

**Commonwealth of Virginia
Department of Social Services
Enterprise Delivery System Project
Planning Advance Planning Document**



**Commonwealth of Virginia
Department of Social Services
Enterprise Delivery System
Project
Planning Advance Planning
Document (PAPD)**

December 11, 2008

Commonwealth of Virginia
Department of Social Services
Enterprise Delivery System Project
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1 Acronyms

Acronym	Description
ACF	Administration for Children and Families
ADAPT	Application Benefit Delivery Automation Project
AFDC/FC	Aid to Families with Dependent Children in Foster Care
APD	Advance Planning Document
APECS	Automated Program to Enforce Child Support
APR	Agency Procurement Request
BA	Business Analyst
BIS	Business Information Server
BPR	Business Process Re-engineering
CBA	Cost Benefit Analysis
CCID	Common Client Identification
CFO	Chief Financial Officer
CICS	Customer Information Control System
CIO	Chief Information Officer
CMS	Center for Medicare and Medicaid Services
COBOL	Common Business Oriented Language
COV	Commonwealth of Virginia
CSE	Child Support Enforcement
DIT	Department of Information Technology
DMS	Database Management System
DOF	Division of Finance
DPS	Display Processing System
EAP	Energy Assistance Program
EPMO	Enterprise Program Management Office
ETA	Enterprise Technical Architecture
FNS	Food and Nutrition Service
FS	Food Stamps
FT	Full-time
HHR	Health and Human Resources
H/W	Hardware
IAPD	Implementation Advance Planning Document
IBM	International Business Machines Corporation
ISAWS	Interim Statewide Automated Welfare System
IT	Information Technology
ITIB	Information Technology Investment Board
ITIM	Information Technology Investment Management
IV&V	Independent Validation and Verification

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Acronym	Description
J2EE	Java 2 Platform, Enterprise Edition
LDAP	Lightweight Directory Access Protocol
LDSS	Local Departments of Social Services
MAPPER	Maintaining and Preparing/Producing Executive Reports
OASIS	Online Automated Services Information System
OBS	Organizational Breakdown Structure
OCSE	Office of Child Support Enforcement
OS	Operating System
PAPD	Planning Advance Planning Document
PM	Project Manager
PMD	VITA's Project Management Division
PT	Part-time
RFI	Request for Information
RFP	Request for Proposal
ROI	Return on Investment
SDLM	Software Development Lifecycle Methodology
S/W	Software
SPIDeR	Systems Partnering in a Demographic Repository
TANF	Temporary Assistance for Needy Families
USDA	United States Department of Agriculture
VACIS	Virginia Client Information System
VDSS	Virginia Department of Social Services
VITA	Virginia Information Technologies Agency
VLSSE	Virginia League of Social Services Executives
VSSS	Virginia Social Services System

2 Executive Summary

2.1 Overview

In Virginia, social services programs are state-supervised and locally administered. The Virginia Department of Social Services (VDSS) oversees the operation of social services programs in accordance with the *Code of Virginia* Title 63.2 Welfare (Social Services). The local departments of social services implement the programs and provide direct benefits and services to citizens and residents in their communities. This state supervised, locally administered model is known as the Virginia Social Services System, or VSSS.

The examination of the VSSS' business model through business process re-engineering (BPR) revealed several issues and operational challenges within the state office and 120 local departments. Minimal customer self service capabilities, paper and manual

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based processes, and limitations on information sharing among social services activities and their partners are just a few of the problems in need of solutions based on more advanced technology. This PAPD is a first step toward addressing the problems highlighted by the BPR.

VDSS envisions a client self-service model that is efficient, effective and provides a customer friendly experience. Within this vision, clients will be able to file applications for services or benefits through an online application process, report changes and manage their benefit “accounts” online. Most required materials and verification documents will be scanned and stored electronically with the application. Whenever possible, verification of required information will be captured electronically through a web-based service. Workers and/or automated processes will review applications and send additional questions or request additional documentation electronically or print to communicate with customers. As a result, workers will be able to spend more time providing quality service, case management, and accurate determination of eligibility.

This PAPD describes VDSS’ intended plan to explore several options for an Enterprise Delivery System Project in support of this vision. A primary objective of the project is to offer a single, easily accessible point by which Virginia residents may apply for a variety of social services programs. In addition, the Enterprise Delivery System Project will address numerous modernization opportunities to improve information sharing and worker efficiency and effectiveness.

An incremental approach will be used by VDSS as the intended methodology for this project. The initial phase will consist of feasibility studies, cost benefit and alternative analyses of five key areas. In addition, project oversight will be implemented from both the state and local department levels.

VDSS is requesting Federal Financial Participation (FFP) of **\$520,567.13** for this initial planning effort. In addition, VDSS will be requesting FFP and utilize state funds for subsequent project phases resulting in the implementation of the chosen solution. State funds of **\$ 547,262.87** will be available for this planning phase. The planning effort is expected to take approximately 14 months concluding in January 2010.

3 Statement of Need

3.1 Business Problem

In February 2005, a team of state and local Department of Social Services representatives collaborated to develop a BPR plan. This effort fell under the oversight of the VDSS Strategic Plan Goal 3 Steering Committee. The strategic plan goal #3 is “To improve business productivity through effective automation”. The BPR team determined there were several deficiencies in the current “As Is” business model. Today, these deficiencies still exist and the BPR findings remain valid. New social and

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economic factors have caused the “As Is” model to be even more inefficient and ineffective. With the current economic down turn, the Governor implemented a series of budget reductions across state government. These reductions could influence funds available to the 120 local departments of social services. These economic conditions have also created higher unemployment rates across the state. Reduced budgets may have an adverse impact on the workforce. As these events occur, we are experiencing increases in the state’s Food Stamp caseload, as well as increased needs for other forms of assistance. This PAPD attempts to address these challenges by improving the efficiency and effectiveness of staff.

Limited Modes of Access for Customers

Currently, communication between the customer and the worker occurs through mail, telephone, fax, or in person. This bi-directional communication has not changed to take advantage of new technology. Although services are provided to customers, there is a need to make improvements to the accessibility of these services. VDSS is unable to provide an optimum service due to traditional business methods and out-dated technology tools and systems. More individuals are finding themselves in need of information and services. Currently customers applying for social service benefits can complete an on-line application for Food Stamps only. However, completing a paper application, and/or visiting a local department of social services is the normal method of accessing services.

Paper Dependency

Throughout VSSS, vast amounts of information reside in paper-based files and disconnected information management systems. Customers provide verification of required information and other requested information to social services via mail, fax, or in person. Copies are made of this information, retained in case record files, and originals returned to the customer. To share information across local departments, state offices, and between program areas, paper copies are mailed, faxed, and/or delivered in person.

Limited Applications Data Sharing

VDSS legacy systems were developed using a "stand-alone" approach with minimum data sharing. Statistics prove that often times, customers known to Food Stamps, TANF, or Medicaid, under Benefit Programs are also known to other programs, such as Child Care, Child Support Enforcement, and Child Welfare Services. There is a need to share and exchange data across systems and with our local partners for these programs. Due to changes in business needs and business processes, many of the legacy systems cannot cost effectively meet the dynamic requirements of the business units. The need to fully integrate essential customer and services data for holistic case management or to support new composite reporting requirements will continue to be a

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key component for technology support to all of our customers and business functions. Sharing of common data across the VSSS is becoming a critical necessity.

3.2 Opportunities for Improvement

The outcome of the BPR initiative was a vision for a new business process model; an efficient state-of-the-art enterprise-wide VSSS servicing its customers holistically.

This single business process model is to be seamless, transparent, and customer-centric. The VSSS envisions a Commonwealth in which individuals and their families have easy access to adequate, affordable, quality social services that enable them to transition to self-sufficiency.

Our desired model will provide customers with self-service features that are efficient, effective, and customer friendly. Customers can seek assistance and manage their ongoing business by phone, internet, in-person at LDSS, through Community Action agencies, DCSE offices, or other partner organizations. Within this vision of on-line services, customers will be able to screen themselves for eligibility for services or benefits, file applications for services or benefits, report changes, and manage their benefit “accounts” online, 24 hours per day, 7 days per week.

From the local and state worker perspective, having the ability to search all social service systems, identify customers applying for services across programs and linking a customer to these systems via a master customer identifier (ID) will reduce potential benefit overpayments. With the addition of an automated document management and data exchange system, information and documents will be readily attached to individuals. This ability facilitates efficient data sharing and reduces the need for physical storage of paper documents.

The BPR initiative determined that much progress toward this vision will be made through a series of business and technical incremental improvements and changes throughout VSSS. These incremental changes would gradually reduce dependencies on our current legacy systems.

3.2.1 Benefits of the New Business Process Model

To customers:

- Improved customer service
- Increased access to services
- Ability to inquire on the status of their transactions with the agency
- Reduced transportation and postage costs

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To local and state staff:

- Decrease in data entry
- Increased efficiency through data sharing
- Multi-media communication
- Cost effectiveness
- Eliminate redundancy
- Reduced duplication of effort
- Improved usage of technology

3.3 Areas of Focus

VDSS has prepared this PAPD to request federal reimbursement for the costs of planning for an Enterprise Delivery System Project that will focus on the feasibility, cost benefits, and alternative solutions for the following areas:

Customer Facing Portal
Worker Support Portal
Master Customer ID
Document Management Imaging System
Service Oriented Architecture
Business Process and Technology Support Solutions

3.3.1 Customer Facing Portal

A web-based customer service portal can provide customers with self-service capabilities. VDSS Child Support Enforcement customers are provided some self-service capabilities currently. This enterprise planning effort provides the opportunity to consider providing this service consistently to all customers. VDSS has conducted preliminary research of other states' experiences and innovations in this type of automation. Initial research has narrowed the focus to Florida, Wisconsin, and Pennsylvania. All three states provide customers access to online application services. It is possible to implement such a system in Virginia. Benefit program applications, such as Food Stamps, TANF, Medicaid, and Child Care, could be submitted online through kiosk machines located at local DSS agencies, libraries, community actions agencies, or from the comforts of home. This change in technology will also create changes in the business process in local departments of social services.

3.3.2 Worker Support Portal

A web-based worker support portal will allow VDSS to work towards each state and local DSS employee having a single sign on that allows access to individual VDSS

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systems. We anticipate using our single authentication tool (Active Directory or LDAP) to allow users to sign into the VDSS “system” one time, even as they navigate to other VDSS systems behind the scene. VDSS will also research other vendor solutions to help resolve the challenge of having many different “terminal emulation” based legacy type applications.

3.3.3 Master Customer Identifier (ID)

VSSS has a web-based inquiry system that benefits its users by effectively facilitating communication between applications (systems). Eligibility workers, employment service workers, child care workers, social workers, child support staff, administration staff, and other state staff use this system to perform their jobs. The inquiry system has the ability to match customers across systems/programs and display detailed data about the individual, the cases they are attached to, the other case members, program status, and other information. Unfortunately, VDSS customers are assigned a different client ID for each application (system) in which they exist. The assignment of a master customer ID, based on preliminary research of other states, is possible in Virginia. VDSS will assess and analyze alternative solutions that can assign a master customer ID usable by all VSSS applications.

3.3.4 Document Management Imaging System

The Enterprise Change Management Office, Strategy Management & Research Division, recently completed a business project regarding document management. The business workgroup, comprised of local and state representatives, made several recommendations. One recommendation is to establish a statewide document management imaging system and utilize the “Document Management Indexing Standard” produced from this initiative. Such a statewide system and process will allow search, retrieval, and sharing of electronic records across VSSS and partners. The Commonwealth of Virginia has designed an enterprise workgroup effort, Virginia Enterprise Application Program (VEAP), to recommend a costing methodology for state agencies for document/content management.

3.3.5 Service Oriented Architecture (SOA)

Service oriented architecture is architecture in which some or all functions are defined as independent services. These services use standard protocols and conventional interfaces to facilitate access to information. Services such as referrals, eligibility determination and security can be implemented using the SOA structure.

VDSS is currently developing web services for some of the critical capabilities within our technical environment. Approval of this PAPD will provide VDSS the opportunity to continue to research SOA as a framework for orchestrating multiple services in order to

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deliver business capabilities in a seamless fashion. In addition to the framework, VDSS will research models for SOA governance and architecture.

3.3.6 Business Process and Core Functions

The Enterprise Change Management Office is currently working with several business program areas to create action plans for streamlining business processes. This effort is a step towards implementing select BPR implementation plan recommendations. In addition, VDSS intends to assess existing “back end” processes or technology support solutions for intake, case management, financials, and eligibility determination for similarities across program areas. This assessment is an extension of initial research performed by four enterprise workgroups that made solution recommendations. Utilizing business representatives from state and local staff, four workgroups will be formed to provide the assessment while considering the recommendations from the initial workgroups.

3.4 Proposed Approach to the Enterprise Delivery System Project

The BPR initiative, the increased service needs of our customers and the necessity to improve the usage of new technology drive the need for this project. The proposed approach to the implementation of this project is incremental starting with front-end changes that improve the customer experience prior to implementing back-end changes to improve local and state staff productivity.

4 Project Management Plan

This section explains VDSS’ plan for the planning phase of the Enterprise Delivery System Project. It will describe the activities, tasks, and scheduled milestones. Several deliverables will be produced during this phase.

VDSS realizes the need to include all of the stakeholders in the planning effort and project oversight. Business representatives and information systems representatives are critical to the success of this Enterprise Delivery System Project. The VDSS ITIB includes personnel from the Virginia League of Social Services Executives (VLSSE), the organization that represents the 120 local agencies across the commonwealth. With numerous business stakeholders from many program areas, it has been determined that Strategy Management and Research Division will participate in this project as the lead business owner.

4.1 Project Oversight

Oversight exists at the state (VITA PMD), secretariat, and VDSS ITIB agency levels.

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4.1.1 Virginia Health and Human Resources Secretariat Oversight Committee (HHR Secretariat Oversight Committee)

The HHR Secretariat Oversight Committee provides guidance at a state level regarding the processes and approvals required throughout the life of all major VDSS IT projects. This committee is also responsible for reviewing and approving the Enterprise Delivery System Project proposal and charter prior to submission to VITA.

4.1.2 Commonwealth Information Technology Investment Board (ITIB)

The ITIB is responsible for the planning, budgeting, acquiring, using, disposing, managing, and administering information technology in the Commonwealth ([Code of Virginia § 2.2-2457](#)). The ITIB provides oversight by reviewing and prioritizing enterprise-wide technology investments across state government.

4.1.3 VITA Project Management Division (PMD)

The PMD is mandated by the Code of Virginia ([§ 2.2-2016](#)) and serves as the Commonwealth Enterprise Program Management Office (EPMO). On behalf of the CIO, VITA, and the VA ITIB, the PMD implements an integrated approach to the management of information technology investments.

4.1.4 VDSS ITIB

All state agencies are required to utilize ITIM-based practices in their IT strategic planning efforts. In 2001, VDSS committed to implement the ITIM methodology to improve the agency's decision-making processes for technology solutions. Successful IT investment is supported by, and dependent on, best practices in the areas of strategic planning, program management, project management, and change and risk management.

The VDSS Investment Board (VDSS ITIB) is the owner of the ITIM process. The board approves the membership, operational procedures, roles, responsibilities, and authorities for any designated committee and expert panel.

The VDSS ITIB serves as the Agency Internal Oversight Committee and is responsible for monitoring the progress of the project. During project execution, the VDSS ITIB will provide the Commissioner with recommendations regarding the project's baseline, management plan, initiation, continuance, next periodic review, and any follow-up actions required.

The VDSS ITIB members are:

- the Commissioner
- the Assistant Commissioner

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- the Chief Financial Officer (VDSS CFO)
- the Chief Information Officer (VDSS CIO)
- two Representatives from the Virginia League of Social Services Executives (VLSSE)
- the Chair or Vice-Chair of the following Steering Committees:
 - Benefit Programs
 - Family Services
 - Child Support Enforcement
- the Director of Strategy Management and Research

4.2 Project Organization

4.2.1 Project Sponsor

As the project sponsor, VDSS Commissioner Anthony Conyers, Jr. authorizes the project and commits the organizational resources to it. The Project Sponsor has the authority to secure resources, and resolve organizational and priority conflicts.

4.2.2 Business Sponsor

As the business sponsor, Dottie Wells, VDSS Director of the Division of Strategy Management & Research, makes the business case for the project and has the authority to define project goals and objectives. Her responsibilities include working with the IT sponsor to put together a plan to identify the general resources needed (both inside and outside of VDSS), developing recommendations and timetables to organize the necessary resources, and managing resources toward the successful implementation of the project. The business sponsor is also responsible for the following:

- Involving the appropriate stakeholders in the delivery of program objectives
- Coordinating with the VDSS Division of Finance (DOF) Fiscal Cost Allocation Unit, as needed

4.2.3 Information Technology (IT) Sponsor

As the IT sponsor, Robert Hobbelman, VDSS Director (CIO) of the Division of Information Systems works with the business sponsor to make the business case for the project and has the authority to define project goals and objectives. His responsibilities include putting together a plan to identify the general resources needed (both inside and outside of VDSS), developing recommendations and timetables to organize the necessary resources, and managing and committing IT resources toward

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the successful implementation of the project. The IT sponsor is also responsible for the following:

- Providing program status information to the IT governance process, including proponent secretaries, oversight committees, and affected agencies
- Developing and implementing an effective risk management program for the identification, monitoring, and mitigation of risks across IT projects
- Coordinating with the VDSS Division of Finance (DOF) Fiscal Cost Allocation Unit, as needed

4.2.4 Project Director

The Project Director is tasked with the management of this project fulltime. The Project Director reports to the business and IT sponsors and is responsible for:

- Managing all aspects of the design, development and implementation of this project
- Ensuring the project is defined, tracked and communicated in a consistent and effective manner
- Incorporating and managing effective change and risk management controls
- Monitoring integration of the project with other projects and requiring adjustments to project scope, timing, and budgets as needed, based on the needs of the business
- Supporting the IT efforts in meeting the goals, objectives and performance indicators as identified in the VSSS Strategic Plan and Project Plan
- Communicating project strategy, direction and changes with IT leadership, business leadership, end users and assigned staff

4.2.5 Project Manager

The Project Manager is responsible for coordinating and managing a team(s) throughout all phases of this project. The Project Manager must meet the VITA Project Manager requirements for Major IT Projects. Advising and assisting the Project Manager is the PMD of VITA.

The Project Manager is responsible for:

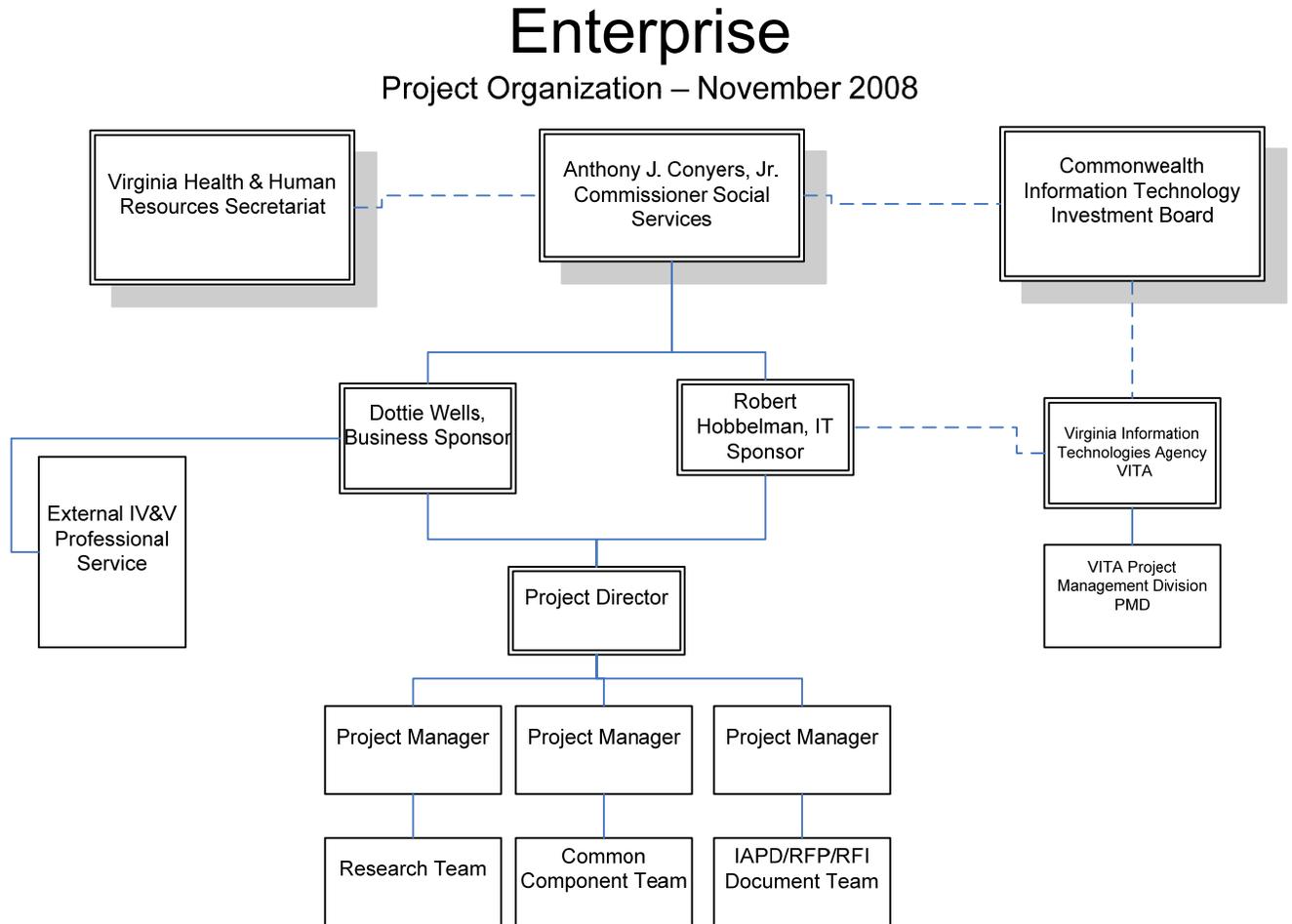
- Incorporating and managing effective change and risk management controls
- Tracking key project milestones and recommending adjustments to the Project Director

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- Approving all of the Program Project Plans and managing Project Control and Execution as needed
- Ensuring integration of the project with other projects and adjusting project scope, timing, and budgets as needed, based on the needs of the business
- Providing Project IT procurement level approval
- Implementing VDSS approved IT project management practices, governance standards, processes and metrics

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4.3 Enterprise Delivery System Project Planning Organization Structure



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4.4 Project Schedule PAPD Task List

This PAPD consists of the following tasks and deliverables:

- Research and complete a feasibility study for the customer portal and document management system
- Evaluate alternative solutions and complete a cost benefit analysis for the customer portal, document management system, and Master Customer ID
- Form workgroups to assess the business process similarities for the technology support of intake, case management, financial, and eligibility
- Have an IV&V Evaluation performed mid-year
- Complete Implementation Advance Planning Document (IAPD), RFP, and a RFI where necessary

4.5 Project Schedule - Milestones

High Level View

	Task Name	Duration	Start	Finish
0	[-] Virginia Enterprise Delivery System Planning (PAPD)	307 days	Wed 11/19/08	Thu 1/28/10
1	[+] PAPD approval	64 days	Thu 12/4/08	Fri 3/6/09
13	[+] Feasibility Study	88.5 days	Wed 11/19/08	Mon 3/30/09
20	[+] Identify and Evaluate Alternatives	125 days	Mon 3/30/09	Mon 9/21/09
30	[+] Research MCID	50 days	Mon 2/23/09	Mon 5/4/09
33	[+] Common Component Cross Program Research	76 days	Mon 2/23/09	Tue 6/9/09
39	[+] IV&V	9 days	Wed 3/18/09	Tue 3/31/09
41	[+] CBA	51.5 days	Mon 9/21/09	Tue 12/1/09
47	[+] Develop IAPD / RFP / RFI	42 days	Wed 12/2/09	Thu 1/28/10

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Detail Level View

	Task Name	Duration	Start	Finish
0	<input type="checkbox"/> Virginia Enterprise Delivery System Planning (PAPD)	307 days	Wed 11/19/08	Thu 1/28/10
1	<input type="checkbox"/> PAPD approval	6 days	Thu 12/4/08	Thu 12/11/08
2	Develop PAPD	3 days	Thu 12/4/08	Mon 12/8/08
3	<i>Complete PAPD (Deliverable)</i>	<i>1 day</i>	<i>Tue 12/9/08</i>	<i>Tue 12/9/08</i>
4	<input type="checkbox"/> Submit for ITIB approval	2 days	Tue 12/9/08	Thu 12/11/08
10	<input type="checkbox"/> Federal Submission	60 days	Tue 12/9/08	Fri 3/6/09
13	<input type="checkbox"/> Feasibility Study	88.5 days	Wed 11/19/08	Mon 3/30/09
20	<input type="checkbox"/> Identify and Evaluate Alternatives	125 days	Mon 3/30/09	Mon 9/21/09
21	<input type="checkbox"/> Visit Other states	50 days	Mon 3/30/09	Mon 6/8/09
24	<input type="checkbox"/> Determine Best Solution Candidates	75 days	Mon 6/8/09	Mon 9/21/09
30	<input type="checkbox"/> Research MCID	50 days	Mon 2/23/09	Mon 5/4/09
33	<input type="checkbox"/> Common Component Cross Program Research	76 days	Mon 2/23/09	Tue 6/9/09
34	Intake Component	25 days	Mon 2/23/09	Mon 3/30/09
35	Case Management	34 days	Mon 3/30/09	Fri 5/15/09
36	Financial Component	25 days	Mon 2/23/09	Mon 3/30/09
37	Eligibility Component	17 days	Mon 2/23/09	Wed 3/18/09
38	Reporting Component	17 days	Fri 5/15/09	Tue 6/9/09
39	<input type="checkbox"/> IV&V	9 days	Wed 3/18/09	Tue 3/31/09
41	<input type="checkbox"/> CBA	51.5 days	Mon 9/21/09	Tue 12/1/09
42	Cost of Status Quo	13 days	Wed 10/14/09	Fri 10/30/09
43	CBA Alternative 1(Customer Facing Portal)	21 days	Mon 9/21/09	Tue 10/20/09
44	CBA Alternative 2 (MCID)	9 days	Tue 11/17/09	Fri 11/27/09
45	Review and Validate Feasibility and CBA finding	2 days	Mon 11/30/09	Tue 12/1/09
46	<i>Feasibility & CBA Complete (Deliverable)</i>	<i>0 days</i>	<i>Tue 12/1/09</i>	<i>Tue 12/1/09</i>
47	<input type="checkbox"/> Develop IAPD / RFP / RFI	42 days	Wed 12/2/09	Thu 1/28/10
48	Develop IAPD	25 days	Wed 12/2/09	Tue 1/5/10
49	Develop RFI	2 days	Wed 12/2/09	Thu 12/3/09
50	Develop RFP	42 days	Wed 12/2/09	Thu 1/28/10
51	QA IV&V	5 days	Wed 12/2/09	Tue 12/8/09

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5 Planning Project Budget and Cost Allocations

The estimated cost of planning the VDSS Enterprise Delivery System Project is **\$1,067,830** as shown on the pages that follow. The department has distributed the costs based on Virginia's approved cost allocation method. The costs shown are estimates and the final costs will be based on actual costs of staff/contractual support for actual hours worked.

The following spreadsheet shows the costs for the VDSS Enterprise Delivery System Project PAPD. The costs are displayed by quarter. Total estimated costs for the VDSS Enterprise Delivery System Project PAPD are shown in the right-hand columns. Detail breakdown of tasks and costs are in Appendix A for technical staff only. Business staff, local and state, will be utilized for this planning effort but VDSS does not intend to charge for their services using this cost allocation methodology nor for the Project Director role.

- **Professional Services** – VDSS will maximize the use of the existing local and state business and technical staff and augment with contracted staff for a period of one federal fiscal year.
- **Travel and other misc** – As the purpose of this project is to complete a feasibility study and cost benefit analysis, we are requesting travel dollars to visit three states. The prices are for airfare, room, meals, and a small amount for incidentals. Wisconsin, Florida, and Pennsylvania were selected based on preliminary research but the states actually selected for visit will be determined based on the consideration of the technology transfer alternative.
- **Hardware/PC/Server** – VDSS does not anticipate these expenses during the planning period of this PAPD.
- **Training** - Training dollars are being requested to allow VDSS to train existing technical staff in modern technology such as SOA.
- **Software and License** – At this time, VDSS does not anticipate these expenses during the planning period of this PAPD.

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Federal Fiscal Year 2009 - 2010													
	1st Qtr		2nd Qtr		3rd Qtr		4th Qtr		1st Qtr 2010		2 nd Qtr 2010		
	Oct - Dec 2008		Jan - March. 2009		April - June. 2009		July - Sept. 2009		Oct - Dec 2009		Jan - Mar 2010	Total	
Component	VDSS Enterprise Delivery System PAPD		Total										
VDSS Staff (Professional Services)	0		270,695		156,845		79,250		105,845		67,195		679,830
Contract Staff (Professional Services)	0		200,000 ¹		32,000 ²		37,500 ³		37,500 ⁴				307,000
Staffing total	0		470,695		188,845		116,750		143,345		67,195		986,830
Travel and other misc	0		0		56,000 ⁵		0		0		0		56,000
Hardware/PC/Server	0		0		0		0		0		0		0
Training	0		0		25,000		0		0		0		25,000
Software/License	0		0		0		0		0		0		0
H/W & S/W Total	0		0		81,000		0		0		0		81,000
Quarterly Project Total	0		470,695		269,845		116,750		143,345		67,195		1,067,830
Total Planning Project													1,067,830

¹ This represents cost for Feasibility Study

² This represents cost for IVI&V

³ This represents ½ cost (37,500) for CBA

⁴ This represents ½ cost (37,500) for CBA

⁵ This represents state meals/travel (26,000), local meal/travel reimbursements (30,000)

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The following table shows the cost allocation for the VDSS Enterprise Delivery System PAPD during the planning period.

Planning APD – System Planning Budget					\$1,067,830
Federal/State Program	Program Share of Cost (%)	Share Amount (\$)	Match Rate	Federal Share (\$) FFP	State Share (\$) FFP
Child Care	12.5%	\$133,478.75	50%	\$66,739.37	\$66,739.38
Child Support	12.5%	\$133,478.75	66%	\$88,095.98	\$45,382.77
Food Stamps	12.5%	\$133,478.75	50%	\$66,739.37	\$66,739.38
Foster Care (applying IV-E Penetration Rate)	12.5%	\$133,478.75	24%	\$32,034.90	\$101,443.85
LIHEAP	12.5%	\$133,478.75	100%	\$133,478.75	\$0
Medicaid	12.5%	\$133,478.75	50%	\$66,739.38	\$66,739.37
TANF	12.5%	\$133,478.75	50%	\$66,739.38	\$66,739.37
Other State Programs (Adult Services, CPS, AG, GR, etc.)	12.5%	\$133,478.75	0%	\$0	\$133,478.75
Total	100%	\$1,067,830		\$520,567.13	\$547,262.87

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6 Estimate of Total Project Cost

A project of this magnitude cannot be undertaken lightly. Significant planning, business support, and technical strategies must be part of the early stages. Substantial research and analysis must occur so that solutions can produce the most benefit for the most programs from an enterprise perspective. The planning process will refine the cost benefit analysis and produce strategic approaches for effective solutions.

Preliminary investigation indicates similar efforts in other states' costs range from \$5 million - \$20 million. State funds will be made available as match for implementation.

As this Planning Phase is completed, the project plan and costs will be updated with the actual costs, future phase plans and re-baselined.

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7 Appendix

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7.1 Appendix A – MS Project Tasks Detail Cost Project Organization⁶

MS Project Task Line #13 – Feasibility Study, 1st – 2nd Qtr, (11/2008 – 3/2009)

Number of Staff & Staff Position	Hours	Rate	Totals
4 – Business Analysts	2,250	\$43.00	\$96,750
1 – Project Manager	300	\$57.00	\$17,100
Task 13 totals	2,550 hrs		\$113,850

MS Project Task Line #20 – Identify and Evaluate Alternatives (Includes Travel) 2nd – 4th Qtr, (3/2009 – 9/2009)

Number of Staff & Staff Position	Hours	Rate	Totals
6 – Business Analysts	450 X 6 = 2,700	\$43.00	\$116,100
1 – Project Manager	100	\$57.00	\$5,700
Task 20 totals	2,800 hrs		\$121,800

⁶ All resource estimates use 75% units and 6 hr/day. Some tasks are running concurrent.

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MS Project Task Line #30 – Research Master Customer ID
2nd – 3rd Qtr, (2/2009 – 5/2009)

Number of Staff & Staff Position	Hours	Rate	Totals
3 – Program Developers	240 X 3 = 720	\$80.00	\$57,600
5– Web Developers	240 X 5 = 1,200	\$57.00	\$68,400
3– Business Analysts	240 X 3 = 720	\$43.00	\$30,960
1 – Project Manager	100	\$57.00	\$5,700
2– Database Administrators	200 X 2 = 400	\$53.00	\$21,200
1 – Security Manager	150	\$56.00	\$8,400
Task 30 totals	2,290 hrs		\$192,260

MS Project Task Line #33 – Common Component Cross Program Research
2nd – 3rd Qtr, (2/2009 - 6/2009)

Number of Staff & Staff Position	Hours	Rate	Totals
5 – Business Analysts	150 x5 = 750	\$43.00	\$32,250
1 – Project Manager	140	\$57.00	\$7,980
Task 33 totals	890 hrs		\$40,230

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**MS Project Task Line #41 – Develop Cost Benefit Analysis Documents
 4th Qtr 09, 1st Qtr 10, (09/2009-12/2009)**

Number of Staff & Staff Position	Hours	Rate	Totals
1 –Project Manager	200	\$65.00	\$13,000
1 – Database Administrator	200	\$53.00	\$10,600
1 – Security Manager	200	\$56.00	\$11,200
1 – Applications Development Manager	200	\$62.00	\$12,400
1 – Business Analyst	600	\$43.00	\$25,800
1 – Business Analyst	100	\$43.00	\$4,300
Task 41 Totals	1,500 hrs		\$77,300

**MS Project Task Line #47 – Develop Request for Proposal (RFP) Documents
 1st – 2nd Qtr 10, (12/2009 – 1/2010)**

Number of Staff & Staff Position	Hours	Rate	Totals
1 – Project Manager	150	\$65.00	\$9,750
1 – Database Administrator	100	\$53.00	\$5,300

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Number of Staff & Staff Position	Hours	Rate	Totals
1 – Security Manager	100	\$56.00	\$5,600
1 – Applications Development Manager	150	\$62.00	\$9,300
2 – Business Analysts	200 X 2 = 400	\$43.00	\$17,200
Task 47 Totals	900 hrs		\$47,150

**MS Project Task Line #47 –Develop Implementation Advance Planning Document
 1st – 2nd Qtr 10, (10/2009 – 1/2010)**

Number of Staff & Staff Position	Hours	Rate	Totals
1 – Business Analyst	480	\$43.00	\$20,640
1 – Project Manager	300	\$57.00	\$17,100
1 – Database Administrator	300	\$53.00	\$15,900
1 – Applications Development Manager	300	\$56.00	\$16,800
1 – Security Manager	300	\$56.00	\$16,800
Task 47 Totals	1,680 hrs		\$87,240

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MS Project Task Estimated Totals for PAPD

Total Number of DIS Staff	Total Hours	Rate	Totals Costs
50	12,610	-----	\$679,830
Tasks Estimated Totals	12,610 hrs		<u>\$679,830</u>

