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DEPARTMENT OF PUBLIC SOCIAL SERVICES
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November 10, 2009

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

RECOMMENDATION TO AUTHORIZE THE CHIEF INFORMATION OFFICER TO EXECUTE A SERIES OF WORK ORDERS WITH INTERNATIONAL BUSINESS MACHINES CORPORATION AND ORACLE CORPORATION FOR BUSINESS INTELLIGENCE AND DATABASE SOFTWARE CONSULTING SERVICES FOR THE DEPARTMENT'S SYSTEMATIC MEASUREMENT & ACCOUNTABILITY REPORTING TOOL RELEASE TWO
(All Districts - 3 Votes)

CIO RECOMMENDATION: APPROVE (X) APPROVE WITH MODIFICATION ( )

SUBJECT

The Department of Public Social Services (DPSS) continues to require the professional services of International Business Machines (IBM) Corporation to provide Business Intelligence software services and Oracle Corporation to provide database services for the Department's Systematic Measurement & Accountability Reporting Tool (DPSSMART) Release Two, in order to replace an aging and inadequate reporting system with a new automated process of data extraction and report production.

IT IS RECOMMENDED THAT YOUR BOARD:

Approve and direct the Chief Information Officer (CIO), at the request of the Director of DPSS, to execute a series of Work Orders for Business Intelligence and database consulting services under the County's Master Services Agreements with IBM Corporation (IBM MSA) and Oracle Corporation (Oracle MSA) for the development of DPSSMART Release Two, at a maximum contract amount of $2.2 million. In accordance with the IBM MSA and Oracle MSA guidelines, Board approval is required for projects that will exceed $300,000.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The data for public assistance and employment programs administered by DPSS currently resides on a variety of different mainframes and stand-alone computer systems internal to DPSS, as well as State-operated systems. DPSS integrates data from multiple sources and manipulates over 15,000 data fields in order to produce approximately 200 statistical state-mandated and Departmental reports each month. In order to streamline this process, DPSS is undertaking a major effort to revise the entire process of data extraction and report production from these different systems, with the purpose of developing a unified, comprehensive data warehouse. DPSSMART will accommodate data from all programs and operations administered by DPSS, expedite reporting on these programs, and support the executive decision-making processes.

Release One, was completed in Fiscal Year (FY) 2006-07 at a cost of $3.5 million for Business Intelligence consultant services. DPSSMART went live on September 10, 2007, and began compiling Intake, Approved, Welfare-to-Work, and Child-Care Provider statistics, as well as staffing information, from the Los Angeles Eligibility, Automation Determination, Evaluation and Reporting (LEADER) System, Greater Avenues for Independence (GAIN) Employment Activity and Reporting System (GEARS), Item Control System, Case Management Information and Payrolling System (CMIPS), and select manual data resource systems.

Release Two will allow for the development, testing, and migration of additional data from LEADER, GEARS, CMIPS, Item Control System applications, and the Manual Data Entry system, together with additional Departmental and State reports. Subject areas for inclusion are: Work Participation Rate Calculations, Applications, Cases, Redeterminations, Terminations/Rescissions, and expansion of existing Child Care, General Relief, Welfare-to-Work, and Medi-Cal reporting. With the completion of Release Two, 70% of the Department's reports will be migrated to DPSSMART. Production of reports by DPSSMART is scheduled to begin in the spring of 2010. Release Two will also enhance access to the application and increase data security.

This series of Work Orders (WO) will include, but is not limited to the following:

- Create functional and technical specifications for ad hoc requests and updating specifications for existing reports as required due to policy or program changes;
- Utilize Visual Fox Pro (VFP) language to develop, implement, test, and maintain ad hoc reports and to modify the existing reports as necessary;
- Cleansing legacy data, using a layered approach to data quality;
- Designing, Developing and Testing processes to populate DPSSMART with data staging, target and summary tables from required sources, including LEADER, GEARS, Item Control System, and CMIPS;
- Designing and implementing software to enhance data security;

- Developing reports in the areas of Applications, Cases, Child Care, General Relief, Redeterminations, Terminations/Rescissions, and Welfare-to-Work in order to meet the requirements;
- Designing and implementing software to better control access to DPSSMART; and
- Performing data quality, data validation, unit, system, performance and applicable acceptance testing.

Release One provided the technical design and structure to support the data for subsequent releases, and ultimately comprise the entire Data Warehouse. Release Two will involve migrating most of the data from LEADER, GEARS, CMIPS, DPSSTATS, and other systems, along with their associated reports to DPSSMART.

Implementation of Strategic Plan

This recommended action is consistent with the principles of Goal 4, Strategy 2 of the Countywide Strategic Plan to implement performance-based management decision-making processes based on Performance Counts! data. It also supports the organizational effectiveness objective of establishing a centralized Business Intelligence reporting infrastructure based on County standard Business Intelligence software.

FISCAL IMPACT/FINANCING

The cost to implement DPSSMART Release Two is $2.2 million for FY 2009-10. The funding is provided by the Chief Executive Officer's Information Technology Fund and fully offsets the cost of the project. Therefore, there is no additional net County cost. Sufficient funding has been included in the Department's FY 2009-10 Final Adopted Budget.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The Master Agreements approved by your Board enable departments to utilize Work Orders for Business Intelligence and database software installation, consulting services, employee training, design assistance, and expertise in the use of IBM Business Intelligence and Oracle database technology. As required in the CIO's letter to your Board, Work Orders in excess of $300,000 shall be directed to your Board for authorization.

CONTRACTING PROCESS

On May 10, 2005, your Board approved a the IBM MSA that allows County departments to acquire Business Intelligence consulting services for the development of reports, datamarts and dashboards to provide departmental staff and management with accurate information for effective decision-making. On February 20, 2007, your Board approved an Oracle MSA that allows County departments to acquire database services for the development of the Data Warehouse, data security, and access. These Master Services Agreements offer a structure for acquiring needed services through a streamlined acquisition process that is standard across the entire enterprise. The recommended Work Orders will be entered into the County's Information Technology Tracking System.

DPSS has acquired the appropriate Business Intelligence and Oracle Software Licenses under the Software License Agreement.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

DPSSMART will provide the following benefits:

- Self-serve access (on-line real time data)
- Expedited reporting
- Accurate reports
- Accurate and comprehensive data relating to DPSS programs and processes
- Comparison among line offices, units and workers, GAIN regions, as well as administrative staff operations
- Bridge the gap between individual and organizational performance
- Support the executive decision-making processes.

The result of these endeavors will replace an ineffective data management and reporting system with a viable system that can be maintained and managed for the long term. Most importantly, it will provide more accessible, accurate, and comprehensive data relating to DPSS programs and processes.

CONCLUSION

Upon Board approval, the Executive Officer, Board of Supervisors, is requested to return one adopted stamped Board Letter and three certified copies of the Board Order to the Department of Public Social Services.

Respectfully submitted,

Philip L. Browning
Director

Reviewed by:

Richard Sanchez
Chief Information Officer

PLB:pcr

c: Chief Executive Officer
Acting County Counsel
Executive Officer, Board of Supervisors

CIO ANALYSIS

SERIES OF WORK ORDERS WITH INTERNATIONAL BUSINESS MACHINES CORPORATION (IBM) AND ORACLE CORPORATION (ORACLE) FOR THE CONTINUED DEVELOPMENT OF THE DPSS DATA WAREHOUSE

CIO RECOMMENDATION: ☒ APPROVE ☐ APPROVE WITH MODIFICATION ☐ DISAPPROVE

Contract Type:
☐ New Contract ☐ Contract Amendment ☐ Contract Extension
☐ Sole Source Contract ☐ Hardware Acquisition ☒ Other - MSA

New/Revised Contract Term: Base Term: 2 Yrs. # of Option Yrs: 0

Contract Components:
☐ Software ☐ Hardware ☐ Telecommunications
☒ Professional Services

Project Executive Sponsor: Michael J. Sylvester II, Director, Bureau of Contract and Technical Services

Budget Information :

Y-T-D Project Expenditures	$ 0
Requested Project Amount	$2,200,000
Aggregate Project Amount	$2,200,000

Project Background:

Yes	No	Question
☐	☒	Is this project legislatively mandated? No.
☐	☒	Is this project subvented? No.
☐	☒	Is this project/application applicable to (shared use or interfaced) other departments? If yes, name the other department(s) involved. No.

Strategic Alignment:

Yes	No	Question
☒	☐	Is this project in alignment with the County of Los Angeles Strategic Plan? The Department's data warehouse project supports the County's Strategic Plan Goal 4, Strategy 2 of the Countywide Strategic Plan to implement performance-based management decision-making processes based on Performance Counts! data.
☒	☐	Is this project consistent with the currently approved Department Business Automation Plan? The project is identified in the Department's FY 2009-10 Business Automation Plan.

Strategic Alignment, Continued

Yes	No	Question
☒	☐	Does the project's technology solution comply with County of Los Angeles IT Directions Document? The Department's data warehouse project complies with IT Directions document by conducting government electronically to improve the delivery of services.
☒	☐	Does the project technology solution comply with preferred County of Los Angeles IT Standards? The Department's data warehouse project utilizes IBM Business Intelligence and Oracle database products, both County supported platforms.
☒	☐	This contract and/or project and its milestone deliverables must be entered into the Information Technology Tracking System (ITTS).

Project/Contract Description:

The Department of Public Social Services (DPSS) is seeking your Board's approval for the Chief Information Officer (CIO) to execute a series of Work Orders (WOs) with IBM and Oracle for a total maximum cost of $2,200,000, as provided for in the County's IBM Master Services Agreement (IBM MSA) and Oracle Master Services Agreement (Oracle MSA). The WOs will assist DPSS in the continued development of its data warehouse for:

- Meeting short-term and long-term reporting goals;
- Accommodating data from all DPSS programs and operations;
- Reporting on these programs; and
- Supporting the Department's executive decision-making process.

Background:

The data for DPSS public assistance and employment programs reside on a variety of server and mainframe computer systems, as well as State-operated systems. DPSS integrates data from multiple sources and manipulates over 15,000 data fields to produce approximately 200 statistical state-mandated and departmental reports each month. DPSS is revising its process of data extraction and report production from these different computer systems to produce comprehensive data warehouse. DPSSMART Release 2 (Release 2) will accommodate data from all DPSS programs and operations, expedite reporting on these programs, and support the Department's executive decision-making processes.

DPSSMART Release 1 (Release 1), was completed in FY 2006-07 at a cost of $3.5 million for Business Intelligence consulting services. Release 1 went live on September 10, 2007, and began compiling the Department's Intake, Approved, Welfare-to-Work, and Child-Care Provider statistics, as well as staffing information, from the Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER) System, GAIN Employment Activity and Reporting System (GEARS), Item Control, Case Management Information and the State's Payrolling System (CMIPS), and select manual data resource systems.

Release 2 will allow for the development, testing, and migration of additional data from LEADER, GEARS, CMIPS, Item Control System applications, and the Manual Data Entry (ManDe) system, together with additional Departmental and State reports. Subject areas for inclusion are: Work Participation Rate Calculations, Applications, Cases, Redeterminations, Terminations/Rescissions, and expansion of existing Child Care, General Relief, Welfare-to-Work, and Medi-Cal reporting. With the completion of Release 2, 70% of the Department's reports will be migrated to DPSSMART. Production of Release 2 reports is scheduled to begin in the spring of 2010. Release 2 will also enhance access to the data warehouse application and increase data security.

Project Justification/Benefits:

DPSS integrates data from multiple sources and manipulates over 15,000 data fields to produce approximately 200 statistical state-mandated and departmental reports each month. Release 1 provided increased departmental efficiency and effectiveness in meeting its reporting responsibilities. Release 2 will continue the Department's incorporation of DPSS programs and operations data, expedite reporting on these programs, and support the Department's executive decision-making processes.

Project Metrics:

The data warehouse project will be divided into multiple WOs that incorporate a defined portion of the extracted data from LEADER, GEARS, CMIPS, Item Control System and Manual Data Entry (ManDe) system into the data warehouse. The requirements for the Release 2 reporting and analysis is complete and will serve as the specifications for the upcoming work. Collectively, the individual WO will provide the following:

- Designing data models to support the reporting and analysis requirements;
- Designing, developing, cleansing and testing processes for data from the identified computer systems;
- Developing reports in the areas of Work Participation Rate Calculations, Applications, Cases, Redeterminations, Terminations/Rescissions, and expansion of existing Child Care, General Relief, Welfare-to-Work, and Medi-Cal reporting; and
- Performing data quality, data validation, unit, system, performance and acceptance testing.

All Work Orders will be fixed priced and will provide DPSS incremental value as each Work Order is completed. The contractor staff will provide knowledge transfer to County staff for ongoing maintenance and support.

Impact On Service Delivery Or Department Operations, If Proposal Is Not Approved:

The impact on DPSS' departmental operations if not approved will be the continued inefficiency of extracting data from the various servers, mainframe computer systems, and State-operated systems and combining it into the Department's required and/or mandated reports. This will severely impact the Department's ability to respond to all forms of data requests, which delays crucial information from getting to Federal, State and local officials to make key decisions in Public Social Services Programs.

Alternatives Considered:

The Department would continue to rely on extracting data from the various servers, mainframe computer systems, and State-operated systems and manually generating reports for the Department's required and/or mandated reports. This will be a very time consuming and costly process.

Project Risks:

The data warehouse project has the normal risks for system implementation. The Department has mitigated these risks by providing executive sponsorship, stable project staffing, clear roles and responsibilities, full-time project management, project plans and defined deliverables. The project has a defined dispute resolution process for resolving risk.

Risk Mitigation Measures:

The project team has mitigation plans for each of the above risks and will continue to monitor these risks as well as others as they arise.

Financial Analysis:

Release 2 Work Orders are estimated not to exceed $2.2 million. Funding for these WOs was provided by the Chief Executive Officer's Information Technology Fund.

CIO Concerns:

None.

CIO Recommendations:

The Department's data warehouse project is aligned with the County's Strategic Plan and IT Strategic Directions. The CIO supports this action and recommends approval by the Board.

CIO APPROVAL

Date Received: October15, 2009

Prepared by: James Hall

Date: October 26, 2009

Approved: Greg Melendez

Date: 10/29/2009

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