

**California Health Benefit Exchange Level 2.0 Establishment Grant  
Supplemental Funding Request  
Budget and Budget Narrative**

**Covered California’s Budget and Staffing Plan**

The budget and staffing plan was developed based upon internal staff planning to meet estimated needs and discussion with external sources. Proposed levels represent what is estimated to be minimum staffing level required to meet annual enrollment goals in 2014.

The following summarizes the overall budget and staffing plan associated with the supplemental grant funding request.

**Salaries**

**Total: \$19,018,352**

Exchange Level 2.0 Supplemental Funding Grant: \$19,018,352

Other Funding: \$0

Employees of the California Exchange are state employees and the salary classifications and benefit costs reflect state salary and benefit formulas. See Description of Key Personnel and Organizational

Chart for job descriptions.

<b>Salaries by Classification</b>					
<b>Classification</b>	<b>FTE</b>	<b>Monthly Salary</b>	<b>Total Annual Salary for Grant Period (Post Adjustment)</b>	<b>Monthly Benefits</b>	<b>Benefits for Grant Period (Post Adjustment)</b>
Accounting Administrator I (Spec)	4	\$ 6,050	\$ 241,679	\$ 2,360	\$ 94,255
Accounting Administrator I (Sup)	1	\$ 6,311	\$ 63,027	\$ 2,461	\$ 24,581
Accounting Administrator II	1	\$ 6,929	\$ 69,197	\$ 2,702	\$ 26,987
Accounting Analyst	4	\$ 4,810	\$ 192,144	\$ 1,876	\$ 74,936
Assistant Information Systems Analyst	3	\$ 5,050	\$ 151,299	\$ 1,970	\$ 59,007
Assoc. Governmental Program Analyst	36	\$ 5,508	\$ 1,980,255	\$ 2,148	\$ 772,299
Associate Personnel Analyst	3	\$ 5,508	\$ 165,021	\$ 2,148	\$ 64,358
Asst. General Counsel	1	\$ 8,930	\$ 89,181	\$ 3,483	\$ 34,781
Attorney III	1	\$ 9,857	\$ 98,448	\$ 3,844	\$ 38,395
Attorney IV	1	\$ 10,896	\$ 108,815	\$ 4,249	\$ 42,438
Business Services Assistant	6	\$ 3,708	\$ 222,185	\$ 1,446	\$ 86,652
Business Services Officer I (Spec)	1	\$ 4,579	\$ 45,728	\$ 1,786	\$ 17,834

<b>Salaries by Classification</b>					
<b>Classification</b>	<b>FTE</b>	<b>Monthly Salary</b>	<b>Total Annual Salary for Grant Period (Post Adjustment)</b>	<b>Monthly Benefits</b>	<b>Benefits for Grant Period (Post Adjustment)</b>
Business Services Officer I (Sup)	3	\$ 4,622	\$ 138,471	\$ 1,803	\$ 54,004
CEA III	1	\$ 9,760	\$ 97,470	\$ 3,806	\$ 38,013
Chief Deputy Executive Director, Product Development, Sales & Marketing	1	\$ 20,834	\$ 208,064	\$ 4,550	\$ 81,145
Data Processing Manger II	1	\$ 7,688	\$ 76,779	\$ 2,998	\$ 29,944
Deputy Chief Operations Officer	1	\$ 13,333	\$ 133,153	\$ 5,200	\$ 51,930
Director of Sales and Marketing	1	\$ 14,583	\$ 145,636	\$ 5,200	\$ 56,798
Executive Assistant	2	\$ 4,116	\$ 82,209	\$ 1,605	\$ 32,062
Health Program Specialist I	4	\$ 6,050	\$ 241,679	\$ 2,360	\$ 94,255
Health Program Specialist II	1	\$ 6,645	\$ 66,364	\$ 2,592	\$ 25,882
Information Officer I	1	\$ 5,508	\$ 55,008	\$ 2,148	\$ 21,453
Information Officer II	1	\$ 6,601	\$ 65,923	\$ 2,574	\$ 25,710
Marketing Specialist	6	\$ 5,874	\$ 351,976	\$ 2,291	\$ 137,271
Office Technician	10	\$ 3,362	\$ 335,739	\$ 1,311	\$ 130,938
Personnel Specialist	1	\$ 4,189	\$ 41,833	\$ 1,634	\$ 16,315
Program Technician II	348	\$ 2,314	\$ 8,042,024	\$ 902	\$ 3,136,381
Program Technician III	2	\$ 3,696	\$ 73,820	\$ 1,441	\$ 28,790
Research Analyst II	1	\$ 5,784	\$ 57,764	\$ 2,256	\$ 22,528
Research Program Specialist	1	\$ 6,050	\$ 60,420	\$ 2,360	\$ 23,564
Research Program Specialist II	2	\$ 6,645	\$ 132,727	\$ 2,592	\$ 51,764
Sr. Marketing Specialist	7	\$ 6,477	\$ 452,790	\$ 2,526	\$ 176,588
Staff Information System Analyst	8	\$ 6,659	\$ 532,011	\$ 2,597	\$ 207,484
Staff Services Manager I	8	\$ 6,311	\$ 504,215	\$ 2,461	\$ 196,644
Staff Service Manager II	3	\$ 6,929	\$ 207,591	\$ 2,702	\$ 80,960
Staff Service Manager III	4	\$ 7,698	\$ 307,517	\$ 3,002	\$ 119,932
Staff Services Analyst	2	\$ 4,579	\$ 91,456	\$ 1,786	\$ 35,668
Supervising Program Tech III	48	\$ 4,208	\$ 2,017,158	\$ 1,641	\$ 786,692

<b>Salaries by Classification</b>					
<b>Classification</b>	<b>FTE</b>	<b>Monthly Salary</b>	<b>Total Annual Salary for Grant Period (Post Adjustment)</b>	<b>Monthly Benefits</b>	<b>Benefits for Grant Period (Post Adjustment)</b>
Systems Software Specialists I	3	\$ 6,659	\$ 199,505	\$ 2,597	\$ 77,807
Systems Software Specialists II	4	\$ 7,310	\$ 292,012	\$ 2,851	\$ 113,885
Systems Software Specialists III (Spec)	2	\$ 8,030	\$ 160,387	\$ 3,132	\$ 62,551
TV Director	1	\$ 6,050	\$ 60,420	\$ 2,360	\$ 23,564
TV Specialists	5	\$ 5,508	\$ 275,034	\$ 2,148	\$ 107,263
<b>Total</b>	<b>546</b>		<b>\$ 19,018,352</b>		<b>\$ 7,417,153</b>

**Benefits**

**Total: \$7,417,153**

Exchange Level 2.0 Supplemental Funding Grant: \$7,417,153

Other Funding: \$0

Benefits are calculated at the rate of 39%.

Because benefits are based on monthly salary, they have been calculated alongside the salary calculations in the above table. A more detailed breakdown of benefit costs is available upon request.

**Standard Costs**

**Total: \$6,587,706**

**Standard Costs Methodology (Operating Expense and Equipment) – 198 Staff (excludes Program Technician II positions)**

**Total: \$2,563,990**

Exchange Level 2.0 Supplemental Funding Grant: \$2,563,990

Other Funding: \$0

***Standard costs include:***

*General expense: \$3,700*

*Office automation: \$1,900*

*Printing: \$1,400*

*Communications: \$1,900*

*Travel (medium): \$1,000*

*Training: \$1,000*

*Data network: \$1,000*

*Facilities operations: \$1,400*

**Standard Costs Methodology (Operating Expense and Equipment) – 348 Program Technician II Positions (excludes 198 staff)**

**Total: \$4,023,716**

Exchange Level 2.0 Supplemental Funding Grant: \$4,023,716

Other Funding: \$0

***Standard costs include:***

*General expense: \$5,100*

*Office automation: \$1,900*

*Printing: \$1,900*

*Communications: \$1,900*

*Training: \$1,000*

***Justification***

General office supplies will be used by Exchange staff members to carry out daily activities of the program. Printing costs cover basic printing needs of Exchange staff members. Office automation costs cover computer equipment for workstations. Communications costs cover basic line costs for desk phones. Cellular phone devices will be used and distributed in accordance with policy by Exchange staff members when they are out of the office on travel, at meetings, or after hours, as time-sensitive issues arise and must be handled before staff members can return to the office. Travel costs will be for in-state travel covering basic travel to board and stakeholder meetings. Training costs cover work force development training courses and basic training courses for classifications. Facilities Operations costs cover standard facilities costs for private or state leased space.

**Total Direct Costs**

**Total Direct Costs: \$155,076,686**

Salaries: \$19,018,352

Benefits: \$7,417,153

Contractual Services: \$130,153,475

Other Costs: \$6,587,706

    Operating Expense & Equipment: \$6,587,706

Medicaid/SCHP Cost Allocation: -\$8,100,000

**Indirect Costs**

There are no indirect costs associated with this proposal.

## **Budget by Core Area**

Level 2.0 Supplemental funding grant will be used to staff and operate the core areas as follows:

<b>Level 2.0 Budget by Core Area (January 22, 2014 Award)</b>							
<b>CORE AREA</b>	<b>FTE Request</b>	<b>Personnel</b>	<b>Benefits</b>	<b>Contractual Services</b>	<b>Other (standard complement)</b>	<b>Medicaid/SCHIP Cost Allocation</b>	<b>Total</b>
Consumer and Stakeholder Engagement and Support	450	\$ 13,131,227	\$ 5,121,120	\$ 60,453,257	\$ 5,344,559		\$ 84,050,163
<i>In Person Assistants Program</i>	0	\$ -	\$ -	\$ 894,867	\$ -		\$ 894,867
<i>Outreach</i>	29	\$ 1,735,214	\$ 676,766	\$ 29,431,191	\$ 375,534		\$ 32,218,705
<i>Stakeholder Consultation</i>	0	\$ -	\$ -	\$ -	\$ -		\$ -
<i>Service Center</i>	421	\$ 11,396,013	\$ 4,444,354	\$ 30,127,199	\$ 4,969,025		\$ 50,936,591
Plan Management	7	\$ 385,051	\$ 150,173	\$ 4,275,477	\$ 90,646		\$ 4,901,347
SHOP	0	\$ -	\$ -	\$ -	\$ -		\$ -
Eligibility & Enrollment	1	\$ 60,420	\$ 23,581	\$ 8,948,672	\$ 12,949		\$ 9,045,622
Technology	22	\$ 1,496,209	\$ 583,588	\$ 45,439,372	\$ 284,888	\$ (8,100,000)	\$ 39,704,057
Oversight, Monitoring & Reporting	2	\$ 132,727	\$ 51,763	\$ -	\$ 25,899		\$ 210,389
Legal Authority and Governance	12	\$ 1,135,072	\$ 442,662	\$ -	\$ 155,393		\$ 1,733,127
Organization & Human Resources	17	\$ 927,884	\$ 361,883	\$ 11,036,697	\$ 220,141		\$ 12,546,605
Finance and Accounting	35	\$ 1,749,762	\$ 682,383	\$ -	\$ 453,231		\$ 2,885,376
<b>TOTAL</b>	<b>546</b>	<b>\$ 19,018,352</b>	<b>\$ 7,417,153</b>	<b>\$ 130,153,475</b>	<b>\$ 6,587,706</b>	<b>\$ (8,100,000)</b>	<b>\$ 155,076,686</b>

## **Description of Key Personnel and Organizational Charts**

Please see attached high level organizational charts.

### **Descriptions of Non-IT Key Personnel**

**Accounting Administrator I, II & III:** The Accounting Administrator will apply accounting principles and procedures; analyze data and draw sound conclusions; prepare clear, complete, and concise reports; make sound decisions and recommendations in regard to the professional accounting problems in maintaining control of a departmental budget. In addition to the above: plan, organize, and direct the work of others.

**Assistant General Counsel:** Consult with and advise the General Counsel on legal issues as they affect the overall policies and programs of the Covered California Board; prepares formal and informal legal opinion; advises leadership in the development and implementation of program policies; provides legal advice on programs the Board administers, and on issues raised by outside constituencies, including state agencies; analyzes and responds to legal-related correspondence and calls. Consult with and provides legal guidance to the Covered California Board and management and staff on issues related to statutory and regulatory requirements applicable to Board deliberations and decisions, including conflict of interest, public records, and open meeting laws. Provide legal advice on the most federal, state, and private program contracts, agreements or state plans and related amendments or compliance audits, required by federal or state legislation creating the California Health Benefit Exchange. Supervise and manage the work of subordinate counsel, and acts in the absence of the General Counsel.

**Associate Accounting Analyst:** The Accounting Analysts will perform such duties as analyzing a variety of accounting data to assist in the application of financial data and information to management problems; providing estimates of expenditures, reimbursements and revenues; advising management of forecasted expenditures relative to budgeted expenditures; forecasting, determining and managing necessary cash flow to support financial operations; identifying significant trends and making comparisons to previous accounting periods; with both a legal basis and Generally Accepted Accounting Principles (GAAP), and other related work.

**Associate Gov. Program Analyst:** The Associate Governmental Program Analyst performs the more responsible, varied, and complex technical and analytical staff services assignments such as program evaluation and planning; policy analysis and formulation; systems development; budgeting, planning, management, and personnel analysis; and continually provides consultative services to management or others.

**Associate Personnel Analyst:** The Associate Personnel Analyst performs the more responsible, varied, and complex technical work of the state personnel management program; including advising and assisting operating officials; acting as lead person for other staff personnel; and doing other related work.

**Attorney III/IV:** The Attorney III/IV provides legal advice on a variety of matters pertaining to the Exchange and its programs, contracts, operation, and interfacing with the regulatory agencies.

**Business Service Officer I :** The Business Service Officer series performs a variety of technical and analytical business service activities and will perform technical business service work of a routine nature in a variety of functions; assist in the performance of more difficult and complex technical and analytical business service work; or be assigned responsibility for one or more of the least complex business service functions which are Equipment and Supplies Management, Support Services and Building Maintenance.

**Business Service Assistant:** The Business Assistant independently performs technical business service work of a routine nature in a variety of functions; assist in the performance of more difficult and complex technical and analytical business service work; or be assigned responsibility for one or more of the least complex business service functions which are Equipment and Supplies Management, Support Services and Building Maintenance.

**CEA B, Financial Management Division:** Serves as the Assistant Chief, Financial Operations. This position will be responsible for policy development in the full range of financial planning, revenue reporting, financial systems, budgeting, accounting, and premium reconciliations for the Exchange.

**Deputy Chief Operations Officer:** The Deputy Chief Operations Officer is responsible for the effective formulation, implementation and evaluation of the policies and procedures pertaining to administrative and operational processes of the Exchange. As a member of the Exchange executive management team, the Deputy Chief Operations Officer will provide leadership and oversight of all administrative operations including Human Resources, Business Services and Grant Management. The position will coordinate daily tasks; develop project plans through subordinate staff to ensure the Exchange mission is achieved.

**Chief Deputy Director Executive Director, Product Development, Sales & Marketing:** Under general direction of the Executive Director is responsible for strategic visioning; business plan, program and policy development; and executive leadership of three major program areas of the Exchange. This includes: design, development and implementation of small employer group health plan coverage, health plan contracting, and marketing for both individual and small group health plans.

**Director of Sales and Marketing:** Under the general direction of the Chief Deputy Executive Director of Product Development and Sales, California Health Benefit Exchange, the Director, Sales and Marketing, provides executive leadership in the design, planning, monitoring and controlling the implementation of the sales and marketing functions for the Exchange. The Director is responsible for the Exchange's program of sales and marketing to small businesses and individuals as well as the broad campaign to foster knowledge of enrollment in the full spectrum of state public health programs.

**Executive Assistant:** Under direction of a high level administrator, provides staff assistance on sensitive departmental or program issues; administrative assistance and secretarial support; office management, supervisory services, and other staff and office services; and does other related work.

**Health Program Specialist I:** The series of Health Program Specialists are highly skilled, technical program consultants in areas of extreme sensitivity and with responsibility for coordinating the development of broad policy with multiple departmental, immediate, and long-range impacts. Positions at this level are those where the level of expertise required is definably greater than that for any other supervisory position at this level and the function performed is critical to the department's basic mission.

**Information Officer I & II:** The Information Officer will plan, write, edit, and prepare more complicated information material for dissemination through all major means of communication; disseminates such information material through appropriate channels; prepares replies to difficult and complicated correspondence, including letters for signature by superiors; plans exhibits; provides writing, editing and advisory service to other agency officials; acts as spokesperson for the agency before public groups, to the news media, and to individuals who inquire regarding the agency's activities; arranges participation of other agency officials as speakers before public groups, or on radio, and television newscasts or other programs; collects, evaluates, and distributes information from outside sources to the agency's staff; and in larger agencies supervises work of one or more Assistant Information Officers.

**Marketing/Senior Marketing Specialist:** The Senior Marketing Specialist will develop annual business plans; evaluate the effectiveness of marketing plans and adjust marketing strategy accordingly; participate in the development and approval of creative marketing strategies and advertising; provide oversight for contracted advertising, public relations, and point-of-sale agencies; conduct marketing research and analysis, and evaluate alternatives; cooperate with retailer organizations and sales staff; plan programs to support and expand the retailer network; and perform other business-building work.

**Office Technician (Typing):** The Office Technician regularly performs a variety of the most difficult duties and is expected to consistently exercise a high degree of initiative, independence and originality in performing assigned tasks. The duties involve detailed and sensitive public contact and/or independent origination of correspondence involving the knowledge and application of detailed regulations, policies and procedures.

**Personnel Specialist:** The Personnel Specialist is responsible for the more complex and difficult transactions duties in a variety of personnel transactions areas. They may provide functional guidance to lower-level staff.

**Program Technician II/III:** acts as a Service Center Agents, who are responsible for answering the initial customer service contact via the Automated Call Distribution System in regard to health insurance plans/options. The agents interact with customers and potential customers and identify and solve the needs of callers. Agents are responsible for providing information on health insurance plans/options; price, quality and service of health coverage; and determine eligibility for tax credits and subsidies.

**Research Analyst II:** The Research Analyst II will perform varied and complex technical research involving financial planning and analysis addressing the Exchange's financial sustainability, federal and state reporting requirements, revenue forecasting, and other technical research and statistical work in support of the Exchange's financial planning and budgeting.

**Research Program Specialist I/II:** The Research Program Specialists will independently develop and utilize research methodology to perform complex health analysis on research projects and activities. Serve as resource for specialized research, act as a subject matter expert value-based health initiatives and cost saving innovations. The Research Program Specialist will advise the Division Director and Deputy Director in contract negotiations related to performance guarantees, pay-for-performance and other incentives for health plan providers.

**Special Event TV Director:** Plan, organize, and direct the activities of work performed in producing videotaped communications; reviews technical reports and scripts of videotaped productions and completed videotaped productions for content and style; develops television communication programs supportive of Exchange goals; proposes guidelines and develops procedures for implementing the use of television communications media.

**Staff Services Analyst:** perform analytical work in one or more areas of a broad range of governmental and managerial problems. Perform work of average difficulty in a wide variety of consultative and analytical staff services assignments such as program evaluation and planning; systems development; budgeting; planning; training; management; and personnel analysis; and other related work.

**Staff Services Manager I, II, and III:** Three management levels used throughout state service in the performance of a wide variety of fiscal, management, and staff services functions including areas such as personnel, budget, management analysis, administrative services, program evaluation and planning, and policy analysis and formulation.

**Supervising Program Tech III:** The Supervising Program Technician will supervise employees in our Service Centers whose work involves the completion and/or review in the processing of technical documents or the giving of technical information regarding a special and technical departmental program to employees and/or the general public.



**Television Specialist:** Plans, organizes, and performs the technical and professional work required in producing television programs, including operation of television and video tape-recording production equipment; conducts subject research and develops scripts based on the most effective method of presentation; develops approach and production methods necessary to produce continuity and required story lines.

### **Descriptions of Key IT Systems Personnel**

**Data Processing Manager II:** The Data Processing Manager is responsible for the data processing activities and personnel. They will prepare budget estimates for their units; plan and schedule EDP workload; coordinate between users and EDP specialists; and monitor and control projects in accordance with established plans. The Manager establishes planning processes to ensure the most effective use of data processing.

**Staff Information Systems Analyst:** The Analyst is responsible for performing project management support tasks for the project. The Analyst supports the project management processes (including but not limited to) risk management, issue and action item management, schedule management, change management, cost management, and communications management and develops content for control agency documents. Reviews and evaluates SI deliverables, provide findings and recommendation to project management on acceptance. Analyzes deliverables to ensure the use of accepted industry, project, state standards and quality controls.

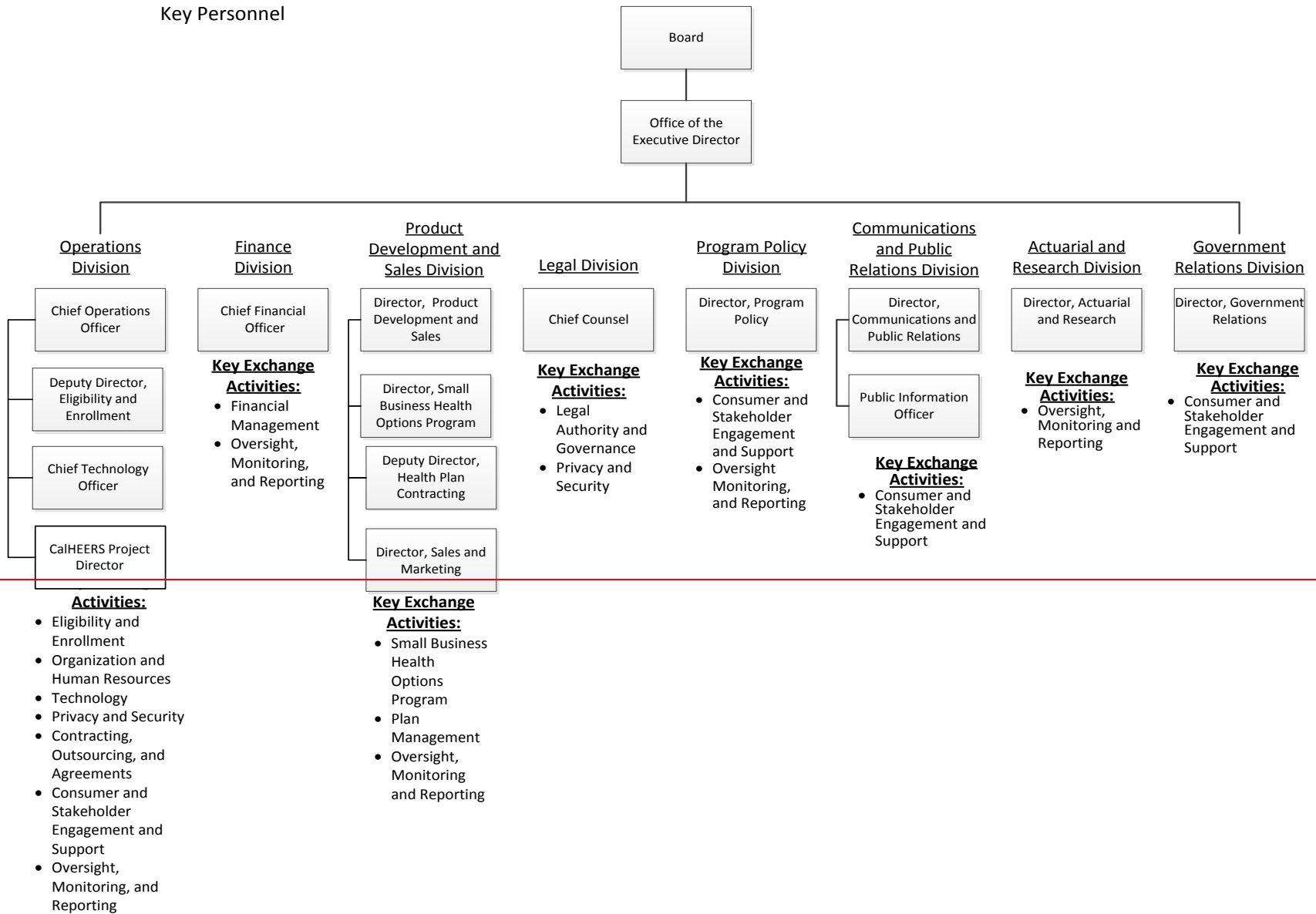
**Assistant Information Systems Analyst:** perform a variety of analytical activities in support of information technology systems, such as microcomputers, multifunction automated office systems, and teleprocessing networks and/or systems. Incumbents develop problem solutions using information technology methods; conduct feasibility studies; act as project managers over information technology system projects; work on analysis and support of multifunction office systems; provide information center services and information technology system services; develop information processing standards and procedures; act as lead person or supervisor over the technical personnel in the performance of information system tasks; and do other related work.

**Systems Software Specialist I:** The Systems Software Specialist will analyze, design, code, implement, maintain, and evaluate computer software; this includes, but is not limited to, operating systems, control systems, proprietary software packages, telecommunications software, and database management software. They will act as technical advisors or consultants to other information technology personnel in solving system problems and achieving the best use of available hardware and software resources.

**Systems Software Specialist III – Sup:** Under administrative direction, acts as a supervisor on projects involving the conversion to the most complex computer configuration and/or supervises a staff of software specialists responsible for the most complex assignments.

**Systems Software Specialist II/III:** Ensures the appropriate technical computing architecture standards at the project, state and federal level are met and properly integrated into the system design. Identifies high-level technical requirements in support of mission critical business requirements, coordinating with technical experts at the Exchange and state levels. Oversees the design of bi-directional and extremely complex interfaces with multiple external systems, to facilitate seamless integration of numerous county and state business processes.

## Key Personnel



CalHEERS Project

