APPENDIX D ADVANCE PLANNING DOCUMENT CHECKLISTS AND WORKSHEETS

Feasibility Study Worksheet

	System Name			
Requirement	Current System	Proposed System	Alternative 1	Alternative 2
Objectives:				
Requirements:				
Assumptions and Constraints				
Technical Maturity of Solution				
Compatibility of this system with state standards for hardware, architecture or environment				

	System Name			
Requirement	Current System	Proposed System	Alternative 1	Alternative 2
Compatibility of this system with other necessary software or applications				
Organizational impacts of this system				
Facility/site impacts				
Operational impacts (e.g., user operating procedures, data center procedures, source data management, data entry procedures, data retention requirements, plans for system support, archiving, etc.)				
Fiscal impacts (e.g., cost factors related to the design, development, or transfer and operation of this system)				

Justification: Based on your comparison, above, and your evaluation criteria, how do the systems compare? Which one(s) merit further consideration of their **costs and benefits**? Why?

Cost-Benefit Analysis Worksheet

Costs

Directions: Use the following table to identify and outline the **nonrecurring** (design, development, and implementation) and **recurring** (operations and maintenance) costs for your existing system and each alternative before developing the detailed narrative on each system for the CBA.

	System Name			
Costs	Current System	Proposed System	Alternate 1	Alternate 2
Nonrecurring Costs (Design, Development, Implementation)				
Capital Investment Costs				
Site and Facility				
IT equipment				
Data communications equipment				
Environmental conditioning equipment (central processing site)				

	System Name			
Costs	Current System	Proposed System	Alternate 1	Alternate 2
Nonrecurring Costs (Design, Development, Implementation)				
Capital Investment Costs				
Security and privacy equipment				
Database				
Other Nonrecurring Costs				
Database preparation				
IT software conversion				
Training, travel, and other personnel-related costs of development and installation				
Contractual, interagency, or other direct support services				
Recurring Costs (M&O)				
Software, lease, rentals, and maintenance				
Data communications lease, rentals, and maintenance				
Personnel salaries and fringe benefits				

	System Name			
Costs	Current System	Proposed System	Alternate 1	Alternate 2
Equipment, lease, rentals, and maintenance				
Personnel salaries and fringe benefits				
Direct support services (e.g., help desk, central processing site operations)				
Travel and training				
Space occupancy				
Supplies and utilities				
Security and privacy				
Other costs that are unique to this alternative				

Benefits

Directions: As you did for the costs, use the following table to identify the **quantifiable** and **non-quantifiable** benefits that could be attained through the development of each proposed alternative.

	System Name			
Benefits	Current System	Proposed System	Alternate 1	Alternate 2
Quantifiable Benefits				
Cost Reduction (e.g., resulting from improved data entry, storage, and retrieval techniques)				
Value Enhancement (e.g., improved resources use, reduced error rates)				
Equipment lease, rentals, and maintenance				
Software lease, rentals, and maintenance				
Data communications lease, rentals, and maintenance				

	System Name			
Benefits	Current System	Proposed System	Alternate 1	Alternate 2
Personnel salaries and fringe benefits				
Direct support services				
Travel and training				
Space occupancy				
Security and privacy				
Contractual and interagency services				
Cost avoidance of future costs that would be incurred if the best alternative were chosen				
Non-quantifiable Benefits				

RFP Review Checklist

State:_____ Project Name:

Date Submitted: _____

_____ Title Page _____ Cover Letter

_____ Table of Contents

Requirements for an RFP

An RFP may address one or more of the following areas: planning activities and documents, software development, quality assurance, equipment, operations, maintenance, training, and other services. This section uses the term "system" to refer to all of the above products and services.

The RFP shall comply with Federal regulations that require "to the maximum extent practicable, open and free competition." The State agency shall submit RFPs for FNS approval that contains the following items, as applicable to the scope of the proposal. (Note: Additional items may be required by individual State procurement laws and regulations.)

Introduction and Overview

The Introduction and Overview shall present the purpose and scope of the proposed system.

_____ Definition and background information to orient the reader

_____ Reference/include pertinent documentation (the proposed system)

_____ Organizational responsibilities

_____ Agency(s)/Program(s) that will use the system

_____ Relationship(s) of proposed system to agency function and to other systems and organizations

_____ Major objectives of the proposed system (e.g. improved service delivery, accountability, operational efficiency)

_____ Expected useful life of the proposed system

_____ Type of contract anticipated (e.g. fixed price, cost reimbursement)

_____ Preferred method of payment for equipment (rental, lease, purchase)

_____ Procurement Schedule (not the anticipated *project* schedule) with realistic time frames for pre-proposal conferences, Q&As, proposal deadline, benchmarking, evaluation, date of award, contract negotiations and initiation of work.

_____ Qualifications – how vendors are qualified to do business with the State agency

Current Processing Environment

The RFP shall briefly describe the current IS.

_____ Current data processing organization

_____ Existing methods, procedures, systems, applications that the proposed system will support, supplement, change or replace

_____ Existing hardware configurations and components

_____ Operating system(s), system utility routines, database management, applications development, and other software currently in use

_____ Portions of current system environment that are expected to remain in place and interface with the new system, and portions that will be replaced

Workload Data

The RFP shall briefly analyze current and projected workload statistics.

_____ Statistics for such workload types as:
- Timesharing sessions or connections
- Online transactions
- Batch jobs
- Demand jobs

_____ Indicate volumes in terms of:
- Regular and peak loads
- Daily, weekly and monthly processing schedules
- Production vs. development environments, if applicable

_____ Provide an incremental growth forecast for various workload data over the expected life of the system

New System Environment

The RFP should describe State agency's expectations of the new IS and detail all of the requirements identified under General System Design. If a general system design was developed for the IAPD, it may be attached in the RFP.

_____ Itemize improvements that the agency expects to gain
- New capabilities
- Upgraded existing capabilities
- Elimination of deficiencies

_____ Illustrate proposed data flow and overall view of planned capabilities

_____ Functions required in qualitative and quantitative terms

_____ Requirements for interfaces with the operating environment (equipment, communications network, software)

_____ Itemized equipment required (and statement that any equipment prices offered must be equal to or lower than those currently available to the state from the same vendor under other contracts.)

_____ Relationship of proposed equipment with other systems

_____ Proposed integration of new equipment with currently installed equipment state expects to retain

_____ Requirements for provision of operating software, performance of operating software, and implementation of operating software modifications and revisions

_____ Database management requirements

_____ Security and privacy requirements

_____ Safeguards against fraud, waste, and abuse

_____ Performance requirements
- Data and accuracy standards (mathematical, logical, legal, transmission)
- Data validation
- Timing (response time and processing time)
- Flexibility in design to provide interfaces with other software and hardware and allow for future growth, changes and improvements

_____ Requirements of the system for:
- Throughput requirements
- Storage capacity
- Transaction, input/output volumes, frequency
- Telecommunications transmission rates
- Data or processing sequencing requirements
- Timing or turnaround restrictions

_____ Other performance requirements (stated to assure open competition)

_____ Commitment to OSI standards to minimize negative effects of proprietary systems

_____ Constraints and limitations in terms of program requirements, organization, and cost

_____ Offered solutions should use tried and tested state-of-the-art technology (unless a unique, untested option is specifically sought)

_____ Clearly delineate between mandatory requirements and optional features sought

_____ Bidders must disclose any proprietary tools needed to read or modify system code

_____ Bidders must disclose cost history/trend of licensing fee changes for any products proposed which involve such fees, such as Oracle

_____ Bidders library (& cost of copying/right to photocopy)

Solicitation Instructions and Conditions

The RFP shall describe specific procurement processes and requirements related to the submission of proposals and itemize all conditions that will be imposed in the resulting contract.

_____ Issuing office and agency manager responsible for procurement

_____ Submission requirements, such as
- Time and date proposals due
- Office to which proposals must be sent
- Number of copies required
- How proposals must be separated and sealed

_____ Details on additional events and processes, such as
- Pre-proposal conference
- Presentations/demonstrations
- How questions may be submitted, when and how State will respond
- Rejection of proposals
- Late proposals
- Period of validity for proposals

_____ Standards for Subcontractors; stipulation that subs are the responsibility of the prime

_____ Contract termination provisions/procedures (both parties)

_____ Performance bond requirements

_____ Penalties for failure to deliver any required products

_____ "State and FNS reserve royalty-free, nonexclusive and irrevocable license to reproduce, publish, or otherwise use and authorize others to use for Federal Government purposes, the copyright in any software and associated documentation developed under the resulting contract."

_____ Contract must assure FNS access to the system during design, development, and operation and to pertinent cost records of contractors and subs as FNS considers necessary

_____ Contractor must sign contract w/ clause prohibiting discrimination against employees on the basis of race, color, sex, religion, age, and national origin.

_____ No Federal funds may be used for lobbying

_____ Clean Air Act, Clean Water Act, Debarment Act

_____ State's standard procurement clauses (see "other" below)

_____ Any additional conditions applicable to the selected bidder

_____ Contract period

_____ Turnover provision or non-transferability

_____ EEO provisions

_____ Notice to Cure

_____ Hold harmless

_____ Force Majeure

_____ Procedure to resolve disputes

_____ Governing law/jurisdiction

_____ Taxes

_____ Modification and renewal clause

_____ Whole RFP may be canceled

_____ Subject to availability of Federal funds

_____ Right to waive technicalities

_____ Precedence of documents (RFP outranks proposal)

_____ Bidder may not publicize

_____ Insurance

_____ State may contact secondary references

_____ Conflict of Interest

_____ Confidentiality

_____ Contractor must disclose if they've ever been terminated (for "cause" or for "convenience")

_____ Any tasks that must be done on site vs. at contractor's offices

_____ Alternative proposals allowed or not allowed

_____ State's right to negotiate "best and final"

_____ Bidders prohibited from contacting state staff other than procurement office

_____ Other system contractors or providers with whom bidder must agree to cooperate

Proposal Structure and Content

The RFP shall provide a description of the format and organization for the technical and business proposals.

_____ Require a statement, including personnel background and experience information, of the contractor's proposed project staff.

_____ Require a statement of corporate financial resources, a history of prior involvement in similar projects, and information regarding pending litigation, debarment or suspension

Require bidders to provide a line-item cost statement, covering both development and operational costs, for the expected life of the system

_____ Provide details on general proposal appearance and organization

_____ Include a listing and description of all attachments, supplements, and other supporting documentation required

_____ Provide copies of all specific forms, charts, and worksheets that the bidder is required to submit for both the technical and business proposals

_____ Headings and Titles (do not construe content)

_____ Organization and flow
- Does the document demonstrate an understanding of FNS requirements?

_____ References match within the document
- Do dates and dollar figures in text coincide with schedule or budget?
- Do text references to figures and appendices coincide with their titles?
- Have inconsistencies been eliminated?

_____ Integrity of technical information (Have needs been sufficiently articulated?)

Personnel Requirements

_____ Key project personnel (contractor) clause
- State gets to decide who is "key"
- State's right to approve replacements
- Requirement that bidder disclose all other project assignments and their timeframes of any staff proposed for this project
- State can reserve the right to apply liquidated damages if key personnel remain with the contractor but are not assigned to this project after they are proposed
- State cannot prevent termination of employees by the contractor, but can have stipulations on replacements
- Replacements must meet or exceed qualifications of proposed staff

_____ Contractor personnel résumés

Statement of Work

Remember that the Implementation RFP requires additional information than the Planning RFP.

Desired Schedule

_____ Organization and flow (Do the timetable and expected outcomes make sense?)

Contract Deliverables

The RFP shall provide a detailed summary of expectations and requirements during the life of the contract.

_____ Products and services the state expects contractor to deliver

_____ Explain project phasing and how phases relate to deliverables

_____ Allow for incremental installation of equipment where appropriate

_____ Identify documentation and operation standards expected

_____ Requirements for user training, caseload conversion, and system implementation and acceptance when applicable

_____ Stipulate contractor's responsibility for deliverables

_____ Require a schedule of proposed work with defined milestones and dates or timeframes

_____ State the review and approval period for each deliverable

_____ State review and approval times for deliverables (Caution: avoid blanket statements such as "all deliverables will be reviewed within 10 days of submission"—some deliverables are huge, and sometimes several are delivered simultaneously. Look for distinctions or an escape clause to the general statement.)

Installation, Conversion, Maintenance, and Personnel Requirements

The RFP shall address specific support requirements for the startup phase, system transition, routine operations, maintenance, and system changes.

_____ Location of the service or product to be delivered

_____ Site conditions and limitations

_____ Bidder must provide configuration details regarding space, weight, size, and other physical requirements for the system

_____ Who is responsible for site preparation

_____ Require a plan/schedule for orderly delivery, install and testing of equipment

_____ State's requirements for parallel processing, phased implementation, caseload conversion, and uninterrupted service to users and/or clients

Requirements for data and application conversion or reprogramming

_____ Responsible party and cost for conversion or reprogramming

_____ Who provides space, facilities and system support to contractor staff?

_____ Require a conversion plan including: issues, requirements, tasks, services, facilities, equipment, and personnel

_____ Require a test plan including, but not limited to: unit testing, integration testing, performance testing, end-to-end testing, UAT, and regression testing

_____ Training requirements – skills to be taught, number of users, location

_____ Documentation requirements – user manuals, operating instructions, design descriptions; standards, numbers of copies

_____ Specify operational use time in terms of equipment availability and minimum downtime

_____ Requirements for on-site maintenance, on-call, and availability of replacement parts

_____ Require onsite field modification of equipment on the same basis as furnished to other customers

_____ Any need for operations or facilities management to be part of the contract?

_____ Any need for additional hardware, software, maintenance or support?

_____ Specify the period of availability for services required

_____ Specify minimum personnel and experience requirements for development, maintenance, facilities management, or other contractor staff

_____ Provide estimates of the level of effort anticipated in terms of person years or other reasonable indicators

_____ Describe resources the state will make available

Functional Requirements Document (FRD) – Defines the proposed system and documents system goals, objectives, and programmatic requirements and describes what the new system and/or hardware should do. Definitions are broken down into functional components in a logical sequence with proposed inputs, outputs, and processes.

_____ Describe how the bidder proposes to develop or meet the proposed functional requirements.

Management Plan

The RFP shall describe project oversight that will be provided by the State and the contractor reporting requirements.

_____ State the functional title of the State Project Manager to whom the contractor will report

_____ Type and frequency of expected project status reports

_____ Plan for state review and approval of work performed

_____ Billing method contractor is to use to ensure identification of costs for each Federal and State program

_____ State vs. Contractor responsibilities

Evaluation Criteria of Proposals

The RFP shall provide a description of the method and criteria for evaluating the technical and business proposals.

_____ Describe the method the State will use to evaluate proposals

_____ Provide details on requirements for benchmarks and system demonstrations and on how the results will be factored into the evaluation process

_____ Specify evaluation criteria and evaluation factor weight distribution

_____ Indicate not only how points will be awarded for both technical approach and total cost, but also the weight that will be given to each of the two proposal components

_____ Do the evaluation criteria specify geographic location? When contracting for architectural and engineering (A/E) services, geographic location may be a selection criteria provided its application leaves an appropriate number of qualified firms to ensure full and open competition.

Contract Award Procedures

The RFP shall provide a description of the method for negotiating and awarding technical and business proposals.

_____ Describe the general contract negotiation and award process, which includes:
Issuing letters of intent

- Negotiating contract language, if necessary, and
- Signing the contract
- Access to system documentation / bidders library

_____ Limitations/stipulations imposed on all bidders, such as

- Data disclosure and confidentiality
    - Cost of preparing proposals

SNAP Pre and Post-Implementation Review Checklist

SNAP Pre- or Post-Implementation Review website (http://www.fns.usda.gov/sites/default/files/2011-04-15%20SNAP%20State%20Eligibility%20System%20Review%20Tool%20V1.1.pdf)

WIC MIS Integrity Review Checklist

WIC MIS Integrity Review (http://www.fns.usda.gov/apd/wic-mis-integrity-review-tool)

WIC MIS Integrity Review checklist
(http://www.fns.usda.gov/sites/default/files/WIC%20MIS%20Review%20Tool%20Final%2012-13-2011.pdf)

WIC Functional Area spreadsheet
(http://www.fns.usda.gov/apd/WIC_PIR/WIC_MIS_Review_Tool_Functional_Area_Spreadsheet_Final-8-25-2011.xlsx)

Status Report Checklist

- √ **Executive Summary**
- √ **Work Accomplished**
- √ **Deliverables in Progress**
- √ **Planned Activities**
- √ **Project Deliverables Status**
- √ **Project Budget and Actual Expenditures**
- √ **Updated Project Schedule of Milestones and Deliverables (Gantt Chart)**
- √ **Contractor Performance Update**

State Sole Source Exception Request - FNS Template

State Name:

Program – SNAP ☐ WIC ☐

Project Description (brief):

New Procurement ☐ Extension ☐ Date current contract ends:

Type of Contract/Services:

EBT ☐ Planning ☐ Development ☐ Implementation ☐
Maintenance and Operations ☐ Quality Assurance ☐
Independent Validation and Verification (IV&V) ☐
Other (specify):

Proposed Contractor/Vendor:

Current and/or previous relationship(s) with contractor/vendor:

Proposed Scope of Work and Responsibilities:

Proposed Contract Amount: Proposed Contract Term:

Justification for Request:

7 CFR 3016.36 - Reasonable justifications include:

- vendor is the only source of this service
- after solicitation of a number of sources, competition is determined inadequate
- public exigency or emergency situation exists, such as a natural disaster
- FNS authorizes noncompetitive procurement

Assurance State procurement rules or authorities have or will approve this action:

Sample Transmittal Letter Template

Agency Letterhead	
Item	**Comment**
Date	Letter date should not be significantly earlier than the actual date of transmittal.
Federal Addressee(s)	Although traditional street address is used, signed letter should be scanned and sent electronically rather than by hardcopy delivery.
Salutation	May be: “Dear Mr/Ms (Name)” if single addressee or “Dear Colleagues” if multiple addressees.
Purpose of Letter (introductory paragraph)	Request for review and approval of (type(s) of document(s)) relating to (project name). Any urgent/time critical issue to be discussed further in letter.
Summary of Document Purpose/Main Content/Significant Issues (body of letter)	May use a combination of narrative paragraph and bullet/numerical item formats.
Extracts or References to Major Points (body of letter)	Goals, Objectives, Time Period Covered, Cost Estimate, etc.
Summary of Next Steps/Future Efforts (closing paragraph)	Provide larger perspective and/or activity to be taken on project in near future.
Closing	Contact information for questions, etc.
Signature	Responsible official with authority to make commitments for agency.
Attachment(s)/Enclosure(s)	May simply indicate that there are items included with the cover letter or may list the actual items.
Addressee Copies	List of others copy of document to be sent.

Sample Transmittal Letter (RFP Transmittal)

Your State
Office of the Department
123 Your Street
Your City, State 12345

Date

Mr./Ms. Smith
Regional Administrator
XXXXX Regional Office
Food and Nutrition Service
U.S. Department of Agriculture
Address
City, State 12345

Dear Mr./Ms. Smith,

Enclosed for your agency's approval is the Quality Assurance (QA) Services Request for Proposal (RFP) to procure services from a third-party vendor for QA oversight of several critical technology solutions and projects as well as modernization planning efforts. The State has employed Quality Assurance throughout the Systems Development Lifecycle for major application development and planning projects. The current engagement for QA services ends Month, Day, Year. In order to ensure continuity of QA services, the State is seeking to execute a contract resulting from this procurement no later than Month and Year.

The selected vendor will provide quality assurance reviews, project risk analysis, and assistance with planning and setting of quality goals and objectives for the following projects and activities:

- Functional Roadmap Project
- Imaging/Enterprise Document Repository and On-site Scanning
- State Support Enforcement and Tracking System
- Enterprise Architecture, IT Governance and Outcome Management Office activities
- myBenefits/myWorkspace
- Open Systems Disaster Recovery Procedures

The State is also seeking pricing within the RFP for QA for projects that may be initiated during the duration of the contract resulting from this RFP. At this time those costs are not part of the project budgets nor are the activities included in the QA RFP work plans. In the event these projects are initiated, the State will seek prior federal approval of QA activities, deliverables, and associated costs.

The contract term is three years with two extensions of up to twelve months each. Please note at this time the State is not seeking approval of possible contract extension periods. The State will seek prior federal approval should the contract extensions be necessary.

The estimated acquisition cost is $6 million over the three year contract term. Actual contract costs may vary based on pricing received as a result of the bid process.

The following chart depicts estimated contractual costs for each project:

PROJECT	YR 1	YR 2	YR 3	EXTENDED COST
Functional Roadmap Project	$252,845	$252,845	$252,845	$758,536
Imaging/Enterprise Document Repository and On-site Scanning	$217,599	$217,599	$217,599	$652,796
State Support Enforcement and Tracking System	$275,854	$275,854	$275,854	$827,561
Enterprise Architecture/Outcome Management Office	$565,659	$565,659	$565,659	$1,696,977
MY BENEFIT/WORKSPACE	$541,917	$541,917	$541,917	$1,625,750
Open Systems Disaster Recovery	$146,127	$146,127	$146,127	$438,380
TOTAL	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$6,000,000**

Exhibits A-G of this document allocate projected QA contract costs by federal and state benefitting programs based on the approved federal cost allocation plans. The following technology projects are operating under approved APDs and, as such, the corresponding costs related to QA activities are included in those approved budgets: Functional Roadmap, IEDR, State Support Enforcement and Tracking System, and myBenefit/myWorkspace. The remaining functions requiring QA oversight are operational in nature and will be allocated using an approved State agency IT operational overhead account.

Thank you for your continued support and cooperation. If you require any additional information, please contact State Person at 123-456-7890, or by email at state.person@xx.state.us.

Sincerely,

Signed by an official authorized to commit State resources

Your Name
Your Title

Enclosures
cc: Director, State Systems Office
Regional Office Program Director
State Systems Office Contact person

Sample PAPD Budget

Task/Line Item	FY				FY Total					FY Total	Project Total
	Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		
State Costs											
State Travel	$3,926	$5,526	$3,035	$5,252	$17,739	$6,852	$0	$0	$0	$6,852	$24,591
Local Travel	$100	$325	$225	$225	$875	$50	$50	$200	$200	$500	$1,375
State Staff Time	$2,596	$3,289	$2,397	$3,108	$11,390	$4,720	$1,284	$1,284	$985	$8,273	$19,663
LA Staff Time	$200	$298	$189	$144	$831	$200	$128	$128	$128	$584	$1,415
Equipment	$0	$0	$0	$0		$6,809	$3,732	$0	$0	$10,541	$10,541
IT Support	$0	$0	$698	$1,290	$1,988	$7,890	$698	$328	$0	$8,916	$10,904
Indirect	$779	$220	$515	$4,389	$5,903	$5,423	$4,708	$4,730	$30	$14,891	$20,794
State Subtotal	$7,601	$9,658	$7,059	$14,408	$38,726	$31,944	$10,600	$6,670	$1,343	$50,557	$89,283
Contractor Costs											
Travel	$0	$0	$21,520	$22,450	$43,970	$10,500	$13,830	$1,500	$0	$25,830	$69,800
Site Survey			$48,480	$47,550	$96,030	$0	$0	$0	$0	$0	$96,030
Develop RFP					$0	$5,800	$10,550	$650	$0	$17,000	$17,000
Develop IAPD					$0	$25,786	$22,654	$2,460	$0	$50,900	$50,900
Contr. Subtotal	$0	$0	$70,000	$70,000	$140,000	$42,086	$47,034	$4,610	$0	$93,730	$233,730
Total	$7,601	$9,658	$77,059	$84,408	$178,726	$74,030	$57,634	$11,280	$1,343	$144,287	$323,013

DATE SUBMITTED

Sample IAPD Update Budget (with actuals to date)

Year One						
Months	**Apr-Jun**	**Actual**	**Jul-Sept**	**Actual**	**Totals**	**Actual**
	3rd Quarter	**3rd Quarter**	**4th Quarter**	**4th Quarter**	**FFY 20xx**	**FFY 20xx**
Cost Centers						
DDI Contractor	$150,000	$78,944	$750,000	$724,323	$900,000	$803,267
QA Contractor	$20,000	$27,500	$30,000	$30,000	$50,000	$57,500
Direct Personnel	$25,000	$26,512	$25,000	$26,512	$50,000	$53,024
Equipment					$0	$0
Travel				$3,695	$0	$3,695
Training					$0	$0
Indirect Costs	$10,000	$11,253	$10,000	$11,253	$20,000	$22,506
Total	**$205,000**	**$144,209**	**$815,000**	**$795,783**	**$1,020,000**	**$939,992**
Program Allocation						
TANF Portion 4.56%	**$9,348**	**$6,576**	**$37,164**	**$36,288**	**$46,512**	**$42,864**
State (0%)	$0	$0	$0	$0	**$0**	**$0**
Federal (100%)	$9,348	$6,576	$37,164	$36,288	**$46,512**	**$42,864**
FNS Portion 37.51%	**$76,896**	**$54,093**	**$305,707**	**$298,498**	**$382,602**	**$352,591**
State (50%)	$38,448	$27,046	$152,853	$149,249	**$191,301**	**$176,295**
Federal (50%)	$38,448	$27,046	$152,853	$149,249	**$191,301**	**$176,295**
Medicaid Portion 57.7%	**$118,285**	**$83,209**	**$470,255**	**$459,167**	**$588,540**	**$542,375**
State (10%)	$11,829	$8,321	$47,026	$45,917	**$58,854**	**$54,238**
Federal (90%)	$106,457	$74,888	$423,230	$413,250	**$529,686**	**$488,138**
State Only Portion 0.23%	**$472**	**$332**	**$1,875**	**$1,830**	**$2,346**	**$2,162**
Total Federal Share	**$154,252**	**$108,510**	**$613,247**	**$598,787**	**$767,499**	**$707,297**

Total State Share	**$50,748**	**$35,699**	**$201,753**	**$196,996**	**$252,501**	**$232,695**
Total	**$205,000**	**$144,209**	**$815,000**	**$795,783**	**$1,020,000**	**$939,992**

Year Two								
Months	**Oct-Dec**	**Actual**	**Jan-Mar**	**Actual**	**Apr-Jun**	**Jul-Sept**	**Totals**	**Actual**
	1st Quarter	**1st Quarter**	**2nd Quarter**	**2nd Quarter**	**3rd Quarter**	**4th Quarter**	**FFY 20xx**	**FFY 20xx**
Cost Centers								
DDI Contractor	$1,250,000	$1,375,000	$1,250,000	$1,250,000	$1,250,000	$1,250,000	$5,000,000	$2,625,000
QA Contractor	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$120,000	$60,000
Direct Personnel	$25,000	$26,512	$25,000	$17,501	$25,000	$25,000	$100,000	$44,013
Equipment		$34,268	$750,000	$789,666	$750,000	$850,000	$2,350,000	$823,934
Travel	$10,000	$8,544	$10,000	$13,877	$10,000	$10,000	$40,000	$22,421
Training							$0	$0
Indirect Costs	$10,000	$11,253	$10,000	$8,553	$10,000	$10,000	$40,000	$19,806
Total	**$1,325,000**	**$1,485,577**	**$2,075,000**	**$2,109,597**	**$2,075,000**	**$2,175,000**	**$7,650,000**	**$3,595,174**
Program Allocation								
TANF Portion	**$60,420**	**$67,742**	**$94,620**	**$96,198**	**$94,620**	**$99,180**	**$348,840**	**$163,940**
State (0%)	$0	$0	$0	$0	$0	$0	$0	$0
Federal (100%)	$60,420	$67,742	$94,620	$96,198	$94,620	$99,180	$348,840	$163,940
FNS Portion 37.51%	**$497,008**	**$557,240**	**$778,333**	**$791,310**	**$778,333**	**$815,843**	**$2,869,515**	**$1,348,550**
State (50%)	$248,504	$278,620	$389,166	$395,655	$389,166	$407,921	$1,434,758	$674,275
Federal (50%)	$248,504	$278,620	$389,166	$395,655	$389,166	$407,921	$1,434,758	$674,275
Medicaid Portion 57.7%	**$764,525**	**$857,178**	**$1,197,275**	**$1,217,237**	**$1,197,275**	**$1,254,975**	**$4,414,050**	**$2,074,415**
State (10%)	$76,453	$85,718	$119,728	$121,724	$119,728	$125,498	$441,405	$207,442
Federal (90%)	$688,073	$771,460	$1,077,548	$1,095,514	$1,077,548	$1,129,478	$3,972,645	$1,866,974
State Only Portion 0.23%	**$3,048**	**$3,417**	**$4,773**	**$4,852**	**$4,773**	**$5,003**	**$17,595**	**$8,269**
Total Federal Share	**$996,996**	**$1,117,822**	**$1,561,334**	**$1,587,366**	**$1,561,334**	**$1,636,579**	**$5,756,243**	**$2,705,189**

Total State Share	**$328,004**	**$367,755**	**$513,666**	**$522,231**	**$513,666**	**$538,421**	**$1,893,758**	**$889,985**
Total	**$1,325,000**	**$1,485,577**	**$2,075,000**	**$2,109,597**	**$2,075,000**	**$2,175,000**	**$7,650,000**	**$3,595,174**
Year Two								
Months	**Oct-Dec**	**Actual**	**Jan-Mar**	**Actual**	**Apr-Jun**	**Jul-Sept**	**Totals**	**Actual**
	1st Quarter	**1st Quarter**	**2nd Quarter**	**2nd Quarter**	**3rd Quarter**	**4th Quarter**	**FFY 20xx**	**FFY 20xx**
Cost Centers								
DDI Contractor	$1,250,000	$1,375,000	$1,250,000	$1,250,000	$1,250,000	$1,250,000	$5,000,000	$2,625,000
QA Contractor	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$120,000	$60,000
Direct Personnel	$25,000	$26,512	$25,000	$17,501	$25,000	$25,000	$100,000	$44,013
Equipment		$34,268	$750,000	$789,666	$750,000	$850,000	$2,350,000	$823,934
Travel	$10,000	$8,544	$10,000	$13,877	$10,000	$10,000	$40,000	$22,421
Training							$0	$0
Indirect Costs	$10,000	$11,253	$10,000	$8,553	$10,000	$10,000	$40,000	$19,806
Total	**$1,325,000**	**$1,485,577**	**$2,075,000**	**$2,109,597**	**$2,075,000**	**$2,175,000**	**$7,650,000**	**$3,595,174**
Program Allocation								
TANF Portion	**$60,420**	**$67,742**	**$94,620**	**$96,198**	**$94,620**	**$99,180**	**$348,840**	**$163,940**
State (0%)	$0	$0	$0	$0	$0	$0	$0	$0
Federal (100%)	$60,420	$67,742	$94,620	$96,198	$94,620	$99,180	$348,840	$163,940
FNS Portion 37.51%	**$497,008**	**$557,240**	**$778,333**	**$791,310**	**$778,333**	**$815,843**	**$2,869,515**	**$1,348,550**
State (50%)	$248,504	$278,620	$389,166	$395,655	$389,166	$407,921	$1,434,758	$674,275
Federal (50%)	$248,504	$278,620	$389,166	$395,655	$389,166	$407,921	$1,434,758	$674,275
Medicaid Portion 57.7%	**$764,525**	**$857,178**	**$1,197,275**	**$1,217,237**	**$1,197,275**	**$1,254,975**	**$4,414,050**	**$2,074,415**
State (10%)	$76,453	$85,718	$119,728	$121,724	$119,728	$125,498	$441,405	$207,442
Federal (90%)	$688,073	$771,460	$1,077,548	$1,095,514	$1,077,548	$1,129,478	$3,972,645	$1,866,974
State Only Portion 0.23%	**$3,048**	**$3,417**	**$4,773**	**$4,852**	**$4,773**	**$5,003**	**$17,595**	**$8,269**
Total Federal Share	**$996,996**	**$1,117,822**	**$1,561,334**	**$1,587,366**	**$1,561,334**	**$1,636,579**	**$5,756,243**	**$2,705,189**
Total State Share	**$328,004**	**$367,755**	**$513,666**	**$522,231**	**$513,666**	**$538,421**	**$1,893,758**	**$889,985**
Total	**$1,325,000**	**$1,485,577**	**$2,075,000**	**$2,109,597**	**$2,075,000**	**$2,175,000**	**$7,650,000**	**$3,595,174**

Year Three						
Months	**Oct-Dec**	**Jan-Mar**	**Apr-Jun**	**Jul-Sept**	**Totals**	**Actual**
	1st Quarter	**2nd Quarter**	**3rd Quarter**	**4th Quarter**	**FFY 20xx**	**FFY 20xx**
Cost Centers						
DDI Contractor	$1,250,000	$1,250,000	$1,250,000	$1,250,000	$5,000,000	
QA Contractor	$30,000	$30,000	$30,000	$30,000	$120,000	
Direct Personnel	$75,000	$75,000	$75,000	$75,000	$300,000	
Equipment	$150,000	$125,000	$75,000		$350,000	
Travel	$10,000	$10,000	$40,000	$80,000	$140,000	
Training			$200,000	$400,000	$600,000	
Indirect Costs	$25,000	$25,000	$25,000	$25,000	$ 100,000.00	
Total	**$1,540,000**	**$1,515,000**	**$1,695,000**	**$1,860,000**	**$6,610,000**	
Program Allocation						
TANF Portion	**$70,224**	**$69,084**	**$77,292**	**$84,816**	**$301,416**	
State (0%)	$0	$0	$0	$0	$0	$0
Federal (100%)	$70,224	$69,084	$77,292	$84,816	$301,416	
FNS Portion 37.51%	**$577,654**	**$568,277**	**$635,795**	**$697,686**	**$2,479,411**	
State (50%)	$288,827	$284,138	$317,897	$348,843	$1,239,706	
Federal (50%)	$288,827	$284,138	$317,897	$348,843	$1,239,706	
Medicaid Portion 57.7%	**$888,580**	**$874,155**	**$978,015**	**$1,073,220**	**$3,813,970**	
State (10%)	$88,858	$87,416	$97,802	$107,322	$381,397	
Federal (90%)	$799,722	$786,740	$880,214	$965,898	$3,432,573	
State Only Portion 0.23%	**$3,542**	**$3,485**	**$3,899**	**$4,278**	**$15,203**	
Total Federal Share	**$1,158,773**	**$1,139,962**	**$1,275,403**	**$1,399,557**	**$4,973,695**	
Total State Share	**$381,227**	**$375,038**	**$419,597**	**$460,443**	**$1,636,306**	
Total	**$1,540,000**	**$1,515,000**	**$1,695,000**	**$1,860,000**	**$6,610,000**	
Year Three						

Months	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Totals	Actual
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FFY 20xx	FFY 20xx
Cost Centers						
DDI Contractor	$1,250,000	$1,250,000	$1,250,000	$1,250,000	$5,000,000	
QA Contractor	$30,000	$30,000	$30,000	$30,000	$120,000	
Direct Personnel	$75,000	$75,000	$75,000	$75,000	$300,000	
Equipment	$150,000	$125,000	$75,000		$350,000	
Travel	$10,000	$10,000	$40,000	$80,000	$140,000	
Training			$200,000	$400,000	$600,000	
Indirect Costs	$25,000	$25,000	$25,000	$25,000	$ 100,000.00	
Total	**$1,540,000**	**$1,515,000**	**$1,695,000**	**$1,860,000**	**$6,610,000**	
Program Allocation						
TANF Portion	**$70,224**	**$69,084**	**$77,292**	**$84,816**	**$301,416**	
State (0%)	$0	$0	$0	$0	$0	$0
Federal (100%)	$70,224	$69,084	$77,292	$84,816	$301,416	
FNS Portion 37.51%	**$577,654**	**$568,277**	**$635,795**	**$697,686**	**$2,479,411**	
State (50%)	$288,827	$284,138	$317,897	$348,843	$1,239,706	
Federal (50%)	$288,827	$284,138	$317,897	$348,843	$1,239,706	
Medicaid Portion 57.7%	**$888,580**	**$874,155**	**$978,015**	**$1,073,220**	**$3,813,970**	
State (10%)	$88,858	$87,416	$97,802	$107,322	$381,397	
Federal (90%)	$799,722	$786,740	$880,214	$965,898	$3,432,573	
State Only Portion 0.23%	**$3,542**	**$3,485**	**$3,899**	**$4,278**	**$15,203**	
Total Federal Share	**$1,158,773**	**$1,139,962**	**$1,275,403**	**$1,399,557**	**$4,973,695**	
Total State Share	**$381,227**	**$375,038**	**$419,597**	**$460,443**	**$1,636,306**	
Total	**$1,540,000**	**$1,515,000**	**$1,695,000**	**$1,860,000**	**$6,610,000**	

Year Four						Grand Total	
Months	**Oct-Dec**	**Jan-Mar**	**Apr-Jun**	**Totals**	**Actual**	**Projected**	**Actual**
	1st Quarter	**2nd Quarter**	**3rd Quarter**	**FFY 20xx**	**FFY 20xx**		
Cost Centers							
DDI Contractor	$1,250,000	$1,250,000	$1,250,000	$3,750,000		**$14,650,000**	**$3,428,267**
QA Contractor	$30,000	$30,000	$30,000	$90,000		**$380,000**	**$117,500**
Direct Personnel	$75,000	$75,000	$75,000	$225,000		**$675,000**	**$97,037**
Equipment				$0		**$2,700,000**	**$823,934**
Travel	$80,000	$80,000	$80,000	$240,000		**$420,000**	**$26,116**
Training	$400,000	$400,000	$400,000	$1,200,000		**$1,800,000**	**$0**
Indirect Costs	$25,000	$25,000	$25,000	$75,000		**$ 235,000.00**	**$42,312**
Total	**$1,860,000**	**$1,860,000**	**$1,860,000**	**$5,580,000**		**$20,860,000**	**$4,535,166**
Program Allocation							
TANF Portion	**$84,816**	**$84,816**	**$84,816**	**$254,448**		**$951,216**	**$206,804**
State (0%)	$0	$0	$0	$0	$0	**$0**	**$0**
Federal (100%)	$84,816	$84,816	$84,816	$254,448		**$951,216**	**$206,804**
FNS Portion 37.51%	**$697,686**	**$697,686**	**$697,686**	**$2,093,058**		**$7,824,586**	**$1,701,141**
State (50%)	$348,843	$348,843	$348,843	$1,046,529		**$3,912,293**	**$850,570**
Federal (50%)	$348,843	$348,843	$348,843	$1,046,529		**$3,912,293**	**$850,570**
Medicaid Portion 57.7%	**$1,073,220**	**$1,073,220**	**$1,073,220**	**$3,219,660**		**$12,036,220**	**$2,616,791**
State (10%)	$107,322	$107,322	$107,322	$321,966		**$1,203,622**	**$261,679**
Federal (90%)	$965,898	$965,898	$965,898	$2,897,694		**$10,832,598**	**$2,355,112**
State Only Portion 0.23%	**$4,278**	**$4,278**	**$4,278**	**$12,834**		**$47,978**	**$10,431**
Total Federal Share	**$1,399,557**	**$1,399,557**	**$1,399,557**	**$4,198,671**		**$15,696,107**	**$3,412,486**
Total State Share	**$460,443**	**$460,443**	**$460,443**	**$1,381,329**		**$5,163,893**	**$1,122,680**
Total	**$1,860,000**	**$1,860,000**	**$1,860,000**	**$5,580,000**		**$20,860,000**	**$4,535,166**

Total Summary Budget

Federal Fiscal Year	Year One	Year One	Year Two	Year Two	Year Three	Year Three	Year Four	Year Four	Grand Total	Grand Total
Cost Centers	**Projected**	**Actual**	**Projected**	**Actual**	**Projected**	**Actual**	**Projected**	**Actual**	**Projected**	**Actual**
DDI Contractor	$900,000	$803,267	$5,000,000	$2,625,000	$5,000,000		$3,750,000		**$14,650,000**	**$3,428,267**
QA Contractor	$50,000	$57,500	$120,000	$60,000	$120,000		$90,000		**$380,000**	**$117,500**
Direct Personnel	$50,000	$53,024	$100,000	$44,013	$300,000		$225,000		**$675,000**	**$97,037**
Equipment	$0	$0	$2,350,000	$823,934	$350,000		$0		**$2,700,000**	**$823,934**
Travel	0	$3,695	$40,000	$22,421	$140,000		$240,000		**$420,000**	**$26,116**
Training	0	$0	$0	$0	$600,000		$1,200,000		**$1,800,000**	**$0**
Indirect Costs	$20,000	$22,506	$40,000	$19,806	$100,000		$75,000		**$235,000**	**$42,312**
Total Computable	**$1,020,000**	**$939,992**	**$7,650,000**	**$3,595,174**	**$6,610,000**		**$5,580,000**		**$20,860,000**	**$4,535,166**
Program Allocation										**$0**
TANF Portion	**$46,512**	**$42,864**	**$348,840**	**$163,940**	**$301,416**		**$254,448**		**$951,216**	**$206,804**
State (0%)	$0	$0	$0	$0	$0	$0	$0	$0	**$0**	**$0**
Federal (100%)	$46,512	$42,864	$348,840	$163,940	$301,416		$254,448		**$951,216**	**$206,804**
FNS Portion	**$382,602**	**$352,591**	**$2,869,515**	**$1,348,550**	**$2,479,411**		**$2,093,058**		**$7,824,586**	**$1,701,141**
State (50%)	$191,301	$176,295	$1,434,758	$674,275	$1,239,706		$1,046,529		**$3,912,293**	**$850,570**
Federal (50%)	$191,301	$176,295	$1,434,758	$674,275	$1,239,706		$1,046,529		**$3,912,293**	**$850,570**
Medicaid Portion	**$588,540**	**$542,375**	**$4,414,050**	**$2,074,415**	**$3,813,970**		**$3,219,660**		**$12,036,220**	**$2,616,791**
State (10%)	$58,854	$54,238	$441,405	$207,442	$381,397		$321,966		**$1,203,622**	**$261,679**
Federal (90%)	$529,686	$488,138	$3,972,645	$1,866,974	$3,432,573		$2,897,694		**$10,832,598**	**$2,355,112**
State Only Portion	**$2,346**	**$2,162**	**$17,595**	**$8,269**	**$15,203**		**$12,834**		**$47,978**	**$10,431**
Total Federal Share	**$767,499**	**$707,297**	**$5,756,243**	**$2,705,189**	**$4,973,695**		**$4,198,671**		**$15,696,107**	**$3,412,486**
Total State Share	**$252,501**	**$232,695**	**$1,893,758**	**$889,985**	**$1,636,306**		**$1,381,329**		**$5,163,893**	**$1,122,680**
Total	**$1,020,000**	**$939,992**	**$7,650,000**	**$3,595,174**	**$6,610,000**		**$5,580,000**		**$20,860,000**	**$4,535,166**

Steps for a Thorough Feasibility Study

The Feasibility Study helps determine whether the project being considered is technically, financially, and operationally viable. The Feasibility Study consists of presenting your business case, and performing a thorough Alternatives Analysis that includes gap analyses and a cost analysis. These steps are intended as a guide to prepare a complete and thorough Feasibility Study. The Feasibility Study is a required component of the Implementation Advance Planning document (IAPD) for SNAP projects. WIC projects require submission of a complete Feasibility Study for approval prior to submission of the IAPD.

The starting point of a Feasibility Study is the Alternatives Analysis.

A State agency must perform an analysis of alternatives for hardware, software, and program functionality to determine the type of system that best meets its needs.

- What are alternatives? They can be almost anything you believe is feasible. WIC must consider a SAM system transfer with as little change in functionality as possible.

FNS recommends a minimum of three alternatives. Below are some examples:

- Is it possible to upgrade or enhance your existing system? States should consider this alternative. If it is not an option open to you, an explanation why it is not must be included with the alternative analysis.
- Transfer of another State system; this may include the entire system or only some components (best of breed). Some things to remember when considering a transfer system are:
    - State agencies need to analyze obstacles to the transfer and modification of an existing system.
    - Compare the costs of overcoming the problem(s) in transferring an operational system to the costs of developing a new system.
    - Pay attention to what the cumulative cost of "tweaking" a transfer system may be. States sometimes start with a transfer when they really want a ground up build. In some cases transfers can end up costing the same if not more than an original build, or the original cost of the transfer system
    - Is it possible or in the best interest of the program to change/update existing business processes. This may reduce the number of changes required to a transfer system.
    - Developing a new system – this needs to happen at some point – encourages innovation, brings systems up-to-date with latest technology.

<u>Now you know what Alternatives are, but WHAT are you comparing?</u>

Remember you are looking at the technical, financial, operational, and functional differences between the alternatives and your requirements.

- What impacts will the alternative have on any existing systems or interfaces that you need to conduct business? EBT? Information verification processes? Data sharing? Other State Health Care systems?

- What effect will the alternative have on existing personnel and the skills required? Will there be an impact on the number of staff required? Will there be a big learning curve for staff? Do you need to hire staff with different skill sets? How much training will be required to bring current staff up to speed?

- Will data conversion activities add cost to the project? What about data cleansing? You will need to look at the time it may take to reformat the data, add missing elements, etc. This can take a lot of staff time and requires careful planning.

How do you do the Alternatives Analysis?

We really can't stress the importance of the functional gap analysis enough – especially when we all are looking to reduce the costs of systems by minimizing the number of changes or customization that has to occur to a transfer system. Each alternative needs to have a gap analysis performed to compare its existing functionality with the State's required functionality. The gap analysis is extremely helpful to determine missing or weak functionality in any systems being considered. This also goes for technical requirements of the system. This can dictate the best fit for your State, your budget, and your schedule.

Once the gap analysis is performed for each alternative, then the alternatives may be measured against one another, this is where you should clearly see the best fit solution. If not then you may need to review the alternatives selected and your mandatory and optional requirements,

You developed your Functional Requirements Document (FRD) – now use it to measure the alternatives. How well do they fit your need? Get a working version of the alternative system if possible, and the documentation. Perform the analyses to make sure the system will meet your needs.

- Perform **a gap analysis** of program functional and technical requirements. ***It is important to be sure to apply the exact same analysis methodology for each alternative you examine***

    - When you perform your gap analysis of functionality include your subject matter experts in the discussions and review. Review your Functional Requirements Document, Make a list of mandatory – absolute – functionality that you can't live without. ***Does it exist in the alternative?*** Are you willing to pay to have it developed? Make sure you include Federal and State requirements on this list. Don't cut corners on this list but be realistic about what is mandatory.

    - Make a list of "nice to have" functionality that may be used as trade-offs when it comes to selecting a best fit alternative. Or, they can become your enhancement list.

    - REMEMBER, especially for a WIC SAM transfer using SAM grant funding, we are looking for minimal changes to the functionality.

    - Analyze how many changes would be needed for each alternative to meet your needs.

    - Define your goal to meet your needs for a more efficient process.

In many cases, the most cost-effective alternative is a transfer with minimal changes. The software/code modifications are where the big costs are in development. This is why we rarely see a complete ground-up build. Under-estimating the amount of work and/or the number of changes needed to make a transfer system fit the State's needs is one of the major reasons why system transfers have floundered in the past.

The gap analysis really has two parts, and both are critical for you to choose the right system.

- How big is the gap between your future vision (the "to be" scenario) and each of the available options?
- How big is the gap between your starting point (the "as is" scenario plus your budget and resources) and each of the available options? These are your constraints – you can only spend so much, and only have a certain period of time to get the system implemented.

Alternatives must also include the analysis of technical and programmatic merits of possible system transfers:

- Will you be able to use existing equipment or will you need to purchase new PCs and/or servers? What about your communications infrastructure - will it support the alternative?
- Are there trade-offs that can be made between technology and your business processes? If you change your business process, will it minimize the potential changes to a system?

Sometimes technology isn't the total solution. You may need and want to change your business processes – you can gain efficiencies there as well as with a new system.

Cost Analysis

The final step in completing the Feasibility Study is doing a cost analysis (see Figure 2.12).
The cost analysis falls under Fiscal Impacts and is done for all proposed systems. It should**:**

- Describe cost factors that may influence the development, design, and continued operation of the proposed system(s)
- Identify the estimated total developmental cost and estimated annual operating costs and who will pay for these expenses

Feasibility Study

So……

- When you've compared each of your alternatives to your requirements,
- Really considered the gap between each alternative and the desired future or "to be" plus the cost of closing that gap, as well as the difference between each alternative and your "as is" or current environment and the cost of closing that gap,
- Done the cost analysis on any options that appear feasible,
- And chosen the best option for you …..

Then you are ready to write your Feasibility Study with your completed alternatives analysis, and clearly demonstrate which alternative is the best fit for you, - and why - technically, financially, and operationally. For further assistance see Appendix D for Feasibility Study or click on: http://www.fns.usda.gov/apd/Handbook_901/V_1-3/AppendixD-FS-AA.pdf and CBA worksheets or click on: http://www.fns.usda.gov/apd/Handbook_901/V_1-3/AppendixD-CBA.pdf_1-3/AppendixD-CBA.pdf.

Cost Benefits Analysis (CBA)

Because more than one system may be functionally, technically and operationally feasible, the State needs another tool to help select the best system.

It can be easy to confuse the CBA with the feasibility study as both require the State to analyze and compare alternative systems. The cost analysis done in the Feasibility Study will feed into the CBA. The CBA focuses specifically on the costs of each of those systems relative to their benefits in that it will:

- Determine which alternative will provide the greatest benefits relative to its costs.
- Identify the tangible and intangible benefits.
- Provide the estimated cost of developing and operating each alternative.

FNS CBA Requirements:

The CBA is a required component of the IAPD. It must show a meaningful cost comparison was completed. It will:

- Outline the **nonrecurring** (design, development, and implementation) and **recurring** (operations and maintenance) costs for your existing system and each system alternative before developing the detailed narrative on each system for the CBA.