,914,665</b>	<b>\$2,914,665</b>	<b>\$0</b>
<b>Total Project Costs</b>	<b>18.0</b>	<b>\$6,654,473 <sup>1</sup></b>	<b>\$6,629,473</b>	<b>\$5,472,686 <sup>3</sup></b>	<b>\$249,000 <sup>4</sup></b>

<sup>1</sup> Total Project Funding of \$6,654,473 for FY2016-17 consists of \$6,629,473 (DHCS Total = BCP & L.A.) and \$25,000 (CDSS 10% GF)

<sup>2</sup> BCP amount requested for DHCS.

<sup>3</sup> BCP amount requested for OSI. Expenditure Authority only

<sup>4</sup> BCP amount requested for CDSS. (10% GF and 90% Reimbursement from DHCS.)

**E. Outcomes and Accountability** *(Provide summary of expected outcomes associated with Budget Request and provide the projected workload metrics that reflect how this proposal improves the metrics outlined in the Background/History Section.)*

The purpose of the Project is to develop, implement and maintain a solution that will better support the State's core beneficiary eligibility information and enrollment functions for Medi-Cal and other health and human services programs, while providing enhanced support to system users at the State and local level. Detailed and collaborative planning will be critical to the success of subsequent Project phases. The following Project planning outcomes are expected for this proposal:

- Organizational readiness assessment
- Readiness gap assessment and associated mitigation plan
- Documented technical "As Is" (current system)
- Completed business rules extraction
- Developed business and technical requirements
- Future State alternatives assessment
- Market research conducted
- Viable alternatives for system modernization assessed

**F. Analysis of All Feasible Alternatives**

The CHSA has identified and analyzed several alternatives to plan for the Project, considering that the current legacy system is widely used by a great number of State and local partners in the provision of health and human services to California citizens, and that the system is operating on an outdated IT platform. The successful implementation of a modernized IT system as complex and far-reaching as the Project begins with effective, collaborative planning efforts. The following alternatives are presented:

**Alternative 1: Multi-departmental MEDS planning team centrally managed by OSI.**

PROS:

- Applies an enterprise, multi-departmental strategy, and avoids departmental silo approach to IT system planning and development.
- Incorporates all stakeholder needs and requirements.
- Leverages CHHSA-OSI's track record of success in managing large IT projects from planning through Project completion.
- Ensures all Project planning functions are adequately resourced, in accordance with IT Best Practices.
- Leverages enhanced federal financial participation of 90% under 42 CFR Part 33.
- Dedicates resources in stakeholder entities for adequate program representation.
- Addresses risk associated with operating a critical IT system on an outdated technology platform.
- Supports MITA maturity, and ensures continuation of enhanced FFP for the resultant modernized system.

CONS:

- Requires additional General Fund dollars for Project planning costs.
- Increases State government personnel.

**Alternative 2: Approve proposal and resource through redirected resources.**

PROS:

- Applies an enterprise, multi-departmental strategy, and avoids departmental silo approach to IT system planning and development.
- Incorporates all stakeholder needs and requirements.
- Leverages CHHSA-OSI's track record of success in managing large IT projects from planning through project completion.
- Addresses risk associated with operating a critical IT system on an outdated technology platform.
- Supports MITA maturity, and ensures continuation of enhanced FFP for the resultant modernized system.

CONS:

- Does not provide dedicated resources for stakeholder entities for adequate program representation.
- Does not ensure all Project planning functions are adequately resourced, in accordance with IT Best Practices.

**Alternative 3: Do not approve any additional planning resources.**

PROS:

- Does not increase state government personnel; in fact, reduces state government personnel by expiration of previously authorized positions.
- Eliminates impact to the General Fund by expiration of previously authorized positions that required General Fund match.

CONS:

- Does not reduce the complexity of the current MEDS system.
- Will not address the issues and risks associated with operating a critical IT system on an outdated technology platform with multi-users.
- Will not achieve MITA maturity, and will risk the loss of enhanced FFP due to a non-compliant eligibility system.
- Does not apply an enterprise, multi-departmental strategy, and continues departmental silo approach to IT system planning and development.
- Does not consider all stakeholder needs.

## Analysis of Problem

- Does not avail the State of available enhanced federal funding to apply an enterprise, multi-departmental planning strategy for a successful modernization effort.
- Does not leverage CHHSA-OSI's track record of success in managing large IT projects from planning through project completion.
- Does not adequately resource all Project planning functions, in accordance with PM Best Practices.
- Does not dedicate resources in stakeholder entities for adequate program representation.

### G. Implementation Plan

The new positions will be filled July 2016 and the planning activities outlined in the justification section will continue. Finalizing these planning activities will be the focus of FY 2016-17 work with the intent of completing entrance and exit criteria associated with the CDT Stage/Gate 2 process. Resources required for Stage/Gate 3 and 4 (procurement) will be assessed during this period and a subsequent budget action will be developed for 2017-18. Although central management will not be formally conducted by OSI until 2016-17, the DHCS and the OSI will work closely in 2015-16 to develop a transition plan to gradually shift the management throughout the current year to minimize any disruption to the planning activities.

### H. Supplemental Information *(Describe special resources and provide details to support costs including appropriate back up.)*

As indicated in the Justification, facilities costs are included in this proposal.

### I. Recommendation

Approve alternative #1 as proposed.

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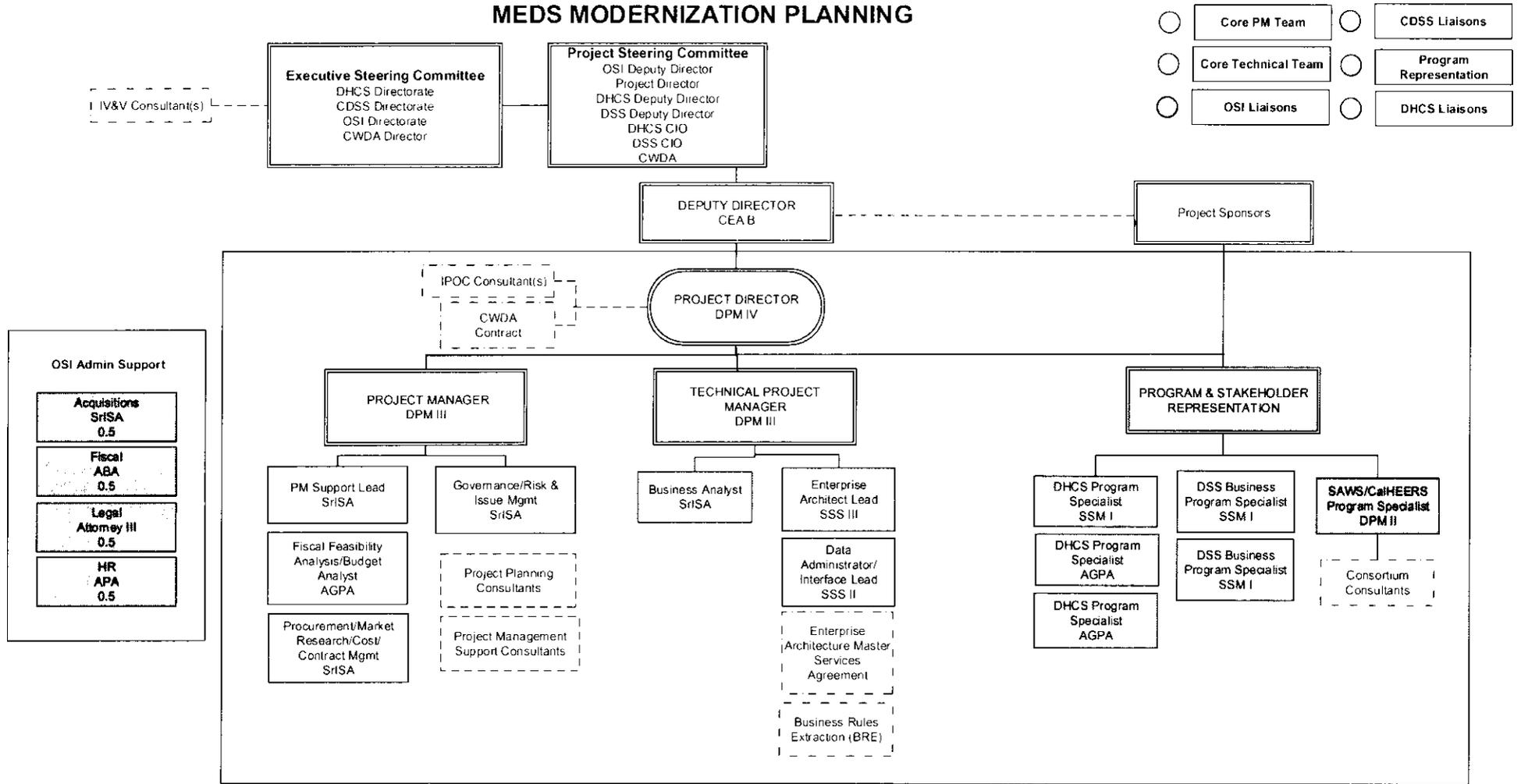
# MEDS Modernization Budget Change Proposal

Exhibit A

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Proposed Organization Chart

# MEDS MODERNIZATION PLANNING



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# MEDS Modernization Budget Change Proposal

Exhibit B

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Workload Analysis

## CEA B Workload (Redirected) Deputy Director

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Provides executive leadership over all aspects of the proposed Project. Represents the Project and develops cooperative working relationships with all levels of stakeholders, including State and federal government agencies, county representatives, and the Legislature.	70	12	840
Acts as primary point of contact for official communications between the planning team, executive management, and all internal and external stakeholders and control agencies.	40	12	480
Partners directly with Project Sponsors to ensure the interests of all organizations represented on the planning team are addressed.	20	12	240
Oversees the development of sensitive, complex, and critical automation policies and procedures, and the development of processes, standards, and procedures to develop, maintain, and operate the Project systems more efficiently and effectively.	20	12	240
Participates on the Project Steering Committee and Executive Steering Committee.	10	12	120
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>

## Data Processing Manager IV Workload Project Director

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Provides leadership and strategic direction to the Project. Plans, directs and oversees the Project, and ensures deliverables and functionality are achieved as defined in the funding documentation and subsequent Project plans. Ensures that mission critical program requirements are properly addressed.	40	12	480
Reviews and approves the Project Schedule and master Project Plan. Authorizes changes to the Project schedule, requirements, and risk management system. Ensures Project budget allocations and expenditures remain on schedule and within budget. Reviews and approves invoices and key Project deliverables.	32	12	384
Ensures effective management of all resources assigned to the Project – State and consultant staff. Manages consultant performance; approves work products and deliverables from Project team and consultants. Ensures that consultant proposals are consistent with State technical, business, and policy requirements.	32	12	384
Serves as a voting member of the Project Steering Committee, and the primary liaison and advisor to the Project Executive Committee. Communicates Project progress to the Project Executive Steering committee. Provides strong advocacy for the Project with external stakeholders and State government.	24	12	288
Responsible for addressing the issues of a wide variety of management and executive stakeholders at the local, State, federal levels. Represents the Project in executive meetings with Project sponsors, federal partners, and stakeholders.	16	12	192
Performs various supervisory responsibilities related to staff management and development. Provides advice and consultation to staff on the most difficult and sensitive work issues.	16	12	192
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>

## Data Processing Manager III Workload Project Manager

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Provides oversight for all Project-related financial activities, including: managing the development and updates of Project planning and budget documents; monitoring budget approval activities; managing the tracking of Project expenditures; and reviewing financial reports and expenditure projections.	32	12	384
Manages the day-to-day activities related to stakeholder management.	24	12	288
Provides oversight for PM support activities, including: risk management, issue and action item management, cost management, schedule management, scope and change management, and status reporting.	64	12	768
Responsible for PM and administrative support activities for the Project.	20	12	240
Facilitates and participates in meetings (as needed) with Project staff, the Project Sponsor, and other internal and external stakeholders to maintain and report on Project scope, costs, and schedule.	20	12	240
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>

**Senior Information Systems Analyst Workload  
PM Support Lead/PM Management Plans/PM Schedule**

<b>Responsibilities</b>	<b>Hours to Complete Task</b>	<b>Number of Tasks Per Year</b>	<b>Total Hours Needed Per Year</b>
Supports the Project with PM tasks relating to risk management, planning, issue management, schedule management, and other project management disciplines by providing both required information and recommendations for action by management.	44	12	528
Provides oversight to the development of the Master Project Management Plan, and development of the PM artifacts including the Project Approval Lifecycle S2AA documentation.	60	12	720
Implements Project-approved PM best practices to effectively and efficiently meet Project goals and objectives. Develops and maintains the Project's procedures for maintaining the Project libraries. Ensures the Project documentation generated during the life of the Project are appropriately maintained in Project libraries.	24	12	288
Provides leadership to the Project management team and ensures that PM activities are conducted in accordance with the PM plans, the OSI best practices, and industry best practices for PM.	32	12	384
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>

**Associate Governmental Program Analyst Workload  
Fiscal Feasibility Analysis/Budget Analyst**

<b>Responsibilities</b>	<b>Hours to Complete Task</b>	<b>Number of Tasks Per Year</b>	<b>Total Hours Needed Per Year</b>
Develops process and track invoices, performs all activities related to expenditure tracking, monthly expenditure reconciliations, budget monitoring, budget planning, and fiscal projections.	40	12	480
Interacts and coordinates with federal partners, Project staff, other State, and county staff, to obtain information and to collaborate on project issues to ensure that the Project Financial Services Unit is responsive to the needs of the Project.	24	12	288
Tracks expenditures, and develops complex detailed budget/expenditure reports using Microsoft (MS) Excel and/or MS Access, for management review and updates. Develops necessary changes to expenditure processes as appropriate.	24	12	288
Develops and maintains tools and methodologies for monitoring fiscal activities related to the State and federal budget(s).	16	12	192
Responsible for developing supporting documentation and substantiation of figures in the development of project-approval documents such as the Budget Change Proposal (BCP), and the Advance Planning Document Update (APDU).	32	12	384
Leads the development of the Project Approval Lifecycle S2AA Financial Analysis Worksheets (FAW) and Cost Summary.	24	12	288
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>

## Senior Information Systems Analyst Workload Procurement/Market Research/Contract Management

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Contributes to the development of solicitation documents (e.g., Request for Proposal (RFP), Request for Offer (RFO), Interagency Agreements (IAA), etc.), including the Statements of Work, pricing, compensation models, proposal evaluations, and contracts. Coordinates the development and maintenance of all procurement and contract requirements.	24	12	288
Develops and maintains market surveys, proposal evaluation plans and county consultant contracts.	24	12	288
Prepares procurement requests, justifications, and other procurement related documents in accordance with the procurement and contracting policies.	36	8	288
Provides direction for definition, establishment, and maintenance of the product scope and other PM products including schedule management, change management, and status reporting.	24	12	288
Develops the procurement and staffing strategy and preliminary procurement assessment for S2AA. Preliminary procurement assessment addresses detail related to procurement profile, primary and ancillary solicitation(s), general impact assessment, review of pre-solicitation readiness, evaluation strategy, Project health and readiness.	24	8	192
Assists with the development, maintenance, and/or implementation of the Project's contract management plans and contract management procedures including deliverables management and invoice review and approval.	12	16	192
Receives and maintains contract records including contracts, amendments, transmittal letters, copies of deliverables and materials, invoices, and correspondence related to contracts.	16	12	192
Ensures that budgets, performance, deliverables, and the manner of invoicing are in compliance with the contract language for each contract.	16	12	192
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>

## Senior Information Systems Analyst Workload Governance and Risk/ Issue Analyst

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Develops and oversees the implementation of Project governance processes and documentation.	160	1	160
Coordinates planning efforts affecting impacted stakeholders for all Project plans. Coordinates communications between the Project and internal and external stakeholders.	30	12	360
Attends Project meetings, Project steering committee meetings, control Agency meetings, and external stakeholder meetings in support of governance, communication, and stakeholder management.	50	12	600
Schedules and leads recurring risk management meetings and risk identification sessions. Identifies and classifies risks, including the assessment of probability and impact. Prioritizes risks for further analysis or action by assessing and combining the probability of occurrence and impact.	5	12	60
Manages and tracks active and potential risks and issues, develops and monitors mitigation plans, and develops and maintains contingency plans. Prepares and presents periodic risk reports to PM. Advises management of risks associated with schedules and resources.	5	52	260
Develops Risk, Issue, Communication, Stakeholder, and Governance Management Plans. Provides walkthrough to senior management. Collects and incorporates feedback. Participates in vetting sessions and finalizes the plans under the direction of the Project Manager.	96	5	480
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>

## Data Processing Manager III Workload Technical Project Manager

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Provides oversight to the Technical Project team of the Project. Plan, organize and direct overall technical activities for the Project.	96	12	1152
Provides oversight of the development of the S2AA Mid-level solutions requirements while recommending solutions/alternative solutions.	20	12	240
Provides oversight of the development and delivery of current system architecture and diagrams.	20	12	240
Provides technical advice to the Project's senior management.	24	12	288
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>

## Senior Information Systems Analyst Workload Business Analyst

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Solicits, analyzes and interprets the business and technical requirements for the Project.	32	12	384
Identifies solution requirements and creates use case documentation. Participates in the SG2 alternative analysis sessions.	24	12	288
Gathers requirements that enhance and maintain the integration of the Project and the multiple subsystems and interfaces associated.	24	12	288
Monitors and creates necessary system documentation for the assessment of the Project. Create required analysis documentation.	24	12	288
Coordinates meetings and Project activities with program experts, systems developers, and consultants. Documents identified issues/concerns and communicates to Senior PM.	20	12	240
Provides Technical Expertise for all Medi-Cal Eligibility & Enrollments integration and development work efforts.	20	12	240
Acts as Subject Matter Expert (SME) and coordinates and enlists other appropriate SME's needed for the Medi-Cal Eligibility and Enrollments scope analysis.	16	12	192
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>

## Systems Software Specialist III Workload Enterprise Architecture Lead

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Leads the effort in analyzing current business requirements from program policy to determine system enhancement and development.	32	12	384
Utilizes existing tools and structures to analyze the mandated MITA maturity requirements set forth by the Center for Medicaid Services (CMS).	24	12	288
Assists in the creation of detailed programs specifications of the current system, analyze business logic and assist in the Business Rules Extraction process.	32	12	384
Assists in the creation of baseline business workflow processes, current architecture information and diagrams and alternative solutions.	64	12	768
Assists in coordinating activities of the technical team.	8	12	96
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>

## Systems Software Specialist II Workload Data Administrator /Interface Lead

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Provides technical expertise in the area of data, database administration, data warehousing, business intelligence, and data analytics. Assists in the development of the Data Management Plan, data quality, and other data related Project activities.	32	12	384
Assesses existing data repositories, analyzes data repository capacity needs, and monitors database technology direction and design principals to make key decisions regarding changes to database and data warehouse requirements. Supports and manages the development of external information exchanges. Ensures that the interface matrix and plan includes scope definition and acceptance criteria from all parties.	32	12	384
Develops and maintains a thorough knowledge of stakeholder and Project business processes and the data they create and require. Acts as a technical resource for application and data users, developers and system analysts, and other IT staff.	32	12	384
Provides technical leadership in the investigation, analysis and resolution of database problems.	24	12	288
Provides technical support and guidance for analysts/engineers/architects/programmers in support of all aspects of interface specifications on multiple complex IT systems. Coordinates with all interface partners in the planning and design ensuring that all interface requirements are incorporated.	24	12	288
Maintains current knowledge and keeps management informed of products, developments and trends in database management and related software. Develops recommendations for management.	16	12	192
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>

**Staff Services Manager I Workload (DHCS)  
MCED – Program Review Branch**

<b>Responsibilities</b>	<b>Hours to Complete Task</b>	<b>Number of Tasks Per Year</b>	<b>Total Hours Needed Per Year</b>
Lead responsible for determining impact of the Project on current MEDS users, user profiles, security requirements and restriction methods. Provides complex program consultation and technical assistance on new user profile identification requirements to ensure minimum necessary based on State and federal security requirements, and job duties.	1	200	120
Lead responsible for ensuring eligibility program needs are represented in the planning activities of the Project and manages the involvement of eligibility program experts in order to provide a complete analysis on the Project for the data, eligibility tracking, verification, and reporting needs.	1	415	415
Oversight of development of screen layouts to ensure the Project meets the needs of current and future MEDS users.	1	150	150
Directs communications process with MEDS coordinators, obtains and integrates coordinator feedback/concerns; provides help desk support to answer questions related to the Project.	1	150	150
Lead consultant responsible for identifying data sources of all information within the Project to ensure proper restriction of Social Security Administration (SSA), Employment Development Department (EDD), as well as other State and federal restriction requirements.	1	415	415
Coordinates policy direction for major Project system changes. Uses policy analysis to list and develop specific changes needed in the Project. Assists Information Technology Services Division (ITSD) by providing policy direction related to technical Project changes.	1	200	200
Consults in the development of new system training to DHCS staff and agency users.	1	200	200
Consults in the development of secure log-on and password requirements for the Project.	1	150	150
<b>Total Annual Hours</b>			<b>1,800</b>
<b>Total Positions</b>			<b>1.0</b>

**Associate Governmental Program Analyst Workload (DHCS)  
MCED- Policy Operations Branch Process Unit**

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Analyzes impact of the Project on current MEDS users, user profiles, security requirements, and restriction methods.	1	120	240
Analyzes and develops new user profile identification requirements to ensure minimum necessary based on State security requirements, federal security requirements, and job duties.	1	415	830
Analyzes and evaluates screen layouts to ensure the Project meets the needs of current and future MEDS users.	1	150	300
Develops communications process with MEDS coordinators, obtains and integrates coordinator feedback/concerns; provides help desk support to answer questions related to the Project.	1	150	300
Identifies data sources of all information within the Project to ensure proper restriction of SSA, EDD, as well as other State and federal restriction requirements.	1	415	830
Provides policy direction for major MEDS system changes. Uses policy analysis to list and develop specific changes needed in the Project. Assists ITSD by providing direction related to the technical Project changes.	1	200	400
Develops and provides new system training to DHCS staff and other agency users.	1	200	400
Develops secure log-on and password requirements for the Project.	1	150	300
<b>Total Annual Hours</b>			<b>3600</b>
<b>Total Positions</b>			<b>2.0</b>

**Staff Services Manager I (Specialist) Workload (CDSS)  
Program Business Specialist**

<b>Responsibilities</b>	<b>Hours to Complete Task</b>	<b>Number of Tasks Per Year</b>	<b>Total Hours Needed Per Year</b>
Serves as the CDSS subject matter program representative for activities associated with the planning of the Project. Ensures alignment of Project planning with the needs of individual CDSS program area needs and any current internal system/project developments.	10	100	1000
Assesses and develops program impact analyses regarding the Project.	10	80	800
Identifies issues, develops presentations and presents to stakeholders as needed. Prepares and participates in review of all the Project documents.	10	100	1000
Identifies the Project issues and risks and provides research alternatives supporting stakeholder requirements. Presents alternative as necessary to ensure informed decision-making.	8	100	800
Reviews and edits any and all the Project related documentation ensuring CDSS program area representation. These would include any State, federal or Project developed materials.	5	100	500
Participates in Joint Application Development type sessions to develop system requirements ensuring CDSS program representation.	8	30	240
<b>Total Annual Hours</b>			<b>4340</b>
<b>Total Positions</b>			<b>2.0</b>

## Data Processing Manager II Workload SAWS/CalHEERS Liaison

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Participates in the Project business assessment, alternatives analysis, requirements gathering, Project approval, and vendor sessions to evaluate the impact of proposed changes on SAWS, CalHEERS Consortia and the counties.	25	12	300
Identifies the stakeholder groups within DHCS, OSI, SAWS Consortia, and CWDA where proposed Project changes are discussed. Attends and tracks outcomes and action items from the meetings and discussions.	25	12	300
Works collaboratively with DHCS, OSI, CWDA, and SAWS Consortia to assure that mutually agreeable outcomes on the proposed Project changes are achieved.	25	12	300
Coordinates with each Consortium in triage fashion to help determine the timing of any required changes and ensure adequate time for the requirements gathering within each consortium and CalHEERS.	30	12	360
Assists SAWS Consortia and OSI obtaining financial estimates on proposed Project changes.	30	12	42
Leads and facilitates meetings within SAWS Consortia to identify new issue and work on existing issues and action items, and help bring them to closure.	5	12	60
Provides ongoing briefings to OSI, SAWS Consortia, DHCS and CWDA management as required.	4	10	40
Develops issue papers, ad-hoc reports and presentations as needed.	40	5	200
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>

## Senior Information Systems Analyst Workload Procurement Analyst

<b>Responsibilities</b>	<b>Hours to Complete Task</b>	<b>Number of Tasks Per Year</b>	<b>Total Hours Needed Per Year</b>
Provides technical expertise to the Project office for competitive procurements, directs and processes the most complex IT competitive procurements. Responsible for the analysis and preparation of the most complex IT bid documents that are politically sensitive and of major technological and/or economic impact.	3.5	52	182
Provides leadership and clarification on procurement policies and procedures to the Project Procurement Leads and OSI management. Responsible for establishing and implementing policies and procedures for OSI relative to competitive procurements.	2.5	52	130
Meets regularly with Project Procurement Lead to document future workload and the complexity of forthcoming competitive procurements.	2	52	104
Provides guidance and direction on the development and approval of solicitations (i.e. Request For Proposal (RFP), Invitation For Bids (IFB) and Request for Offer (RFO) and associated documents (e.g. Evaluation and Selection Plan and Report, etc.) from planning through execution of contract.	3.5	52	182
Provides guidance and direction on the development and approval of interagency agreements from planning through execution.	2	52	104
Acts as the representative with Agency, OSI Executive Staff, Exchange Staff, Project Office Staff, consultants, and vendors, on the most complex competitive procurement matters. Participates in procurement training conferences/meetings.	2	52	104
Reviews control agency documents such as the S2AA documentation and the APDU.	2	52	104
Advises and manages issues related to procurement, including identifying and documenting issues, resolving issues, documenting issue resolution, and coordinating activities and communication for issue resolution.	1	52	52
<b>Total Annual Hours</b>			960
<b>Total Positions</b>			<b>0.5</b>

## Associate Budget Analyst Workload Budget Analyst

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Reviews and analyzes all budgetary documents that impacts the Project. These documents include, but are not limited to: financial worksheet analysis, and various federal documents.	20	12	240
Acts as the Budget Liaison for the Agency, Department of Finance (DOF), California Department of Technology (CDT), Legislative Analyst's Office (LAO), and Legislature for all budget related information regarding the Project.	10	12	120
Preparation of the funding and expenditure detail for the inclusion in the Governor's Budget and May Revision for OSI, CDSS, and DHCS. This is a challenging process when dealing with a project that includes distinct programs, multiple appropriations and funding streams.	10	12	120
Preparation and analysis of expenditure projections, Out-Of-State Travel Blanket Coordination, Schedule 8 program and personal services allocations.	6	12	72
Provides technical budget assistance as well as analytical advice on recommended approaches to fiscal challenges at the Project level, and assists in the review of proposed legislation and the preparation of the fiscal impact to Medi-Cal Eligibility.	7	12	84
Assists the Budget Officer, Executive Management, and PM in developing an effective course of action in budget planning and maintenance.	7	12	84
Prepares special budgetary information as requested by various entities including Agency, DOF, CDT, LAO and the Legislature.	5	12	60
Prepares and processes transfer of budget allotments and review purchase estimates, printing requisitions, personnel documents, and contracts.	5	12	60
Prepares documents and memorandums regarding appropriate action of fiscal and personnel transactions requiring OSI approval or submittal to DOF.	5	12	60
Provides monthly fiscal management reports to the Project. Responds to requests from Project staff for customized budgetary reports.	5	12	60
<b>Total Annual Hours</b>			<b>960</b>
<b>Total Positions</b>			<b>0.5</b>

## Attorney III Workload Legal

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Reviews procurement documents and accompanying supporting material, meets with Project to gather legal requirements, drafts and periodically amends, as required, contracts, compliance documents, exhibits and other supporting documents and consult with procurement divisions of the OSI and sponsor departments.	40	8	320
Consults with Project staff regarding communications, recommendations and requirements received from CDT or Department of General Services pertaining to contracting instruments, competitive and leveraged procurements and related issues.	6	22	132
Drafts, negotiates, reviews and amends all required interagency agreements and memoranda of understanding with sponsor departments and other stakeholders.	45	4	180
Consults, conducts interviews, participates in hearings and drafts documents relating to all personnel-related actions and issues.	24	2	48
Conducts miscellaneous legal consultations.	2	21	42
Advises Project staff and directorate regarding disputed contract issues with consultations and bidders, drafts issue memoranda, prepares negotiation strategy documents, participates in contract negotiations and drafts contract language proposals.	8	4	32
Consults regarding federal oversight issues, drafts and reviews APDs, researches federal procurement requirements and prepares issue memoranda.	8	4	32
Consults with staff regarding Project-related information security issues, security breaches, required security agreements and addenda. Performs organizational privacy officer duties associated with the Project.	4	8	32
Logs and monitors Public Records Act requests, reviews and redacts, as necessary, all requested records, coordinates with other affected departments, corresponds with requestors and, as necessary, conducts meetings with requestors, obtains required approvals from Agency and the Governor's Office for the use of certain disclosure exemptions requiring such approvals, assist in California Public Records Act related litigation and settlements.	4	8	32
Participates in Project sponsor meetings, Agency meetings and project stakeholder meetings. Conducts preparatory legal research and prepares memoranda and agenda items for Project staff as required.	2	11	22
Reviews and assists in the preparation of analysis of proposed legislation and consult with the directorate on the effects of such legislation. Drafts language for proposed legislation as necessary and briefs the directorate, sponsors and stakeholders on such legislative proposals and their rationales.	4	6	24
Consults regarding potential conflicts of interest. Represents the OSI in any resulting actions as necessary due to additional staff associated with the Project.	2	8	16
Reviews and drafts Government Code section 19130 consulting services justifications and consult with staff on organizational strategies for successfully filling positions with State civil service	4	4	16

staff and, where necessary, contracting out for services not available in State classifications.			
Reviews employee Statements of Economic Interest and consult as necessary with additional staff associated with the Project. Revises, as necessary, Agency conflict of interest code.	1	12	12
Consults with OSI staff and represent the State in EEO/Reasonable Accommodations/Whistleblower actions as necessary with additional staff associated with the Project.	8	1	8
Consults with and prepare staff for Legislature and Governor's Office briefings and participate in briefings as needed.	8	1	8
Consults with and represents the OSI in issues and actions regarding employee protected leaves of absence (FMLA, CFRA) as necessary with additional staff associated with the Project.	4	1	4
<b>Total Annual Hours</b>			<b>960</b>
<b>Total Positions</b>			<b>0.5</b>

## Associate Personnel Analyst Human Resources

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Provides assistance to managers, employees, control agencies, and others on varied and/or sensitive/complex personnel management matters to resolve issues, provide information, options, and/or recommendations, etc. using various personnel references/policies (e.g., Memorandum of Understanding (MOU), CALHR laws and rules, Personnel Management Policy and Procedures Manual, Selection Manual, etc.) as needed and/or upon request.	26	5	130
Works collaboratively with hiring managers to analyze, write, and complete Requests for Personnel Actions, justification for positions, creates duty statements, and creates current and proposed organization charts. Conducts analysis and formulates recommendations to properly classify positions consistent with the state classifications and pay plan utilizing desk audits, CALHR classification specifications, pay scales and C&P manual, allocation guidelines, etc., as needed and/or upon request. Demonstrates knowledge of classifications used in designated unit/project to assist managers with appropriate position requests, justifications and duty statements.	26	5	130
Consults with and advises managers and supervisory staff, on the interpretation and application of civil service, laws, rules, and personnel policies, etc. utilizing reference materials (e.g., laws, rules, regulations, etc.) as needed and/or upon request.	26	5	130
Authors proposed personnel actions (e.g., appointments, transfers, out-of-class, training and development assignments, hire-above-minimum, salary determination, etc.) to ensure conformity with regulations, classification and pay standards or good personnel practices using established guidelines, laws, rules and department policies and procedures as needed and/or requested by management.	26	5	130
Develops materials/tools to train individuals/groups in the appropriate interpretation and application of policies, procedures, guidelines, laws and rules, regulations relating to personnel matters utilizing various resources (e.g., expertise, manuals, laws and rules, desk audits, staff/consultants, job analysis, etc.) as needed and/or requested by management.	26	3	78
Provides training, instruction and/or guidance in the performance of personnel related tasks using various resources (e.g., expertise, policies, procedures, laws, rules, etc.).	26	3	78
Develops, maintains, and monitors a training plan. Designs, coordinates, and provides training opportunities to employees. Conducts research and performs detailed and complex data analysis on training needs assessments/gap assessments in order to recommend future training needs; additionally, develops evaluation tools to measure training outcome and behavioral and learning transfer performances. Leads in the development of training strategies to ensure employees gain knowledge, skills, and abilities, to help them with job readiness, and develops processes to allow employees the opportunity to fully develop knowledge, skills and abilities that support successful IT projects.	26	3	76

Conducts research in areas of personnel matters (e.g., use of a specific classification, position allocation decisions, appropriate list usage, transfer of list eligibility, etc.) for appropriateness of application in compliance with laws, rules, regulations, policies, procedures, etc., utilizing various resources (e.g., expertise, policies, procedures, laws, rules, etc.).	26	2	52
Authors adverse actions, rejections on probation, expectations memos, etc. and accompanying documents to take disciplinary action on employees using MOUs, laws, rules, regulations, policies, procedures, etc., upon request.	26	2	52
Consults with managers and supervisors on inappropriate employee behavior to ensure the situation is handled in a constructive manner (e.g., adverse action, employee counseling record, Memo of Expectations, etc.) and in compliance with MOUs, laws, rules, regulations, policies, procedures, etc., as needed and/or upon request. Advises management on issues involving progressive discipline and corrective actions throughout the preventive, corrective and adverse action phases. Assists managers in preparing and gathering written documentation to support disciplinary issues.	26	2	52
Position Control (review of monthly periodic position reports, change of Established Position Form STD. 607 and maintenance of position card file). Acts as primary subject matter expert with OSI Fiscal for Schedule 8 position reconciliation, initiating justifications and position tracking.	26	2	52
<b>Total Annual Hours</b>			<b>960</b>
<b>Total Positions</b>			<b>0.5</b>