

FOR TRAINING ONLY

Department of Human Resources
Child Support Enforcement Program

Planning
Advance Planning Document

Submitted to the

United States Department of Health and Human Services
Administration for Children and Families
Office of Child Support Enforcement

August 1, 2002

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TABLE OF CONTENTS

1 EXECUTIVE SUMMARY2

2 PROBLEM STATEMENT3

3 PROJECT MANAGEMENT PLAN.....5

 3.1 *KEY PERSONNEL*.....6

 3.2 *ORGANIZATION CHART FOR PLANNING*.....7

 3.3 *TASK ORDERED LIST OF PLANNING ACTIVITIES*.....8

4 PLANNING BUDGET10

5 TOTAL PROJECT COST ESTIMATE11

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1 EXECUTIVE SUMMARY

(This section summarizes the body of the PAPD. It is included for convenience only and should contain no information that is not in the body of the report.)

Introduction

The State Child Support Enforcement Division (CSED) is submitting this Planning Advance Planning Document (PAPD) to describe the State's planning for a new project to upgrade the State's Child Support Enforcement System (CSES). The project has been designated the "CSES Upgrade." The project is intended to enhance the efficiency and effectiveness of the CSES by reducing costs and improving customer service and system usability.

This PAPD describes the State's intended plan to evaluate several system enhancement options for the CSES Upgrade. The CSED will evaluate the enhancement options available by performing a cost/benefit analysis of each option and an alternatives analysis. CSED will select the combination of enhancement options that fit its budget limitations and are most cost beneficial to the Child Support Program. CSED will subsequently develop an Implementation APD (IAPD) for implementation of the selected options.

Background

OCSE certified the CSES as compliant with the requirements of the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWORA) in June 2000 and the project achieved breakeven in July 2001. The CSES PRWORA Advance Planning Document (APD) was subsequently closed, as approved by OCSE in January 2002.

Funding Request

CSED is requesting Federal Financial Participation (FFP) of \$1,320,000 for this planning effort and will also be requesting FFP for the subsequent implementation effort. The State Legislature has indicated \$20,000,000 in State funds will be available for the entire project. The planning effort is expected to take six months beginning October 2002. The implementation project is expected to take 18 months beginning April 2003.

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2 PROBLEM STATEMENT

(This section describes the problems faced by the agency and the need to seek a remedy. It should provide examples of issues and problems being faced)

The CSES Upgrade project is intended to enhance the efficiency and effectiveness of the CSES by reducing costs and improving customer service and system usability. This section describes the State's intended plan to evaluate several system enhancement options for the CSES Upgrade.

Although the CSES has achieved the automation requirement of PRWORA, there is still potential for additional cost savings through increased automation. There is also the potential for increased customer service through improving management information and improving client access to data. Areas the State will evaluate in this planning phase will include the following:

- Graphical User Interface (GUI) - Replace the existing text screens with a GUI to increase worker productivity by making the system easier to use and navigate. The current system screens do not support drop-down menus, controls, multiple screens or other GUI features.
- Management Reporting - Enhance the existing reporting capability of the CSES to help management in increasing worker productivity and customer service. Further automation of management reports will streamline the process of generating and verifying monthly management reports, which currently requires substantial analyst support.
- Data Warehousing - Establish a data warehouse or data mart for CSE data to enhance reporting and analysis capability. This will provide trend analysis and forecasting capabilities, including the ability to run "what-if" scenarios. It will also potentially provide some of the same benefits as the management reporting option.
- Document Generation - Enhance existing document generation capability to increase worker productivity through increased automation. Workers still manually modify legal forms for individual judges and select appropriate paragraphs before the form can be generated.
- Voice Response Unit - Commit additional resources to the existing VRU to improve customer service. The current system sometimes requires clients to navigate a complicated "telephone tree" and wait long periods for a worker to become available.
- Web-based Access to CSES - Improve customer service and save worker's time by enhancing the existing CSE web site to provide secure client access to CSE information. The current web site provides static information and does not allow a CP or NCP to access their individual CSE data.

The State believes that significant increases in worker productivity can be achieved through automation. Computer technology should focus on tasks that computers do best (processing data and keeping track of needed actions) and personnel should focus on tasks that humans do best (such as interviewing people, making decisions the computer cannot, and resolving issues the computer cannot).

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The CSED will evaluate the enhancement options available by performing a needs analysis followed by a feasibility study and alternatives analysis of each option. The Cost/Benefit analysis will be used select the combination of enhancement options that fit the State's budget and technology goals and are in addition most cost beneficial to the Child Support Program. CSED will subsequently develop an Implementation APD (IAPD) for implementation of the selected options. Specific requirements and a conceptual design for each option will be detailed in the IAPD

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3 PROJECT MANAGEMENT PLAN

(This section should contain:

A list of key personnel

An organization chart of the planning effort

Task-oriented list of planning activities including:

Need Assessment

Feasibility Study

Alternatives Analysis

Cost Benefit Analysis

RFPs and Procurements

Schedule of activities

Budget spreadsheets with rate for each FFP rate by quarter)

This section contains the State's plan for planning the CSES Upgrade. Planning tasks include performing a needs assessment, a feasibility study and alternatives analysis and a cost benefit analysis to determine which of the development options detailed in the problem statement will be most beneficial for the State to pursue. Planning activities will also include the development of a QA RFP and the procurement of a QA vendor and the procurement of cost estimation software. The development of the IAPD, which including developing a project plan and budget for the implementation, and the development of a conceptual systems design for each option, complete the planning activities.

Details on the planning activities and the organizations and personnel responsible for them are included in the following sections.

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3.1 KEY PERSONNEL

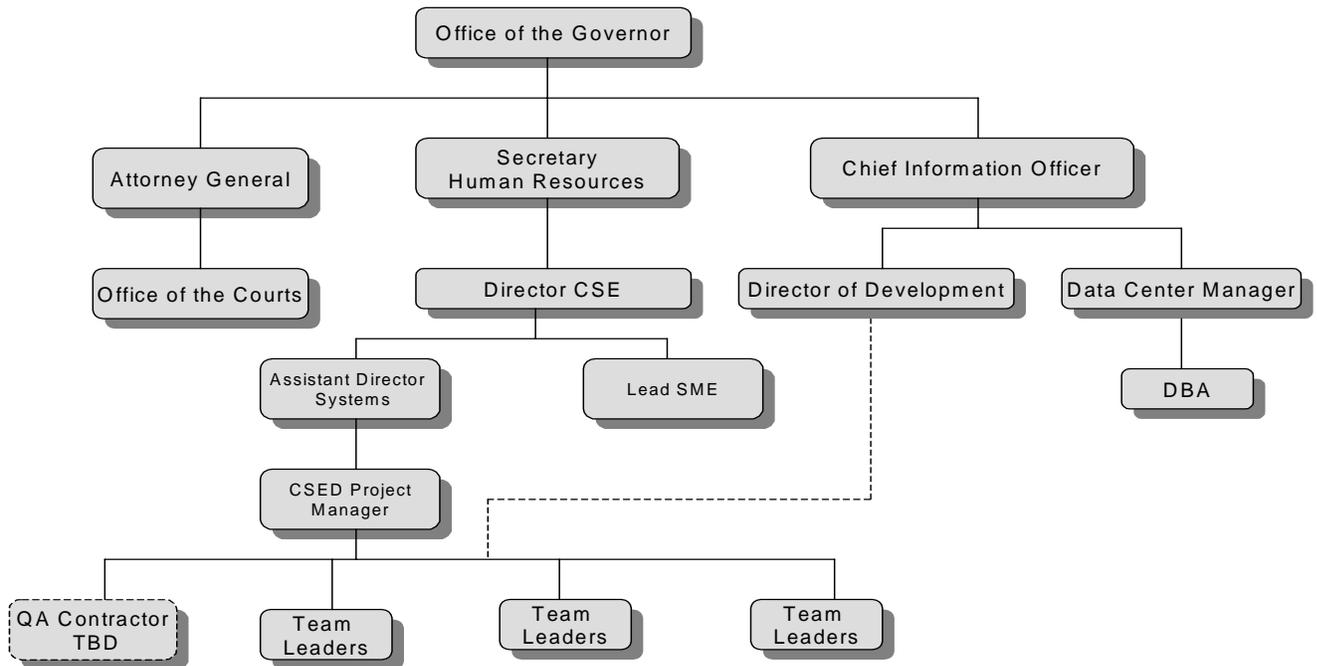
Listed below are job descriptions of key managers and supervisors assigned to the CSES Upgrade planning project. These key manger and supervisors will all serve on the Project Steering Committee along with the State Chief Information Officer (CIO). All personnel working on the planning are State employees and are experience in their respective disciplines. Additional support personnel will be supplied by CSED, The Office of the Courts, and the State Information Technology (IT) Department.

Organization	Name	Title	Job description	Planning Responsibility
Child Support Enforcement Division	Joe X	Director CSED	Chief administrator of the CSED. Executive Sponsor of CSED Upgrade.	
	Joe Y	Assistant Director for Automation	Provides oversight and management support to project, policy clarification	Needs Assessment Feasibility and Alternatives Analysis, CBA
	Joe Z	Specialist IV	Lead Subject Matter Expert (SME) - Requirements development, acceptance testing, leads SME team. Heads User Group.	Needs Assessment
	Joe Q	Manager II	Project Manger - Responsible for overseeing the design, development and test of CSES	IAPD, QA RFP and procurement, software procurement
State Office of Information Technology	Joe M	Analyst IV	Technical Lead for the CSES project within State IT department	Conceptual Design
	Joe L	DBA	Lead Data Base Administrator	Conceptual Design
Office of the Courts	Joe T	Chief CSE Officer	Oversees the child support program within the judiciary in accordance with the Cooperative Agreement with the State IV-D agency	Needs Assessment

3.2 ORGANIZATION CHART FOR PLANNING

The following diagram shows the State government organization supporting this project. Experienced developers from the IT Department will work under the direction of the CSE project manager. Additional technical support, such as DBAs, will be available as required from IT. There are clear lines of communication to the State executive and all stakeholders in the project are represented. For the development effort, a QA vendor will be acquired and will report directly to the project manager to ensure an independent assessment of system quality.

CSES Upgrade Organization Chart



3.3 TASK ORDERED LIST OF PLANNING ACTIVITIES

The following list describes the planning activities to be undertaken under this PAPD:

Needs assessment - CSED will assess the outstanding needs of the CSES system and will identify functionality that should be added to the system. This needs assessment, depending on project scope, may include system and software requirements specifications.

Feasibility Study and Alternatives Analysis - CSED will review the needs assessment and perform a technical and cost analysis to determine if the best approach for enhancing the system involves transfer, new development, a COTS solution, or some combination of these approaches.

Cost Benefit Analysis - CSED will perform a cost/benefit analysis of the proposed CSES functions identified in the problem statement. The functions that satisfy the criteria in the needs assessment and provide the best value to the CSES will be selected for development.

Developing QA RFP- In order to provide independent oversight of the CSES Upgrade, CSED proposes to acquire a Quality Assurance provider to ensure the correct technical implementation of the selected functions. CSED will develop a RFP and conduct a procurement process in accordance with State and Federal standards. OCSE will provide technical assistance in the creation of the Statement of Work.

Software Procurement - CSED will evaluate acquire commercial planning an cost estimation software for the development of the IAPD and ongoing project management.

IAPD Development - CSED will develop a budget and project management plan for the CSES Upgrade. Together with the Needs assessment, feasibility and Alternatives Analysis, and the Cost/Benefit Analysis, this will form the basis of the CSES Upgrade IAPD.

Conceptual Systems Design - CSED will develop a conceptual design for each function selected for development. General System design will be performed under the IAPD.

Work on the planning activities is expected to begin October 2002 and be completed by April of 2003. The schedule for the planning activities is shown below:

CSES Upgrade Planning Schedule

ID	Task Name	October			November			December			January			February			March			April		
		E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B	M
1	QA RFP																					
2	QA Procurement																					
3	Needs Assessment																					
4	Feasibility and Alternatives																					
5	CBA																					
6	IAPD Development																					
7	Conceptual Design																					

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4 PLANNING BUDGET

(This section contains a budget spreadsheet for each FFP rate to be claimed, totaled by Federal fiscal quarter and year. The budget should contain State staff, contractors (listed separately), hardware, software, training, travel and supplies/misc.)

The CSES Upgrade planning budget for FY 20003 is shown below. The State is requesting \$3,024,000 in total planning phase costs to be matched at the 66% FFP rate. Only 66% FFP is available to the State at this time. The State expects to complete all planning activities in the four fiscal quarters of FY2003.

Limited contractor support is envisioned for this stage of the project. Existing CSE and IT department desktop computers will not be used for planning. A separate secure network configuration will be established for the planning team, including servers, internet and email access, and workstations for all planning staff. Cost estimation and project management and planning software, including requirements repository software is to be purchased for use in planning activities, and in developing the IAPD.

CSES Upgrade Planning Budget					
Total Costs Eligible At FFP					
Task	FY2003				Totals
	Q1	Q2	Q3	Q4	
State Staff	300,000	300,000	300,000	300,000	1,200,000
Contractors					
• Contractor ABC		500,000	500,000	600,000	1,600,000
• Contractor DEF	0	0	0	100,000	100,000
Hardware	40,000				40,000
Software	10,000				10,000
Training	5,000		5,000		10,000
Supplies/Misc	1,000	1,000	1,000	1,000	4,000
Travel	60,000				60,000
Data Center Chargebacks	0	0	0	0	0
Total					3,024,000

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5 TOTAL PROJECT COST ESTIMATE

(This section should contain a rough estimate of the total cost of the project.)

The total project cost is fixed at \$60,000,000. The State legislature has fixed \$20,000,000 as the funding available for CSES updates. The State will be applying for Federal Financial Participation (FFP) at the 66 percent rate for the remainder of the project implementation costs.

CSES Upgrade Total Budget (in thousands of dollars)									
Year	FY 2003				FY 2004				Total
	FFP			State	FFP			State	
	90%	80%	66%	Funding	90%	80%	66%	Funding	
Plan	0	0	1,320	680	0	0	0	0	2,000
Implement	0	0	26,680	13,320	0	0	12,000	6,000	58,000
Total	0	0	28,000	14,000	0	0	12,000	6,000	60,000

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