



County of Santa Cruz

HUMAN RESOURCES AGENCY

CECILIA ESPINOLA, ADMINISTRATOR

1000 EMELINE ST., SANTA CRUZ, CA 95050

(408) 454-4130 OR 4544045 FAX: (409) 454-4642

May 18, 1999

Agenda: June 8, 1999

BOARD OF SUPERVISORS

County of Santa Cruz

701 Ocean Street

Santa Cruz, CA 95060

CAREERWORKS DIVISION REDESIGN CONTRACT

Dear Members of the Board:

During the past year, significant policy changes and welfare reform implementation requirements have compelled the Human Resources Agency (HRA) to make many adaptive organizational changes. To assist with these changes, HRA has worked closely with SOLUTIONS West, a consulting firm specializing in managing change and redesigning business processes for county social service and welfare agencies. On April 14, 1998 your Board approved a contract with SOLUTIONS West to develop a customized training plan to assist CalWORKs staff in the transition to providing expanded case services for clients. Following the completion of this plan, on June 23, 1998, your Board approved an agreement with California State University-Sacramento who in turn subcontracted with SOLUTIONS West to implement components of the training plan during FY 1998/99. The purpose of this letter is to seek your Board's approval to execute a \$140,000 contract with SolutionsWest to continue providing high level technical assistance to HRA during FY 99/00. Funding for this contract is included in the proposed HRA FY 99/00 budget, and is fully supported by state and federal revenues.

As your Board knows, on August 7, 1998, the President signed Public Law 105-220, commonly known as the Workforce Investment Act (WIA). This act consolidates more than 60 federal training programs through three block grants to the states; Adult Employment and Training, Disadvantaged Youth Employment and Training, and Adult Education and Literacy Grants. With the passage of WIA, the Job Training and Partnership Act (JTPA) program will effectively end June 30, 2000. To prepare for this major change, HRA is now in the process of reorganizing our CareerWorks Division to ensure that we continue creating an integrated workforce development service delivery system for all job seekers, including CalWORKs participants. Effective July 1, 1999, JTPA, CalWORKs, and the Child Care Unit will reside under a new Employment and Training Division which will retain the name CareerWorks.

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2

BOARD OF SUPERVISORS

Agenda: June 8, 1999

Career-works Division Redesign Contract

Under the leadership of a newly organized management team, HRA anticipates that the new division will streamline operations and better serve the public by fully integrating HRA employment services at all levels. While HRA has developed a preliminary service delivery system redesign, the depth and breadth of the changes associated with merging and integrating systems are great. To ensure a smooth and successful transition, HRA would like to continue to work with SOLUTIONS *West* during FY 99/00.

SOLUTIONS West will provide project management and intensive consultation services on-site, facilitate all group processes and assist with the agency's training, implementation, and evaluation of the new service delivery model. In addition, SOLUTIONS *West* will provide recommendations which address the impact of proposed program changes on support systems including fiscal and technological. The term of the project is July 1, 1999, to June 30, 2000.

SOLUTIONS *West* is uniquely qualified to offer the services HRA requires. The firm is comprised of an interdisciplinary team of professionals experienced in all aspects of human services programs. Their special area of expertise is in helping agencies cope with challenges brought about by changes in law, policy, and technology. Contracting with SOLUTIONS West will provide HRA with access to all of the company's resources. Perhaps equally important, maintaining the continuity of the staffs relationship with SOLUTIONS West consultants is critical to the success of the project. Over the past year, SOLUTIONS West consultants have become well-acquainted with HRA organizational operations and have developed effective working relationships with staff at all levels.

IT IS THEREFORE RECOMMENDED that your Board authorize the Human Resources Agency Administrator to execute the contract with SOLUTIONS West to assist in the implementation of the redesigned service delivery system for the new HRA Career-works division, contingent upon the approval of the recommended FY 1999/2000 HRA budget.

Very truly yours,

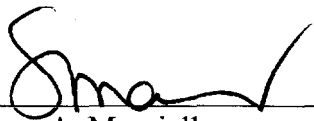
Cecilia Espinola (et)

Cecilia Espinola
Administrator

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RECOMMENDED:



Susan A. Mauriello
County Administrative Officer

Attachments

cc: Auditor-Controller
County Counsel
Contractor

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4

CONTRACT NO
INDEPENDENT CONTRACTOR AGREEMENT

THIS AGREEMENT is entered into this 1 st day of July 1999 by and between the COUNTY OF SANTA CRUZ, hereinafter called COUNTY, and SOLUTIONS West hereinafter called CONTRACTOR. The parties agree as follows:

1. DUTIES. CONTRACTOR agrees to exercise special skill to accomplish the following result:

see Scope of Services - Exhibit A
Contractor Profile – Exhibit B

2. COMPENSATION

In consideration for CONTRACTOR accomplishing said result, COUNTY agrees to pay CONTRACTOR as follows:

Total Cost of \$140,000 to be paid in monthly installments. Quarterly progress reports shall be submitted on these dates (September 30, 1999; December 31, 1999; March 31, 2000; and June 30, 2000) to the HRA Assistant Administrator.

3. TERM. The term of this contract shall be July 1, 1999 through June 30, 2000.

4. EARLY TERMINATION. Either party hereto may terminate this contract at any time by giving thirty (30) days written notice to the other party.

5. INDEMNIFICATION FOR DAMAGES, TAXES AND CONTRIBUTIONS.
CONTRACTOR shall exonerate, indemnify, defend, and hold harmless COUNTY (which for the purpose of paragraphs 5 and 6 shall include, without limitation, its officers, agents, employees and volunteers) from and against:

A. Any and all claims, demands, losses, damages, defense costs, or liability of any kind or nature which COUNTY may sustain or incur or which may be imposed upon it for injury to or death of persons, or damage to property as a result of, arising out of, or in any manner connected with the CONTRACTOR'S performance under the terms of this Agreement, excepting any liability arising out of the sole negligence of the COUNTY. Such indemnification includes any damage to the person(s), or property(ies) of CONTRACTOR and third persons.

B. Any and all Federal, State and Local taxes, charges, fees, or contributions required to be paid with respect to CONTRACTOR and CONTRACTOR'S officers, employees and agents engaged in the performance of this Agreement (including, without limitation, unemployment insurance, social security and payroll tax withholding).

5

6. INSURANCE. CONTRACTOR, at its sole cost and expense, for the full term of this Agreement (and any extensions thereof), shall obtain and maintain at minimum compliance with all of the following insurance coverage(s) and requirements. Such insurance coverage shall be primary coverage as respects COUNTY and any insurance or self-insurance maintained by COUNTY shall be excess of CONTRACTORS insurance coverage and shall not contribute to it.

If CONTRACTOR utilizes one or more subcontractors in the performance of this Agreement, CONTRACTOR shall obtain and maintain Independent Contractor's Insurance as to each subcontractor or otherwise provide evidence of insurance coverage for each subcontractor equivalent to that required of CONTRACTOR in this Agreement, unless CONTRACTOR and COUNTY both initial here

____/____.

A. Types of Insurance and Minimum Limits

(1) Worker's Compensation in the minimum statutorily required coverage amounts. This insurance coverage shall not be required if the CONTRACTOR has no employees and certifies to this fact by initialing here

_____.

(2) Automobile Liability Insurance for each of CONTRACTORS vehicles used in the performance of this Agreement, including owned, non-owned (e.g., owned by CONTRACTOR'S employees), leased or hired vehicles, shall each be covered with Automobile Liability Insurance in the minimum amount of \$500,000.00 combined single limit per occurrence for bodily injury and property damage. This insurance coverage shall not be required if vehicle use by CONTRACTOR is not a material part of performance of this Agreement and CONTRACTOR and COUNTY both certify to this fact by initialing here

RSC/CE.

(3) Comprehensive or Commercial Liability Insurance coverage in the minimum amount of \$1,000,000.00 combined single limit, including coverage for: (a) bodily injury, (b) personal injury, (c) broad form property damage, (d) contractual liability, and (e) cross-liability.

(4) Professional Liability Insurance in the minimum amount of \$1,000,000.00 combined single limit, if, and only if, this Subparagraph is initialed by CONTRACTOR and COUNTY ____/- -

B. Other Insurance Provisions

(1) If any insurance coverage required in this Agreement is provided on a "Claims Made" rather than "Occurrence" form, CONTRACTOR agrees to maintain the required coverage for a period of three years after the expiration of the Agreement (hereinafter "post agreement coverage") and any extensions thereof. CONTRACTOR may maintain the required post agreement coverage by renewal or purchase of prior acts or tail coverage. This provision is contingent upon post agreement coverage being both available and reasonably affordable in

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relation to the coverage provided during the term of this Agreement. For purposes of interpreting this requirement, a cost not exceeding 100% of the last annual policy premium during the term of this Agreement in order to purchase prior acts or tail coverage for post agreement coverage shall be deemed to be reasonable.

(2) All required Automobile and Comprehensive or Commercial General Liability Insurance shall be endorsed to contain the following clause:

“The County of Santa Cruz, its officials, employees, agents and volunteers are added as an additional insured as respects the operations and activities of, or on behalf of, the named insured performed under Agreement with the County of Santa Cruz.”

(3) All the insurance policies shall be endorsed to contain the following clause: “This insurance shall not be cancelled until after thirty (30) days prior written notice has been given to Ellen Timberlake, Assistant Administrator, Human Resources Agency, 1000 Emeline Avenue, Santa Cruz, CA 95060.”

(4) CONTRACTOR agrees to provide its insurance broker(s) with a full copy of these insurance provisions and provide COUNTY on or before the effective date of this Agreement with Certificates of Insurance for all required coverages. All Certificates of Insurance shall be delivered or sent to:

Ellen Timberlake, Assistant Administrator
Human Resources Agency
1000 Emeline Avenue
Santa Cruz, CA 95060

7. EQUAL EMPLOYMENT OPPORTUNITY. During and in relation to the performance of this Agreement, CONTRACTOR agrees as follows:

A. The CONTRACTOR shall not discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, disability, medical condition (cancer related), marital status, gender, sexual orientation, age (over 18), pregnancy, veteran status or any other non-merit factor unrelated to job duties. Such non-discriminatory action shall include, but not be limited to the following: recruitment; advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training (including apprenticeship), employment, upgrading, demotion, or transfer. The CONTRACTOR agrees to post in conspicuous places, available to employees and applicants for employment, notice setting forth the provisions of this non-discrimination clause.

B. If this Agreement provides compensation in excess of \$50,000.00 to CONTRACTOR and if CONTRACTOR employs fifteen (15) or more employees, the following requirements shall apply:

(1) The CONTRACTOR shall, in all solicitations or advertisements for employees placed by or on behalf of the CONTRACTOR, state that all qualified applicants will

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1

receive consideration for employment without regard to race, color, religion, national origin, ancestry, disability, medical condition (cancer related), marital status, gender, sexual orientation, age (over 18), pregnancy, veteran status, or any other non-merit factor unrelated to job duties. In addition, the CONTRACTOR shall make a good faith effort to consider Minority/Women/Disabled Owned Business Enterprises in CONTRACTOR's solicitation of goods and services. Definitions for Minority/Women/Disabled Business Enterprises are available from the COUNTY general Services Purchasing Division.

(2) The CONTRACTOR shall furnish COUNTY Affirmative Action Office information and reports in the prescribed reporting format (PER 4012) identifying the sex, race, handicap or disability, and job classification of its employees and the names, dates and methods of advertisement and direct solicitation efforts made to subcontract with Minority/Women/Disabled Business Enterprises.

(3) In the event of the CONTRACTOR's non-compliance with the non-discrimination clauses of this Agreement or with any of the said rules, regulations, or orders said CONTRACTOR may be declared ineligible for further agreements with the COUNTY.

(4) The CONTRACTOR shall cause the foregoing provisions of this Subparagraph 7B. to be inserted in all subcontracts for any work covered under this Agreement by a subcontractor compensated more than \$50,000.00 and employing more than fifteen (15) employees, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

8. INDEPENDENT CONTRACTOR STATUS. CONTRACTOR and COUNTY have reviewed and considered the principal test and secondary factors below and agree that CONTRACTOR is an independent contractor and not an employee of COUNTY. CONTRACTOR is responsible for all insurance (worker's compensation, unemployment, etc.) and all payroll related taxes. CONTRACTOR is not entitled to any employee benefits. COUNTY agrees that CONTRACTOR shall have the right to control the manner and means of accomplishing the result contracted for herein.

PRINCIPAL TEST. The CONTRACTOR rather than COUNTY has the right to control the manner and means of accomplishing the result contracted for.

SECONDARY FACTORS. (a) The extent of control which, by agreement, COUNTY may exercise over the details of the work is slight rather than substantial; (b) CONTRACTOR is engaged in a distinct occupation or business; (c) In the locality, the work to be done by CONTRACTOR is usually done by a specialist without supervision, rather than under the direction of an employer; (d) The skill required in the particular occupation is substantial rather than slight; (e) The CONTRACTOR rather than the COUNTY supplies the instrumentalities, tools and workplace; (f) The length of time for which CONTRACTOR is engaged is of limited duration rather than indefinite; (g) The method of payment of CONTRACTOR is by the job rather than by the time; (h) The work is part of a special or permissive activity, program, or project, rather than part of the regular business of COUNTY; (i) CONTRACTOR and COUNTY believe they are creating an independent contractor relationship rather than an

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8

employer-employee relationship; and (j) The COUNTY conducts public business.

It is recognized that it is not necessary that all secondary factors support creation of an independent contractor relationship, but rather that overall there are significant secondary factors which indicate that CONTRACTOR is an independent contractor.

By their signatures to this Agreement, each of the undersigned certifies that it is his or her considered judgement that the CONTRACTOR engaged under this Agreement is in fact an independent contractor.

9. NONASSIGNMENT. Contractor shall not assign this Agreement without the prior written consent of the COUNTY.

10. RETENTION AND AUDIT OF RECORDS. CONTRACTOR shall retain records pertinent to this Agreement for a period of not less than five (5) years after final payment under this Agreement or until a final audit report is accepted by COUNTY, whichever occurs first. CONTRACTOR hereby agrees to be subject to the examination and audit by the Santa Cruz County Auditor-Controller, the Auditor General of the State of California, or the designee of either for a period of five (5) years after final payment under this Agreement.

11. PRESENTATION OF CLAIMS. Presentation and processing of any or all claims arising out of or related to this Agreement shall be made in accordance with the provisions contained in Chapter 1.05 of the Santa Cruz County Code, which by this reference is incorporated herein.

12. AMENDMENT. This contract may be amended, modified or changed by written consent of both parties.

13. ATTACHMENTS. This Agreement includes the following attachments:

Exhibit A: Scope of Services
Exhibit B: Contractor Profile

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IN WITNESS WHEREOF, the parties hereto have set their hands the day and year first above written.

COUNTY OF SANTA CRUZ

CONTRACTOR

By: _____
Human Resources Agency

By: SOLUTIONS West *Benedante*

Address: 7750 College Town Drive, Suite 102

Sacramento, CA 95826

Telephone: (916) 388-2089

Tax ID#: 94-3282484

APPROVED AS TO INSURANCE:

By: *Janet McKinley 5-14-99*
Risk Management

APPROVED AS TO FORM:

By: *Joe M. Scott*
County Counsel

DISTRIBUTION: County Administrative Office
Auditor-Controller
County Counsel
Risk Management
Contractor

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EXHIBIT A
SCOPE OF SERVICES

In accordance with the deliverables outlined in the following scope of work, CONTRACTOR shall provide overall coordination and project management to ensure that the following outcomes are addressed and services are delivered:

Project Management / Scope of Work

CONTRACTOR will conduct (lead and facilitate) a redesign and implementation process of the service delivery system for the County of Santa Cruz Human Resources Agency. Responsibilities will include:

- . develop a detailed task plan
- . identify responsibilities of key managers and staff
- . introduce methods
- facilitate and/or lead all group processes
- document all processes and deliverables
- . monitor the completion of all deliverables
- . provide expertise in human services best practices
- recommend training and evaluation methods, and
- . assist with the agency's training, implementation and evaluation of the new service delivery model.

All phases and general tasks with estimated time frames are outlined as follows:

Phase 1 – Develop Vision, Values and Management Team Responsibility Definitions

General Task	Time Frame
1. Develop a vision statement – a single sentence or simple statement that provides a unifying focus for all programs in the division.	July 7 – 9, 1999
2. Develop a set of values statements that incorporates the principal values for delivering services in each of the three major programs (JTPA/WIA, CalWORKs and Child Care).	July 12 – 16, 1999
3. Determine the extent to which the values impact performance outcome expectations and intent of each of the three programs. Resolve apparent inconsistencies.	July 19 – 30, 1999

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General Task**Time Frame**

4. Define management team roles and responsibilities in representing the values for the division, achieving results in each of the major program areas, and working together to resolve issues that cross organization chart lines. August 2 – 31, 1999

Phase 2 – Develop Detailed Design of Service Delivery Process

General Task**Time Frame**

1. Review initial design and confirm alignment with division vision and values. July 19 – 30, 1999
2. Conduct a team redesign process that produces a strategy for staff activity necessary to integrate program activities from all three programs into a common flow as represented in the initial design. August 2 – 31, 1999
3. Examine implications of implementing the more detailed redesign methods on definitions of staff roles and responsibilities and supervisors' roles and responsibilities. Develop descriptive statements modeled after the management roles and responsibilities for staff and supervisors. Develop strategies for resolving any issues that may arise in the implementation of the suggestions. September 1 – 30, 1999
4. Identify elements of redesign to implement immediately on a pilot basis. (These elements would be chosen for ease of implementation and in consideration of other redesign suggestions. Choosing portions of the redesign to pilot on this basis will assure that pilot efforts are consistent with future plans.) October 1, 1999 – January 31, 2000

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5. Develop a proposed integrated detailed process flow that incorporates current business processes in all three programs (JTPA/WIA, CalWORKs and Child Care) for the following general processes:
- October 1 –
November 30, 1999
- Informal and formal assessment of customers needs from initial contact with agency through closure of “case” or completion of business with the Agency;
 - Case management which involves identifying primary case managers or case management team for each customer and his or her family in providing services.

Phase 3 – Refine Detailed Design of Service Delivery Process for Implementation

General Task

Time Frame

1. Generate issues and recommendations related to how the detailed process flow impacts personnel. This step includes:
- October 1 –
December 31, 1999
- Defining working level teams and responsibilities with respect to the informal and formal assessment processes.
 - Defining working level teams and responsibilities with respect to case management processes.
 - Reviewing and analyzing impact of team responsibilities on individual roles.
 - Assessing any proposed changes for impact on needs for staff training.

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General Task**Time Frame**

2. Generate issues and recommendations regarding how the detailed process flow affects the infrastructure supporting program activity and facilities. This step includes:

October 1, 1999 –
January 31, 2000

- Defining techniques necessary to support the assessment and case management process. This relates to developing a common case management or action planning methodology across programs.
- Developing case documentation protocols that align with the redesign strategy and meet audit and reporting requirements (may have information technology solution or impact).
- Assessing fiscal impacts of proposed team configuration and line staff activity.
- Developing fiscal strategies that support the methods chosen for service delivery (this includes identifying budgeting and accounting processes necessary to capture staff activity appropriately for reporting).
- Examining physical plant to identify appropriate physical location of staff and availability of appropriate space for delivering customer services.

3. Generate issues and recommendations related to how the detailed process flow affects the use or planned use of information technology. This step includes:

October 1, 1999 –
January 31, 2000

- Reviewing use of current IT systems in the division in light of the needs for data gathering and reporting;
- Exploring the utility of additional information technology system support or streamlining. This analysis is particularly important for case documentation and the capture of significant data regarding performance objectives for each of the three programs.

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General Task**Time Frame**

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| 4. Evaluate recommendations regarding personnel, infrastructure and information technology. Conduct a cost/benefit analysis of options identified in the areas in steps one through three, above. Revise the detailed design to support the vision and values of the division and adopt the service delivery model that optimizes the use of the personnel, fiscal and physical plant resources. | December 1, 1999 – January 31, 2000 |
| 5. Develop implementation strategy for transitioning to new design model. | January 1 – March 1, 2000 |
| 6. Develop necessary procedures to implement new service delivery process. | October 1, 1999 – March 31, 2000 |
| 7. Assess the staff skills required to implement each portion of the new design model and conduct a training needs analysis to support implementation | March 1 – April 30, 2000 |

Phase 4 – Implement New Model

General Task**Time Frame**

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|---|----------------------|
| 1. Select sites and dates for implementing the new service delivery model. | May 1-31, 2000 |
| 2. Begin training to service teams to support the new procedures. | May 1 -June 30, 2000 |
| 3. Begin ongoing evaluation of processes and amend procedures and support materials as necessary. | June 1 – 30, 2000 |

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Exhibit B
Contractor Profile

SOLUTIONS West

Our Profile

SOLUTIONS West is a consulting firm dedicated to providing business and technology solutions for government human services agencies. SOLUTIONS West is comprised of professionals with extensive consulting and human services experience. Most of our professionals have previously worked for large consulting firms as well as government social services agencies and can leverage this background to provide the necessary structure, expertise, and experience to any engagement.

Our Background

A strength of our firm lies in the combined experience of our professional consulting and training staff. Among our senior consulting staff, we have experience in policy, information technology and best practices consulting, which includes the following human services programs:

- Entitlement programs such as Medicaid (Medi-Cal); Food Stamps and the former Aid to Families with Dependent Children (AFDC) and Job Opportunities and Basic Skills (JOBS) programs;
- Various programs and innovations to implement the Temporary Assistance to Needy Families (TANF) programs, including experience implementing and evaluating efforts in states other than California;
- Employment and Training Programs including CalWORKs (both benefits and employment services aspects), Department of Labor employment programs and California Youth Authority adult education and private venture programs;
- Child support enforcement program policy and information technology management;
- Child welfare services program;
- Government-funded child care programs and incentives;
- Adult programs, including alcohol and drug programs and In-Home Supportive Services.

Our consultants' educational backgrounds includes PhDs with emphasis in education and psychology, JDs with experience in public and private practice, MBAs and MPAs with emphasis in organizational development, and an MS in Education with emphasis in Early Childhood Education and experience administering child care programs.

Current and Past Projects

SOLUTIONS West currently has consultants and associates working on several projects for state and local government entities. Some of our current and recent projects include:

County of Santa Cruz Human Resources Agency

- Facilitating CalWORKs line staff to develop performance goals and desired outcomes as a basis for owning welfare reform changes; developing and conducting a training needs assessment and proposing a training plan; developing and delivering a 40-hour custom-designed training series for CalWORKs staff and for CalWORKs, JTPA, and Child Care managers and supervisors.

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County of Santa Clara Social Services Agency

- Conducting focus groups, developing and delivering training to 2,500 agency staff on a custom-designed course emphasizing the change in focus to client self-sufficiency as a result of welfare reform; providing recommendations to overcome systemic barriers to achieving desired results.

County of San Mateo Human Services Agency

- Developing and conducting a Training Needs Assessment for seven different classifications of personnel serving in multidisciplinary teams to assist CalWORKs participants in all aspects of human services including employment services, housing, child welfare and benefits.

County of Sacramento, Department of Human Assistance (subcontract through California State University, Sacramento)

- Developing and delivering a 100-hour custom-designed training series for 50 CalWORKs social workers. The course series provides a foundation for social work practice with employment services skills to assist social work staff to work more effectively with clients having multiple barriers to employment.

County of Contra Costa Social Service Department

- Developing and conducting a training needs assessment and training for Senior Employment Specialists; facilitating workgroup process to analyze and evaluate case management practices (best practices) within the department.

County of Santa Barbara Social Services Department

- Conducting focus groups and developing a Training Needs Assessment for CalWORKs staff to identify the necessary skill sets for the staff to achieve success, and identify service priorities.

Los Angeles Eligibility Automated Determination Evaluation Reporting System Project (LEADER), County of Los Angeles

- Identifying functionality needs and enhancements based on our extensive social services expertise, conducting system testing, identifying user training needs and developing training.

Integrated Statewide Automated Welfare System (ISAWS), California Health and Welfare Agency Data Center

- Conducting system training, managing implementation at the county level, conducting change management analysis, developing help desk protocols, and performing systems analysis.

Yolo County District Attorney's Office of Family Support

- Conducting the business analysis and developing the requirements definition for system code modifications to support new federal program requirements.

Year 2000 Project, California Department of Information Technology

- Oversee statewide Y2K readiness; identify needed remediation efforts by all IT departments within the State of California; and report status to the Governor's Office and State Legislature.

Electronic Benefit Transfer (EBT), California Health and Welfare Agency Data Center

- Conducting business needs analysis; developing the Request for Proposal (RFP) for potential vendors; developing procurement contracts; developing and delivering training for county level preparation and implementation of the EBT system in 56 counties in California.

SAWS Technical Architecture (SAWS-TA), California Health and Welfare Agency Data Center

- Defining the business requirements, and developing technical systems to support those requirements.

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California Welfare Reform Impact Analysis, California Health and Welfare Agency Data Center; California Department of Social Services

- Analyzing and assessing welfare reform impact on automated welfare systems; developing a report on the assessment for the Governor's Office and Legislature.

An essential advantage in using SOLUTIONS*West* is our approach to engagements. Our project teams consist of experienced consultants. Larger firms may assign a limited number of experienced consultants to work on a project, leaving less experienced consultants to do the daily work. Our clients benefit from the high quality work produced by a project team consisting primarily of experienced staff, who are selected for projects based upon the expertise required in each project.

SOLUTIONS *West* also partners with other consulting firms and organizations as needed. This provides SOLUTIONS *West* with the ability to augment our capabilities with additional experience and resources to better serve our customers in achieving their desired results.

Why SOLUTIONS West?

SOLUTIONS *West* is a consulting firm dedicated to providing business and technology solutions to the public and private sectors. California government agencies and private companies can partner with SOLUTIONS *West* to:

- ☐ **Develop strategic and tactical information technology plans:** Our consultants can assess business needs and help our customers choose the technology that best supports them. We can identify opportunities to improve existing information systems and identify new technologies to meet specific needs.
- ☐ **Manage and implement technology projects:** Our consultants and associates are experienced project managers who can help complete projects on time and within budget. Moreover, we have extensive experience in all phases of the IT development and implementation lifecycle.
- ☐ **Training and User Documentation –** SOLUTIONS *West* trainers and technical writers have many years of experience in social services program and technical user training development, implementation and presentation.
- ☐ **Redesign business processes -** SOLUTIONS*West* consultants are highly skilled in business process reengineering for human services agencies. We can help redesign business processes to greater efficiency, to reduce redundancy and duplication of services, and to take maximum advantage of technology.
- ☐ **Manage change –** SOLUTIONS *West* assists agencies to deal with the challenges brought about by changes in law, policy and technology.
- ☐ **Meet State administrative, funding, and reporting requirements:** State agencies must adhere to numerous funding, reporting, and administrative requirements in order to conduct technology projects. Adherence to these requirements can determine whether a technology project is funded and completed. Our consultants understand the federal and state budget and approval processes. We have a unique understanding of the Department of Information Technology feasibility study reporting and status reporting requirements. Our consultants can assist an agency in adhering to these requirements, including preparing the reports and documentation required to fund and complete technology projects.

SOLUTIONS *West* offers a multidisciplinary approach to consulting by using industry experts to provide a broad range of services. Our experienced project managers can help our clients integrate the technology, business processes, and people that make an agency work successfully.

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