

The Implementation Advance Planning Document *WIC EBT*

You are here...

✓ APD Overview

✓ Planning APD

The Planning APD (PAPD)

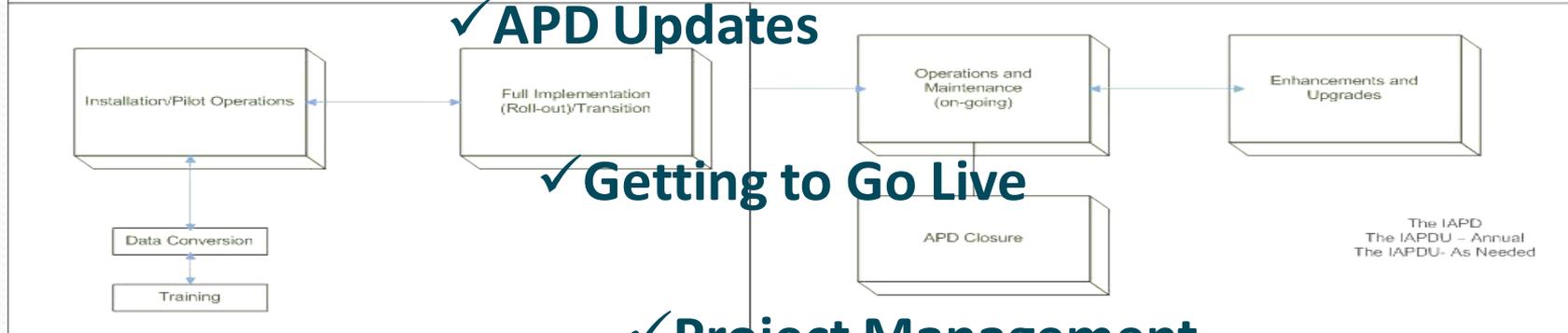


✓ Implementation APD

The Implementation APD (IAPD)



✓ APD Updates



The IAPD
The IAPDU – Annual
The IAPDU- As Needed

✓ Getting to Go Live

✓ Project Management

EBT Project Phases

Planning



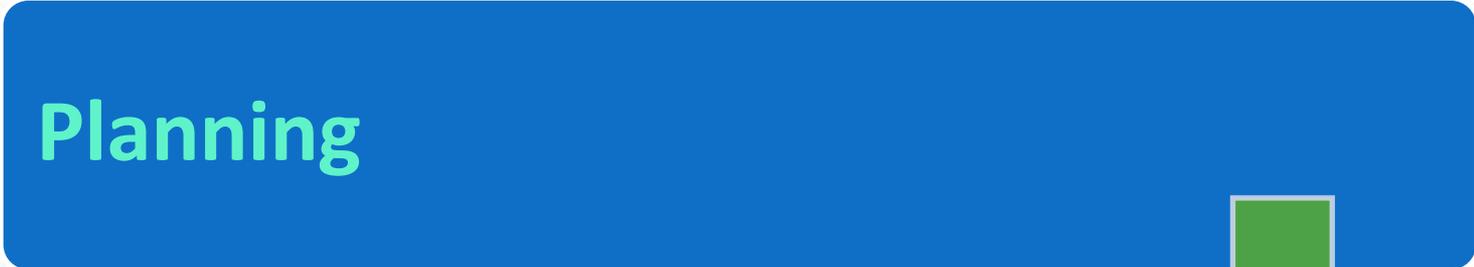
Pilot Project Implementation



Statewide Expansion

EBT Project Phases

Planning



Pilot Project Implementation



Statewide Expansion



EBT Project Phases

Planning



Pilot Project Implementation



Statewide Expansion

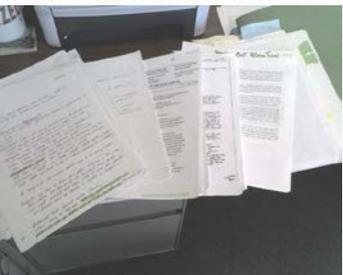
Purpose of the EBT IAPD

- Prior approval and requests use of Federal funds to carry out the proposed project
- Specifies automation design, development and implementation activities, including acquisitions



Tips for Submitting the EBT IAPD

- Well written and meet all review criteria
- Incomplete or poorly written documents will result in delays or disapproval
- Don't underestimate FNS review time



An IAPD tells us:

- Who you are
- What you want to do (your decisions)
- Why you want to do it (conclusions from your study)

An IAPD tells us:

- When you want to do this
- How you want to accomplish it
- How much it will cost
- Who pays for it

As the Culmination of the Planning Process, the IAPD:

- Provides results of the analysis and feasibility of EBT alternatives
- Describes decisions made as a result
- Provides the initial management plan for acquiring, developing, testing, and implementing the selected alternative

REMEMBER:

Costs that otherwise might be approvable, may be disallowed if you do not obtain prior approval of your IAPD from FNS.

Components of the WIC EBT IAPD

1. Transmittal Letter with Official Signature
2. Table of Contents
3. Executive Summary

Components of the WIC EBT IAPD

1. Transmittal Letter with Official Signature
2. Table of Contents
3. Executive Summary
4. Functional Requirements Document

Components of an IAPD

Project Description that includes:

4. Narrative Statement
5. Procurement Plan
6. General Systems Design
7. Capacity Planning or Study

Components of an IAPD

8. Project Manager
9. Staffing and Project Management
10. Schedule of Activities, Milestones, & Deliverables
11. Proposed Budget/Narrative



FNS Timeframes

Review = 60 DAYS

Components of an IAPD

12. Cost Allocation Plan

13. State Agency/Contractor Assurances

- NUPC Database
- Technical Standards
- Universal Interface Standards
- Standard Business Practices

Components of an IAPD

12. Pilot Project Retailer Management Plan

13. Request for Waiver of Depreciation

14. Security Planning

15. Training Plan

Components of an IAPD

12. Cost Evaluation

13. Statewide Expansion Retailer Management Plan

14. Statewide Expansion Clinic Management Plan



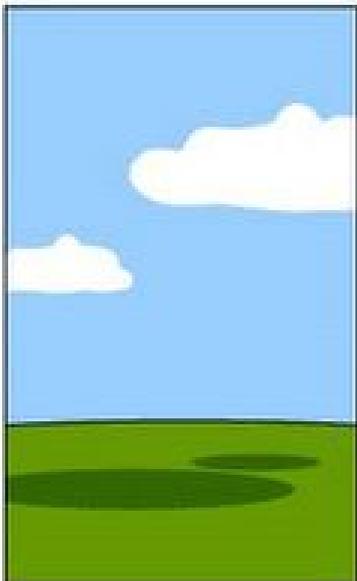
How the customer explained it



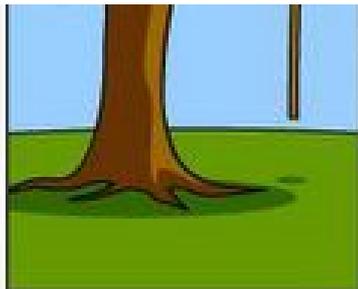
How the Business Consultant described it

#3

Functional Requirements



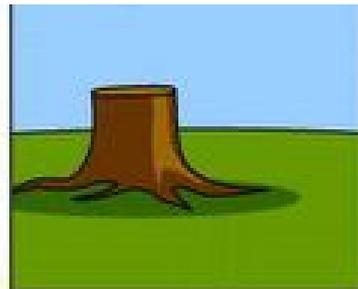
How the project was documented



What operations installed



How the customer was billed



How it was supported



What the customer really needed

Good Requirements are:

#3

- Complete
- Valid – based on legitimate business needs
- Clear – unambiguous and precisely written
- Consistent
- Feasible
- Testable
- Traceable – linked to a source

#3 Requirements Definition

Functional: The “What”

- Non-technical
- Plain English
- What it is and does
- Features and capabilities
- Customer-oriented

Technical: The “How”

- Detailed components
 - Particular technology
 - Performance specifications
 - Project team-oriented
-

Functional Requirements #3 Document

Comprehensive description of functions to be included in the system

- Federal SNAP requirements defined in ADP/CIS Model Plan (7 CFR 272.10)
- Federal WIC mandatory and optional requirements are available in WIC FReD

FNS IAPD Review Criteria



FNS IAPD Review Criteria

Adequately identifies objectives and needs of the system

- *Did you make your business case?*



FNS IAPD Review Criteria

Provides an acceptable plan for proceeding

- *Are your goals and objectives feasible and reasonable?*
- *Are your goals achievable?*





FNS IAPD Review Criteria

Detailed project plan of all activities

- *Did you fully describe the scope of the design, development, and implementation activities?*



FNS IAPD Review Criteria

Acceptable Alternatives and Cost-benefit Analyses

- *Do the improvements or benefits justify the cost of the chosen alternative?*



FNS IAPD Review Criteria

Adequacy of funds, resources, and skills

- *Are committed funds, skilled staff and other resources adequate to succeed?*
- *Does the proposed system duplicate or conflict with other systems or efforts using the same resources?*

FNS IAPD Review Criteria

Comprehensive project management plan

- *Does the State demonstrate the ability to manage the project professionally?*



FNS IAPD Review Criteria

Includes Line Item Budget by FFY and Quarters and the sources and amounts of Federal and non-Federal funding

- *Is the budget in a clear format, broken down by phase, FFY, and quarters with narrative explanations of costs as needed?*



FNS IAPD Review Criteria

Approvable Cost Allocation Plan

- *Are costs allocated to all benefiting programs, using a reasonable method?*

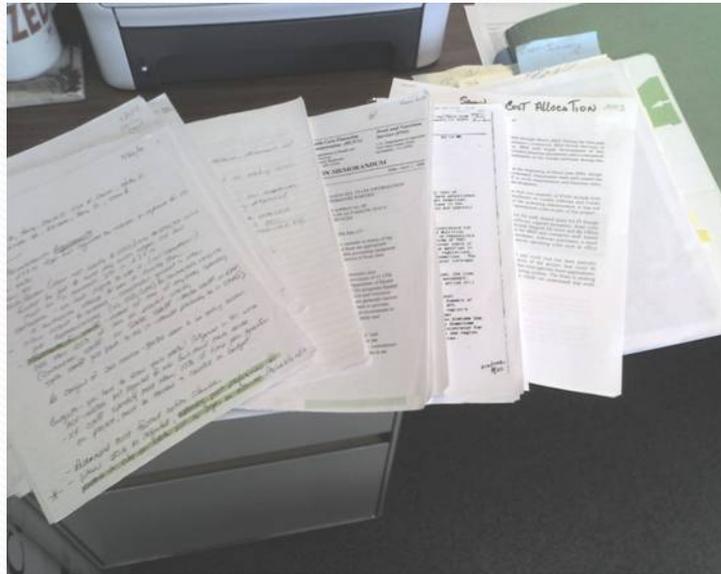




An engraved invitation from FNS Handbook 901
www.fns.usda.gov/apd



Components of the IAPD



#1

Transmittal Letter

- Letter signed by a State official with authority to commit State resources
- Demonstrates you have executive involvement and backing



#2 Executive Summary



- Describes business need at a high-level
- Identifies the stakeholders
- Summarizes advantages, challenges and shortcomings the proposed system will address
- Identifies resources required
- States the technical, financial, and program impacts of the project

#4

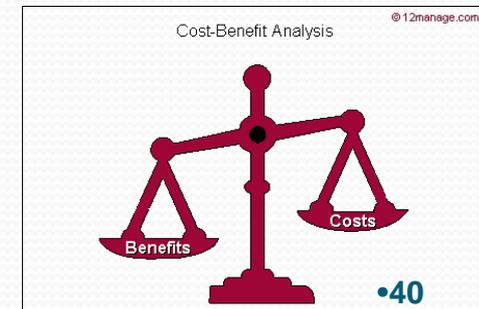
Overview of the Feasibility Study

- A preliminary study that determines whether the project being considered is technically, financially, and operationally viable
- Is directly linked to the Functional Requirements Document (FRD) in that the FRD is the baseline against which various approaches are assessed
- **Must include an alternatives analysis**

#5

Cost-Benefit Analysis

- Determines which alternative will provide the greatest benefits relative to its costs
- Identifies the tangible and intangible benefits
- Provides the estimated cost of developing and operating each alternative



FNS Cost Benefit Analysis

#5

Requirements

- IAPD must show a meaningful cost comparison was completed.
- Requirement for demonstrating the number of years to break even is *eliminated*.
- Tracking and reporting on the CBA beyond the initial approval is *eliminated*.

General System Design (GSD)

#6

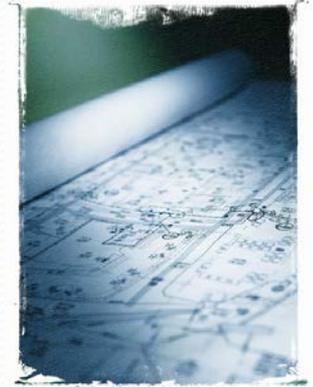
- A broad high-level description of how the system will look from the technical side
- Describes generic system architecture with possible components and processes



General System Design (GSD)

#6

- Combination of narrative and technical diagrams
- Identifies overall logic flow and systems functions desired
- Identifies performance requirements
- Identifies operating environment



#7

Capacity Planning

Determines overall size, performance and resilience of an information system



Capacity Planning

#7

- Helps to establish a computer installation that meets current and projected systems needs



Capacity Planning

#7

Considerations:

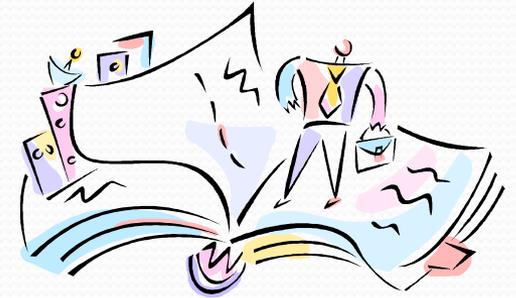
- Expected storage capacity
- # of on-line processes and contention
- Performance and response time
- Level of resilience
- Impact of security
- Hours of operation



Project Management Plan

#8

- Project oversight
- Governance
- Reporting requirements
- How you will achieve professional project management
- *The State's own roles, responsibilities and expectations*



#9 Resource Requirements

- Describes resources the State expects to use
 - Staff
 - Funding
 - Facilities
- Requests funding from FNS
- Ties closely to Project Management Plan
- Describes all staff resources that will be used 10% or more throughout the project

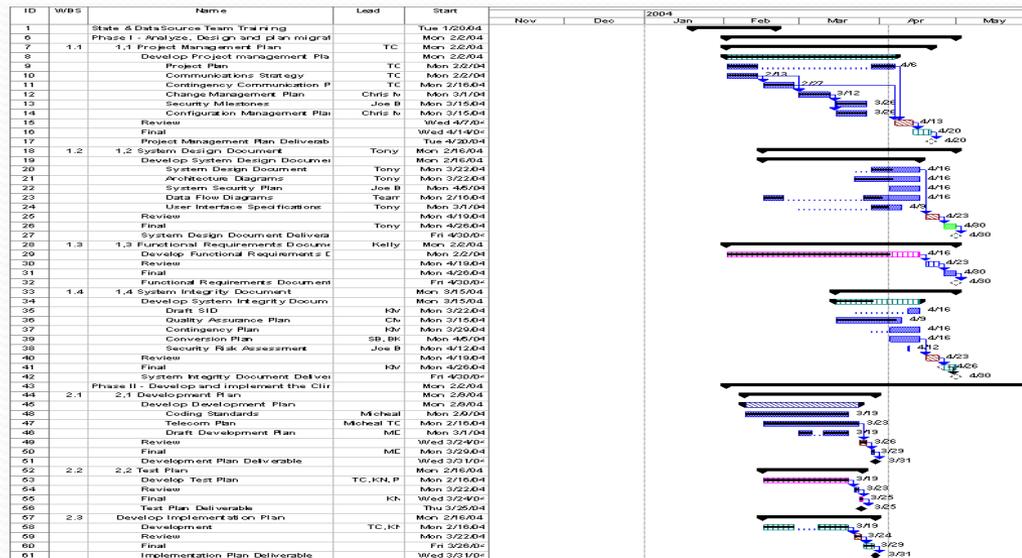
#10

Schedule of Activities, Milestones and Deliverables

Schedule of key design, development, and implementation tasks, events, and deliverables for the life of the project

Hot!

Be sure to include Federal review times!



#11 Completing the IAPD Budget

- Capture **all** anticipated expenditures of project implementation phase described in detail.
- Reflect the **duration** of the development/implementation phase **broken out by FFY and quarter**.
- Provide **narrative text** as needed to support line items.

IAPD Budget - Areas of Concern



IAPD Budget - Areas of Concern

- Failure to include indirect costs
- Program staff costs not included or charged inappropriately



IAPD Budget - Areas of Concern

- Multi-year budget is not broken down by FFYs and quarters

Sample IAPD Budget																
Year One				Year Two					Year Three							
Months	Apr-Jun	Jul-Sept	Totals	Months	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Totals	Months	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Totals	
	3rd Quarter	4th Quarter	FFY 20xx		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FFY 20xx		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FFY 20xx	
Cost Centers				Cost Centers						Cost Centers						
DDI Contractor	\$150,000	\$750,000	\$900,000	DDI Contractor	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$5,000,000	DDI Contractor	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$5,000,000	
QA Contractor	\$30,000	\$30,000	\$60,000	QA Contractor	\$30,000	\$30,000	\$30,000	\$30,000	\$120,000	QA Contractor	\$30,000	\$30,000	\$30,000	\$30,000	\$120,000	
Direct Personnel	\$25,000	\$25,000	\$50,000	Direct Personnel	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000	Direct Personnel	\$75,000	\$75,000	\$75,000	\$75,000	\$300,000	
Equipment			\$0	Equipment		\$750,000	\$750,000	\$850,000	\$2,350,000	Equipment	\$150,000	\$125,000	\$75,000		\$350,000	
Travel			0	Travel	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$40,000	Travel	#####	\$10,000.00	#####	#####	\$140,000	
Training			0	Training					\$0	Training			\$200,000	\$400,000	\$600,000	
Indirect Costs	\$10,000.00	\$10,000.00	\$20,000.00	Indirect Costs	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$40,000.00	Indirect Costs	#####	\$25,000.00	#####	#####	#####	
Total	\$215,000	\$815,000	\$1,030,000	Total	\$1,325,000	\$2,075,000	\$2,075,000	\$2,175,000	\$7,650,000	Total	\$1,540,000	\$1,515,000	\$1,695,000	\$1,860,000	\$6,610,000	
Program Allocation				Program Allocation						Program Allocation						
TANF Portion 4.56%	\$9,804	\$37,164	\$46,968	TANF Portion	\$60,420	\$94,620	\$94,620	\$99,180	\$348,840	TANF Portion	\$70,224	\$69,084	\$77,292	\$84,816	\$301,416	
State (0%)	\$0	\$0	\$0	State (0%)	\$0	\$0	\$0	\$0	\$0	State (0%)	\$0	\$0	\$0	\$0	\$0	
Federal (100%)	\$9,804	\$37,164	\$46,968	Federal (100%)	\$60,420	\$94,620	\$94,620	\$99,180	\$348,840	Federal (100%)	\$70,224	\$69,084	\$77,292	\$84,816	\$301,416	
FNS Portion 37.51%	\$80,647	\$305,707	\$386,353	FNS Portion 37.51%	\$497,008	\$778,333	\$778,333	\$815,843	\$2,869,515	FNS Portion 37.51%	\$577,654	\$568,277	\$635,795	\$697,686	\$2,479,411	
State (50%)	\$40,323	\$152,853	\$193,177	State	\$248,504	\$389,166	\$389,166	\$407,921	\$1,434,758	State	\$288,827	\$284,138	\$317,897	\$348,843	\$1,239,706	
Federal (50%)	\$40,323	\$152,853	\$193,177	Federal	\$248,504	\$389,166	\$389,166	\$407,921	\$1,434,758	Federal	\$288,827	\$284,138	\$317,897	\$348,843	\$1,239,706	

IAPD Budget - Areas of Concern

- Budget includes primary contractor costs but fails to include other contracted services



IAPD Budget - Areas of Concern

- State “body shop” contractor costs not included

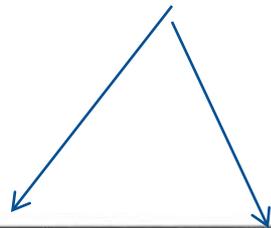


Budget Examples

	100,000	100,000
	10,000	
	10,000	
	75,000	
	\$205,000	
		-200,000

ATTACHMENT THREE
Development Budget

DEVELOPMENT COST COMPONENTS	FFY 02	FFY03
	10/1/01-9/30/02	10/1/02-9/30/03
I. Personal Services		
DFS State Staff	\$ 247,145	\$ 351,627
DFS Field Staff	\$ 20,761	\$ 57,091
Transition	\$ -	\$ -
Training	\$ -	\$ 26,456
Total Personal Services	\$ 267,906	\$ 435,174
II. Overhead (15%)	\$ 40,186	\$ 65,276
III. Development (Contract/Consulting)		
State At Will Employee Contracts	\$ 205,879	\$ 358,421
Implementation Contract	\$ 2,476,816	\$ 7,117,599
IVE Contract Amendment	\$ -	\$ -
Total Development (Contract/Consulting)	\$ 2,682,695	\$ 7,476,020
IV. Hardware/Systems		
Hardware	\$ 108,884	\$ 236,871
Software	\$ 466,463	\$ 309,100
Travel	\$ -	\$ -
Total Hardware/Systems	\$ 575,347	\$ 545,971
Total Components Costs	\$ 3,566,134	\$ 8,522,441



Task/Line Item	FY 04				FY Total	Project
	Q1	Q2	Q3	Q4		Total
State costs						
Project Travel	16,678	19,795	8,414		44,887	66,515
LA Staff Travel	14,207	16,863	7,168		38,238	86,227
Project staff time	52,416	44,928	29,952		127,296	489,460
State staff time	31,601	34,474	22,723		88,798	248,189
LA Staff Time	26,919	29,366	19,357		75,642	165,963
LA staff time - training	70,700	65,640	43,760		180,100	180,100
LA staff travel - training	65,500	91,700	51,800		209,000	209,000
Capitol Outlays					0	75,312
Equipment	0	0	0		0	832,388
Communications	4,200	3,600	1,800		9,600	16,291
Printing/Supplies/misc.	9,130	5,010	4,490		18,630	119,890
Indirect	19,864	11,000	6,698		37,562	258,818
State subtotal	311,215	322,376	196,162		829,753	2,748,153
Contractor Costs						
Developer -	216,326	288,000	165,000		669,326	2,716,739
Project Support	27,498	3,730	3,730		34,958	484,922
Banking	0	0	0		0	24,540
					0	
Contr Subtotal	243,824	291,730	168,730		704,284	3,226,201
Total Costs	555,039	614,106	364,892		1,534,037	5,974,354
Funding						
Amt Funded St WIC	31,601	34,474	22,723		88,798	248,189
Infrastructure Funds					34,024	626,123
Amt 1/2% Carry Over					160,000	453,260
Amt Requested OA					1,251,215	4,646,782
Original Approved Total					1,252,760	
% Change					99.88%	

Cost Allocation Plan - Do I Need One?

#12



If it's an integrated system:

- State agencies must develop and submit a methodology for allocating costs among benefiting programs.
- Direct charging of project costs should be done to the maximum extent possible.

Cost Allocation Methodology (CAM) Toolkit

- Helps States determine how to allocate software development costs to Federal and State benefiting programs over the system development lifecycle
- Expedites the Federal approval process for State Cost Allocation Plans

CAM Toolkit Contents

Microsoft Excel - CAM-TOOL ver1.1.xls

File Edit View Insert Format Tools Data Window Help

Picture 17

3	System Information
4	Benefiting Programs
5	Allocation Structure
6	Functional Modules
7	SubModules
8	Details
9	Weighting System
10	All System Usage
11	System User Counts
12	Shared Usage LOE
13	Cost Allocation Plan
14	OPTIONAL
15	Program Summary
16	Format All System Usage
17	Format Shared Usage
18	Help Menu

Cost Allocation Methodologies

CAM-TOOL

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CAM-TOOL copyright 2003, Department of Health and Human Services (DHHS)/Administration for Children and Families (ACF)/Office of Child Support Enforcement (OCSE)
CAM-TOOL is designed as a companion to the Cost Allocation Methodologies (CAM) Handbook as a part of the Cost Allocation Methodologies (CAM) Toolkit for system development

Special thanks to the following individuals for their help with the creation of the CAM-TOOL and toolkit:

- Michael Riikin, Project Officer, Office of Child Support Enforcement Division of State and Tribal Systems, Washington, DC
- Charles Okal, Financial Management Specialist Grants Management Division, U.S. Department of Agriculture, Food and Nutrition Service, Alexandria, VA
- Will Holmes, Senior Program Specialist, U.S. Department of Agriculture, Food and Nutrition Service, Mountain Plains Regional Office (MPRO), Denver, CO
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- Cheryl Weber, Manager for IT Planning and Management Services, Information Technology Services, Kansas Department of Social and Rehabilitation Services
- Jeff Wingate, U.S. Department of Agriculture, Food and Nutrition Service Southwest Regional Office (SWRO) Dallas, TX

Draw AutoShapes

Ready NUM

Start Calendar Child Welfa... MSN Hotma... All CAM-Tool CAM-TOOL... Microsoft ... 2:58 PM

Security Plan

HINT:
It's in
the 901!

#13

- Provides the approach and requirements of the security plan
- Describes the physical, electronic, and operational security of the system
 - Hardware
 - Software
 - Data
 - Communications
 - Facilities



Waiver of Depreciation

#14

FNS requires State agencies to depreciate the cost of equipment purchases over the expected life of the equipment

UNLESS

a formal waiver is requested



Training Plan

#15

- Describes how all users will be trained
- Describes the methodologies to be used
- Defines materials to be developed
- Includes travel in the training budget
- Provides a timetable for training
- Addresses on-going training needs



IAPDs for Maintenance & Operations

• When do I need one



IAPD for M&O

*HINT:
It's in
the 901!*

Prior approval is required when it includes significant hardware upgrades, platform changes, and/or software enhancements.

No approval needed for routine operations, including corrective, adaptive or perfective changes – without introducing additional functional capability.

Maintenance and Operations Decision Table Examples

	IAPD Required	IAPD Not Required
Hardware	Replacement of mainframe and associated peripheral devices	Routine hardware replacement of routers, hubs, storage devices that does not affect type of platform
	Architecture change from client/server or distributed system to web-based	Routine PC replacement (usually planned in advance on a cycle replacing a percentage of PCs on an annual basis)
	Increased storage and/or processor capacity to meet increased caseload requirements	Upgrade of peripheral devices such as printers or scanners
		Procurement for leased hardware and peripherals needs to be rebid

Maintenance and Operations Decision Table Examples

	IAPD Required	IAPD Not Required
	Software enhancement adds new functionality to the existing certification/eligibility or issuance system	Routine software maintenance, including fixes, patches, and upgrades that do not introduce additional functional capabilities to the system
Software	Implementation of Enterprise Architecture	Routine software license renewals
		Routine support activities that normally include corrective, adaptive, and perfective changes, <u>without introducing additional functional capabilities</u>

Maintenance and Operations Decision Table Examples

	IAPD Required	IAPD Not Required
Services	Consultant services are required to develop and implement software upgrades to an existing system that adds new functionality to the system	Contract for routine maintenance and operations services is due to expire, needs to be rebid; SOW does not include any enhancements or upgrades to software that will add functionality to the system

The chart indicates I don't need an IAPD. . .

• What do I do?

Submit:

- RFP to FNS for prior approval
- Signed transmittal letter
- Contract

IAPD Approval Conditions

- **General** – Related to availability of Federal funds and compliance to FNS regulations
- **Specific** – Funding may be approved for only a specific time period or incrementally based upon specific conditions

Retroactive Approval

State agencies are urged to communicate with FNS early and often.

Retroactive approvals are granted only in the most extreme circumstances.

Poor planning or communication is not considered a valid reason for retroactive approval of funding.



IAPD Summary

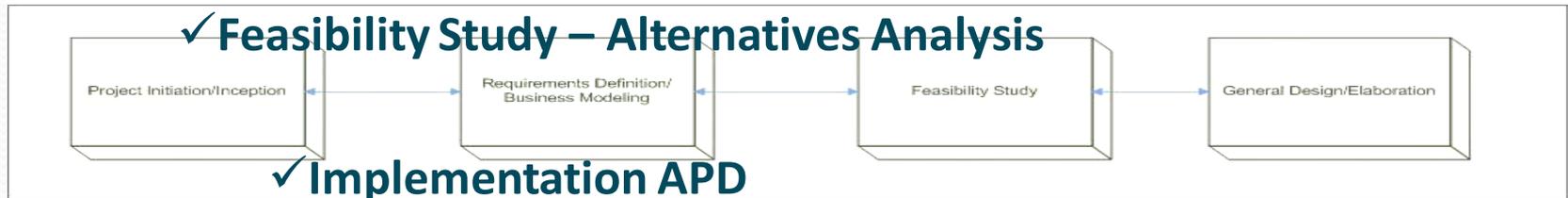
- Purpose
- Responsibilities, timeframes, and funding thresholds
- Required components
- Tools to complete an IAPD budget
- When an IAPD is required during M&O
- FNS review criteria

Your next goal...

✓ APD Overview

✓ Planning APD

The Planning APD (PAPD)



The Implementation APD (IAPD)

