



C A L I F O R N I A

Labor & Workforce Development Agency

July 30, 2008

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Arnold
Schwarzenegger

Secretary
Victoria L. Bradshaw

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Relations
Board

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Unemployment
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Appeals
Board

California
Workforce
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Economic
Strategy
Panel

Employment
Development
Department

Employment
Training
Panel

Teri Takai
Chief Information Officer
Office of the Chief Information Officer

Via: Debbie D. Leibrock
Office of the State Chief Information Officer

Dear Teri:

Enclosed is the Department of Industrial Relations (DIR) Special Project Report #3 (SPR #3) for the Division of Workers Compensation Electronic Adjudication Management System (EAMS).

I think you will find that the scope of this project as proposed in SPR #3 has been expanded primarily to address legislative and stakeholder concerns that were raised in DIR's 2008-09 budget hearings regarding accessibility to the system. This SPR proposes to add 1,500 software licenses over a two year period to provide full allowable access to license users; electronic filing to address the more limited needs of large users like insurance companies and medical providers; and bulk lien filing for medical providers.

This SPR also requests significant funding and staffing for maintenance and operation of EAMS. You may recall that EAMS was procured using the Business-Based Procurement method so maintenance and operation needs were not fully understood until recently after the system was actually developed. The SPR proposes the addition of 31 new information technology positions. While this represents a significant increase in staff, I am confident that your staff will work closely with DIR to determine the appropriate level of staffing and funding for this component of EAMS.

Clearly, this proposal raises significant policy issues. It proposes to increase the project costs by \$24.9 million from \$36.1 million to \$61 million to address legitimate funding needs of EAMS and concerns of accessibility to the system by the workers compensation community. I want to thank you for giving DIR an extension for the submittal of this SPR. It enabled the department to more clearly articulate a case for this proposal and to properly cost it out. We have included an Executive Summary of the proposal for your information. If you have any questions, call me at (916) 327-9064.

Sincerely,

Doug Hoffner
Undersecretary

cc: Mark Larsen, Office of the State Chief Information Officer
Karen Redman, Office of the State Chief Information Officer
Kristin Shelton, Department of Finance
Audry Bazos, Department of Finance
Dale Jablonsky, Labor and Workforce Development Agency



California Department of Industrial Relations—Division of Workers' Compensation

Electronic Adjudication Management System (EAMS)

Special Project Report 07/22/2008

July 2008

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1.0 Executive Project Approval Transmittal

1.0 Executive Project Approval Transmittal

Information Technology Project Request Special Project Report Executive Approval Transmittal				
Department Name				
Department of Industrial Relations – Division of Workers' Compensation				
Project Title (maximum of 75 characters)			Project Acronym	
DWC Electronic Adjudication Management System			DWCEAMS	
FSR Project ID	FSR Approval Date	Department Priority	Agency Priority	
7350-66	6/28/2004	1	1	
APPROVAL SIGNATURES				
<p>I am submitting the attached Special Project Report (SPR) in support of our request for the Department of Finance's approval to continue development and/or implementation of this project.</p> <p>I certify that the SPR was prepared in accordance with the State Administrative Manual Sections 4945-4945.2 and that the proposed project changes are consistent with our information management strategy as expressed in our current Agency Information Management Strategy (AIMS).</p> <p>I have reviewed and agree with the information in the attached Special Project Report.</p>				
Chief Information Officer			Date Signed	
Printed name:	Jim Culbeaux			
Budget Officer			Date Signed	
Printed name:	Greg Edwards			
Administrative Director			Date Signed	
Printed name:	Carrie Nevans			
Court Administrator			Date Signed	
Printed name:	Keven Star			
Department Director			Date Signed	
Printed name:	John Duncan			
Acting Agency Information Officer			Date Signed	
Printed name:	Dale Jablonsky			
Agency Secretary			Date Signed	
Printed name:	Victoria Bradshaw			



**2.0 IT Project Summary
Package**

2.0 IT Project Summary Package

2.1 Executive Summary

1	Submittal Date	07/22/2008
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	FSR	SPR	PSP Only	Other:
2	Type of Document	X		
	Project Number	7350-66		

			Estimated Project Dates		
3	Project Title	DWC Electronic Adjudication Management System		Start	End
	Project Acronym	DWC-EAMS		July 2004	November 2008 *
4	Submitting Department	Department of Industrial Relations			
5	Reporting Agency	Labor and Workforce Development Agency			

6	Project Objectives
	<p>DWC is replacing its current court technology and is upgrading its supporting infrastructure in order to better meet statutory guidelines, realize operational efficiencies, and lower the overall cost of the California Workers' Compensation System. The Electronic Adjudication Management System (EAMS) project will introduce technology that will greatly improve the DWC and DWC's district offices, as well as the Workers' Compensation Appeals Board (WCAB) Recon Unit's, ability to quickly resolve workers' compensation claims by enhancing responsiveness to claim filings, employing more efficient and effective calendaring to ensure that all parties to a dispute are available to meet with workers' compensation judges, and improving its ability to track case documentation. Primary objectives for the new system include:</p> <ul style="list-style-type: none"> ■ Streamline the process of creating files, setting hearings, and serving decisions, orders and awards ■ Improve access to case records while preserving confidentiality ■ Provide cost and time savings to parties to a case and to the State ■ Reduce delays and eliminate duplication ■ Reduce file storage space and shipping costs ■ Standardize the DWC desktop computing environment across all units ■ Support enforcement against uninsured employers

* Full system implementation for internal DIR users is scheduled to be completed by the end of August 2008 with final system acceptance (including contract hold-back period) and implementation of external users completing in November 2008. (Final system acceptance occurs 90 days after all district offices have gone into production.)

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Proposed Solution

The proposed solution for DWC centers around the replacement of the current WCAB On-line, Vocational Rehabilitation, and Disability Evaluation Unit systems with a COTS (Commercial Off the Shelf) case management, calendaring, document management, and cashiering solution. Also core to the proposed solution is the development of an enterprise relational database system that will combine the data elements of the three primary systems as well as add other data elements that will benefit DWC.

In addition, the proposed solution integrates with existing investments and functions such as WCIS, AristoCAT court reporting software, and the existing call center to drastically improve the division's overall business intelligence and customer service capabilities. This solution provides the best value to DWC and the State by cost-effectively meeting the business and technical requirements specified earlier in this document.

The major components of the proposed solution are as follows:

1. COTS Case Management, Calendaring, and Cashiering System
2. COTS Document Management System
3. Upgrade/Procurement of Hardware to Support New Functionality
4. Migration of DEU system to modern platform
5. Division-wide relational database system with integration to WCIS
6. Integration of AristoCAT court reporting technologies into core business system
7. COTS reporting software tool
8. Claims management software

Integrating robust COTS solutions with existing technology investments will provide the following benefits:

- Meets the technical and functional requirements, as well as the project objectives of DWC
- Provides a cost-effective and industry-standard approach to managing and improving paper-based processes
- Vendor support and ongoing maintenance terms and conditions mitigate technological risk
- Leverages current technology investments and feeds information to WCIS in support of DWC business intelligence goals
- Enables call center staff to be more effective and to field more calls that will not have to be routed to district offices
- Improves customer service capability and the ability to exchange data with external stakeholders
- Improves overall business intelligence and operational and performance reporting capabilities

Project #	7350-66
Doc. Type	SPR #3

8	Major Milestones	Planned Delivery Date
	FSR Approval	June 2004 (actual)
	Select Procurement Contractor	January 2005 (actual)
	Issued COTS Integration RFP	October 2005 (actual)
	Select Project Manager	April 2006 (actual)
	Select Project Oversight & IV&V Vendor	June 2006 (actual)
	SPR Approval	September 2006 (actual)
	Select COTS Integration Vendor and Award Contract	November 2006 (actual)
	Complete system design	August 2007 (actual)
	Complete development of system	June 2008 (actual)
	Begin pilot	June 2008 (actual)
	Finish full deployment of system	November 2008
	PIER	November 2009
	Key Deliverables	Planned Delivery Date
	Approved FSR	June 2004 (actual)
	Selected Procurement Contractor	January 2005 (actual)
	Issued COTS Integration RFP	October 2005 (actual)
	Select Project Manager	April 2006 (actual)
	Select Project Oversight & IV&V Vendor	June 2006 (actual)
	SPR Approval	September 2006 (actual)
	Selected/Signed Contract with COTS Integration Vendor	November 2006 (actual)
	Approved Project Management Plan	April 2007 (actual)
	Approved System Requirements	June 2007 (actual)
	Approved Detailed System Design	August 2007 (actual)
	System and Acceptance Test Completed	June 2008 (actual)
	District Hardware Delivery and Installation Completed	June 2008 (actual)
	Acceptance Period Completed	November 2008
	PIER Completed	November 2009

2.2 Project Contacts

Executive Contacts								
	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
Agency Secretary	Victoria	Bradshaw	916	327-9064				Victoria.bradshaw@labor.ca.gov
Dept. Director	John	Duncan	415	703-5050				jduncan@dir.ca.gov
Budget Officer	Greg	Edwards	916	263-5693				gedwards@dir.ca.gov
CIO	Jim	Culbeaux	510	286-6801				jculbeaux@dir.ca.gov
Proj. Sponsor	Carrie	Nevans	510	286-7048				cnevans@dir.ca.gov
Proj. Sponsor	Keven	Star	916	327-9064				kstar@dir.ca.gov

Direct Contacts								
	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
Doc. Prepared by	Cheryl	Hotaling	916	719-7570		510	286-6865	chotaling@eitechconsulting.com
Primary Contact	Manny	Ortiz	510	286-6815		510	286-6865	mortiz@dir.ca.gov
DWC EAMS Project Manager	Glenn	Shor	510	286-6824		510	286-6865	gshor@dir.ca.gov
Consultant Project Manager	Cheryl	Hotaling	916	719-7570		510	286-6865	chotaling@eitechconsulting.com

2.3 Project Relevance to State and/or Department/Agency Plans

What is the date of your current Operational Recovery Plan (ORP)?	Date	October 2007
What is the date of your current AIMS?	Date	November 2007
For the proposed project, provide the page reference in your current AIMS?	Doc.	AIMS
	Page #	6-7

Project #	7350-66
Doc. Type	SPR #3

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

2.4 Budget Information

Project #	7350-66
Doc. Type	SPR #3

Budget Augmentation Required?												
No												
Yes												X
If YES, indicate fiscal year(s) and associated amount:												
FY	04/05	FY	05/06	FY	06/07	FY	07/08	FY	08/09	FY	09/10	
2,166,127		100,000		3,003,475		15,425,095		15,668,252		10,820,376		

PROJECT COSTS

1.	Fiscal Year	2004/05	2005/06	2006/07	2007/08	2008/09	2009/2010	TOTAL
2.	One-Time Cost	2,222,204	485,143	4,444,928	16,788,044	16,789,707	1,179,827	41,909,852
3.	Continuing Costs			975	1,332,525	7,201,335	10,595,019	19,129,853
4.	TOTAL PROJECT BUDGET	2,222,204	485,143	4,445,903	18,120,569	23,991,042	11,774,846	61,039,706

SOURCES OF FUNDING

5.	General Fund							
6.	Redirection	165,055	385,143	1,442,427	2,695,474	8,322,790	1,051,197	14,062,086
7.	Reimbursements							
8.	Federal Funds							
9.	Special Funds	2,064,992	100,000	3,003,475	15,425,095	15,668,252 ¹	10,723,649	47,086,597
10.	Grant Funds							
11.	Other Funds							
12.	PROJECT BUDGET	2,222,204	485,143	4,445,903	18,120,569	23,991,042	11,774,846	61,039,706

PROJECT FINANCIAL BENEFITS

13.	Cost Savings²	7,843	29,259	29,259	29,259	2,580,707	3,243,856	5,920,183
14.	Revenue Increase							

¹ Includes previous budget augmentation of \$9.7M plus costs for electronic filing and additional external users.

² All projected savings will be redirected to the EAMS project or to fulfilling functions related to calendaring, processing claims, and reducing the existing case backlog described in the FSR.

2.5 Vendor Project Budget

Vendor Cost for FSR Development (if applicable)	\$93,500
Vendor Name	Gartner Consulting

Project #	7350-66
Doc. Type	SPR #3

VENDOR PROJECT BUDGET

1.	Fiscal Year	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	TOTAL
2.	Primary Vendor Budget	0	0	2,550,958	14,266,195	17,533,495	2,512,440	36,863,088
3.	Project Management	0	116,289	292,705	174,460	68,215	0	651,669
4.	Project Oversight/IV&V	0	0	348,832	367,664	376,464	0	1,092,960
5.	Other Budget ¹	2,017,451	29,323	235,243	0	0	0	2,282,017
6.	TOTAL VENDOR BUDGET	2,017,451	145,612	3,427,738	14,808,319	17,978,174	2,512,440	40,889,734

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

PRIMARY VENDOR HISTORY SPECIFIC TO THIS PROJECT

7.	Primary Vendor	Deloitte Consulting
8.	Contract Start Date ²	11/13/2006
9.	Contract End Date (projected)	01/29/2011
10.	Amount ³	\$32,303,433.74

PRIMARY VENDOR CONTACTS

	Vendor	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
11.	Deloitte Consulting	Stephani	Long	916	288-3100				stlong@deloitte.com
12.	Deloitte Consulting	Sumeet	Handa	916	288-3100				shanda@deloitte.com

¹ Other Budget includes infrastructure hardware/software/installation, procurement assistance, and independent assessment.

² The contract effective date is November 13, 2006, but the contractor did not begin work until 02/05/2007.

³ Deloitte Consulting COTS Integration Services Agreement amount includes 2-years maintenance and version upgrade costs, payable in January 2009 and January 2010. This amount does **not** contain \$4,559,654 in services that would be processed as a contract amendment based on approval of this SPR.

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2.6 Risk Assessment Information

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

General Comment(s)
<p>In order to manage and reduce the overall risk of the DWC technology replacement project, DWC has developed and implemented a Risk Management Plan. Based upon the current status of the project, the following high criticality risks have been identified and are being managed in accordance with the Risk Management Plan:</p> <ul style="list-style-type: none"> ■ Logistical Risk: The development of data for user acceptance and end user classroom training is requiring more DIR/DWC resources than originally planned. Additional time and resources are needed to perform required activities. ■ Data Risk: The amount of data cleansing needed to ensure the quality of the converted data has required more time than originally planned. Additional time is necessary in order to convert all of the identified data into EAMS. ■ Operational Risk: The DIR will be responsible for providing on-going maintenance and operational support for EAMS after the system goes into production. DIR staff are currently attending training and will be performing knowledge transfer activities between now and system go-live.



3.0 Proposed Project Change

3.0 Proposed Project Change

The purpose of this section is to provide a clear understanding of the proposed project changes for the Electronic Adjudication Management System (EAMS) project.

The proposed project change comprises the following sub-sections:

Table 1. Proposed Project Sub-Sections

3.1 Project Background Summary
3.2 Project Status
3.3 Reason for Proposed Change
3.4 Proposed Project Change
3.5 Impact of Proposed Change on the Project

3.1 Project Background/Summary

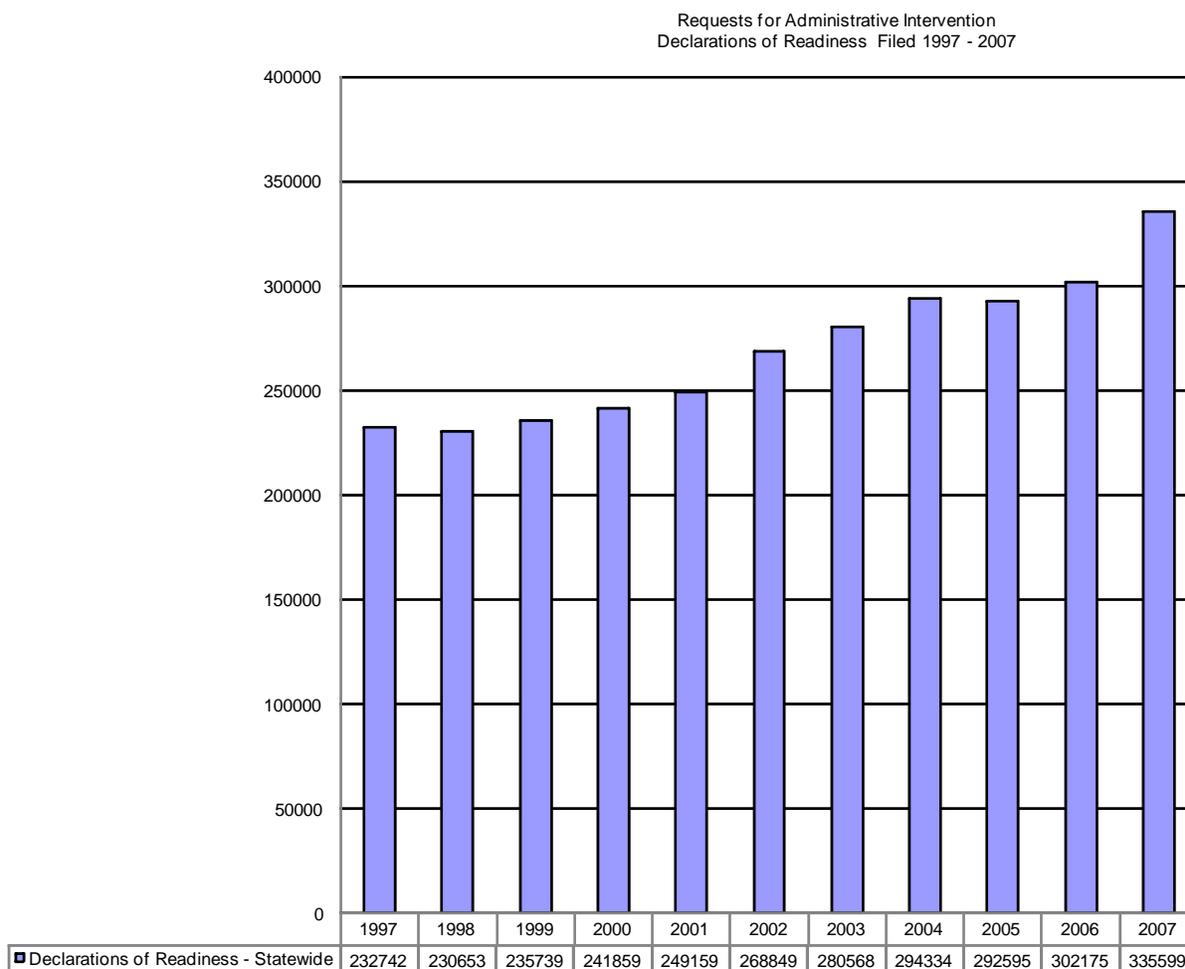
The Department of Industrial Relations (DIR) is undertaking a multi-year project to replace the current court technology and supporting infrastructure for its Division of Workers' Compensation and Workers' Compensation Appeals Board, Recon Unit. As outlined in the Feasibility Study Report (FSR) and detailed in the Special Project Reports (SPR) #1 and #2, the EAMS project will allow DIR to better meet statutory guidelines, realize operational efficiencies, and lower the overall cost of the California Workers' Compensation system. This will be achieved through an enhanced ability to quickly resolve workers' compensation claims by enhancing responsiveness to claims filing, employing more efficient and effective calendaring to ensure that all parties to a dispute are able to meet with judges, and improving the ability to track cases.

The primary goals for the new system include:

- ◆ Streamline the process of creating files, setting hearings, and serving decisions, orders and awards
- ◆ Improve access to case records while preserving confidentiality
- ◆ Provide cost and time savings to parties to a case and to the State
- ◆ Reduce delays and eliminate duplication
- ◆ Reduce file storage space and shipping costs
- ◆ Standardize the DWC desktop computing environment across all units
- ◆ Support enforcement against uninsured employers

The business program and business problems have not changed since approval of SPR #2 in March 2007.

Since 2000, district offices of the DWC had opened approximately 200,000 cases each year. The number of applications filed has been decreasing over the last few years, with new filings in 2006 totaling 143,194 and new filings in 2007 totaling 138,615. Although the filing of new applications has decreased, the number of Declaration of Readiness filings has continued on an upward trend.



The problem is clearly understood and has been documented in several reports. The Legislature specifically supported responding to the issues in AB 227 (2003) issued by the Workers' Compensation Joint Conference Committee on September 9, 2003¹ and enrolled into law as Chapter 635 of the Laws of 2003. That bill described funding for this request as a "priority initiative."

Section 62.5(a)(3):

¹ http://www.leginfo.ca.gov/pub/03-04/bill/asm/ab_0201-0250/ab_227_cfa_20030912_013703_asm_floor.html. Statutory changes at http://www.leginfo.ca.gov/pub/03-04/bill/asm/ab_0201-0250/ab_227_bill_20031001_chaptered.html

It is the intent of the Legislature that a sufficient portion of the fund shall be allocated to the following priority initiatives:

(C) The development of a cost-efficient electronic adjudication management system.

The EAMS project includes functionality to obtain a computerized calendaring system to enable automated determination of the earliest available hearing date, considering previously scheduled hearings for counsel at all DWC district offices and the Rehabilitation Unit. The project also provides funds to replace the three current independent on-line systems with a single integrated case management system, permitting concurrent access to information regarding rating, rehabilitation and case status. It will enable all DWC employees to record and report a far broader range of data and reduce redundant data entry. It will also allow for contemporaneous notes to be attached to a case record to reduce redundant requests for information later. There will be reduced or eliminated delay in processing documents and taking appropriate action. The project also provides funding to acquire servers, scanners, and programming, to enable receipt, retention, and storage of electronic documents in lieu of separate paper DEU, Vocational Rehabilitation, Information & Assistance Officer notes, and DWC district office case files. The electronic preparation and transmission of documents will also allow for capture and organization of data about each document, process, and case. Finally, the project includes assistance for core infrastructure renewal, including business process reengineering, forms redesign, database cleansing and conversion, and organizational change management.

3.2 Project Status

The EAMS project FSR/SPRs identified two primary components of the EAMS project: 1) infrastructure upgrade (office automation PCs and servers) and 2) the EAMS system integration component.

3.2.1 Infrastructure Upgrade

As stated in the FSR/SPR #1, the office automation PCs and servers would be required regardless of the ultimate systems integration solution selected for EAMS. The infrastructure upgrade was completed in June 2005 and is fully operational. DIR maintains the infrastructure and, on a regularly scheduled basis, replaces old technology pursuant to budgetary constraints and planned replacement schedule.

3.2.2 EAMS System Integration

As stated in the SPR #1, and as recommended in the FSR, the DWC followed a Business-Based Procurement model for the systems integration solution; the high-level business and technical requirements were identified in the FSR, but the detailed solution was determined through a competitive bid process, after a detailed business requirements analysis by program staff was completed in 2005.

Through a competitive bid process, the solution was selected based on a best-value and best-of-breed approach. SPR #1 provided a detailed description of the proposed solution, and provided an updated project schedule and project costs, based upon the completed procurement, for DOF/OTROS approval. The SPR was approved by DOF on October 13, 2006. A Section 11 notification was also required, which was approved on November 13, 2006. Based on the SPR and Section 11 approvals, the contract with Deloitte Consulting LLP (Deloitte) was executed on November 13, 2006.

SPR #1 estimated the contract award date and contract start to begin October 15, 2006. Due to the Section 11 notification requirement, the contract award date was delayed to November 13, 2006. In addition, due to contract discussions between Deloitte, the Department of General Services (DGS), and the DIR, Deloitte did not begin work on the EAMS project until February 5, 2007. This resulted in an overall 3.5 month project delay since the approved schedule contained in SPR #1. This schedule delay and minor cost changes were documented in SPR #2, which was in the spring of 2007.

Overall, the EAMS System Integration component has been going very well. To date, all of the major milestones (with the exception of the technical infrastructure) have been successfully completed on-time (Requirements Definition, System Design, and Application Development). A total of 20 out of 22 scheduled project deliverables have been completed and approved. The two (2) outstanding deliverables are awaiting DTS completion of the EAMS production infrastructure. The delays that have occurred in establishing the production environment at DTS have resulted in downstream delays in completing the testing of the district hardware and in loading the software on the production environment and commencing performance testing. The delays in completing the production infrastructure are a primary driver for the schedule delay requested in this SPR.

Throughout the project, there continues to be a collaborative project partnership between DWC and vendor teams, and significant participation from DWC subject matter experts. In addition, application demonstrations that began in January have received very positive user feedback.

Table 2 provides a summary level status of the various phases of the EAMS System Integration component.

Table 2. EAMS System Integration Status Summary

PROJECT PHASE	STATUS
Phase 1 – COTS Software/Integration Requirements and RFP Development	Completed
Phase 2 – Vendor Selection and Project Initiation	Completed
Phase 3 – Plan: Project Planning and Requirements Analysis	Completed
Phase 4 – System Architecture Design	Completed
Phase 5 – Build: System Build and Test	
Configure and Customize COTS Packages for EAMS	Completed
Unit Test EAMS Components	Completed
System Testing	Completed
Plan for Regression Testing	Completed
Technical Architecture Procurement and Deployment	Completed

PROJECT PHASE	STATUS
User Acceptance Testing	Completed
Performance Testing	In Progress
Phase 6 – Deliver	
Training	In Progress
Data Conversion	In Progress
Change Management	In Progress
Implementation and Transition	In Progress
Phase 7 – Operate	Not Started

With regards to Phase 5 “In Process Activities”:

- Performance Testing was dependent upon completion of the production infrastructure at DTS. This activity was significantly behind the original schedule. DIR’s servers were procured and have been installed at DTS since October 2007, but server connectivity, load balancing, and other architectural issues persisted until the end of February 2008. Performance testing has begun and additional problems have been uncovered resulting in further changes to the production environment. Performance testing is scheduled for completion in July.

With regards to Phase 6 “In Process Activities”:

- Training activities are well underway, but the training schedule was impacted by other project activity delays and considerations. End user training is primarily the responsibility of DIR. End user training preparation is consuming more DIR resources than originally estimated. The commencement of training activities is directly tied to the timing of the EAMS pilot and go-live. The EAMS pilot is also directly tied to completion of UAT. Train the Trainer classes have been completed, and End User training classes began in June. Facilities for the End User training have been secured.
- Data Conversion and data cleansing is underway, but is completing behind schedule due to additional time and resources needed to complete data cleansing activities. Data conversion activities surrounding data extracts and data cleaning are consuming more DIR resources than originally estimated.
- Change Management activities are on schedule. Several “road shows” have been held for district offices and several presentations for external stakeholders have also been provided.
- Implementation and Transition activities have begun primarily around the detailed planning for the pilot and go-live support activities. The pilot began in late June 2008.

3.3 Reason for Proposed Change

The DIR and the Division of Workers’ Compensation (DWC) are committed to implementing a quality system that meets the needs of the workers’ compensation program. Throughout the project, the EAMS project team has been diligently managing the project scope and meeting interim project milestones in order to implement the EAMS on-time and within budget. The project has also had a focus on risk management activities, to understand potential project risks and to attempt to move forward with project activities within acceptable risk limits.

During December 2007 and January 2008, it became evident that due to continued delays in the installation of the production infrastructure, and to reduce project risks associated with implementation activities (including data conversion, user acceptance testing, and end user training) to an acceptable level, additional time and resources were needed to complete system deployment and implementation activities. The original contract timeline provided that DTS would turn over the EAMS production environment to DIR in October 2007. On an almost bi-weekly basis this deadline continued to be extended, until finally in March, 2008 the production environment was turned over to DIR. The additional five months of time that it took to address a plethora of issues was more extensive than anticipated and the constant small time chunks for the extensions made the assessment of issues more difficult. The contingency time originally built into the project schedule for critical path activities has now been exhausted. The additional time needed to complete implementation activities will also provide an opportunity for the implementation of several change requests that will increase of the overall functionality and usability of the system. Discussions were held with the Labor and Workforce Development Agency (LWDA) and the Office of the State Chief Information Officer (OCIO) during January through March regarding the status of the project and the need for additional time and resources.

As part of this SPR, the DIR is proposing a delay to the production go-live date, and is requesting approval to cover costs associated with the schedule delay, increased project scope, and other increases to previously estimated costs. DIR is also requesting additional funding beginning in Fiscal Year (FY) 2009/10 for on-going maintenance of EAMS.

Electronic filing functionality evolved as a risk mitigation measure. Conceptually the EAMS project would result in participants using the electronic forms and minimal use of paper forms via Optical Character Recognition (OCR) would be required. In recent external stakeholder discussions as well as at the budget hearings before the legislature it was made abundantly clear that the major filing institutions would refuse to utilize the electronic form technology of EAMS and would continue to submit OCR paper forms. Additionally, due to the access issue that was raised at the budget and oversight hearings before the legislature, DWC was asked to propose a plan that would address the issue of large quantities of members of the public and their access to the EAMS files.

In the event that the large bulk filers elected to pursue filing via OCR paper forms, DWC staff would be forced to manually input the data into the EAMS. As an example there are 18 clerical employees at Van Nuys. That office currently receives 15 bags of United States mail on a daily basis. Under the current paper based system these clerical staff sort and file the incoming documents into the appropriate locations for selected actions. If the large filers pursue the path that they have indicated that they will, those same clerical must not only file those documents, but must take additional time, almost double their current amount of time per document) to enter the appropriate information into the electronic system. The larger filers have stated that their current computer technology is not set up for the movement of information from their computer case management system into EAMS and it will take 1 to 3 years for them to make that transition. Accordingly, for the next one to three years DWC would be inundated with these paper documents from these large filers and this backlog would significantly impede the quick movement of cases from opening through judicial resolution. This completely contradicts the intent of EAMS – to speed up the process to quickly and efficiently move the claims and disputes through the system so parties have their resolutions quicker.

The legislative hearings resulted in preparation of four courses of action to alleviate the problem of limited licenses and numbers of concurrent users. Concurrent use is the base issue that led this discussion. Each EAMS license from the software companies entitles DWC to have a specified number of users access the system concurrently. The FSR estimated 300 concurrent external users, and the RFP specified 1,000 concurrent external user licenses with options for more (first 1,500 in blocks of 250 then more if necessary).

At the hearings DWC was pressed to address public concern that concurrent external use would range from 2,000 to 100,000 users. DWC presented four options to the legislature that DWC could take in response to these concerns: (1) do nothing and wait to see the impact to the system; (2) procure servers and licenses for 10,000 concurrent users, or 30,000 as an alternative; (3) create a separate custom web-based application that would interact with EAMS but not require the use of licenses; and/or (4) create an electronic filing interface that would not use the EAMS licenses. A discussion of each option and its impact follows.

Failure to address the potential inundation of the system by mass filing of paper documents would create a risk of large backlogs, which would have a serious negative impact on system functionality. Any reduction in system functionality will result in a parallel reduction in user access.

To procure adequate licenses and servers for concurrent use of the system in the numbers presented to the legislature, DWC would be required to go from 38 servers to 153 servers and purchase an additional 9,000 licenses or 29,000 licenses (at \$1212 each). This potential solution would approximately cost an additional \$30M to \$60M (please refer to attached appendix). There are numerous issues with this approach that negate any positive impact. First, concurrent external usage has not been gauged so DWC would be making a huge outlay for infrastructure based on a hypothetical level of concurrent external use that has never been tested and which may never be obtained. Second, it would mandate significant additional time to change the architecture of the system. Third, it is not a fiscally sound investment for DWC.

To create a completely separate web-based interface that would not impact licenses is a very attractive solution, but rough cost estimates place that at \$15M and it would take a significant amount of time to implement.

DWC believes that the preferred alternative is #4. To create the electronic filing interface it would cost DWC significantly less money than any of the other approaches above (see details below). Those DWC forms most often used will be made a part of the interface. Thus, a majority of the document filings can be handled through the electronic filing interface without the use of a license. As an example, DWC receives approximately 200,000 Declarations of Readiness to Proceed to a hearing annually. Additionally, DWC receives approximately 150,000 to 200,000 Applications for Adjudication of Claim for Benefits on an annual basis. By utilizing the electronic filing interface for filing these documents directly into EAMS, the number of documents that will have to be scanned by DWC personnel is greatly reduced and system functionality and speed correspondingly increased, all unaffected by the license limitations.

Finally, the large filers could bulk e-file these documents utilizing the electronic filing interface. Large document filers, such as State Compensation Insurance Fund, Kaiser, the City and County of Los Angeles, have indicated a preference for bulk filing. The most fiscally responsible approach to the stated areas of concern by these external users of EAMS is the electronic filing functionality. This approach also mitigates the most difficult obstacle for DWC – the clerical and conference and trial calendar backlog that would arise from scanning and indexing of each document received on a daily basis.

The maintenance and operations requirements of the EAMS were not evident until the system was nearly complete. System architecture design was not completed until 2007 and changes took place to the architecture in spring and summer 2008. This SPR covers a new element of personnel for DIR IT staff. The business-based procurement methodology did not include an analysis or display of system maintenance requirements. Until now, there has been little basis to provide the detail necessary for additional positions until the system architecture and software were installed, training had taken place and the system was fully understood by state technical analysts to provide the necessary detail for staff justification.

Now that the state has experience with the development, test and production environments, the necessary maintenance and operations estimates and workload forecasts can be made. Additionally, as DIR staff has been integrated into the EAMS project and discovered the depth and breadth of the numerous applications and systems as well as their diversity in location, they have accumulated the knowledge needed to develop the attached staff study. The study addresses the complexity of the system. For example, scanning stations are now set up physically at 29 separate locations throughout the State, requiring maintenance and upkeep that heretofore did not exist. Various applications also have been introduced into the DIR environment, like Websphere, Curam, FileNet, Cognos, Bottomline and other commercial packages. These software applications are unique and provide a much greater amount of information than the legacy WCAB on-line computer system. Management of these systems, as well as maintenance and operating these applications is significantly different from the 25 year old system that was in use. These applications reside on 38 servers providing a web interface to an estimated 12,000 users. In addition to patching and updating these servers, the staff must be able to rebuild them in case of failure or disaster. The interaction with EAMS is something not experienced by DIR before. There are 1,200 internal users and at least 10,000 external users. The external users interact with the system on multiple levels – including simple inquiries about case existence; mildly complex interactions like searched for case hearing dates and document submission and retrieval; and complex matters which include bulk submissions of thousands of documents and inquiries on a daily basis. The staff outlined in this document must make those changes to the system required by 12,000 users that are managing court cases, maintaining medical supporting data and writing checks all across the State and they must make these changes while keeping the data safe and secure.

3.4 Proposed Project Change

SPR #3 requests approval of the following items, at a summary level (detailed information about project schedule and cost are provided in Section 3.5, Impact of Proposed Change on the Project):

1. **Project Schedule:** SPR #2 full system implementation date of June 30, 2008. We are requesting an eight (8) week extension to the production go-live date, thereby modifying the full system implementation date for internal users from June 30, 2008 to August 25, 2008. In addition, the implementation of external users will be delayed from June 30, 2008 to mid-November 2008. This additional delay is necessary in order to implement a change request (custom modification) to prevent the same user identification from being concurrently logged onto the system multiple times. The delay in implementation of the external users will also allow the DIR additional time to institutionalize production help desk and support processes.

The Independent Verification and Validation/Independent Project Oversight consultants have identified several project risks associated with EAMS implementation activities. These risks include Risk 046 related to the implementation preparation activities, Risk 045 related to data conversion – cleansing, Risk 047 related to data creation for end user training and pilot activities, Risk 040 related to end user training preparation and execution, Risk 036 related to user acceptance testing preparation, and Risk 039 related to late conversion of UEF/SIF data.

In order to provide DIR/DWC time to complete its critical path tasks, eight additional weeks are required. These tasks are primarily End User Training preparation, User Acceptance Testing preparation and execution, data conversion, and the completed installation and validation of the production infrastructure at DTS.

The eight week extension provides additional time, thereby reducing project risk to an acceptable level, for the following project tasks that are (or were) significantly behind schedule:

- Acquisition of end user training facilities (now completed)
- Completion of the EAMS production infrastructure (in final validation testing)
- Installation of the production software and application, pending the completion of the EAMS production infrastructure (in final validation testing)
- Installation of the scanning equipment at the district offices (in progress)
- Integration and testing of the Gensource rating interface (in progress)
- Integration and testing of the data mailers interface (in progress)
- UEF/SIF data conversion (in progress)
- User acceptance testing preparation, including test script validation, test data creation, and tester training (now completed)

- System performance testing, pending the completion of the EAMS production infrastructure (in progress)
- Organization name and address data cleansing (in progress)

2. Project Scope: DIR has identified seven changes to the project scope that are needed to enhance the overall value provided by the EAMS. These scope changes include:

- a. Changes in the production environment architecture requested by DTS to align with current DTS standards.
- b. Implementation of Companion Case functionality (Change Request 003). Approximately 30% to 45% of all cases before the DWC involve a single injured worker who has more than one application – which means that worker has more than one case pending. Companion cases are cases that typically involve the same injured worker yet the claims were submitted at different times which typically involve different insurance carriers and different doctors. For instance, a knee injury in one year and a back injury years later at a different employer would result in two applications for adjudication of benefits being submitted by that worker.

The contractually approved system requirements delineated that EAMS would link cases. The EAMS system requirements did not require that the linked cases receive automatic notification of hearing dates nor tie the documents that are stored together electronically in the FileNet portion of EAMS. Failure to have companion cases would result in a larger backlog in hearing dates which is specifically what EAMS is aimed to reduce. The backlog would result because the system would not allow for the automatic notification of all companion case parties. Additionally, clerical workers would have to work closer with the judge to determine which cases were to be tied together and which were to be not only tied together but to have parties appear together for settlement conferences and trials. A change request and work authorization in the amount of \$487,250 was processed to pay for this change request out of the Unanticipated Task dollars in the existing contract.

- c. Implementation of Information & Assistance (I&A) unit functionality within EAMS. A change request (CR017) was developed to request and document this change. This change request is described in detail in Section 3.5.2.
- d. An increase in scope to the activities Deloitte will provide in the areas of user acceptance testing preparation, end user training preparation, and implementation support assistance. These activities were primarily the responsibility of DIR/DWC, but additional expertise is needed to carry out these activities in a timely manner. Additional information regarding these activities is provided in Section 3.5.2.
- e. Addition of a bulk lien inquiry capability. The existing legacy WCAB System provides case information to clients through EDEX subscribers.

EDEX, which stands for Electronic Data Exchange, currently allows access to certain aspects of court information from the WCAB from 1989 to present. By subscribing to EDEX, authorized users can search for records by Social Security Number or WCAB case number and can also file liens and track case status electronically if so desired. Basic lien filing, which allows a lien claimant to electronically record their lien on a specific adjudication case, will not be implemented in EAMS. EAMS will permit individual clients direct access to EAMS case information through the Internet without going through third-party providers (such as EDEX).

As designed, EAMS allows for the reduction of these bulk inquiries. EAMS will notify participants of all case events. EAMS will display on inquiry the injured worker and his/her next scheduled hearing. The system was designed to address this requirement through eforms that allow individuals to input information supporting lien filing. DWC did not pursue the requirement of bulk inquiry capabilities. In response to the inquiries from the Legislature and some of the insurers and health care providers, DWC must institute this functionality to minimize the negative impact upon the stakeholders. Additional information regarding these activities is provided in Attachment A.

- f. Additional of Electronic Filing Capability. External partners (such as SCIF and large law firms) submit large volumes of applications, liens, and corresponding documentation (such as medical reports). Consequently, a large number of COTS software licenses would be required to support this volume of system usage. In addition, these external partners typically have their own computer systems that contain all of the data which must be submitted to DWC. DWC has a business need to enable business partners to efficiently submit applications, liens and supporting documents. Reentering this data in the EAMS application is inefficient, and prone to data errors.

Electronic submission functionality, developed within the EAMS system, would allow bulk lien filing, multiple document filings and submission of case documents. It would also allow for PDF documents to be filled-out and accepted into EAMS without utilizing an EAMS software license. This solution would eliminate the need for significant new software and/or hardware licenses and greatly reduce future licensing costs. Instead, it would only require minimal hardware and software: two additional servers and minimal new software - Adobe type forms processor.

Electronic submission of form data will be supported in two ways: 1) submission in batch files, and 2) submission using fillable PDFs. The following form data will be supported for these electronic transmissions:

- Notice and Request for Allowance of Lien – DE 2581 (Golden Rod)
- Stipulations with Request for Award – Disability Case
- Answer to Application for Adjudication of Claim

- Notice of Request for Allowance of Lien
- Compromise and Release – Disability Case
- Application for Adjudication of Claim

Additional information regarding electronic filing is provided in Attachment B.

- g. Addition of 1,500 concurrent external users. DIR has the option to procure an additional 1,500 concurrent external user licenses. As the external users are brought onto EAMS beginning in November 2008, DWC will assess the need to procure additional licenses. The addition of 1,500 more concurrent users will also increase the number of servers in the production environment, thus increasing DTS' costs.

Additional information regarding increasing the number of concurrent external users is provided in Attachment C.

3. **Project Cost:** SPR #3 is requesting an increase in project costs due to the eight-week extension to the production go-live date, increases in estimated DTS costs, state staffing costs, and miscellaneous "other" costs. SPR #3 is also updating costs for FYs 2004/05 and 2005/06 to reflect actual costs¹.

The approved SPR #2 included One-Time Project Costs of \$31,917,852 and On-Going Project Costs of \$4,187,616. SPR #3 is requesting approval for One-Time Project Costs of \$41,909,852 and On-Going Project Cost of \$19,226,580. The Total Project Cost in SPR #2 was \$36,105,467 through SFY 08/09. The Total Project Cost in SPR #3 through SFY 08/09 is \$49,264,860. An additional **fiscal year (FY 2009/10) of on-going costs has also been added to reflect a full year of system maintenance. In SPR #2, a full year of project costs were reflected in FY2008/09. Given the new estimated implementation date of August 2008, consistent with the State practice of including a full fiscal year's maintenance and operations costs, SPR #3 reflects a total of 22 months of on-going costs, vs. the 12 months included in SPR #2. Therefore, the Total Project Costs, including SFY 09/10, for SPR#3 is \$61,039,706.**

¹ FYs 2004/05 and 2005/06 reflect some minor costs in cost categories that were not originally estimated for EAMS. This is due to the fact that DIR's general cost allocation inadvertently included the EAMS charge code during these fiscal years; EAMS was removed from the departmental cost allocation process during FY 2007/08.

3.5 Impact of Proposed Change on the Project

1. **Project Schedule:** The proposed schedule delay will impact the following “external facing”¹ project activities: Training, Pilot, Go-Live. The time extension will also allow extra time for UAT preparation and execution.
2. **Project Scope:** The proposed changes to the project scope can be implemented within the 8-week schedule extension and enhance the overall value provided by the EAMS.
3. **Project Cost:** SPR #2 estimated total project costs for FY 2008/09 at \$11.8M; SPR #3's estimate is \$23.9M.

Cost increases for FY 2008/09 beyond the previously approved budget augmentation of \$9.7M, with the exception of funding needed for electronic filing and hardware/software for 750 additional external concurrent user access (which totals approximately \$5.9M), will be covered through the redirection of existing resources. Additional funding for electronic filing and additional external user access is anticipated to be authorized through provisional budget language.

A total redirection of approximately \$8.3M will be required during FY 2008/09. Of this amount, \$1.3M is staff redirection. Additionally, the department has already redirected \$3.2 million to partially offset increased DTS costs, leaving a need of approximately \$3.8M ($\$8.3 - \$1.3M - \$3.2M = \$3.8M$).

As indicated on Attachment D, as of June 30, 2008 the Division had 111.5 vacancies that expend out at \$12M. When adjusted for the standard assumption of 5% salary savings (58 positions), the Department estimates that by leaving the equivalent of 53.5 positions vacant up to approximately \$5.9M (includes marginal operating expense) is available for redirection².

Through careful planning and control over expenditures the Division will be able to offset all redirection requirements for the 2008/09 fiscal year.

Total project costs for FY 2009/10 equal \$11.8M. Approximately \$1.1M will be met through continued redirection of information technology staff. The balance of \$10.7M will be requested in a 2009/10 Budget Change Proposal (BCP).

3.5.1 Project Schedule Changes

Table 3 details key milestone dates in the approved SPR #2 and the estimated dates detailed in this SPR.

¹ “External facing” means external to the EAMS project team.

² It should be noted that the division does not propose to leave 53.5 positions vacant. This information is included only to show that the capacity to meet the redirection demands of the project exist, and can be accomplished through a combination of salary savings and managed OE&E expenditures.

Table 3. Proposed Changes - Schedule

PROJECT MILESTONE	APPROVED SPR #2	SPR #3
1. FSR Approval	June 2004 (actual)	June 2004 (actual)
2. Select Procurement Contractor	January 2005 (actual)	January 2005 (actual)
3. Select Project Manager Vendor	April 2006 (actual)	April 2006 (actual)
4. Select Project Oversight & IV&V Vendor	June 2006 (actual)	June 2006 (actual)
5. Issue COTS Integration RFP	October 2005 (actual)	October 2005 (actual)
6. Select COTS Integration Vendor and Award Contract	November 2006 (actual)	November 2006 (actual)
7. Complete system design	August 2007 (actual)	August 2007 (actual)
8. Complete development of system	February 2008	June 2008 (actual)
9. Begin pilot	March 2008	June 2008 (actual)
10. Finish full deployment of system	July 2008	November 2008
11. PIER	July 2009	November 2009

Figure 1 provides a graphical representation of the schedule shifts for the major external facing EAMS activities.

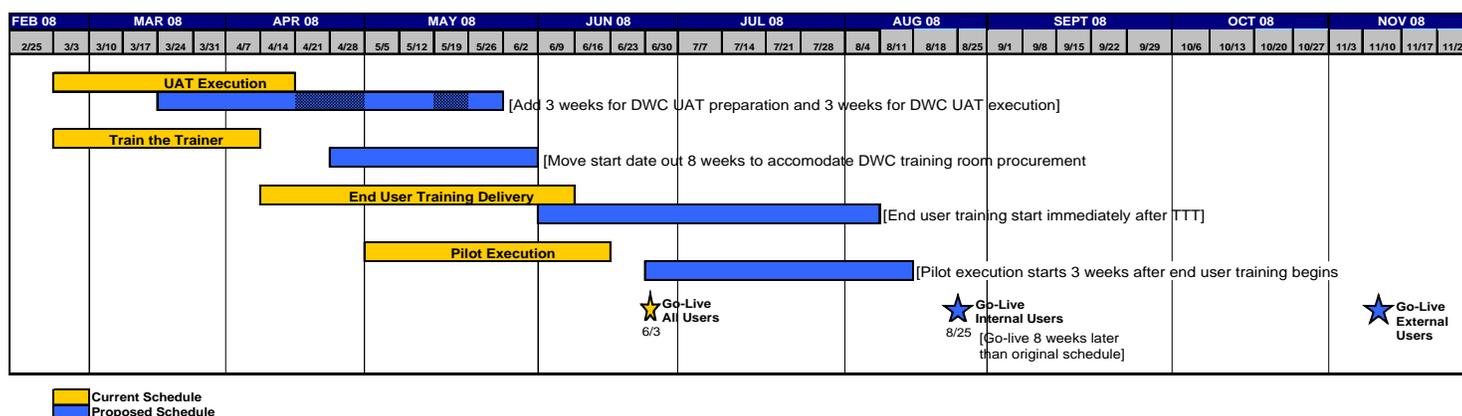


Figure 1. Proposed Schedule Shifts for External Facing Activities

Table 4 provides revised estimated dates for remaining major project activities. The detailed project plan displaying remaining tasks is provided in Section 4.2.

Table 4. Proposed Completion Dates for Remaining Key EAMS Activities

PROJECT PHASE	APPROVED SPR #2	SPR #3
Phase 5 – Build: System Build and Test		
Configure and Customize COTS Packages for EAMS	Oct 2007	Feb 2008
Unit Test EAMS Components	Dec 2007	Feb 2008
System Testing	Feb 2008	Feb 2008
Plan for Regression Testing	Nov 2007	Nov 2007
Technical Architecture Procurement and Deployment	March 2008	June 2008
User Acceptance Testing	April 2008	May 2008
Performance Testing	April 2008	June 2008
Phase 6 – Deliver		
Training	June 2008	Aug 2008
Data Conversion	June 2008	Aug 2008
Change Management	July 2008	Aug 2008

PROJECT PHASE	APPROVED SPR #2	SPR #3
Implementation and Transition	July 2008	Aug 2008
Phase 7 – Operate	July 2008	Sept 2008

3.5.2 Project Cost Changes

A summary of cost changes by cost category is presented in Table 5, with additional details provided in the remaining sections and in Section 5.0, Economic Analysis Worksheets (EAWs).

Table 5. Summary of EAMS Project Cost Changes¹

COST CATEGORY	APPROVED SPR #2	SPR #3	DIFFERENCE
One-Time IT Project Costs			
Staff (Salaries & Benefits)	2,890,739	4,022,337	1,131,598
Hardware Purchase	2,996,866	3,095,576	98,710
Software Purchase/License	8,086,999	9,630,641	1,543,642
Telecommunications	0	0	0
Contract Services	0	0	0
Software Customization	15,700,000	22,701,504	7,001,504
Project Management	651,669	651,669	0
Project Oversight/IV&V Services	1,092,960	1,092,960	0
Other Contract Services	436,044	383,735	(52,309)
TOTAL Contract Services	17,880,673	24,829,868	6,948,585
Data Center Services	0	386	386
Agency Facilities	0	2,563	2,563
Other	62,575	328,482	265,907
Total One-time IT Costs	31,917,852	41,909,853	9,991,391
Continuing IT Project Costs			
Staff (Salaries & Benefits)	826,053	3,816,195	2,990,142
Hardware Lease/Maintenance	280,112	461,216	181,104
Software Maintenance/Licenses	1,631,202	2,872,433	1,241,231
Telecommunications	0	0	0
Contract Services	0	799,200	799,200
Data Center Services	1,450,248	10,567,810	9,117,562
Agency Facilities	0	0	0
Other	0	613,000	613,000
Total Continuing IT Costs	4,187,616	19,129,854	14,942,239
Total Project Costs	36,105,467	61,039,707	25,030,966

¹ Total amounts may be affected due to rounding.

ONE-TIME IT PROJECT COSTS

Staff (Salaries & Benefits)

COST CATEGORY	APPROVED SPR #2 – TOTAL	SPR #3 – TOTAL	DIFFERENCE
One-Time Staff (Salaries and Benefits)	33.1 PYs \$2,890,739	42.4 PYs \$4,022,337	9.3 PYs \$1,131,598

Additional project resources are projected to complete project implementation activities, including user acceptance testing, training preparation, pilot and implementation support. The amount of state staffing resources was previously underestimated. Revised estimated staff costs are based upon expenditures to date, and estimated state staffing levels needed to complete implementation activities. All state staff resources are accomplished through redirection of existing staff.

To address the inclusion of the bulk lien filing capability, DWC will re-direct additional staff during FY 2007/08 and FY 2008/09.

A complete description of the bulk lien filing functionality alternatives and proposed alternative is included as Attachment A.

Hardware Costs

COST CATEGORY	APPROVED SPR #2 – TOTAL	SPR #3 – TOTAL	DIFFERENCE
Hardware Purchase	\$ 2,996,866	\$ 3,095,576	\$ 98,710

Costs for SFY 2004/05 and 2005/06 were updated to reflect actual costs. In SFY 06/07, miscellaneous equipment was procured for EAMS. The primary purchase was the storage area network for the development, test, and training environments housed at the DIR San Francisco data center.

Software Purchase/License Costs

COST CATEGORY	APPROVED SPR #2 – TOTAL	SPR #3 – TOTAL	DIFFERENCE
Software Purchase/License (Non-System Integration Contract)	\$ 174,126	\$ 62,300	(\$111,826)
Software Purchase/License (System Integration Contract)	\$ 7,912,873	\$ 7,758,687	(\$154,186)
Software Licensing for Additional 1,500 External Users	\$ 0	\$ 1,809,654	\$ 1,809,654
<i>Total</i>	\$ 8,086,999	\$ 9,630,641	\$ 1,543,642

- Actual costs for Non-System Integration Contract software purchases in SFYs 2004/05 and 2005/06 were updated (see footnote on page 26).
- Software Purchase/License (System Integration Contract)¹ – It was determined to be in the best interest of the State to have the DTS procure some software that was originally included in the Deloitte contract (such as Verisign SSL certificates and WebSphere database software for the production environment). Therefore, these costs were shifted from the Deloitte contract to the State Data Center Services line item.

ITEM	DELOITTE CONTRACT COST	ESTIMATED DTS COST ²
SSL Certificates	(\$ 2,699.50)	\$ 2,250.00
WebSphere Software	(\$121,579.92)	\$129,570.74
Associated Maintenance Costs ³	(\$ 29,906.00)	Not Applicable
<i>Total Decrease = (\$154,815.46) to this line item</i>		

- Software Purchase/License (Additional 1,500 External Users) – The cost associated with executing the contract option to purchase 1,500 additional licenses. See Attachment C for additional details.

Software Customization Costs

COST CATEGORY	APPROVED SPR #2 – TOTAL–	SPR #3 – TOTAL–	DIFFERENCE
Software Customization	\$15,700,000	\$22,701,504	\$7,001,504

There are four components to the increase in Software Customization costs: 1) unanticipated tasks, 2) schedule delay, 3) user logon restriction, and 4) electronic filing.

ITEM	SPR #2	SPR #3
Unanticipated Tasks	\$0	\$ 501,504.06
Contract Extension	Not Applicable	\$3,200,000.00
User Logon Restriction	Not Applicable	\$ 550,000.00
Electronic Filing	Not Applicable	\$2,750,000.00
<i>Total Increase = \$7,001,504.06 to this line item</i>		

¹ These changes are included in the Deloitte contract, Amendment 2, which has been approved.

² Reflected in Data Center Services Cost line item.

³ The one-time purchase price in the Deloitte contract included the first two years of software maintenance. Per direction from Department of Finance during the development of SPR #1, this imbedded "maintenance" cost was estimated and split out for SPR purposes.

Unanticipated Tasks

The initial Deloitte contract included \$15,700,000 for software customization as part of the fixed fee portion of the contract. The initial contract also included \$500,000 for “unanticipated tasks”. While this funding was encumbered in the contract, this expenditure was not included in SPR #2. SPR #3 includes this expenditure authority, with partial funding included in SFY 2007/08, and the remainder included in SFY 2008/09. In addition, due to the changes in the fixed fee portion of the Deloitte contract identified above, the fixed fee portion of the contract was reduced by \$1,504.06. This amount was added to the \$500,000 for unanticipated tasks in Deloitte contract amendment 2, thereby increasing the overall Software Customization from \$15,700,000 to \$19,401,504. To date, one work authorization in the amount of \$487,250 has been issued against the Unanticipated Task dollars to implement Companion Case functionality. (A second work authorization is anticipated in the amount of \$10,000 to provide for Deloitte consultative services for the bulk lien filing development that DIR will be performing in response to the EDEX issue addressed at the April 2008 budget hearings before the Senate and Assembly subcommittees.)

Contract Extension¹

Due to the eight-week implementation delay, additional funding in the amount of \$3.2M is needed for the Systems Integration contract. The fixed fee price for each component is provided below.

The following additional activities will be provided by Deloitte:

1. (Cost = \$878K) Provide guidance and assistance to DWC for User Acceptance Testing (UAT). UAT is primarily a DWC responsibility, but Deloitte will provide the following assistance:
 - Provide guidance and assistance to DWC for User Acceptance Testing (UAT) preparation. This includes:
 - providing baseline test scripts
 - validation of test scripts to DWC business rules and processes
 - Creation of UAT test data (approximately 575 scripts)
 - Provide technical infrastructure support to DWC during UAT execution
 - Provide facilitation and assistance to DWC during a three week extension of UAT execution
 - Provide training to 40 UAT testers prior to the commencement of UAT
 - Prepare training materials and certification exercises for UAT participants
 - Continue support through certification exercise for UAT participants
 - Conduct UAT process training

¹ These changes will be included in the Deloitte contract, Amendment 3. Amendment 3 is currently being drafted.

2. (Cost = \$497K) Provide support for DTS modifications to the EAMS architecture /infrastructure and re-work related to architecture changes
3. (Cost = \$278K) Provide guidance and assistance to DWC for end user training, such as:
 - Provide support to DWC to plan/execute end user training
 - Provide support to DWC to create test data for end user training
 - Provide recorded application demonstration for external users
4. (Cost = \$872K) Provide implementation support assistance, including:
 - Provide assistance for operational readiness (e.g., business readiness checklist) for pilot
 - Provide support to create test data for pilot
 - Provide assistance to plan for DWC first-level help desk
 - Provide assistance for DWC internal and external communication plans
 - Provide assistance/direction for DWC staff to load configuration data
5. Implement 16 application change requests (Note: 21 Change Requests were implemented by Deloitte prior to completion of system testing with no cost or schedule impact). The majority of these change requests are necessary to make adjustments to screen layouts, reports, or processing logic that had previously been approved in the System Requirements Specification (SRS) and/or System Detailed Design (SDD) documents. Once the SRS and SDD were approved, they became part of the contract, so any changes to those documents after approval require a formal change request.
 - (Cost = \$242K) CR017– Develop functionality in EAMS to allow the Information & Assistance (I&A) unit of DWC to use EAMS functionality. This includes the design, development, unit/system testing, user acceptance testing, training, and pilot operations.

I&A officers assist injured workers in maneuvering their way through the workers compensation process and need functionality to support the following business process:

- Recording interactions between the injured worker and the I&A officer
- Scheduling and conducting conferences with the injured worker
- Tracking outcomes of the conference
- Capturing correspondence received from injured workers

I&A plays a critical role in the Worker's Compensation process and the importance continues to grow. Without these changes, the I&A unit cannot take full advantage of EAMS to help support the public

(specifically the unrepresented injured worker) successfully navigate through California's Worker's Compensation process.

The following functionality changes/enhancements will be developed in EAMS for the I&A unit.

No.	I&A Process	Functionality
1	Mechanism to capture interactions between I&A officers and their client.	Creation of an integrated case. This functionality then will also be available to all internal users.
2	Mechanism to allow I&A officers to log interactions with their client.	The Notes page will be available from the Integrated Case Home page and will be utilized to record interactions.
3	Mechanism to allow I&A officers to restrict others from seeing some logged interactions.	The functionality to mark a case note as private so only the note creator can view it can be utilized.
4	Mechanism to allow I&A officers to scan documents received from their client into the system.	Allow documents to be stored at the integrated case level. The Integrated Case Home page will need to be modified to allow access to documents categorized as "Integrated Case" on the document cover sheet during scanning. FileNet will need to be configured to add up to five (5) document types. FileNet will need to be configured to create Integrated Case categories. The coversheet will need to be updated to include a checkbox for the integrated case. Documents filed at the integrated case cannot be associated to any other document class (i.e. a document filed at the integrated case for I&A cannot be associated to an ADJ case.)
5	Mechanism to provide I&A officers to record a mediation conference	The Create Activity page will be accessible from the Events link on the Integrated Case Home page and will be utilized to record an occurrence of the mediation conference.
6	Mechanism to allow I&A Officers to send notice of conference letters and record service of the notice.	The Record Communications page will be accessible from the Communications link on the Integrated Case home page and will be utilized to record that the notices were sent. Additionally the notice can be scanned and filed on the Integrated Case.
7	Mechanism to allow I&A Officers to log milestones at the integrated case.	The Create Activity page which will be accessible from the Events link on the Integrated Case Home page and will be utilized to record milestones.

No.	I&A Process	Functionality
8	Mechanism to allow external case participants and all internal users to view documents at the integrated case.	Allow external users to view documents at the integrated case level. EAMS will allow all internal users to view documents at the integrated case level (i.e., there will be no security to restrict internal users from viewing documents at the integrated case level) as well as view and create case notes and activities.

- (Cost = \$38K) CR018 – Report change for Audit Unit – The Audit unit currently gets a manually generated monthly report in list form (not generated directly through the legacy system) on penalties, to be used by Audit unit in identifying target subjects. With information collected in EAMS, this report can be automated. Failure to implement this change will require the Audit Unit to continue to receive and compile reports of penalties manually.
- (Cost = \$5K) CR039 – Changes to DOR Form – Change the DOR to make necessary additions and correct data errors. These changes will allow other types of “issues” from the selection list.
- (Cost = \$5K) CR041 – Add new required language to Answer form.
- (Cost = \$5K) CR042 – Death C and R form - Modify terminology and add place for CT injury. Same changes as in other C and R form. This change makes the forms more understandable and consistent.
- (Cost = \$5K) CR043 – Death Stipulation – Add items that were left out and correct data errors. These changes also allow for partial dependents.
- (Cost = \$5K) CR044 – Petition to Terminate Liability for TD - Add language and correct data errors. These changes provide for change to maximum medical improvement in accordance with SB 899.
- (Cost = \$5K) CR045 – Application Subsequent Injuries Fund Benefits - Correct data errors.
- (Cost = \$28K) CR046 – Minutes of Hearing/Summary of Evidence Events - Minutes of Hearing/Summary of Evidence Events need to be added to allow for comprehensive history to be captured at the end of the hearing. If this change is not made, the history of the case will contain no entry for the Minutes of Hearing/Summary of Evidence, thus providing an inaccurate case history. Moreover, anyone attempting to determine if the Minutes of Hearing/Summary of Evidence issued would have to search through all of the “Generic Purpose Orders” of the case.
- (Cost = \$98K) CR048 – Significant Security Changes - Changes required to security configuration and customization in EAMS including changes to the security matrices groups and roles, sensitivity changes, document management security matrix. If these changes are not

implemented, internal EAMS users will not have the appropriate access and security.

- (Cost = \$28K) CR050 – Change to allow new Case role as Collections Examiner - A new case role of collections examiner to be added to allow for processing of UEBTF case to continue to be assigned to the Collections Examiner. Without this change there is no way to associate a case to a collections examiner.
- (Cost = \$99K) CR051 – Upgrade Cúram to Allow IE 7 Compatibility - Upgrade of Cúram functionality to allow users with IE 7 browser to use EAMS. DIR has adopted IE 7 as its new standard. Failure to implement this change would require internal and external users to potentially downgrade their version of IE.
- (Cost = \$28K) CR053 – Add additional role of Uninsured Employer – Substantial Shareholder - Additional employer role to be added to provide additional UEBTF functionality for processing Substantial Shareholders of Uninsured Employers.
- (Cost = \$28K) CR054 – Modifications for Adjudication Decisions Statistics Reports - Changes to EAMS application to allow a Judge to be associated to an Order. Corresponding changes required to transformation logic and report to display the Judges to corresponding orders for the Adjudication Decisions Statistics Report. If this change is not implemented, the Adjudication Decisions Statistics Report will not provide useful information; there will be no way to accurately track the number of such decisions judges issue for each reporting period, and the report will not serve its intended purpose.
- (Cost = \$28K) CR056 – Set for Trial Disposition - Enhancements to allow EAMS to distinguish cases that are set for trial and cases that are a traditional continuance. If this change is not implemented, there will be an inability to differentiate between a true continuance and a trial setting.
- (Cost = \$28K) CR058 - UEF Access to ADJ Cases - UEF users will now have view access to ADJ cases as internal users and will not have to log in as external users to access ADJ cases. If this change is not implemented, UEF users will not have access to ADJ cases.

User Logon Restriction

In order for the EAMS to comply with licensing restrictions and to provide broader access to the EAMS for external users, a custom modification is needed to provide that a user identification cannot be concurrently logged on multiple times. There is currently not a mechanism within Cúram to provide that a user identification is only logged on once. Failure to implement this restriction could result in EAMS exceeding licensing constraints and could also result in severe degradation to system performance. This issue arises from the past experiences that frequently if user logon privileges are restricted, people share user IDs and passwords to circumvent the process. As discussed earlier, external users will be phased in after the internal user

“go-live.” DWC currently has licenses for 1,000 concurrent external users; and has the option under the current Deloitte contract to purchase an additional 1,500 concurrent external user licenses. The EAMS production architecture is sized to handle the 1,000 concurrent external user workload.

Based on the phase in strategy for external users, user ids will initially be assigned and shared by law firms. If there is no restriction on concurrent logons with the same user identification, a single logon from a single firm/filing location could be simultaneously logged on multiple times, thereby possibly exceeding the number of licenses and/or the capacity of the system. This restriction will allow the DWC to safely expand EAMS to the external user community.

Electronic Filing

The estimated customization cost to implement Electronic Filing is \$2,750,000. See Attachment B for detailed information.

Miscellaneous Cost Changes

COST CATEGORY	APPROVED SPR #2 – TOTAL	SPR #3 – TOTAL	DIFFERENCE
Other Contract Services	\$ 436,044	\$ 383,735	(\$52,309)
Data Center Services	0	\$ 386	\$ 386
Agency Facilities	0	\$ 2,563	\$ 2,563
Other	\$ 62,575	\$ 328,482	\$ 265,907

Some additional minor equipment expenditures and other Office Expenses and Equipment (OE&E) items, such as communications, travel, training, etc., have been required. In addition, FYs 2004/05 and 2005/06 reflect some minor one-time costs in cost categories, Data Center Services and Agency Facilities, which were not originally estimated for EAMS. This is due to the fact that DIR's general cost allocation inadvertently included the EAMS charge code during these fiscal years; EAMS was removed from the departmental cost allocation process during FY 2007/08.

CONTINUING IT PROJECT COSTS

Staff (Salaries & Benefits)

COST CATEGORY	APPROVED SPR #2 – TOTAL	SPR #3 – TOTAL	DIFFERENCE
On-Going Staff (Salaries and Benefits)	10.5 PYs \$ 826,053	28.9 PYs \$3,816,195	18.4 PYs \$2,990,142

Since system implementation will occur at the end of August 2008, “On-Going Staff” to provide maintenance and operations support will not begin until State Fiscal Year 2008/09. Nine DIR IS staff will be redirected from “One-Time Staff” activities in SFY 08/09 and SFY 09/10 to support on-going maintenance and operation activities.

In addition to the nine re-directed staff, in order for DIR to successfully maintain and operate EAMS, additional IT staffing is required. EAMS is a highly complex, centralized case management, document management and reporting system which will be accessible through a browser to internal DIR employees in all district and satellite offices, external parties (i.e., parties to a case), and the general public. Any failure in EAMS could have wide-ranging effect, including total system unavailability, in some specific DWC district offices, certain DWC regions of the State, or even the whole DWC statewide. For this reason, adequate staffing is both vital and critical to prevent any significant disruption in DWC services.

The support for the maintenance and operations of EAMS fall into four main categories: application support, database administration, server and scanning system administration, and technical and issue resolution support. In addition, support provided by a systems architect and the overall management of EAMS maintenance and operations effort is also needed.

The proposal is to fill the maintenance and operations support requirements through staffing augmentation complemented by consultant contracts as necessary, primarily to provide technical expertise to DIR ISU staff in developing or implementing solutions to EAMS problems or new requirements. The total number of required maintenance and operations staffing is estimated to be 40. Reducing the total staffing requirement by staffing redirections of 9 PY, the required staffing augmentation comes to 31. In this alternative, DIR assumes that it would need 5 consultants (2 for Cúram, 1 for FileNet, 1 for Cognos, and 1 for other COTS products) on an annual basis as a complement to DIR ISU staff (estimated costs for the contract staff are shown under the Continuing IT Project Costs – Contract Services/Other Costs section below). These resources would be phased-in during FY 2009/10.

Additional details regarding proposed maintenance and operations costs, including alternative analysis, is included in Attachment E.

Hardware Lease/Maintenance Costs

COST CATEGORY	APPROVED SPR #2 – TOTAL	SPR #3 – TOTAL	DIFFERENCE
Hardware Maintenance	\$ 280,112 (year 3 only)	\$ 461,216 (year 3 and 4)	\$181,104

Per direction from the State CIO's office, an additional year of maintenance is being included in this SPR for SFY 2009/10. This cost was already included in the systems integrator contract.

Software Maintenance/Licenses Costs

COST CATEGORY	APPROVED SPR #2 – TOTAL	SPR #3 – TOTAL	DIFFERENCE
Software Maintenance/License	\$ 1,631,202.00	\$ 2,872,433.00	\$1,241,231

The following software maintenance cost changes are included for the Systems Integration contract:

- Software Maintenance¹ – The maintenance associated with software removed from the Deloitte contract was deleted.

ITEM	DELOITTE CONTRACT COST (SPR #2 AMOUNT)	ESTIMATED DTS COST² (SPR #3 AMOUNT)
SSL Certificates	(\$ 1,292.00)	\$ 2,070.00
WebSphere Software	(\$ 8,105.33)	\$ 32,392.68
Associated Maintenance Costs ³	\$ 29,906.00	Not Applicable
<i>Net Increase = \$25,508.67 to this line item</i>		

Also, an error in calculation for the maintenance for Oracle was corrected.

ITEM	ORIGINAL CONTRACT COST (SPR #2 AMOUNT)	REVISED CONTRACT COST⁴ (SPR #3 AMOUNT)
Oracle DBMS – Production Environment	\$ 6,292.00	\$ 75,504.00
<i>Increase = \$69,212.00 to this line item</i>		

¹ These changes are included in the Deloitte contract, Amendment 2.

² Reflected in Data Center Services Cost line item.

³ The one-time purchase price in the Deloitte contract included the first two years of software maintenance. Per direction from Department of Finance during the development of SPR #1, this imbedded "maintenance" cost was estimated and split out for SPR purposes.

⁴ This change is included in the Deloitte contract, Amendment 2.

In addition, per direction from the State CIO's office, an additional year of maintenance is being included in this SPR for SFY 2009/10. This cost was already included in the systems integrator contract.

ITEM	APPROVED SPR #2 - TOTAL	SPR #3 - TOTAL
Software Maintenance – Year 4	\$ 0	\$ 1,151,509.00
<i>Increase = \$1,151,509.00 to this line item</i>		

Contract Services/Other Costs

COST CATEGORY	APPROVED SPR #2 - TOTAL	SPR #3 - TOTAL	DIFFERENCE
Contract Services	\$ 0	\$ 799,200	\$ 799,200

The original FSR and subsequent SPRs envisioned on-going maintenance and support of EAMS to be provided by DIR IS staff. As the complexity of the system has become known during the system development process, the maintenance and operations needs have been reevaluated. SPR #3 is requesting funding for contract PYs to assist DIR IS staff in the maintenance of the system. The funding for the contract services for SFY 09/10 will be included in a Budget Change Proposal.

Additional details regarding proposed maintenance and operations contract services costs are included in Attachment E.

Data Center Services Costs

COST CATEGORY	APPROVED SPR #2 - TOTAL	SPR #3 - TOTAL	DIFFERENCE
Data Center Services	\$ 1,450,248	\$10,567,810	\$9,117,562

Projected costs for DTS services have increased from SPR #2 projections primarily in the areas of one-time installation costs and storage costs. The SPR #3 cost projections are based on a cost quote provided by DTS in December 2007, and projected storage costs based on the revised project schedule. Costs for SFY 2008/09 reflect full year hardware/software costs, as the production system will have been turned over to DIR in SFY 2007/08.

ITEM DATA CENTER SERVICES	APPROVED SPR #2			SPR #3			
	SFY 07/08	SFY 08/09	SFY 09/10	SFY 06/07	SFY 07/08	SFY 08/09	SFY 09/10
Hardware Lease Costs	\$697,140	\$697,140	N/A		\$350,548	\$841,314	\$ 841,314
Support Services Costs	\$ 27,984	\$ 27,984	N/A		\$156,468	\$375,521	\$ 375,521
Software Maintenance	\$ 0	\$ 0	N/A		\$ 36,712	\$ 36,712	\$ 36,712

ITEM DATA CENTER SERVICES	APPROVED SPR #2			SPR #3			
	SFY 07/08	SFY 08/09	SFY 09/10	SFY 06/07	SFY 07/08	SFY 08/09	SFY 09/10
Costs							
Other Costs							
Storage	\$ 0	\$ 0	N/A		\$205,413	\$ 687,396	\$ 687,396
1-Time Purchase costs	\$ 0	\$ 0	N/A		\$149,878	\$ 0	\$ 0
Project Management	\$ 0	\$ 0	N/A		\$100,000	\$ 0	\$ 0
Electronic Filing Costs	N/A	N/A	N/A		N/A	\$1,287,647	\$ 529,853
Additional External User Costs	N/A	N/A	N/A		N/A	\$1,279,215	\$2,589,120
Miscellaneous				\$975			
Total	\$725,124	\$725,124		\$975	\$999,019	\$4,507,805	\$5,060,008¹
<i>Increase = \$9,117,562.00 to this line item</i>							

- Hardware Lease Costs – SPR #2 estimated annual costs at approximately \$697,000 per year. Revised estimates from DTS now project annual hardware costs at approximately \$841,000 per year.

ITEM	APPROVED SPR #2	SPR #3
Windows Tier 1 Servers	Quantity = 3 Annual Cost \$ 58,680	Quantity = 8 Annual Cost \$167,328
Windows Tier 2 Servers	Quantity = 18 Annual Cost \$452,028	Quantity = 1 Annual Cost \$324,876
Sun Tier 3 Servers	Quantity = 2 Annual Cost \$186,432	Quantity = 2 Annual Cost \$258,360
Virtual Servers	Not previously identified	Quantity = 4 Annual Cost \$ 19,200
Load Balancer/Content Switches	Not previously identified	Quantity = 12 Annual Cost \$ 33,120
VPN (for credit card processing)	Not previously identified	Quantity = 1 Annual Cost \$ 12,264
SMTTP Relay	Not previously identified	Quantity = 1 Annual Cost \$ 124
DMZ	Not previously identified	Quantity = 5 Annual Cost \$ 25,380
SFTP	Not previously identified	Quantity = 1 Annual Cost \$ 664
Annual Increase = \$143,996		

- Support Services Costs – SPR #2 estimated annual support services costs at approximately \$28,000 per year. Revised estimates are now projected at \$375,000 per year. (SPR #2 projected only Websphere support costs, based

¹ Difference from EAW due to rounding

on our understanding after previous discussions with DTS. In addition to the Websphere costs increases, support services charges for HTTP support and database support are now included in the total cost).

ITEM	APPROVED SPR #2	SPR #3
Websphere Support	Annual Cost \$27,984	Annual Cost \$213,696
Database Tier 3 Support	Not previously identified	Annual Cost \$ 29,535
HTTP Support	Not previously identified	Annual Cost \$132,288
Annual Increase = \$347,535		

- Software Maintenance Costs – A determination was made to have DTS procure SSL certificates and Websphere software for the production environment. This resulted in a shift of costs from the Deloitte contract to the Data Center Services line item.

ITEM	APPROVED SPR #2	SPR #3
SSL Certificates	Included in System Integration Contract	Annual Cost: \$4,320
Websphere	Included in System Integration Contract	Annual Cost: \$32,392.68
Annual Increase = \$36,712		

- Other Costs – SPR #2 did not include the following DTS charges:

ITEM	APPROVED SPR #2	SPR #3
NAS Storage	Not previously identified	Annual Cost \$ 10,132 (SFY 07/08) Annual Cost \$102,306 (SFY 08/09, 09/10)
SAN Storage	Not previously identified	Annual Cost \$195,281 (SFY 07/08) Annual Cost \$585,090 (SFY 08/09, 09/10)
Server Setup Costs	Not previously identified	One-Time Cost \$ 15,150 (SFY 07/08)
Nova Circuit (for credit card processing)	Not previously identified	One-Time Cost \$ 500 (SFY 07/08)
Websphere Purchase Cost	Included in System Integration Contract	One-Time Cost \$129,570 (SFY 07/08)
Brooktrout Fax Card	Not previously identified	One-Time Cost \$ 4,658 (SFY 07/08)
Project Management	Not previously identified	One-time Cost \$100,000 (SFY 07/08)
Annual Increase = \$455,291 (SFY 07/08)		
Annual Increase = \$687,396 (SFY 08/09, 0910)		

- Electronic Filing Costs – Costs are based on the addition of 3 servers to the DTS environment. See Attachment B for additional details.
- Additional External User Costs – Costs are based on the addition of 26 servers to the DTS environment. See Attachment C for additional details.
- Miscellaneous - This cost was not originally estimated for EAMS. This is due to the fact that DIR's general cost allocation inadvertently included the EAMS charge code during these fiscal years; EAMS was removed from the departmental cost allocation process during FY 2007/08.

Other Costs

COST CATEGORY	APPROVED SPR #2 - TOTAL	SPR #3 - TOTAL
Other	\$ 0	\$ 613,000

SPR #3 is requesting additional funding for training DIR IS staff (staff that have been redirected and new state staff positions that are being requested) on the specific EAMS products. The funding for the contract services and training costs for SFY 09/10 will be included in a Budget Change Proposal.

Additional details regarding proposed training costs are included in Attachment E.

ATTACHMENT A – BULK LIEN FILING ALTERNATIVES ANALYSIS

Basic lien filing, which allows a lien claimant to electronically record their lien on a specific adjudication case, will not be implemented in EAMS. EAMS will permit individual clients direct access to EAMS case information through the Internet without going through third-party providers. Within EAMS electronic information will be provided to case participants. Additionally, parties will automatically receive notifications via email or regular mail, keeping them apprised of all of the latest case developments. Currently, the entities that are larger currently use services from one of a few EDEX providers that receive and transmit information in bulk. Approximately 2,500,000 inquiries are submitted annually through EDEX providers. As the EAMS is implemented it will require some time before entities begin to structure their organizations to maximally use the EAMS and the budget hearings emphasized the preference of many of these entities like the City and County of Los Angeles, SCIF and others. The EAMS will allow for parties to get many of the items of information that EDEX provides at a cost but for free. The risk has been identified that entities may not be prepared to immediately transition to the new method of information now and the remedy best suited for that is to maintain functionality along the EDEX lines. However, to ease the transition from the existing method of information access through EDEX to the new access method, DWC has decided to make the existing method of access be available without disruption alongside EAMS.

Three alternatives were considered to implement the decision, as listed below.

Alternative 1. Develop the functionality in EAMS. This is a new functionality in EAMS that would require analysis, design, development and testing. Extensive effort is required to implement this alternative, and Deloitte estimates the cost of this effort at \$200,000. In addition, DIR would need to provide both technical and business expertise to Deloitte.

Alternative 2. Convert the existing IDMS functionality into an Oracle system compatible with EAMS. Data from EAMS would be imported or extracted into the Oracle system, which would then be transferred to EDEX subscribers. Implementation of this alternative would include hiring a vendor to convert the IDMS system at a estimated cost of \$140,000. Modifications to the electronic systems of EDEX providers may also be required. Like Alternative 1, DIR would need to provide the vendor both technical and business expertise to implement this alternative. However, the extent of change through conversion poses a great risk for successful completion.

Proposed Alternative. Build an interface or “bridge” between EAMS and the existing legacy system in IDMS, leveraging the functionality already existing in IDMS. In this alternative, the database related activities will be made against the EAMS database instead of the IDMS WCAB Online case management system, to extract EDEX information. This replacement will involve two transactional record types (004-Case/SSN watch and 006-Inquiry by case #/SSN) being processed against EAMS. It will also involve three end-of-day extracts from EAMS:

- All new case openings that occurred that day.
- All significant events that occurred that day.
- All hearings set, rescheduled or cancelled that day.

The existing batch programs in the IDMS legacy database will then be modified to receive information in flat-file format from EAMS rather than directly from IDMS (as it works today). This will require the addition of three new record types to the IDMS database:

1. WCEDEX (to store the data that use to be stored in the legacy WCAB, WCJCT2 and WCLIEN records in the transactional Online System).
2. WCLIENX (this record will replace the WCLIEN record).
3. WCEDEXCNTL (this record will track what has been sent to EAMS and what has been received back to make sure no information is lost).

For this alternative, DIR IT staff will be used to build the bridge component, with consultative assistance from Deloitte. The consultative services are estimated at \$10,000, which will be processed as a Work Authorization under the existing Unanticipated Tasks funding. DIR IT staff is estimated to require 2.25 personnel months each month for the period needed to complete this solution, at a cost of \$93,261.

As shown in following timeline, the EDEX capability in the Proposed Alternative will be completed by August 11, ready for implementation by the EAMS go-live date of August 25:

ACTIVITY	START DATE	END DATE
Project Planning	04/21/2008	04/21/2008
Analysis and Design	05/01/2008	05/23/2008
Development	05/26/2008	07/11/2008
Testing	07/07/2008	08/11/2008
Implementation	08/25/2008	08/25/2008

One-Time Costs. The total cost of the Proposed Alternative is \$103,261, as shown in the table below:

Description	FY 2007/08		FY 2008/09		Total	
	PY	Amount	PY	Amount	PY	Amount
Staff*	0.5	\$56,265	0.3	\$36,996	0.8	\$ 93,261
Deloitte Consulting				\$10,000		\$ 10,000
Total	0.5	\$56,265	0.3	\$46,996	0.8	\$103,261

*Salaries at the current pay level of designated staff, plus benefits and OE&E at 29% and 25%, respectively.

On-Going Costs. Since this solution utilizes the IDMS, the IDMS-related storage and processing continuing costs will to be incurred past the go-live date. These costs represent amounts that DIR will **not** save by moving into EAMS (the projected savings for decommissioning WCAB, previously estimated at \$1.2M, has been reduced by these amounts).

Description	FY 2008/09	FY 2009/10
Storage	\$ 9,360	\$ 9,360
Processing	\$40,320	\$40,320
Total	\$49,680	\$49,680

Assumptions:

1. EDEX storage is estimated at 900 gigabytes per month. At DTS' rate of \$0.8667 gigabyte per month, storage cost is about \$780 per month. For 10 months in FY 08/09, this is about \$7,800; thereafter, for full 12 months, the cost is \$9,360. The previously projected continuing existing cost have been increased by these amounts (line item Continuing Existing Costs – Other IT Costs).
2. The average daily EDEX processing cost is about \$160, or \$3,360 per month. For 10 months in FY 08/09, this is about \$33,600; thereafter, for full 12 months, the cost is \$40,320. The previously projected continuing existing cost have been increased by these amounts (line item Continuing Existing Costs – Other IT Costs).

ATTACHMENT B – ELECTRONIC FILING ANALYSIS

To support the submission of forms by external partners using batch files, external partners would need to submit two separate files in a prescribed format to a designated folder at DTS: (1) file that contains the form data and metadata for attached documents in XML format; and (2) file that contains the attachments. The files will be electronically retrieved by EAMS on a daily basis and processed. An acknowledgement file will be delivered to the designated folder that will contain the acknowledgement and any error records that were not processed by EAMS. External partners will need to electronically pick up the acknowledgement file and resubmit the data (form data and attachments) that were not processed.

To support the submission of forms by external partners using fillable PDFs, end users would submit an electronically data-entered PDF form along with the unstructured supporting documents as a zip file. The EAMS application would open the zipfile, extract the data out of the PDF form and perform validations to ensure that all the data is in the appropriate format. Once the validation has completed, the EAMS application would insert records into a holding file and go through the normal batch process. Certain validations would be built into the form itself, thereby reducing the need to do validations once the form is submitted. These validations will be developed by DWC. All documents would be electronic, thus saving clerical time and effort required to scan/OCR any documents and attach the unstructured documents to the case, which would now be automated.

The following form data can only be submitted:

- Notice and Request for Allowance of Lien – DE 2581 (Golden Rod)
- Stipulations with Request for Award – Disability Case
- Answer to Application for Adjudication of Claim
- Notice of Request for Allowance of Lien
- Compromise and Release – Disability Case
- Application for Adjudication of Claim

Estimated Costs

The table below displays the estimated costs by EAW cost category.

COST CATEGORY	SFY 08/09	SFY 09/10	TOTAL
One-Time IT Project Costs			
Contract Services			
Software Customization	2,475,000	275,000	2,750,000
Total One-time IT Costs	2,475,000	275,000	2,750,000
Continuing IT Project Costs			
Data Center Services			
Adobe Forms Software	1,100,000	198,000	1,298,000
Server Hardware and Support Services	187,647	331,853	519,501
Total Continuing IT Costs	1,287,647	529,853	1,817,501
Total Electronic Filing Costs	3,762,647	529,853	4,567,501

The following assumptions were made when estimating the costs shown above:

1. This enhancement would be implemented in the fourth quarter of SFY 08/09. Data Center Costs are projected for six (6) months in SFY 08/09 and a full year in SFY 09/10. (The data center services (additional infrastructure will be needed when the enhancement development begins.)
2. Software customization would be performed by Deloitte. A contract amendment would be necessary to perform this work. The enhancement is estimated to take 5 – 7 months to complete and the contract amendment would be approved by December 2008.
3. Adobe Forms and WebSphere software would need to be procured. The assumption is that this would be procured by DTS as it will reside on production servers. DTS will pass through the cost to DIR. Annual maintenance cost is estimated at 18% of the purchase cost.
4. Three (3) additional servers would need to be procured and installed by DTS. The hardware and server support rates are based upon the December 2007 DTS estimate for existing EAMS equipment. (The server types to be added would be three (3) G servers – see Attachment F for a diagram of the existing EAMS production environment.) Two (2) of these servers would also run WebSphere.
5. Funding for 2008/09 will be authorized through provisional budget language proposed in the 2008/09 budget bill. Funding for 2009/10 will be requested in a Budget Change Proposal.

ATTACHMENT C – ADDITIONAL EXTERNAL USERS

EAMS is currently licensed to support 1,000 concurrent external users. During the procurement process, the RFP included the “option” to procure up to 1,500 additional concurrent external user licenses in groupings of 250. Minimal empirical information is possessed to identify with specificity the numbers of concurrent external users. Though DWC holds 1,000 hearings daily across the state, most cases involve more than three parties. At the budget hearings in April, 2008 testimony was given by various people about the inability to specifically lock in the number of potential users. In order to ensure that there is minimal impact to the system, DWC is taking steps to ensure that the various interested parties will have the access to the EAMS data that they may require. In order to accomplish this, DWC intends to exercise the optional license purchase.

After EAMS has been implemented for external users in November 2008, DWC will monitor usage to determine if additional licenses are necessary to meet business needs. Additional hardware will be needed to expand the production environment housed at DTS to support the increased number of concurrent users.

Estimated Costs

The table below displays the estimated costs by EAW cost category.

COST CATEGORY	SFY 08/09	SFY 09/10	TOTAL
One-Time IT Project Costs			
Software Purchase/License	904,827	904,827	1,809,654
Total One-time IT Costs	904,827	904,827	1,809,654
Continuing IT Project Costs			
Data Center Services			
Oracle Software	754,488	884,088	1,638,576
Spicer Software	22,029	3,780	25,809
WebSphere Software	97,178	120,362	217,540
Server Hardware and Support Services	405,520	1,580,890	1,986,410
Total Continuing IT Costs	1,279,215	2,589,120	3,868,335
Total Additional User Costs	2,184,042	3,493,947	5,677,989

The following assumptions were made when estimating the costs shown above:

1. An initial 750 additional external licenses and the associated infrastructure would be implemented in SFY 08/09, if it is determined to be necessary. Costs are projected for 6 months in SFY 08/09.
2. An additional 750 additional external licenses and the associated infrastructure would be implemented in July 2009; a full year of costs are reflected in SFY 09/10.
3. Oracle, Spicer and WebSphere software would need to be procured. The assumption is that this would be procured by DTS as it will reside on production servers. DTS will pass through the cost to DIR. Annual maintenance cost is estimated at 18% of the purchase cost.

4. Twenty-six (26) additional servers would need to be procured and installed by DTS. Fourteen (14) of these servers would be needed to support the initial additional 750 licenses; the remaining twelve (12) servers would be added to support the second group of 750 additional licenses. The hardware and server support rates are based upon the December 2007 DTS estimate for existing EAMS equipment. (The server types to be added are identified below; see Attachment F for a diagram of the existing EAMS production environment):
 - N Server – Quantity of 6
 - K Server – Quantity of 8
 - R Server – Quantity of 4
 - Q Server – Quantity of 2
 - I Server – Quantity of 1
 - O Server – Quantity of 5
5. Funding for 2008/09 will be authorized through provisional budget language proposed in the 2008/09 budget bill. Funding for 2009/10 will be requested in a Budget Change Proposal

ATTACHMENT D – FY 2008/09 SALARY SAVINGS DETAIL

Department of Industrial Relations
 Division of Workers' Compensation
 Cost Out of Vacant Position held Vacant for FY0809 per EAMS SPR

Classification		Vacant PY as of 06/30/08	Cost out Vacant	Must remain vacant for 5%SS	Cost out 5% SS	Balance of PYs	Maximum Total Salary Savings Available for Redirection
CEA		1.0	\$81,669	1	\$81,669	0.0	\$0
Assoc Med Director		0.5	\$62,168	0.5	\$62,168	0.0	\$0
Regional Mgr		1.0	\$119,890	1	\$119,890	0.0	\$0
Presiding WC Judge		1.0	\$104,054		\$0	1.0	\$104,054
WC Judge		8.0	\$793,165	4	\$396,582	4.0	\$396,582
WC Complaine Mgr		1.0	\$89,686		\$0	1.0	\$89,686
Nurse Consultant II		2.0	\$144,339	1	\$72,170	1.0	\$72,170
Spec Assist, Court		1.0	\$83,799	1	\$83,799	0.0	\$0
Research Mgr II-Gen		1.0	\$73,770		\$0	1.0	\$73,770
Dep Adm Director		1.0	\$81,656	1	\$81,656	0.0	\$0
Hearing Reporter		8.5	\$536,523	4.5	\$284,041	4.0	\$252,481
WC Consultant		10.0	\$611,094	7	\$427,766	3.0	\$183,328
WC Compliance Officer		1.0	\$61,109	1	\$61,109	0.0	\$0
Health Ed Consultant II		1.0	\$59,389	1	\$59,389	0.0	\$0
Assoc Govtl Prog Analyst		1.0	\$58,212		\$0	1.0	\$58,212
Legal Support Supvr I		2.0	\$92,795	1	\$46,398	1.0	\$46,398
Ofc Svcs Supvr II-Gen		4.0	\$156,273	2	\$78,136	2.0	\$78,136
WC Asst		1.0	\$37,269	1	\$37,269	0.0	\$0
Research Analyst I-Econ		1.0	\$41,092	1	\$41,092	0.0	\$0
Office Techn-Typing-HQ		1.0	\$35,536		\$0	1.0	\$35,536
Office Techn-Typing		36.0	\$1,279,288	13	\$461,965	23.0	\$817,323
Sr Legal Typist		17.5	\$599,418	9	\$308,272	8.5	\$291,146
Mgmt Services Tech		3.0	\$99,027	1	\$33,009	2.0	\$66,018
Office Asst-Typing		7.0	\$198,463	7	\$198,463	0.0	\$0
Sub Total		111.5	\$5,499,685	58.0	\$2,934,844	53.5	\$2,564,841
Salary Savings	-5%		-\$274,984				
Sub Total Salaries			\$5,224,700	5.00%	\$2,934,844		\$2,564,841
Staff Benefits	41%		\$2,132,723		\$1,203,286		\$1,051,585
Sub Total SW			\$7,357,423		\$4,138,130		\$3,616,425
Operating Expense	35%		\$2,575,098		\$1,448,346		\$1,265,749
TOTAL			\$12,065,244		\$6,789,762		\$5,933,759

As indicated in Section 3.5, this chart is intended to show the maximum amount of redirection possible through holding positions vacant over and above the standard estimated salary saving amount of 5%.

The 2008/09 redirection amount of \$3.8M will be accomplished through a combination of salary savings and managed OE&E expenditures.

ATTACHMENT E – MAINTENANCE AND OPERATIONS ALTERNATIVE ANALYSIS

The EAMS Deloitte solution necessitates the integration of a diverse set of Commercial-Off-the-Shelf (COTS) software products individually configured or customized into a single, seamless system. The primary out-of-the-box software components that comprise EAMS include:

- Cúram – case management software on an enterprise platform, the backbone of the EAMS application
- FileNet – EAMS document management software
- Cognos – report software for collection, integration, analysis, and presentation of EAMS information
- CyberSource – EAMS electronic payment software
- Bottomline – electronic claims payment processing system
- WebSphere – software products designed to set up, operate, and integrate e-business applications across multiple computing platforms using Web technologies

This software resides in logically inter-related servers housed at DTS to form the EAMS production system. In general, DTS' has responsibility for the maintenance and operation of the EAMS hardware (servers), while DIR's responsibility is primary supporting the application software.

DTS will ensure that the servers are up and running, implement hardware-side and network security measures, perform back-up and restore activities, upgrade servers and related operating systems as needed, work with DIR to configure the servers in accordance with DTS specifications, and other server or hardware-related issues.

DIR, its Information Systems Unit (ISU) in particular, will ensure that the EAMS application itself is operating as it should, implement EAMS application security, monitor EAMS performance, upgrade and install patches to COTS software, perform bug fixes, apply program enhancements, perform continuous database administration and optimization, and perform other similar application and database activities.

While the production environment is at DTS, the EAMS development, testing and training environments are housed in DIR's facility in San Francisco. The EAMS non-production environment is comprised of 18 Windows 2003 and 3 Sun Solaris servers. Like the production environment, the COTS software (Cúram, FileNet, Cognos, etc.) is also loaded in these three environments. Deloitte uses the development and test environments to develop and test its configuration of the COTS software and perform any additional programming; it then pushes the program code to the production environment at DTS. Upon DWC's acceptance of EAMS, DIR will continue to use the same environments and processes in its work of performing bug fixes and application enhancements. The training environment is the environment that DWC uses to train its

staff, and will continue to be used throughout the life of EAMS. DIR's ISU staff has the sole responsibility of maintaining and operating all three environments: keep the servers up and running, perform back-up and restore activities, upgrade servers and related operating systems, test server configuration, test any upgrades and patches to COTS software before applying them to the production environment at DTS, maintain development, test and training databases, and perform other similar tasks. DIR ISU will also be responsible for maintaining the physical facility where all the servers reside, including its security.

In addition to the environments at DTS and DIR, EAMS also includes imaging hardware/capture software installed at each of the 24 DWC District Offices, used to scan forms and associated documents. These scanned images and data from the documents are then stored in FileNet on the DTS production environment. The maintenance of all hardware and related client COTS application installed in each of the validation workstations and stand-alone scanning stations and servers in all the District Offices will also be the responsibility of DIR's ISU staff. However, DWC staff will perform document scanning and any related work.

The support for the maintenance and operations of EAMS fall into four main categories: application support, database administration, server and scanning system administration, and technical and issue resolution support. In addition, support provided by a systems architect and the overall management of EAMS maintenance and operations effort is also discussed here.

1. Application Support. EAMS is an integrated system composed of different component COTS software. Because of this, both the configured program code and the customized code for each of the component software must be maintained individually and collectively as an integrated whole. The case management system in Cúram being the single, most important component of EAMS would require the most support. FileNet and Cognos are the next two components of importance and would require less support than Cúram. Bottomline and CyberSource will require less support than FileNet and Cognos. For each of these COTS components, the DIR ISU staff will perform the following activities:

- Corrective application maintenance (bug fixing), including identifying program errors or defects, logging, tracking, communicating, prioritizing, analysis to determine appropriate resolution and corrective action, modifying code, testing code and promoting code to production
- Configuration and programming code modification and enhancements, both major and routine, including requirements gathering, system design, documentation, application development, testing, deployment and user training, to support changing DWC business needs, technical environments, or new requirements
- Code reconfiguration or rewrite for future ease of maintenance
- Quality assurance to ensure that development, testing and deployment responsibilities are executed in an efficient and effective manner.

- Maintenance of test procedures, test data and scripts necessary to test validity of program fixes and patches.
- Documentation of process changes, including changes or updates to existing procedures and processes.
- Monitoring batch jobs and reports
- Coordination with vendors (e.g., data mailer vendor, GenSource) and other State Agencies (e.g., EDD) as needed to support EAMS
- Implement and manage role-based security in and among the COTS products

The following table shows the different EAMS support areas, indicating the associated primary COTS product(s) and the estimated number of Personnel Year (PY) resources required for support:

EAMS Support Area	COTS Product	Number of Required PY Resources
1.1 Case Management—Adjudication - Adjudication case life cycle processes - Case and participant management - Workflows, events and notifications - Hearings - Calendaring - Correspondences	Cúram	4 SISA
1.2 Case Management—DEU, Voc Rehab/RSU, UEF/SIF - DEU, Voc Rehab/RSU, UEF/SIF case life cycle processes - Rating - Voc Rehab plans - Voc Rehab hearings - Workflows, events and notifications - Correspondences	Cúram	4 SISA
1.3 Batch, Interfaces, Correspondence - OCR conversion from documents to data in Cúram - Creation of cases, generation of notifications, triggering of workflows, and generation of Word correspondences in a batch mode - Interface with WCIS, other State Agencies such as EDD, data mailer vendor - Creation of Word correspondence - Automated e-mailing and faxing of correspondences	FileNet	2 AISA
1.4 Document Management - Scanning - Storing and searching document in FileNet and linking cases in Cúram	FileNet	2 AISA
1.5 Reports - EAMS canned and ad hoc reports - Warehouse builder	Cognos	4 AISA
1.6 UEF/SIF Financial Transactions - Cashiering	CyberSource / Bottomline	1 SISA

EAMS Support Area	COTS Product	Number of Required PY Resources
- Check printing - Credit card		
Total		17

2. Database Administration. DIR ISU staff, not DTS, will perform the administration of the Oracle database in the production environment located at DTS, which interacts with all of the EAMS application components (Cúram, FileNet, Cognos, CyberSource and Bottomline). This responsibility includes the following:
- Creation of database instances to provide required number of database instances
 - Analysis, planning and implementation of changes in database size as a result of DWC business growth requirements
 - Building and running data cleanup routines
 - Manage data load processes
 - Monitor database utilization and performance
 - Implementation of database modifications to optimize performance
 - Coordination of database administration-related activities with DTS, such as Oracle RDBMS installation, configuration, patching, upgrades, backups, restores, refreshes, performance optimization, data archiving and disaster recovery.
 - Maintenance and modification of database dictionary and data models, logical and physical database standards, archive processes and procedure and other such database documentation
 - Implement service requests for data retrieval

For the development, testing and training environments, DIR ISU staff will also be responsible for the tasks listed above and the following:

- Installation, configuration, patching, upgrade, backup, restore, refresh, performance optimization, maintenance and disaster recovery of Oracle RDBMS in the development, testing and training environments in DIR, San Francisco

The following table shows the database administration support area for the Oracle RDBMS and the estimated number of PY resources to support it, 2:

EAMS Support Area	Product (RDBMS)	Number of Required PY Resources
2.1 Database administration	Oracle	2 SISA
Total		2

3. Server and Scanning System Administration. While DTS will maintain EAMS servers for the production environment located at DTS, DIR ISU staff will administer the WebSphere application server. In addition, DIR ISU staff will maintain the 18 Windows 2003 and 3 Sun Solaris servers used in the development, testing and training environments located in DIR San Francisco ISU facility.
- Systems administration support, including installation and configuration of OS's for Windows and Unix servers, upgrades and patches, and COTS applications of development, test and training environment servers
 - Installation, configuration, patching, upgrade, backup, restore, refresh, performance optimization and disaster recovery of development, test and training environment servers
 - Management and administration of WebSphere application servers at DTS, including limiting logon session per user and monitoring and fine tuning traffic to EAMS
 - Management of security and authentication in EAMS Active Directory

It is estimated that 7 PY resources are needed to support the server and scanning hardware administration support area, as shown in the table below:

EAMS Support Area	Product	Number of Required PY Resources
3.1 Application server administration	WebSphere	2 AISA 2 SSS I
3.2 EAMS system administration support (server), including backup	Windows Unix	2 SISA 1 SSS I
Total		7

4. Technical and Issue Resolution Support. DIR ISU staff will support the EAMS issue resolution process by acting as the second level help desk for technical questions, issues or problems that arise in day-to-day DWC business. DWC has designated its staff as the first level support dealing primarily with business related issues. DIR ISU staff will also be responsible for creating internal DWC user and external user accounts and password resets of those accounts. For each of the 24 DWC District Office locations throughout the State, they will also support the one to three scanners in addition to scanning workstations and server.
- Issue resolution, including identifying, logging, tracking, communicating, prioritizing and determining appropriate resolution and corrective action
 - Technical support, for anticipated increase in technology-related problems, including scanning equipment and server and all user workstations (used in scanning and data correction activities)
 - Oversight/support of statewide divisional Office Technical assistants

- User account creation and password resets for all 1,000 to 1,200 internal DWC users and about 10,000 external users (i.e., parties to a case)

The technical and issue resolution support area is estimated to need 9 PY resources, as shown in the table below:

EAMS Support Area	Product	Number of Required PY Resources
4.1 EAMS technical support		5 AISA
4.2 User account support		4 AISA
Total		9

5. Overall EAMS Architecture and Management. EAMS, as mentioned earlier, is a complex system of integrated COTS products extensively using the internet technology. To keep this complexity manageable, DIR proposes to add a function within DIR ISU to serve as the EAMS System Architect whose main responsibility is to ensure that all the different components of EAMS, both hardware and software, especially the COTS products, will continue to work smoothly and avoid breakdowns when upgrades, replacements or enhancements are introduced. The System Architect will need an overall understanding of EAMS functionality and of the EAMS architecture and the integration of all the various COTS products (Cúram, FileNet, Cognos, CyberSource, Bottomline). In order to manage and control all the maintenance and operations activities described here, two manager-level positions are also proposed which will allow sufficient span of control over DIR ISU staff, consultants and vendors involved in the EAMS maintenance and operations activities.

EAMS Support Area	Number of Required PY Resources
5.1 EAMS Systems Architect	1 SSS II
5.2 EAMS Managers	2 DPM III
Total	3

In summary, the total number of required PY staffing resources to maintain and operate EAMS is 38, as follows:

EAMS Support Area	Number of Required PY Resources
1 Application Support	17
2 Database Administration	2

EAMS Support Area		Number of Required PY Resources
3	Server and Scanning System Administration	7
4	Technical and Issue Resolution Support	9
5	Overall EAMS Architecture and Management	3
Total		38

DIR has the ability to redirect 9.0 of its ISU staff to EAMS, leaving a total of 29.0 PY's required resources to support EAMS as being unmet.

Alternatives. The following feasible alternatives were considered to address staffing shortfall of 29 staff.

Alternative 1. Hire consultants to permanently support EAMS working under the direction of the 9.0 redirected DIR ISU staff. This will require the hiring of as many consultants as staffing that are identified in this SPR. Contract activities requiring knowledge of IT solutions are a part of this proposed solution because of the need to acquire and manage a number of expected consultants and contracts for various services and products related to EAMS maintenance and operations. For this reason, it is proposed that 2 additional PY resources dedicated to IT contract management be included to support this activity, increasing the total number of required staffing from 38 to 40.

Of the projected 40 staff, 11 will be provided by DIR (9 as redirection and 2 as new positions) and 29 will be consultants. This alternative will provide the technical capability to support EAMS; however, DIR will be completely reliant on vendors for an indefinite amount of time at an inordinate cost.

Description	FY 08/09		FY 09/10		FY 10/11 And After	
	PY	Amount	PY	Amount	PY	Amount
Contract Services-- Consultants	-	-	29.0	\$7,725,600	29.0	\$7,725,600
Salaries and OE&E— Redirected IT Staff	7.5 ¹	\$875,998	9.0	\$1,051,197	9.0	\$ 1,051,197
Salaries and OE&E— New IT Staff	-	-	2.0	\$ 222,625	2.0	\$ 222,625
IT Staff Training		\$ 150,000		\$ 28,000		\$ 22,000
Total	7.5	\$1,025,998	40.0	\$9,027,422	40.0	\$9,021,422

¹ Annual 9 PYs prorated for the period of September 2008 – June 2009.

Assumptions:

1. Contract services are estimated at \$150 per hour using the same PY hours per year of 1,776 per person. The total contract services cost for 29 consultants is \$7,725,600.
2. Salaries of redirected staff reflect actual salaries and operating expense for the positions being redirected.
3. Salaries of new staff are computed at the mid-salary step of the classification, plus benefits and OE&E at 36% and 25% of salary, respectively.

EAMS Support Area	Number of Positions	Annual Cost
Associate Information Systems Analyst (AISA)	2.0	\$222,625

4. IT staff training is calculated as follows:
 FY 08/09: For redirected staff, additional training is estimated at a cost of \$20,000 per person.
 FY 09/10: For new IT contract management staff, training is estimated at a cost of \$5,000 per person; for redirected staff, an annual training cost of \$2,000 per person is estimated.
 FY 10/11: Annual training costs of \$2,000 per person per year.

Proposed Alternative. The Proposed Alternative is to fill the maintenance and operations support requirements through staffing augmentation complemented by consultant contracts as necessary, primarily to provide technical expertise to DIR ISU staff in developing or implementing solutions to EAMS problems or new requirements. As discussed in Alternative 1, the total number of required maintenance and operations staffing is 40, which includes IT contract management of 2. Reducing the total staffing requirement by staffing redirections of 9 PY, the required staffing augmentation comes to 31. In this alternative, DIR assumes that it would need 5 consultants (2 for Cúram, 1 for FileNet, 1 for Cognos, and 1 for other COTS products) on an annual basis as a complement to DIR ISU staff.

The table below shows the estimated staffing required to support EAMS, the number of existing staff that can be redirected in that effort, and the required augmentation (the shortfall between the two).

EAMS Support Area	Total Required EAMS Staffing	Staffing for Redirection to EAMS	Staffing Augmentation Needed
Application—Cúram	8.0	2.4	5.6
Application—FileNet	4.0	1.5	2.5

EAMS Support Area	Total Required EAMS Staffing	Staffing for Redirection to EAMS	Staffing Augmentation Needed
Application—Cognos	4.0	2.6	1.4
Application—CyberSource/Bottomline	1.0	0.6	0.4
Database Administration—Oracle	2.0	1.0	1.0
Application Server—WebSphere	4.0	0.9	3.1
Systems Administration Support	3.0	-	3.0
Technical Support	5.0	-	5.0
User Account Support	4.0	-	4.0
EAMS Systems Architect	1.0	-	1.0
Data Processing Manager III	2.0	-	2.0
IT Contracts Management	2.0	-	2.0
TOTAL	40.0	9.0	31.0

The cost by fiscal year for maintenance and operation of the Proposed Alternative is shown in the table below:

Description	FY 08/09		FY 09/10		FY 10/11 And After	
	PY	Amount	PY	Amount	PY	Amount
Contract Services-- Consultants	-	-	3	\$ 799,200	5	\$ 1,332,000
Salaries and OE&E— Redirected IT Staff	7.5 ¹	\$875,998	9	\$1,051,197	9	\$ 1,051,197
Salaries and OE&E—New IT Staff	-	-	12	\$1,889,000	31	\$ 3,729,000
IT Staff Training		\$ 150,000		\$ 463,000		\$ 80,000
Total	7.5	\$1,025,998	24	\$4,202,397	45	\$ 6,192,197

Assumptions:

1. Contract services are estimated at \$150 per hour using the same PY hours per year of 1,776. For 5, the total is \$1,332,000.
2. Salaries of redirected staff reflect actual salaries and operating expense for the positions being redirected.
3. Salaries of new staff are computed at the mid-salary step of the classification, plus benefits and OE&E at 36% and 25% of salary, respectively.

¹ Annual 9 PYs prorated for the period of September 2008 – June 2009.

EAMS Support Area	Number of Positions	Annual Cost
Associate Information Systems Analyst (AISA)	16.0	\$1,781,000
Staff Information Systems Analyst (SISA)	9.0	\$1,093,000
Systems Software Specialist I (SSS I)	3.0	\$ 363,000
Systems Software Specialist II (SSS II)	1.0	\$ 132,000
DPM III	2.0	\$ 360,057
TOTAL	31.0	\$3,729,000

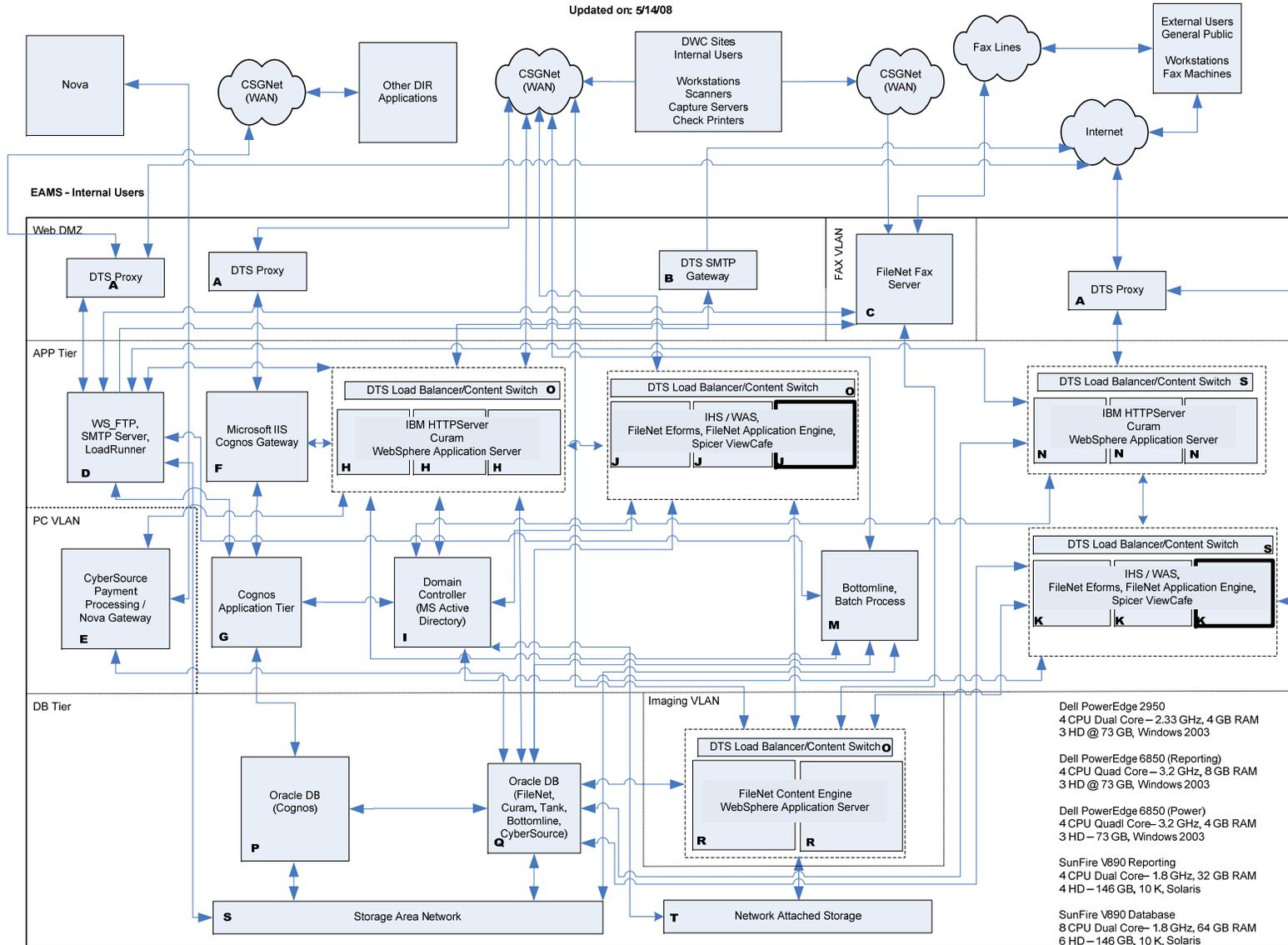
5. FY 09/10: Salaries for new staff are based on estimated start date; staff would be brought on as follows:
 1. October 2009: SSS II (1), SISA (2), SSS I (1), AISA (4)
 2. February 2010: DPM III (1), SISA (4), SSS I (1), AISA (4)
 3. May 2010: DPM III (1), SISA (2), AISA (4)
 4. June 2010: SISA (1), SSS I (1), AISA (4)
6. IT staff training is calculated as follows:
 - FY 08/09: For redirected staff, additional training is estimated at a cost of \$20,000 per person
 - FY 09/10: For new IT technical staff, training is estimated at a cost of \$15,000 per person; for new IT contract management staff, training is estimated at a cost of \$5,000 per person. The assumption is that new hires will be selected based on their knowledge of EAMS software. For redirected staff, an annual training cost of \$2,000 per person is estimated. For FY 09/10, approximately
 - FY 10/11: Annual training costs of \$2,000 per person per year.

Comparative Cost Summary of Alternatives. As can be seen from the cost tables, the Proposed Alternative is the more cost-effective than Alternative 1.

Description	FY 08/09	FY 09/10	FY 10/11 And After
Proposed Alternative	\$1,025,998	\$ 4,202,397	\$ 6,192,197
Alternative 1	\$1,025,998	\$ 9,027,422	\$ 9,021,422
Proposed Over(Under) Alternative1	-	(\$4,825,025)	(\$2,829,225)

ATTACHMENT F - EAMS Production Infrastructure

Updated on: 5/14/08



ATTACHMENT G – SYSTEM INTEGRATOR CONTRACT COST CHANGE SUMMARY

Systems Integration Contract Costs

COST CATEGORY	APPROVED SPR #2 – TOTAL–	SPR #3 – TOTAL–	DIFFERENCE
Software Purchase/License (System Integration Contract)	\$ 7,912,873	\$ 7,758,687	(\$154,186)
Software Licensing for Additional 1,500 External Users	\$ 0	\$ 1,809,654	\$ 1,809,654
Software Maintenance/Licenses	\$ 1,631,202	\$ 2,872,433	\$1,241,231
Software Customization	\$15,700,000	\$22,701,504	\$7,001,504
<i>Total</i>	<i>\$25,244,075</i>	<i>\$35,142,278</i>	
			Net Increase = \$9,898,203

The following cost changes are included for the Systems Integration contract:

- Software Purchase/License (System Integration Contract)¹ – It was determined to be in the best interest of the State to have the DTS procure some software that was originally included in the Deloitte contract (such as Verisign SSL certificates and WebSphere database software for the production environment). Therefore, these costs were shifted from the Deloitte contract to the State Data Center Services line item.

ITEM	DELOITTE CONTRACT COST	ESTIMATED DTS COST ²
SSL Certificates	(\$ 2,699.50)	\$ 2,250.00
WebSphere Software	(\$121,579.92)	\$129,570.74
Associated Maintenance Costs ³	(\$ 29,906.00)	Not Applicable
<i>Total Decrease = (\$154,815.46) to this line item</i>		

- Software Purchase/License (Additional 1,500 External Users) – The cost associated with executing the contract option to purchase 1,500 additional licenses. See Attachment C for additional details.

¹ These changes are included in the Deloitte contract, Amendment 2, which has been approved.

² Reflected in Data Center Services Cost line item.

³ The one-time purchase price in the Deloitte contract included the first two years of software maintenance. Per direction from Department of Finance during the development of SPR #1, this imbedded "maintenance" cost was estimated and split out for SPR purposes.

- Software Maintenance¹ – The maintenance associated with software removed from the Deloitte contract was deleted.

ITEM	DELOITTE CONTRACT COST	ESTIMATED DTS COST ²
SSL Certificates	(\$ 1,292.00)	\$ 2,070.00
WebSphere Software	(\$ 8,105.33)	\$ 32,392.68
Associated Maintenance Costs ³	\$ 29,906.00	Not Applicable
<i>Net Increase = \$25,508.67 to this line item</i>		

Also, an error in calculation for the maintenance for Oracle was corrected.

ITEM	ORIGINAL CONTRACT COST	REVISED CONTRACT COST ⁴
Oracle DBMS – Production Environment	\$ 6,292.00	\$ 75,504.00
<i>Increase = \$69,212.00 to this line item</i>		

In addition, per direction from the State CIO's office, an additional year of maintenance is being included in this SPR for SFY 2009/10. This cost was already included in the systems integrator contract.

ITEM	APPROVED SPR #2 - TOTAL	SPR #3 - TOTAL
Software Maintenance – Year 4	\$ 0	\$ 1,151,509.00
<i>Increase = \$1,151,509.00 to this line item</i>		

- Software Customization – There are four components to the increase in Software Customization costs: 1) unanticipated tasks, 2) schedule delay, 3) user logon restriction, and 4) electronic filing.

ITEM	SPR #2	SPR #3
Unanticipated Tasks	\$0	\$ 501,504.06
Contract Extension	Not Applicable	\$3,200,000.00
User Logon Restriction	Not Applicable	\$ 550,000.00
Electronic Filing	Not Applicable	\$2,750,000.00
<i>Total Increase = \$7,001,504.06 to this line item</i>		

Unanticipated Tasks

¹ These changes are included in the Deloitte contract, Amendment 2.

² Reflected in Data Center Services Cost line item.

³ The one-time purchase price in the Deloitte contract included the first two years of software maintenance. Per direction from Department of Finance during the development of SPR #1, this imbedded "maintenance" cost was estimated and split out for SPR purposes.

⁴ This change is included in the Deloitte contract, Amendment 2.

The initial Deloitte contract included \$15,700,000 for software customization as part of the fixed fee portion of the contract. The initial contract also included \$500,000 for “unanticipated tasks”. While this funding was encumbered in the contract, this expenditure was not included in SPR #2. SPR #3 includes this expenditure authority, with partial funding included in SFY 2007/08, and the remainder included in SFY 2008/09. In addition, due to the changes in the fixed fee portion of the Deloitte contract identified above, the fixed fee portion of the contract was reduced by \$1,504.06. This amount was added to the \$500,000 for unanticipated tasks in Deloitte contract amendment 2, thereby increasing the overall Software Customization from \$15,700,000 to \$19,401,504. To date, one work authorization in the amount of \$487,250 has been issued against the Unanticipated Task dollars to implement Companion Case functionality. (A second work authorization is anticipated in the amount of \$10,000 to provide for Deloitte consultative services for the bulk lien filing development that DIR will be performing in response to the EDEX issue addressed at the April 2008 budget hearings before the Senate and Assembly subcommittees.)

Contract Extension¹

Due to the eight-week implementation delay, additional funding in the amount of \$3.2M is needed for the Systems Integration contract. The fixed fee price for each component is provided below.

The contract extension activities to be provided by Deloitte are detailed in Section 3.5.2.

User Logon Restriction

The User Logon Restriction modification to be provided by Deloitte is detailed in Section 3.5.2.

Electronic Filing

The estimated customization cost to implement Electronic Filing is \$2,750,000. See Attachment B for detailed information.

¹ These changes will be included in the Deloitte contract, Amendment 3. Amendment 3 is currently being drafted.



4.0 Updated Project Management Plan

4.0 Updated Project Management Plan

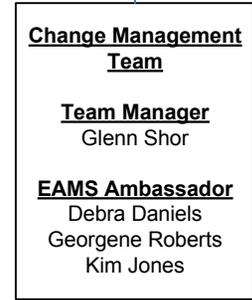
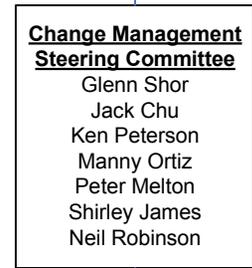
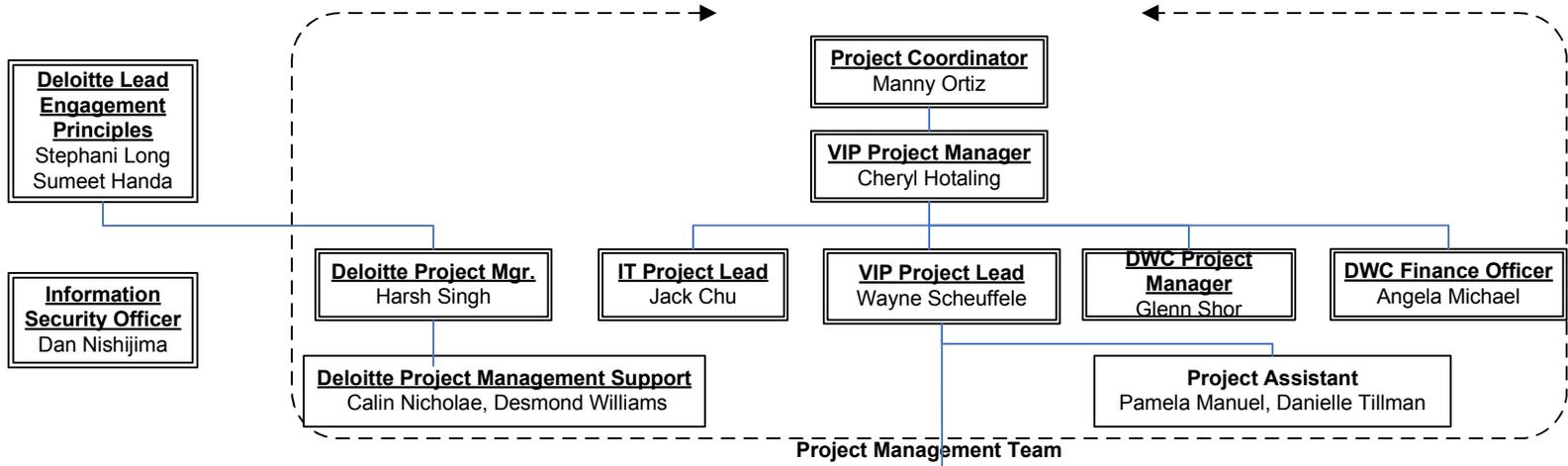
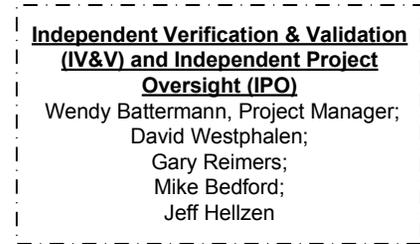
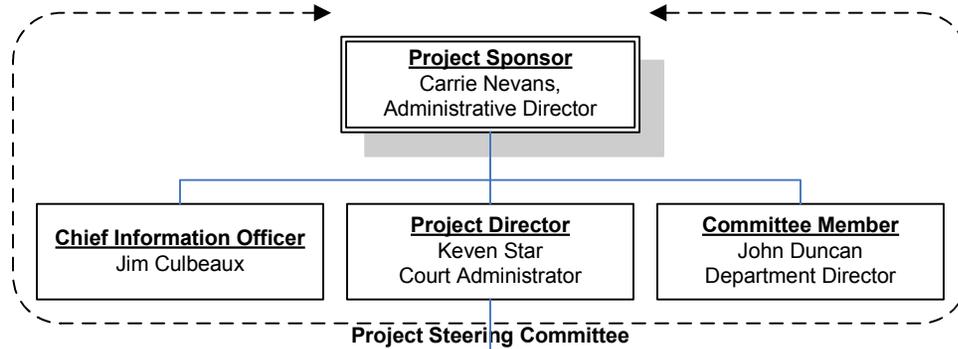
DIR and DWC recognize that a structured approach to project management is required to ensure the success of the project. The project has been utilizing a detailed project management plan that addresses the project schedule, change and issue management, quality management, human resources management, communications, and risk management. Project Management Plan components which have been updated for this SPR include the Project Organization and Project Schedule.

4.1 Project Organization

An updated organization chart for the EAMS project, at the team lead level, is presented on the following page.

EAMS Project Organization Chart

Overview
Updated - 1/29/2008



4.2 Project Schedule

The EAMS project has three project work plans:

1. **Overall Project Work Plan:** This work plan contains the activities and tasks that are primarily the responsibility of DIR, outside of the scope of the EAMS COTS Integration Vendor, as well as the major phases/activities (WBS Level 2) of the EAMS COTS Integration Vendor. For example, detailed tasks related to project reporting, interfacing with DTS, and Organizational Change Management activities are included on this work plan. This work plan is being maintained by the VIP Project Lead.
2. **EAMS COTS Integration Vendor Work Plan:** This work plan contains the activities and tasks that are primarily the responsibility of the EAMS COTS Integration Vendor. In addition, the formal “touch points” with DIR, the IPO/IV&V vendor, and DTS included in this work plan, such as DIR and IPO/IV&V review tasks and DTS equipment installation tasks. This work plan is being maintained by the EAMS COTS Integration Vendor, Deloitte.
3. **IPO/IV&V Work Plan:** This work plan will contain the activities and tasks that are primarily the responsibility of the IPO/IV&V vendor. Activities and tasks that would be included in this work plan include items such as IPO monthly reporting, assessment tasks, and V&V review activities. This work plan is being maintained by the IPO/IV&V Vendor, Eclipse Solutions.

The Overall Project Work Plan, which contains the EAMS COTS Integration Vendor Work Plan, is provided on the following pages.

ID	Task Name	% Complete	Duration	Baseline Start	Baseline Finish	Start	Finish	Actual Start	Actual Finish
1	1 Project Management and Oversight	54%	444 days	Mon 11/13/06	Tue 7/15/08	Mon 11/13/06	Wed 8/27/08	Mon 11/13/06	NA
139	2 Project Initiation and Planning	100%	47 days	Thu 2/8/07	Tue 4/17/07	Thu 2/8/07	Tue 4/17/07	Thu 2/8/07	Tue 4/17/07
187	3 Requirements Analysis	100%	82 days	Tue 2/6/07	Mon 6/4/07	Tue 2/6/07	Mon 6/4/07	Tue 2/6/07	Mon 6/4/07
219	4 Detail Design	100%	72 days	Tue 5/15/07	Fri 8/24/07	Tue 5/15/07	Fri 8/24/07	Tue 5/15/07	Fri 8/24/07
286	5 Development	100%	72 days	Mon 8/27/07	Fri 12/7/07	Mon 8/27/07	Fri 12/7/07	Mon 8/27/07	Fri 12/7/07
338	6 Deliver Custom Code	71%	230 days	Thu 9/6/07	Fri 4/18/08	Thu 9/6/07	Thu 8/14/08	Thu 9/6/07	NA
339	6.1 Update Requirements Traceability Matrix	100%	32 days	Thu 9/6/07	Fri 12/7/07	Thu 9/6/07	Fri 12/7/07	Thu 9/6/07	Fri 12/7/07
340	6.2 Deliver Custom-developed Code to State	100%	0 days	Fri 4/18/08	Fri 4/18/08	Fri 5/30/08	Fri 5/30/08	Fri 5/30/08	Fri 5/30/08
341	6.3 Prepare and Deliver Custom Code Documentation	25%	71 days	Fri 3/21/08	Fri 4/18/08	Wed 5/7/08	Thu 8/14/08	Wed 5/7/08	NA
342	6.3.1 Submit Custom Code Documentation for State review	100%	0 days	Fri 3/21/08	Fri 3/21/08	Wed 5/7/08	Wed 5/7/08	Wed 5/7/08	Wed 5/7/08
343	6.3.2 State Review of Custom Code Document	50%	10 days	Fri 3/21/08	Fri 4/4/08	Fri 7/18/08	Thu 7/31/08	Fri 7/18/08	NA
344	6.3.3 Receive comments from State review	0%	0 days	Fri 4/4/08	Fri 4/4/08	Thu 7/31/08	Thu 7/31/08	NA	NA
345	6.3.4 Revise Custom Code Document	0%	5 days	Mon 4/7/08	Fri 4/11/08	Fri 8/1/08	Thu 8/7/08	NA	NA
346	6.3.5 Submit Revised Custom Code Document	0%	0 days	Fri 4/11/08	Fri 4/11/08	Thu 8/7/08	Thu 8/7/08	NA	NA
347	6.3.6 State Review of Revised Custom Code Document	0%	5 days	Mon 4/14/08	Fri 4/18/08	Fri 8/8/08	Thu 8/14/08	NA	NA
348	6.3.7 State Acceptance of Revised Custom Code Document	0%	0 days	Fri 4/18/08	Fri 4/18/08	Thu 8/14/08	Thu 8/14/08	NA	NA
349	7 System Testing	100%	121 days	Mon 8/27/07	Fri 2/29/08	Mon 8/27/07	Fri 2/29/08	Mon 8/27/07	Fri 2/29/08
400	8 Plan for Regression Testing	100%	49 days	Mon 10/15/07	Fri 12/28/07	Mon 10/15/07	Fri 12/28/07	Mon 10/15/07	Fri 12/28/07
427	9 Technical Architecture Procurement and Deployment	99%	274 days	Tue 2/27/07	Fri 3/7/08	Tue 2/27/07	Tue 4/8/08	Tue 2/27/07	NA
428	9.1 Install Non-Production Hardware and Software	100%	102 days	Tue 2/27/07	Fri 7/20/07	Tue 2/27/07	Fri 7/20/07	Tue 2/27/07	Fri 7/20/07
456	9.2 Develop System Architecture Design	100%	29 days	Mon 3/26/07	Thu 5/3/07	Mon 3/26/07	Thu 5/3/07	Mon 3/26/07	Thu 5/3/07
474	9.3 Prepare and Deliver System Architecture Design	100%	39 days	Fri 4/20/07	Thu 6/14/07	Fri 4/20/07	Thu 6/14/07	Fri 4/20/07	Thu 6/14/07
485	9.4 Plan for Production Hardware and Software	100%	4 days	Mon 6/4/07	Thu 6/7/07	Mon 6/4/07	Thu 6/7/07	Mon 6/4/07	Thu 6/7/07
491	9.5 Prepare and Deliver Production Installation Plan Document	100%	31 days	Thu 5/24/07	Mon 7/9/07	Thu 5/24/07	Mon 7/9/07	Thu 5/24/07	Mon 7/9/07

ID	Task Name	% Complete	Duration	Baseline Start	Baseline Finish	Start	Finish	Actual Start	Actual Finish
501	9.6 Install Production Hardware and Software	100%	192 days	Fri 6/15/07	Wed 1/9/08	Fri 6/15/07	Tue 4/1/08	Fri 6/15/07	Tue 4/1/08
534	9.7 Prepare and Deliver Development, Test and Production Environment Hardware and Software Documentation	100%	30 days	Fri 11/9/07	Fri 12/21/07	Fri 11/9/07	Fri 12/21/07	Fri 11/9/07	Fri 12/21/07
544	9.8 Prepare and Deliver Development and Test Tool Documentation	100%	30 days	Mon 7/16/07	Fri 8/24/07	Mon 7/16/07	Fri 8/24/07	Mon 7/16/07	Fri 8/24/07
555	9.9 Prepare and Deliver COTS Packages, including Software, Manuals, Warranties and Licenses Documentation	100%	26 days	Thu 9/27/07	Fri 11/2/07	Thu 9/27/07	Fri 11/2/07	Thu 9/27/07	Fri 11/2/07
566	9.10 Performance and Capacity Management Model and Plan	100%	34 days	Tue 7/10/07	Fri 8/24/07	Tue 7/10/07	Fri 8/24/07	Tue 7/10/07	Fri 8/24/07
577	9.11 Backup and Recovery	100%	175 days	Wed 7/18/07	Fri 3/7/08	Wed 7/18/07	Tue 4/8/08	Wed 7/18/07	Tue 4/8/08
578	9.11.1 Develop Backup and recovery Procedures	100%	28 days	Wed 7/18/07	Fri 8/24/07	Wed 7/18/07	Fri 8/24/07	Wed 7/18/07	Fri 8/24/07
584	9.11.2 Prepare and Deliver Backup and Recovery Procedures	100%	33 days	Mon 8/27/07	Fri 10/12/07	Mon 8/27/07	Fri 10/12/07	Mon 8/27/07	Fri 10/12/07
595	9.11.3 Conduct Backup and Recovery Test	100%	5 days	Mon 3/3/08	Fri 3/7/08	Wed 4/2/08	Tue 4/8/08	Wed 4/2/08	Tue 4/8/08
596	9.12 Set up SAN at DIR	100%	7 days	Mon 4/2/07	Tue 4/10/07	Mon 4/2/07	Tue 4/10/07	Mon 4/2/07	Tue 4/10/07
597	9.13 Set up SAN at DTS	100%	15 days	Tue 6/19/07	Tue 7/10/07	Tue 6/19/07	Tue 7/10/07	Tue 6/19/07	Tue 7/10/07
598	9.14 District Office Hardware Installation	100%	87.03 days	Mon 6/18/07	Mon 10/22/07	Mon 6/18/07	Mon 10/22/07	Mon 6/18/07	Mon 10/22/07
966	9.15 Prepare and Deliver Scanning and Imaging Hardware and Associated Software Documentation	100%	38 days	Mon 9/3/07	Fri 10/26/07	Mon 9/3/07	Fri 10/26/07	Mon 9/3/07	Fri 10/26/07
977	9.16 Milestone IV - District Office Hardware Delivery and Installation	100%	0 days	Mon 10/29/07	Mon 10/29/07	Mon 10/29/07	Mon 10/29/07	Mon 10/29/07	Mon 10/29/07
978	10 User Acceptance Testing	100%	185 days	Mon 8/27/07	Fri 4/18/08	Mon 8/27/07	Fri 5/30/08	Mon 8/27/07	Fri 5/30/08
1016	11 Performance Testing	84%	168 days	Fri 11/9/07	Tue 4/22/08	Fri 11/9/07	Mon 7/21/08	Fri 11/9/07	NA
1017	11.1 Plan for Performance Testing	100%	84 days	Fri 11/9/07	Wed 3/5/08	Fri 11/9/07	Fri 3/21/08	Fri 11/9/07	Fri 3/21/08
1038	11.2 Conduct Performance Testing	84%	68 days	Wed 2/6/08	Tue 4/22/08	Tue 3/18/08	Fri 6/20/08	Tue 3/18/08	NA
1039	11.2.1 Prepare Data for Performance Testing	100%	24 days	Wed 2/6/08	Fri 2/15/08	Tue 3/18/08	Mon 4/21/08	Tue 3/18/08	Mon 4/21/08
1040	11.2.2 Conduct Performance Testing	88%	40 days	Tue 2/19/08	Fri 3/14/08	Tue 4/22/08	Mon 6/16/08	Tue 4/22/08	NA
1041	11.2.2.1 Conduct Performance Testing - Phase I	100%	20 days	Tue 2/19/08	Wed 2/27/08	Tue 4/22/08	Mon 5/19/08	Tue 4/22/08	Mon 5/19/08
1042	11.2.2.2 Perform Modifications to EAMS Based on Issues Reported	100%	5 days	Thu 2/28/08	Tue 3/4/08	Tue 5/20/08	Mon 5/26/08	Tue 5/20/08	Mon 5/26/08
1043	11.2.2.3 Perform Regression Testing	100%	5 days	Wed 3/5/08	Mon 3/10/08	Tue 5/27/08	Mon 6/2/08	Tue 5/27/08	Mon 6/2/08
1044	11.2.2.4 Conduct Performance Testing - Phase II	50%	10 days	Tue 3/11/08	Fri 3/14/08	Tue 6/3/08	Mon 6/16/08	Tue 6/3/08	NA
1045	11.2.3 Compile Performance Test Results	50%	4 days	Mon 3/17/08	Mon 3/24/08	Tue 6/17/08	Fri 6/20/08	Tue 6/17/08	NA

ID	Task Name	% Complete	Duration	Baseline Start	Baseline Finish	Start	Finish	Actual Start	Actual Finish
1046	11.2.3.1 Compile summary of all tests executed and their results	50%	4 days	Mon 3/17/08	Mon 3/24/08	Tue 6/17/08	Fri 6/20/08	Tue 6/17/08	NA
1047	11.2.3.2 Compile summary of all anomalies and errors found during testing and their resolution or status	50%	4 days	Mon 3/17/08	Mon 3/24/08	Tue 6/17/08	Fri 6/20/08	Tue 6/17/08	NA
1048	11.2.3.3 Compile list of the system configuration at the end of testing	50%	4 days	Mon 3/17/08	Mon 3/24/08	Tue 6/17/08	Fri 6/20/08	Tue 6/17/08	NA
1049	11.2.3.4 Provide recommendation for resolution of problems/progress to the next phase	50%	4 days	Mon 3/17/08	Mon 3/24/08	Tue 6/17/08	Fri 6/20/08	Tue 6/17/08	NA
1050	11.3 Prepare and Deliver Performance Test Report	5%	30 days	Tue 3/11/08	Tue 4/22/08	Fri 6/6/08	Mon 7/21/08	Fri 6/6/08	NA
1051	✓ 11.3.1 Create deliverable definition	100%	0 days	Tue 3/11/08	Wed 3/12/08	Fri 6/6/08	Fri 6/6/08	Fri 6/6/08	Fri 6/6/08
1052	✓ 11.3.2 Conduct deliverable definition walkthrough	100%	1 day	Thu 3/13/08	Thu 3/13/08	Mon 6/9/08	Mon 6/9/08	Mon 6/9/08	Mon 6/9/08
1053	11.3.3 Submit Performance Test Results Report	0%	0 days	Mon 3/24/08	Mon 3/24/08	Fri 6/20/08	Fri 6/20/08	NA	NA
1054	11.3.4 State Review of Performance Test Results Report	0%	10 days	Tue 3/25/08	Tue 4/8/08	Mon 6/23/08	Mon 7/7/08	NA	NA
1055	11.3.5 Receive comments from State review	0%	0 days	Tue 4/8/08	Tue 4/8/08	Mon 7/7/08	Mon 7/7/08	NA	NA
1056	11.3.6 Revise Performance Test Results Report	0%	5 days	Wed 4/9/08	Tue 4/15/08	Tue 7/8/08	Mon 7/14/08	NA	NA
1057	11.3.7 Submit Revised Performance Test Results Report	0%	0 days	Tue 4/15/08	Tue 4/15/08	Mon 7/14/08	Mon 7/14/08	NA	NA
1058	11.3.8 State Review of Revised Performance Test Results Report	0%	5 days	Wed 4/16/08	Tue 4/22/08	Tue 7/15/08	Mon 7/21/08	NA	NA
1059	11.3.9 State Acceptance of Revised Performance Test Results Report	0%	0 days	Tue 4/22/08	Tue 4/22/08	Mon 7/21/08	Mon 7/21/08	NA	NA
1060	12 Training	95%	347 days	Mon 5/21/07	Fri 8/15/08	Mon 5/21/07	Tue 10/14/08	Mon 5/21/07	NA
1061	✓ 12.1 Create Training Plan	100%	20 days	Mon 5/21/07	Mon 6/18/07	Mon 5/21/07	Mon 6/18/07	Mon 5/21/07	Mon 6/18/07
1082	✓ 12.2 Prepare and Deliver Training Plan	100%	31 days	Fri 6/1/07	Mon 7/16/07	Fri 6/1/07	Mon 7/16/07	Fri 6/1/07	Mon 7/16/07
1093	12.3 Create Training Materials, Certification, Refresher Courses and CBTs	96%	186 days	Thu 8/9/07	Fri 4/11/08	Thu 8/9/07	Thu 5/15/08	Thu 8/9/07	NA
1094	✓ 12.3.1 Create Training Materials	100%	134 days	Thu 8/9/07	Thu 1/3/08	Thu 8/9/07	Mon 3/3/08	Thu 8/9/07	Mon 3/3/08
1097	✓ 12.3.2 Prepare and Deliver Training Materials	100%	34 days	Wed 12/12/07	Fri 2/8/08	Thu 2/7/08	Thu 3/27/08	Thu 2/7/08	Thu 3/27/08
1108	✓ 12.3.3 Create Certification Tests and Refresher Courses	100%	92 days	Wed 11/7/07	Tue 2/19/08	Wed 1/2/08	Thu 5/15/08	Wed 1/2/08	Thu 5/15/08
1114	12.3.4 Create Computer Based Training Modules	83%	105 days	Wed 12/5/07	Fri 4/11/08	Wed 12/5/07	Thu 5/15/08	Wed 12/5/07	NA
1115	✓ 12.3.4.1 Create Detailed Outline of Computer Based Training Materials	100%	20 days	Wed 12/5/07	Thu 1/10/08	Wed 12/5/07	Thu 1/10/08	Wed 12/5/07	Thu 1/10/08
1116	✓ 12.3.4.2 Review Detailed Outline with DIR / DWC	100%	1 day	Fri 1/11/08	Fri 1/11/08	Fri 1/11/08	Fri 1/11/08	Fri 1/11/08	Fri 1/11/08
1117	✓ 12.3.4.3 Complete Computer Based Training Materials	100%	55 days	Mon 1/14/08	Wed 3/12/08	Mon 1/14/08	Fri 4/4/08	Mon 1/14/08	Fri 4/4/08
1118	✓ 12.3.4.3.1 Complete Computer Based Training Materials	100%	55 days	Mon 1/14/08	Wed 3/12/08	Mon 1/14/08	Fri 4/4/08	Mon 1/14/08	Fri 4/4/08

ID	Task Name	% Complete	Duration	Baseline Start	Baseline Finish	Start	Finish	Actual Start	Actual Finish
1119	12.3.4.3.2 Interim Review #1	100%	3 days	Tue 1/29/08	Fri 2/1/08	Thu 2/14/08	Tue 2/19/08	Thu 2/14/08	Tue 2/19/08
1120	12.3.4.3.3 Interim Review #2	100%	3 days	Thu 2/14/08	Tue 2/19/08	Fri 2/29/08	Tue 3/4/08	Fri 2/29/08	Tue 3/4/08
1121	12.3.4.3.4 Interim Review #3	100%	3 days	Fri 2/29/08	Tue 3/4/08	Fri 3/14/08	Tue 3/18/08	Fri 3/14/08	Tue 3/18/08
1122	12.3.4.4 Submit Computer Based Training materials for final review	100%	5 days	Wed 3/5/08	Fri 3/7/08	Mon 4/7/08	Fri 4/11/08	Mon 4/7/08	Fri 4/11/08
1123	12.3.4.5 Review and provide comments	50%	10 days	Mon 3/10/08	Fri 3/21/08	Mon 4/14/08	Fri 4/25/08	Mon 4/14/08	NA
1124	12.3.4.6 Incorporate comments and finalize Computer Based Training Materials	0%	10 days	Mon 3/24/08	Mon 4/7/08	Mon 4/28/08	Fri 5/9/08	NA	NA
1125	12.3.4.7 CBT Maintenance Knowledge Transfer	0%	4 days	Tue 4/8/08	Fri 4/11/08	Mon 5/12/08	Thu 5/15/08	NA	NA
1126	12.4 Create User and System Administration Manuals	100%	59 days	Wed 2/13/08	Fri 4/25/08	Fri 4/11/08	Wed 7/2/08	Fri 4/11/08	Wed 7/2/08
1166	12.5 Deliver Training	86%	298 days	Tue 7/31/07	Fri 8/15/08	Tue 7/31/07	Tue 10/14/08	Tue 7/31/07	NA
1167	12.5.1 Training Database	100%	210 days	Tue 7/31/07	Mon 6/9/08	Tue 7/31/07	Mon 6/9/08	Tue 7/31/07	Mon 6/9/08
1168	12.5.1.1 Develop and Maintain Training Database	100%	10.5 mons	Tue 7/31/07	Mon 6/9/08	Tue 7/31/07	Mon 6/9/08	Tue 7/31/07	Mon 6/9/08
1169	12.5.1.2 Training Database Maintenance Knowledge Transfer	100%	10 days	Tue 5/27/08	Mon 6/9/08	Tue 5/27/08	Mon 6/9/08	Tue 5/27/08	Mon 6/9/08
1170	12.5.2 Train-the-Trainer Training	100%	29 days	Mon 3/3/08	Fri 4/11/08	Mon 4/28/08	Thu 6/5/08	Mon 4/28/08	Thu 6/5/08
1171	12.5.3 Pre-UAT Training	100%	4 days	Wed 1/30/08	Tue 2/5/08	Mon 2/25/08	Thu 2/28/08	Mon 2/25/08	Thu 2/28/08
1172	12.5.4 End-user Training (DWC Lead)	32%	55 days	Mon 4/14/08	Thu 6/19/08	Mon 6/9/08	Mon 8/25/08	Mon 6/9/08	NA
1173	12.5.4.1 Pilot Group 1	100%	14 days	Mon 4/14/08	Thu 5/1/08	Mon 6/9/08	Thu 6/26/08	Mon 6/9/08	Thu 6/26/08
1174	12.5.4.2 Pilot Group 2	50%	13 days	Mon 5/5/08	Thu 5/22/08	Tue 7/1/08	Fri 7/18/08	Tue 7/1/08	NA
1175	12.5.4.3 Pilot Group 3	0%	14 days	Mon 5/12/08	Thu 5/29/08	Tue 7/8/08	Fri 7/25/08	NA	NA
1176	12.5.4.4 Pilot Group 4	0%	14 days	Mon 5/19/08	Thu 6/5/08	Tue 7/22/08	Fri 8/8/08	NA	NA
1177	12.5.4.5 Makeup Training	0%	10 days	Fri 6/6/08	Thu 6/19/08	Tue 8/12/08	Mon 8/25/08	NA	NA
1178	12.5.5 System Administration Training	0%	14 days	Mon 4/28/08	Thu 5/15/08	Tue 7/22/08	Fri 8/8/08	NA	NA
1179	12.5.6 Training Evaluations	100%	109 days	Fri 3/14/08	Fri 8/15/08	Mon 5/12/08	Tue 10/14/08	Mon 5/12/08	Tue 10/14/08
1183	13 Data Conversion	99%	367 days?	Tue 3/6/07	Wed 10/22/08	Tue 3/6/07	Mon 8/25/08	Tue 3/6/07	NA
1184	13.1 Finalize Approach for Data Conversion	100%	68 days	Tue 3/6/07	Fri 6/8/07	Tue 3/6/07	Fri 6/8/07	Tue 3/6/07	Fri 6/8/07
1193	13.2 Define and Perform Document Conversion Activities	100%	218 days	Tue 6/5/07	Wed 10/22/08	Tue 6/5/07	Fri 4/25/08	Tue 6/5/07	Fri 4/25/08
1201	13.3 Perform Baseline Analysis of Source Data	100%	30 days	Mon 4/9/07	Fri 5/18/07	Mon 4/9/07	Fri 5/18/07	Mon 4/9/07	Fri 5/18/07
1229	13.4 Prepare and Deliver Data Conversion Plan and new Database Schema	100%	41 days	Thu 5/10/07	Mon 7/9/07	Thu 5/10/07	Mon 7/9/07	Thu 5/10/07	Mon 7/9/07

ID	Task Name	% Complete	Duration	Baseline Start	Baseline Finish	Start	Finish	Actual Start	Actual Finish
1243	✓ 13.5 Conduct Sessions and Validate Legacy to EAMS Mapping	100%	33 days	Tue 5/29/07	Fri 7/13/07	Tue 5/29/07	Fri 7/13/07	Tue 5/29/07	Fri 7/13/07
1263	✓ 13.6 Conduct Sessions and Validate Hierarchy and Precedence Rules	100%	20 days	Mon 7/9/07	Fri 8/3/07	Mon 7/9/07	Fri 8/3/07	Mon 7/9/07	Fri 8/3/07
1270	✓ 13.7 Design Data Conversion Routines	100%	197 days	Mon 4/30/07	Tue 8/28/07	Mon 4/30/07	Wed 2/20/08	Mon 4/30/07	Wed 2/20/08
1294	13.8 Create Data Conversion Routines	99%	193.5 days	Tue 7/10/07	Mon 11/26/07	Tue 7/10/07	Fri 4/25/08	Tue 7/10/07	NA
1295	✓ 13.8.1 Receive Data extracts from State for development	100%	13 days	Tue 7/10/07	Thu 7/26/07	Tue 7/10/07	Thu 7/26/07	Tue 7/10/07	Thu 7/26/07
1296	✓ 13.8.2 Validate extracts and provide error report	100%	15 days	Fri 7/27/07	Thu 8/16/07	Fri 7/27/07	Thu 8/16/07	Fri 7/27/07	Thu 8/16/07
1297	✓ 13.8.3 Correct and provide revised extracts	100%	9 days	Fri 8/17/07	Wed 8/29/07	Fri 8/17/07	Wed 8/29/07	Fri 8/17/07	Wed 8/29/07
1298	✓ 13.8.4 Create Data Conversion Routines for Data from Vocational Rehabilitation System Data Source	100%	31 days	Wed 8/29/07	Fri 10/12/07	Wed 8/29/07	Thu 3/13/08	Wed 8/29/07	Thu 3/13/08
1299	✓ 13.8.5 Create Data Conversion Routines for Data from Disability Evaluation Unit (DEU) Claims and	100%	31 days	Wed 8/29/07	Fri 10/12/07	Wed 8/29/07	Thu 3/13/08	Wed 8/29/07	Thu 3/13/08
1300	✓ 13.8.6 Create Data Conversion Routines for Data from UEF/SIF Claims and Collections Management	100%	31 days	Wed 8/29/07	Fri 10/12/07	Wed 8/29/07	Thu 3/13/08	Wed 8/29/07	Thu 3/13/08
1301	✓ 13.8.7 Create Data Conversion routines for Org Data Structure and System Users	100%	31 days	Wed 8/29/07	Fri 10/12/07	Thu 2/21/08	Fri 4/4/08	Thu 2/21/08	Fri 4/4/08
1302	✓ 13.8.8 Create Data Conversion Routines for Loading Data into EAMS	100%	31 days	Wed 8/29/07	Fri 10/12/07	Wed 8/29/07	Thu 3/13/08	Wed 8/29/07	Thu 3/13/08
1303	✓ 13.8.9 Create Data Conversion Routines for linking scanned documents to converted cases	100%	2 days	Mon 10/15/07	Tue 10/16/07	Thu 3/13/08	Mon 3/17/08	Thu 3/13/08	Mon 3/17/08
1304	✓ 13.8.10 Unit Testing of Data Conversion Routines	100%	8 days	Wed 11/14/07	Mon 11/26/07	Tue 4/15/08	Fri 4/25/08	Tue 4/15/08	Fri 4/25/08
1305	✓ 13.9 Create Data Conversion Test scripts for Dry Run	100%	133 days	Mon 9/3/07	Fri 10/5/07	Mon 9/3/07	Tue 3/25/08	Mon 9/3/07	Tue 3/25/08
1317	13.10 Perform Conversion Dry Run	99%	206.5 days	Thu 8/30/07	Tue 4/8/08	Thu 8/30/07	Mon 7/7/08	Thu 8/30/07	NA
1318	✓ 13.10.1 Receive data extract from State for Dry run of Closed and Active Cases	100%	15 days	Thu 8/30/07	Thu 9/20/07	Thu 8/30/07	Thu 9/20/07	Thu 8/30/07	Thu 9/20/07
1319	✓ 13.10.2 Perform Data Extract Validation for Dry run of Closed and Active Cases	100%	15 days	Fri 9/21/07	Fri 10/12/07	Fri 9/21/07	Fri 10/12/07	Fri 9/21/07	Fri 10/12/07
1320	✓ 13.10.3 Receive revised data extract from State for Dry run of Closed and Active Cases	100%	10 days	Mon 10/15/07	Fri 10/26/07	Mon 10/15/07	Fri 10/26/07	Mon 10/15/07	Fri 10/26/07
1321	↻ 13.10.4 Receive extracts for all source systems from the State for validation	83%	65 days	Fri 11/2/07	Fri 2/15/08	Fri 11/2/07	Fri 2/15/08	Fri 11/2/07	NA
1328	↻ 13.10.5 Validate extracts and provide error report	83%	64 days	Fri 11/9/07	Fri 2/22/08	Fri 11/9/07	Fri 2/22/08	Fri 11/9/07	NA
1335	✓ 13.10.6 Dry Run Conversion for Cases	100%	146.5 days	Tue 11/27/07	Tue 4/8/08	Tue 11/27/07	Mon 7/7/08	Tue 11/27/07	Mon 7/7/08
1336	✓ 13.10.6.1 Dry Run for Data from Workers' Compensation Appeals Board (WCAB)	100%	104.5 days	Tue 11/27/07	Tue 12/18/07	Tue 11/27/07	Wed 5/7/08	Tue 11/27/07	Wed 5/7/08
1342	✓ 13.10.6.2 Dry Run for Data from Vocational Rehabilitation System Data Source	100%	96.5 days	Wed 12/19/07	Fri 1/18/08	Wed 12/19/07	Mon 5/19/08	Wed 12/19/07	Mon 5/19/08
1348	✓ 13.10.6.3 Dry Run for Data from Disability Evaluation Unit (DEU) Claims and Rating	100%	88.5 days	Tue 1/22/08	Thu 2/14/08	Tue 1/22/08	Thu 5/29/08	Tue 1/22/08	Thu 5/29/08
1354	✓ 13.10.6.4 Dry Run for data from UEF/SIF Claims and Collections Management System	100%	16 days	Fri 2/15/08	Mon 3/10/08	Thu 5/29/08	Fri 6/20/08	Thu 5/29/08	Fri 6/20/08
1360	✓ 13.10.6.5 Dry Run for Org Data and System's Users Data Source	100%	80.5 days	Tue 3/11/08	Wed 4/2/08	Tue 3/11/08	Wed 7/2/08	Tue 3/11/08	Wed 7/2/08

ID	Task Name	% Complete	Duration	Baseline Start	Baseline Finish	Start	Finish	Actual Start	Actual Finish
1366	13.10.6.6 Dry Run for Loading Data into EAMS	100%	80.5 days	Tue 3/11/08	Wed 4/2/08	Tue 3/11/08	Wed 7/2/08	Tue 3/11/08	Wed 7/2/08
1372	13.10.6.7 Dry Run for linking scanned documents to converted cases	100%	66.5 days	Thu 4/3/08	Tue 4/8/08	Thu 4/3/08	Mon 7/7/08	Thu 4/3/08	Mon 7/7/08
1378	13.11 Perform Data Conversion	68%	56 days?	Fri 4/11/08	Mon 6/30/08	Fri 6/6/08	Mon 8/25/08	Fri 6/6/08	NA
1379	13.11.1 Pilot Conversion	100%	15 days?	Fri 4/11/08	Thu 5/1/08	Fri 6/6/08	Thu 6/26/08	Fri 6/6/08	Thu 6/26/08
1380	13.11.1.1 Conversion extracts due	100%	1 day?	Fri 4/11/08	Fri 4/11/08	Fri 6/6/08	Fri 6/6/08	Fri 6/6/08	Fri 6/6/08
1381	13.11.1.2 Run Pilot Conversion	100%	9 days	Mon 4/14/08	Thu 4/24/08	Mon 6/9/08	Thu 6/19/08	Mon 6/9/08	Thu 6/19/08
1382	13.11.1.3 Shakedown and Prepare for Pilot	100%	5 days	Fri 4/25/08	Thu 5/1/08	Fri 6/20/08	Thu 6/26/08	Fri 6/20/08	Thu 6/26/08
1383	13.11.2 Production Conversion	0%	7 days	Fri 6/20/08	Mon 6/30/08	Fri 8/15/08	Mon 8/25/08	NA	NA
1384	14 Change Management	80%	378 days	Tue 2/6/07	Wed 7/2/08	Tue 2/6/07	Thu 8/14/08	Tue 2/6/07	NA
1385	14.1 Change Management Plan	100%	42 days	Wed 2/14/07	Fri 4/13/07	Wed 2/14/07	Fri 4/13/07	Wed 2/14/07	Fri 4/13/07
1396	14.2 Change Management Training and Coaching	100%	44 days	Mon 4/16/07	Fri 6/15/07	Mon 4/16/07	Fri 6/15/07	Mon 4/16/07	Fri 6/15/07
1400	14.3 Business Process Review Activities	100%	215 days	Tue 2/6/07	Wed 12/12/07	Tue 2/6/07	Wed 12/12/07	Tue 2/6/07	Wed 12/12/07
1409	14.4 Stakeholder Analysis	100%	59 days	Mon 6/18/07	Fri 9/7/07	Mon 6/18/07	Fri 9/7/07	Mon 6/18/07	Fri 9/7/07
1411	14.5 Communications Plan	56%	198 days	Tue 9/11/07	Wed 7/2/08	Tue 9/11/07	Wed 7/2/08	Tue 9/11/07	NA
1412	14.5.1 Develop EAMS Communication Plan	100%	23 days	Tue 9/11/07	Fri 10/12/07	Tue 9/11/07	Fri 10/12/07	Tue 9/11/07	Fri 10/12/07
1413	14.5.2 Implement EAMS Communication Plan	50%	35 wks	Mon 10/15/07	Wed 7/2/08	Mon 10/15/07	Wed 7/2/08	Mon 10/15/07	NA
1414	14.6 Change Readiness Surveys	72%	175 days	Mon 10/1/07	Thu 4/24/08	Mon 10/1/07	Thu 6/19/08	Mon 10/1/07	NA
1415	14.6.1 Develop Surveys	100%	24 days	Mon 10/1/07	Fri 11/2/07	Mon 10/1/07	Fri 11/2/07	Mon 10/1/07	Fri 11/2/07
1416	14.6.2 Administer Surveys to District Offices - Round 1	100%	10 days	Mon 11/5/07	Fri 11/16/07	Mon 11/5/07	Fri 11/16/07	Mon 11/5/07	Fri 11/16/07
1417	14.6.3 Compile Survey Results and Present to Project Management	100%	5 days	Mon 11/19/07	Mon 11/26/07	Mon 11/19/07	Mon 11/26/07	Mon 11/19/07	Mon 11/26/07
1418	14.6.4 Administer Surveys to District Offices - Round 2	0%	10 days	Fri 4/4/08	Thu 4/17/08	Fri 5/30/08	Thu 6/12/08	NA	NA
1419	14.6.5 Compile Survey Results and Present to Project Management	0%	5 days	Fri 4/18/08	Thu 4/24/08	Fri 6/13/08	Thu 6/19/08	NA	NA
1420	14.7 Post Pilot Lessons Learned	67%	111 days	Tue 3/11/08	Wed 6/11/08	Tue 3/11/08	Thu 8/14/08	Tue 3/11/08	NA
1421	14.7.1 Develop Lessons Learned Plan	100%	5 days	Tue 3/11/08	Mon 3/17/08	Tue 3/11/08	Mon 3/17/08	Tue 3/11/08	Mon 3/17/08
1422	14.7.2 Conduct Lessons Learned Meetings	25%	31 days	Wed 5/7/08	Wed 6/11/08	Wed 7/2/08	Thu 8/14/08	Wed 7/2/08	NA
1423	14.7.2.1 Post Pilot Group 1	100%	1 day	Wed 5/7/08	Wed 5/7/08	Wed 7/2/08	Wed 7/2/08	Wed 7/2/08	Wed 7/2/08
1424	14.7.2.2 Post Pilot Group 2	0%	1 day	Wed 5/28/08	Wed 5/28/08	Thu 7/24/08	Thu 7/24/08	NA	NA

ID	Task Name	% Complete	Duration	Baseline Start	Baseline Finish	Start	Finish	Actual Start	Actual Finish
1425	14.7.2.3 Post Pilot Group 3	0%	1 day	Wed 6/4/08	Wed 6/4/08	Thu 7/31/08	Thu 7/31/08	NA	NA
1426	14.7.2.4 Post Pilot Group 4	0%	1 day	Wed 6/11/08	Wed 6/11/08	Thu 8/14/08	Thu 8/14/08	NA	NA
1427	15 Implementation and Transition	73%	328 days	Mon 5/7/07	Mon 7/7/08	Mon 5/7/07	Mon 9/1/08	Mon 5/7/07	NA
1428	✓ 15.1 Prepare and Deliver Implementation and Transition Plan	100%	50.5 days	Mon 5/7/07	Wed 7/18/07	Mon 5/7/07	Wed 7/18/07	Mon 5/7/07	Wed 7/18/07
1439	✓ 15.2 Implementation Kickoff	100%	15 days	Thu 7/26/07	Thu 8/16/07	Thu 7/26/07	Thu 8/16/07	Thu 7/26/07	Thu 8/16/07
1443	✓ 15.3 Implementation Preparation Meetings	100%	157 days	Tue 12/4/07	Fri 5/30/08	Tue 12/4/07	Mon 7/28/08	Tue 12/4/07	Mon 7/28/08
1447	15.4 Help Desk Activities	84%	116 days	Fri 1/18/08	Mon 7/7/08	Thu 3/20/08	Mon 9/1/08	Thu 3/20/08	NA
1448	✓ 15.4.1 Prepare for Help Desk	100%	70 days	Fri 1/18/08	Thu 5/1/08	Thu 3/20/08	Thu 6/26/08	Thu 3/20/08	Thu 6/26/08
1461	15.4.2 Provide Help Desk Support	50%	47 days	Thu 5/1/08	Mon 7/7/08	Thu 6/26/08	Mon 9/1/08	Thu 6/26/08	NA
1462	15.4.3 Help Desk Transition	0%	5 days	Mon 6/30/08	Mon 7/7/08	Tue 8/26/08	Mon 9/1/08	NA	NA
1463	15.5 Pilot Support Activities	76%	87 days	Tue 2/26/08	Thu 6/26/08	Wed 4/23/08	Fri 8/22/08	Wed 4/23/08	NA
1464	✓ 15.5.1 Prepare for Pilot Support	100%	45 days	Tue 2/26/08	Tue 4/29/08	Wed 4/23/08	Tue 6/24/08	Wed 4/23/08	Tue 6/24/08
1465	15.5.2 Conduct Pilot Support	50%	42 days	Wed 4/30/08	Thu 6/26/08	Wed 6/25/08	Fri 8/22/08	Wed 6/25/08	NA
1466	15.6 Cutover Plan	89%	205 days	Mon 10/22/07	Thu 6/26/08	Mon 10/22/07	Thu 8/21/08	Mon 10/22/07	NA
1467	✓ 15.6.1 Develop Cutover Plan	100%	145 days	Mon 10/22/07	Wed 4/23/08	Mon 10/22/07	Wed 5/28/08	Mon 10/22/07	Wed 5/28/08
1474	✓ 15.6.2 Execute Pilot Cutover Plan	100%	6 days	Thu 4/24/08	Thu 5/1/08	Thu 6/19/08	Thu 6/26/08	Thu 6/19/08	Thu 6/26/08
1475	15.6.3 Revise Cutover Plan for Go-Live	50%	25 days	Fri 5/2/08	Thu 6/5/08	Fri 6/27/08	Fri 8/1/08	Fri 6/27/08	NA
1476	15.6.4 Execute Go-Live Cutover Plan	0%	5 days	Fri 6/20/08	Thu 6/26/08	Fri 8/15/08	Thu 8/21/08	NA	NA
1477	15.7 Knowledge Transfer	0%	30 days	Tue 4/22/08	Mon 6/23/08	Tue 7/15/08	Mon 8/25/08	NA	NA
1478	15.7.1 Develop Knowledge Transfer Plan	0%	18 days	Tue 4/22/08	Thu 5/15/08	Tue 7/15/08	Thu 8/7/08	NA	NA
1482	15.7.2 Create Project Library	0%	2 wks	Tue 6/10/08	Mon 6/23/08	Tue 8/5/08	Mon 8/18/08	NA	NA
1483	15.7.3 Deliver Knowledge Transfer Sessions	0%	3 wks	Tue 5/27/08	Mon 6/23/08	Tue 8/5/08	Mon 8/25/08	NA	NA
1484	15.8 Update Operational Recovery Plan	50%	80 days	Thu 1/3/08	Wed 4/30/08	Fri 1/4/08	Thu 5/1/08	Fri 1/4/08	NA
1485	15.8.1 Update Operational Recovery Plan	50%	4 mons	Thu 1/3/08	Wed 4/30/08	Fri 1/4/08	Thu 5/1/08	Fri 1/4/08	NA
1486	15.9 Software Rollout and Warranty	36%	55 days	Fri 4/4/08	Thu 6/26/08	Fri 5/30/08	Fri 8/15/08	Fri 5/30/08	NA
1487	✓ 15.9.1 Go/No-Go Decision #1	100%	1 day	Fri 4/4/08	Fri 4/4/08	Fri 5/30/08	Fri 5/30/08	Fri 5/30/08	Fri 5/30/08
1488	✓ 15.9.2 Go/No-Go Decision #2	100%	1 day	Fri 4/25/08	Fri 4/25/08	Fri 6/20/08	Fri 6/20/08	Fri 6/20/08	Fri 6/20/08

ID	Task Name	% Complete	Duration	Baseline Start	Baseline Finish	Start	Finish	Actual Start	Actual Finish
1489	15.9.3 Go/No-Go Decision #3	100%	1 day	Wed 4/30/08	Wed 4/30/08	Wed 6/25/08	Wed 6/25/08	Wed 6/25/08	Wed 6/25/08
1490	15.9.4 Prepare for Pilot 1	100%	18 days	Tue 4/22/08	Thu 5/1/08	Tue 6/3/08	Thu 6/26/08	Tue 6/3/08	Thu 6/26/08
1491	15.9.5 Software Rollout	21%	35 days	Fri 5/2/08	Thu 6/26/08	Fri 6/27/08	Fri 8/15/08	Fri 6/27/08	NA
1499	15.10 Milestone VI - COTS Software Delivery and Installation	0%	0 days	Thu 6/26/08	Thu 6/26/08	Fri 8/15/08	Fri 8/15/08	NA	NA
1500	16 GO LIVE	0%	72 days	Fri 6/13/08	Sun 9/28/08	Mon 8/11/08	Sun 11/23/08	NA	NA
1501	16.1 Go Live	0%	11 days	Fri 6/13/08	Mon 6/30/08	Mon 8/11/08	Mon 8/25/08	NA	NA
1502	16.1.1 Prepare for Cutover and Perform Pre-Cutover Activities	0%	6 days	Fri 6/13/08	Fri 6/20/08	Mon 8/11/08	Mon 8/18/08	NA	NA
1503	16.1.2 Cutover and Data Conversion	0%	6 days	Fri 6/20/08	Sun 6/29/08	Mon 8/18/08	Mon 8/25/08	NA	NA
1504	16.1.3 Cutover and Go Live	0%	0 days	Mon 6/30/08	Mon 6/30/08	Mon 8/25/08	Mon 8/25/08	NA	NA
1505	16.2 Milestone VII - End of Holdback Period	0%	0 days	Sun 9/28/08	Sun 9/28/08	Sun 11/23/08	Sun 11/23/08	NA	NA
1506	17 Maintenance and Operations Plans and Procedures	19%	56 days	Mon 5/12/08	Tue 7/29/08	Mon 7/7/08	Tue 9/23/08	Mon 7/7/08	NA
1507	17.1 Prepare and Deliver Maintenance and Operations Procedures	19%	30 days	Mon 5/12/08	Fri 6/20/08	Mon 7/7/08	Fri 8/15/08	Mon 7/7/08	NA
1508	17.1.1 Create deliverable definition	100%	2 days	Mon 5/12/08	Tue 5/13/08	Mon 7/7/08	Tue 7/8/08	Mon 7/7/08	Tue 7/8/08
1509	17.1.2 Conduct deliverable definition walkthrough	100%	1 day	Wed 5/14/08	Wed 5/14/08	Wed 7/9/08	Wed 7/9/08	Wed 7/9/08	Wed 7/9/08
1510	17.1.3 Create Maintenance and Operations Procedures	50%	4 days	Tue 5/20/08	Fri 5/23/08	Tue 7/15/08	Fri 7/18/08	Tue 7/15/08	NA
1511	17.1.4 Submit Maintenance and Operations Procedures Document for State review	0%	0 days	Fri 5/23/08	Fri 5/23/08	Fri 7/18/08	Fri 7/18/08	NA	NA
1512	17.1.5 State Review of Maintenance and Operations Procedures Document	0%	10 days	Mon 5/26/08	Fri 6/6/08	Mon 7/21/08	Fri 8/1/08	NA	NA
1513	17.1.6 Receive comments from State review	0%	0 days	Fri 6/6/08	Fri 6/6/08	Fri 8/1/08	Fri 8/1/08	NA	NA
1514	17.1.7 Revise Maintenance and Operations Procedures Document	0%	5 days	Mon 6/9/08	Fri 6/13/08	Mon 8/4/08	Fri 8/8/08	NA	NA
1515	17.1.8 Submit Revised Maintenance and Operations Procedures Document	0%	0 days	Fri 6/13/08	Fri 6/13/08	Fri 8/8/08	Fri 8/8/08	NA	NA
1516	17.1.9 State Review of Revised Maintenance and Operations Procedures Document	0%	5 days	Mon 6/16/08	Fri 6/20/08	Mon 8/11/08	Fri 8/15/08	NA	NA
1517	17.1.10 State Acceptance of Revised Maintenance and Operations Procedures Document	0%	0 days	Fri 6/20/08	Fri 6/20/08	Fri 8/15/08	Fri 8/15/08	NA	NA
1518	17.2 Legacy System Shut Down	0%	10 days	Tue 7/15/08	Tue 7/29/08	Mon 9/8/08	Tue 9/23/08	NA	NA
1519	17.2.1 Legacy Shutdown Decision #1	0%	0 days	Tue 7/15/08	Tue 7/15/08	Mon 9/8/08	Mon 9/8/08	NA	NA
1520	17.2.2 Legacy Shutdown Decision #2	0%	0 days	Tue 7/29/08	Tue 7/29/08	Tue 9/23/08	Tue 9/23/08	NA	NA



5.0 Economic Analysis Worksheets (EAWs)

5.0 Economic Analysis Worksheets (EAWs)

The worksheets included in this section provide a comparative analysis of the costs approved in SPR #2 and the revised Proposed Alternative worksheets based on the schedule delays and cost increases requested in this SPR.

An explanation of the contents of each worksheet can be found in the instructions for Economic Analysis Worksheets in the Statewide Information Management Manual (SIMM) at <http://www.cio.ca.gov/ITpolicy/SIMM.html>.

5.1 EAWs – SPR #2

5.1.1 SPR #2 - Existing System Cost Worksheet

EXISTING SYSTEM/BASELINE COST WORKSHEET

Department: Department of Industrial Relations

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

Date Prepared: 2/26/07

Project: DWC Electronic Adjudication Management System

	FY 2004/05		FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Continuing Information												
Technology Costs												
Staff (salaries & benefits)	6.1	483,676	6.1	483,676	6.1	483,676	6.1	483,676	6.1	483,676	30.5	2,418,38
Hardware Lease/Maintenance		21,525		21,525		21,525		21,525		21,525		107,62
Software Maintenance/Licenses												
Contract Services		378,501		378,501		378,501		378,501		378,501		1,892,50
Data Center Services		1,276,100		1,276,100		1,276,100		1,276,100		1,276,100		6,380,50
Agency Facilities												
Other												
Total IT Costs	6.1	2,159,802	6.1	2,159,802	6.1	2,159,802	6.1	2,159,802	6.1	2,159,802	30.5	10,799,01
Continuing Program Costs:												
Staff	1,121 *	78,128,505	1,171 *	88,160,328	1,171 *	88,160,328	1,171 *	88,160,328	1,171 *	88,160,328	5803.1	430,769,81
Other		11,776,936		17,674,626		17,674,626		17,674,626		17,674,626		82,475,44
Total Program Costs	1120.7	89,905,441	1170.6	105,834,954	1170.6	105,834,954	1170.6	105,834,954	1170.6	105,834,954	5803.1	513,245,25
TOTAL EXISTING SYSTEM COSTS	1126.8	92,065,243	1176.7	107,994,756	1176.7	107,994,756	1176.7	107,994,756	1176.7	107,994,756	5833.6	524,044,26

* Actual approved number of budgeted staff. Originally, the FSR had stated the number of planned staff positions.

5.1.2 SPR #2 - Proposed Alternative Worksheet- ALTERNATIVE: Procure and integrate best of breed COTS Systems

PROPOSED ALTERNATIVE: PROCURE AND INTEGRATE BEST OF BREED COTS SYSTEMS

Date Prepared: 3/08/07

Department: Department of Industrial Relations

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

Project: DWC Electronic Adjudication Management System

	FY 2004/05		FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs												
Staff (Salaries & Benefits)	6.0	466,134	2.8	192,798	12.5	1,146,942	11.7	1,084,864	0.0	0	33.1	2,890,739
Hardware Purchase		1,737,272		0		135,296		697,445		426,852		2,996,866
Software Purchase/License		174,126		0		845,661		4,379,267		2,687,945		8,086,999
Telecommunications		0		0		0		0		0		0
Contract Services												
Software Customization		0		0		1,570,000		8,635,000		5,495,000		15,700,000
Project Management		0		119,089		292,705		185,375		54,500		651,669
Project Oversight/IV&V Services		0		0		189,072		542,016		361,872		1,092,960
Other Contract Services		262,572		173,472		0		0		0		436,044
TOTAL Contract Services		262,572		292,561		2,051,777		9,362,391		5,911,372		17,880,673
Data Center Services		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0
Other		0		0		0		62,575		0		62,575
Total One-time IT Costs	6.0	2,640,104	2.8	485,359	12.5	4,179,676	11.7	15,586,542	0.0	9,026,170	33.1	31,917,852
Continuing IT Project Costs												
Staff (Salaries & Benefits)		0	0.0	0	0.0	0	4.4	342,377	6.1	483,676	10.5	826,053
Hardware Lease/Maintenance		0		0		0		46,685 (A)		233,427 (B)		280,112
Software Maintenance/Licenses		0		0		0		271,867 (A)		1,359,335 (B)		1,631,202
Telecommunications		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0
Data Center Services		0		0		0		725,124 (C)		725,124		1,450,248
Agency Facilities		0		0		0		0		0		0
Other		0		0		0		0		0		0
Total Continuing IT Costs	0.0	0	0.0	0	0.0	0	4.4	1,386,054	6.1	2,801,562	10.5	4,187,616
Total Project Costs	6.0	2,640,104	2.8	485,359	12.5	4,179,676	16.1	16,972,596	6.1	11,827,732	43.6	36,105,467
Continuing Existing Costs												
Information Technology Staff	6.1	483,676	6.1	483,676	6.1	483,676	1.7	141,299	0.0	0	20.0	1,592,328
Other IT Costs		1,668,283		1,646,867		1,646,867		1,646,867		417,632 (F)		7,026,517
Total Continuing Existing IT Costs	6.1	2,151,959	6.1	2,130,543	6.1	2,130,543	1.7	1,788,166	0.0	417,633	20.0	8,618,844
Program Staff	1120.7	78,128,505	1170.6	88,160,328	1170.6	88,160,328	1167.8	88,019,828	1159.4	87,598,328	5789.1	430,067,317
Other Program Costs (G)		11,776,936		17,674,626		17,674,626		17,533,626		17,110,626		81,770,440
Total Continuing Existing Program Costs	1120.7	89,905,441	1170.6	105,834,954	1170.6	105,834,954	1167.8	105,553,454	1159.4	104,708,954	5789.1	511,837,757
Total Continuing Existing Costs	1126.8	92,057,400	1176.7	107,965,497	1176.7	107,965,497	1169.5	107,341,620	1159.4	105,126,587	5809.1	520,456,601
TOTAL ALTERNATIVE COSTS	1132.8	94,697,504	1179.5	108,450,857	1189.2	112,145,174	1185.6	124,314,216	1165.5	116,954,318	5852.7	556,562,069
INCREASED REVENUES		0		0		0		0		0		0

Note: A - On-going maintenance and version upgrade costs for Year 1 of the contract (DD&I Phase)

B - On-going maintenance and version upgrade for Year 2 of the contract plus full Year 3 costs since annual payment will be made January 2009 for Year 3

C - Full year of Data Center Services costs will occur since the EAMS production system must be installed and operational by July 1, 2007 for testing and pilot rollout program

D - 4 months of costs associated to closing down the legacy DWC IT system

** All projected savings will be redirected to continuing IT costs of the EAMS or to fulfilling functions related to calendaring, claims processing and reducing the existing case backlog

SPR #2 - Economic Analysis Summary Worksheet

ECONOMIC ANALYSIS SUMMARY

Date Prepared: 3/08/07

Department: Department of Industrial Relations

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

Project: DWC Electronic Adjudication Management System

	FY 2004/05		FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
EXISTING SYSTEM												
Total IT Costs	6.1	2,159,802	6.1	2,159,802	6.1	2,159,802	6.1	2,159,802	6.1	2,159,802	30.5	10,799,011
Total Program Costs	1120.7	89,905,441	1170.6	105,834,954	1170.6	105,834,954	1170.6	105,834,954	1170.6	105,834,954	5803.1	513,245,257
Total Existing System Costs	1126.8	92,065,243	1176.7	107,994,756	1176.7	107,994,756	1176.7	107,994,756	1176.7	107,994,756	5833.6	524,044,268
PROPOSED ALTERNATIVE	PROCURE AND INTEGRATE BEST OF BREED COTS SYSTEMS											
Total Project Costs	6.0	2,640,104	2.8	485,359	12.5	4,179,676	16.1	16,972,596	6.1	11,827,732	43.6	36,105,467
Total Cont. Exist. Costs	1126.8	92,057,400	1176.7	107,965,497	1176.7	107,965,497	1169.5	107,341,620	1159.4	105,126,587	5809.1	520,456,601
Total Alternative Costs	1132.8	94,697,504	1179.5	108,450,857	1189.2	112,145,174	1185.6	124,314,216	1165.5	116,954,318	5852.7	556,562,069
COST SAVINGS/AVOIDANCES	(6.0)	(2,632,261)	(2.8)	(456,100)	(12.5)	(4,150,417)	(8.9)	(16,319,459)	11.2	(8,959,562)	(19.1)	(32,517,800)
Increased Revenues		0		0		0		0		0		0
Net (Cost) or Benefit	(6.0)	(2,632,261)	(2.8)	(456,100)	(12.5)	(4,150,417)	(8.9)	(16,319,459)	11.2	(8,959,562)	(19.1)	(32,517,800)
Cum. Net (Cost) or Benefit	(6.0)	(2,632,261)	(8.9)	(3,088,362)	(21.4)	(7,238,779)	(30.3)	(23,558,238)	(19.1)	(32,517,800)		

5.1.3 SPR #2 - Project Funding Plan Worksheet

PROJECT FUNDING PLAN

Department: Department of Industrial Relations

All Costs to be in whole (unrounded) dollars

Date Prepared: 3/08/07

Project: DWC Electronic Adjudication Management System

	FY 2004/05		FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
TOTAL PROJECT COSTS	6.0	2,640,104	2.8	485,359	12.5	4,179,676	16.1	16,972,596	6.1	11,827,732	43.6	36,105,467
RESOURCES TO BE REDIRECTED												
Staff	6.0	466,134	2.8	192,798	12.5	1,146,942	16.1	1,427,241	6.1	483,676		3,716,792
Funds:												
Existing System	0.0	7,843	0.0	29,259	0.0	29,259	0.0	120,259	0.0	1,622,493		1,809,113
Other Fund Sources		0		163,302		0		0				163,302
TOTAL REDIRECTED RESOURCES	6.0	473,977	2.8	385,359	12.5	1,176,201	16.1	1,547,500	6.1	2,106,169	43.6	5,689,208
ADDITIONAL PROJECT FUNDING NEEDED												
One-Time Project Costs	0.0	2,166,127	0.0	100,000	0.0	3,003,475	0.0	14,381,419	0.0	7,403,676	0.0	27,054,697
Continuing Project Costs	0.0	0	0.0	0	0.0	0	0.0	1,043,676	0.0	2,317,886	0.0	3,361,562
TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR	0.0	2,166,127	0.0	100,000	0.0	3,003,475 *	0.0	15,425,095 *	0.0	9,721,562	0.0	30,416,260
TOTAL PROJECT FUNDING	6.0	2,640,104	2.8	485,359	12.5	4,179,676	16.1	16,972,596	6.1	11,827,732	43.6	36,105,467
Difference: Funding - Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0

Total Estimated Cost Savings**	0.0	7,843	0.0	29,259	0.0	29,259	7.2	653,136	17.3	2,868,169	24.5	3,587,667
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**All projected savings will be redirected to the EAMS project, or to fulfilling functions related to calendaring, claims processing and reducing the existing case backlog described in the FSR.

5.2 EAWs – SPR #3

5.2.1 SPR #3 - Existing System Cost Worksheet

EXISTING SYSTEM/BASELINE COST WORKSHEET

Department: Department of Industrial Relations
Project: DWC Electronic Adjudication Management System

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

Date Prepared: 07/22/08

	FY 2004/05		FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Continuing Information														
Technology Costs														
Staff (salaries & benefits)	6.1	483,676	6.1	483,676	6.1	483,676	6.1	483,676	6.1	483,676	6.1	483,676	36.6	2,902,058
Hardware Lease/Maintenance		21,525		21,525		21,525		21,525		21,525		21,525		129,150
Software Maintenance/Licenses														0
Contract Services		378,501		378,501		378,501		378,501		378,501		378,501		2,271,006
Data Center Services		1,276,100		1,276,100		1,276,100		1,276,100		1,276,100		1,276,100		7,656,600
Agency Facilities														0
Other														0
Total IT Costs	6.1	2,159,802	6.1	2,159,802	6.1	2,159,802	6.1	2,159,802	6.1	2,159,802	6.1	2,159,802	36.6	12,958,814
Continuing Program Costs:														
Staff	1,121 *	78,128,505	1,171 *	88,160,328	1,171 *	88,160,328	1,171 *	88,160,328	1,171 *	88,160,328	1171	88,160,328	6973.7	518,930,145
Other		11,776,936		17,674,626		17,674,626		17,674,626		17,674,626		17,674,626		100,150,066
Total Program Costs	1120.7	89,905,441	1170.6	105,834,954	6973.7	619,080,211								
TOTAL EXISTING SYSTEM COSTS	1126.8	92,065,243	1176.7	107,994,756	7010.3	632,039,025								

* Actual approved number of budgeted staff. Originally, the FSR had stated the number of planned staff positions.

5.2.2 SPR #3 - Proposed Alternative Worksheet- ALTERNATIVE: Procure and integrate best of breed COTS Systems

PROPOSED ALTERNATIVE: PROCURE AND INTEGRATE BEST OF BREED COTS SYSTEMS

Date Prepared: 07/22/08

Department: Department of Industrial Relations
Project: DWC Electronic Adjudication Management System

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

	FY 2004/05		FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs														
Staff (Salaries & Benefits)	2.3 (D)	157,212	5.0 (D)	338,699	9.0	884,133	21.3	2,163,230	4.8	479,063	0.0	0	42.4	4,022,337
Hardware Purchase		1,642,063		11,595		317,620		697,445		426,852		0		3,095,576
Software Purchase/License		62,296		4		833,233		4,295,960		3,534,321		904,827		9,630,641
Telecommunications		0		0		0		0		0		0		0
Contract Services														0
Software Customization		0		0		1,582,428		8,939,285		11,904,792		275,000		22,701,504
Project Management		0		116,289		292,705		174,460		68,215		0		651,669
Project Oversight/IV&V Services		0		0		348,832		367,664		376,464		0		1,092,960
Other Contract Services		313,092		17,724		52,919		0		0		0		383,735
TOTAL Contract Services		313,092		134,013		2,276,884		9,481,409		12,349,471		275,000		24,829,868
Data Center Services		362		24		0		0		0		0		386
Agency Facilities		2,372		191		0		0		0		0		2,563
Other		44,807		617		133,058		150,000		0		0		328,482
Total One-time IT Costs	2.3	2,222,204	5.0	485,143	9.0	4,444,928	21.3	16,788,044	4.8	16,789,707	0.0	1,179,827	42.4	41,909,852
Continuing IT Project Costs														
Staff (Salaries & Benefits)		0	0.0	0	0.0	0	0.0	0	7.5	875,998	21.0	2,940,197	28.5	3,816,195
Hardware Lease/Maintenance		0		0		0		46,685	(A)	233,427	(B)	181,104		461,216
Software Maintenance/Licenses		0		0		0		286,821	(A)	1,434,104	(B)	1,151,509		2,872,433
Telecommunications		0		0		0		0	(A)	0	(B)	0		0
Contract Services		0		0		0		0		0		799,200		799,200
Data Center Services		0		0		975		999,019		4,507,807	(C)	5,060,008		10,567,810
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		150,000		463,000		613,000
Total Continuing IT Costs	0.0	0	0.0	0	0.0	975	0.0	1,332,525	7.5	7,201,335	21.0	10,595,019	28.5	19,129,853
Total Project Costs	2.3	2,222,204	5.0	485,143	9.0	4,445,903	21.3	18,120,569	12.3	23,991,042	21.0	11,774,846	70.9	61,039,706
Continuing Existing Costs														
Information Technology Staff	6.1	483,676	6.1	483,676	6.1	483,676	6.1	483,676	0.0	0	0.0	0	24.4	1,934,705
Other IT Costs		1,668,283		1,646,867		1,646,867		1,646,867		443,176	(E)	41,946	(F)	7,094,006
Total Continuing Existing IT Costs	6.1	2,151,959	6.1	2,130,543	6.1	2,130,543	6.1	2,130,543	0.0	443,176	0.0	41,946	24.4	9,028,711
Program Staff	1120.7	78,128,505	1170.6	88,160,328	1170.6	88,160,328	1170.6	88,160,328	1162.2	87,598,328	1159.4	88,160,328	5794.7	518,368,145
Other Program Costs (G)		11,776,936		17,674,626		17,674,626		17,674,626		17,251,626		17,110,626		99,163,066
Total Continuing Existing Program Cos	1120.7	89,905,441	1170.6	105,834,954	1170.6	105,834,954	1170.6	105,834,954	1162.2	104,849,954	1159.4	105,270,954	5794.7	617,531,211
Total Continuing Existing Costs	1126.8	92,057,400	1176.7	107,965,497	1176.7	107,965,497	1176.7	107,965,497	1162.2	105,293,130	1159.4	105,312,900	5819.1	626,559,922
TOTAL ALTERNATIVE COSTS	1129.1	94,279,604	1181.7	108,450,640	1185.7	112,411,400	1198.0	126,086,066	1174.5	129,284,172	1180.4	117,087,746	5869.0	687,599,628
INCREASED REVENUES		0		0		0		0		0		0		0

Note: A - On-going maintenance and version upgrade costs for Year 1 of the contract (DD&I Phase)
 B - On-going maintenance and version upgrade for Year 2 of the contract plus full Year 3 costs since annual payment will be made January 2009 for Year 3
 C - Full year of Data Center Services lease costs will occur since the EAMS production system must be installed and operational by July 1, 2008 for testing and pilot rollout program
 D - PYs are calculated based on an average annual rate.
 E - Includes costs for existing system for 3 months (July - September 2009) and cost to leave IDMS component active for bulk lien filing (October - June 2009)
 F - Includes 12 month cost to leave IDMS component active for bulk lien filing
 ** All projected savings will be redirected to continuing IT costs of the EAMS or to fulfilling functions related to calendaring, claims processing and reducing the existing case backlog

5.2.3 SPR #3 - Economic Analysis Summary Worksheet

ECONOMIC ANALYSIS SUMMARY

Date Prepared: 07/22/08

Department: Department of Industrial Relations

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

Project: DWC Electronic Adjudication Management System

	FY 2004/05		FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
EXISTING SYSTEM														
Total IT Costs	6.1	2,159,802	6.1	2,159,802	6.1	2,159,802	6.1	2,159,802	6.1	2,159,802	6.1	2,159,802	36.6	12,958,814
Total Program Costs	1120.7	89,905,441	1170.6	105,834,954	1170.6	105,834,954	1170.6	105,834,954	1170.6	105,834,954	1170.6	105,834,954	6973.7	619,080,211
Total Existing System Costs	1126.8	92,065,243	1176.7	107,994,756	1176.7	107,994,756	1176.7	107,994,756	1176.7	107,994,756	1176.7	107,994,756	7010.3	632,039,025
PROPOSED ALTERNATIVE														
PROCURE AND INTEGRATE BEST OF BREED COTS SYSTEMS														
Total Project Costs	2.3	2,222,204	5.0	485,143	9.0	4,445,903	21.3	18,120,569	12.3	23,991,042	21.0	11,774,846	70.9	61,039,706
Total Cont. Exist. Costs	1126.8	92,057,400	1176.7	107,965,497	1176.7	107,965,497	1176.7	107,965,497	1162.2	105,293,130	1159.4	105,312,900	5819.1	626,559,922
Total Alternative Costs	1129.1	94,279,604	1181.7	108,450,640	1185.7	112,411,400	1198.0	126,086,066	1174.5	129,284,172	1180.4	117,087,746	5890.0	687,599,628
COST SAVINGS/AVOIDANCES	(2.3)	(2,214,361)	(5.0)	(455,884)	(9.0)	(4,416,644)	(21.3)	(18,091,310)	2.2	(21,289,416)	(3.7)	(9,092,989)	1120.3	(55,560,603)
Increased Revenues		0		0		0		0		0		0		0
Net (Cost) or Benefit	(2.3)	(2,214,361)	(5.0)	(455,884)	(9.0)	(4,416,644)	(21.3)	(18,091,310)	2.2	(21,289,416)	(3.7)	(9,092,989)	1120.3	(55,560,603)
Cum. Net (Cost) or Benefit	(2.3)	(2,214,361)	(7.3)	(2,670,245)	(16.3)	(7,086,889)	(37.6)	(25,178,198)	(35.4)	(46,467,614)	(39.1)	(55,560,603)		

5.2.4 SPR #3 - Project Funding Plan Worksheet

PROJECT FUNDING PLAN

Department: Department of Industrial Relations

All Costs to be in whole (unrounded) dollars

Date Prepared: 07/22/08

Project: DWC Electronic Adjudication Management System

	FY 2004/05		FY 2005/06		FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
TOTAL PROJECT COSTS	2.3	2,222,204	5.0	485,143	9.0	4,445,903	21.3	18,120,569	12.3	23,991,042	21.0	11,774,846	70.9	61,039,706
RESOURCES TO BE REDIRECTED														
Staff	2.3	157,212	5.0	338,699	9.0	884,133	21.3	2,163,230	12.3	1,355,060	9.0	1,051,197	58.9	5,949,532
Funds:														
Existing System	0.0	7,843	0.0	29,259	0.0	558,294	0.0	532,243	0.0	6,967,730	0.0	0		8,095,369
Other Fund Sources		0		17,185		0		0						17,185
TOTAL REDIRECTED RESOURCES	2.3	165,055	5.0	385,143	9.0	1,442,427	21.3	2,695,474	12.3	8,322,790	9.0	1,051,197	58.9	14,062,086
ADDITIONAL PROJECT FUNDING NEEDED														
One-Time Project Costs	0.0	2,166,127	0.0	100,000	0.0	3,003,475	0.0	14,381,419	0.0	9,342,914	0.0	1,179,827	0.0	30,173,762
Continuing Project Costs	0.0	0	0.0	0	0.0	0	0.0	1,043,676	0.0	6,325,337	12	9,543,822	12.0	16,912,835
TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR	0.0	2,166,127	0.0	100,000	0.0	3,003,475 *	0.0	15,425,095 *	0.0	15,668,252	12.0	10,723,649	12.0	47,086,597
TOTAL PROJECT FUNDING	2.3	2,331,182	5.0	485,143	9.0	4,445,902	21.3	18,120,569	12.3	23,991,042	21.0	11,774,846	70.9	61,148,683
Difference: Funding - Costs	0.0	108,978	0.0	0	0.0	(0)	0.0	0	0.0	0	0.0	0	0.0	108,978
Total Estimated Cost Savings**	0.0	7,843	0.0	29,259	0.0	29,259	0.0	29,259	13.0	2,580,707	17.3	3,243,856	30.3	5,920,183

**All projected savings will be redirected to the EAMS project, or to fulfilling functions related to calendaring, claims processing and reducing the existing case backlog described in the FSR.