Stage 4 Project Readiness and Approval

4.4 General Information

Agency or State Entity Name:
Franchise Tax Board
Organization Code:
7730
Proposal Name:
Enterprise Data to Revenue 2 (EDR2) Project
Department of Technology Project Number: 7730-209

4.5 Submittal Information

Contact Information:

Contact First Name: Chrissy	**Contact Last Name:** Casale
Contact Email: Christina.Casale@ftb.ca.gov	**Contact Phone Number:** (916) 845-4116

Submission Date:
2/19/2021

Submission Type:

☒ New Submission   ☐ Updated Submission (Post-Approval)
☐ Updated Submission (Pre-Approval)   ☐ Withdraw Submission
                                        Reason: Select...
                                        If "Other," specify:

Sections Updated (For Updated Submissions only, check all that apply)

☐ 4.4 General Information
☐ 4.5 Submittal Information
☐ 4.6 Primary Solicitation Results

   ☐ 4.6.1 Solicitation Key Action Dates Variance

   ☐ 4.6.2 Addenda

   ☐ 4.6.3 Final Bid Respondents

   ☐ 4.6.4 Subcontractor Information
☐ 4.7 Ancillary Solicitation Status
☐ 4.8 Contract Management
☐ 4.9 Organizational Readiness
   ☐ 4.9.1 Project Organization Chart
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☐ 4.11.1 Final Requirements Count
☐ 4.12 Schedule
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   ☐ 4.12.3 High Level Master Schedule and Key
            Milestones
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   ☐ 4.13.2 Reason(s) for Difference
   ☐ 4.13.3 Budget Change Proposal (BCP) Summary
   ☐ 4.13.4 Financial Analysis Worksheets (Baseline)
☐ 4.14 Project Management Planning
☐ 4.15 Risk Register

Summary of Changes:
….

Project Approval Executive Transmittal
Attachment: Include the Project Approval Executive Transmittal as an attachment to your email submission.

Condition(s) from Previous Stage(s):

Condition

Condition Category	Select...
	If "Other," (specify)
Condition Sub-Category	Select...
	If "Other," specify:
Condition	
Assessment	Select...
	If "Other," specify:
Agency/State Entity Response	
Status	Select...
	If "Other," specify:

Add additional conditions as needed.

4.6 Primary Solicitation Results

4.6.1 Solicitation Key Action Dates

Activity:	Other
	If "Other," specify: See RFP
Actual Start Date:	4/30/2019
Actual End Date:	6/15/2021
Actual Duration (Number of Business Days):	529

Add additional key action date activities as needed.

4.6.2 Addenda

Addenda Number:	1 (For all addenda details, see caleprocure.ca.gov/event/7730/0000012787)
Addenda Category:	Modifications to functional, nonfunctional, or project/transition requirements
	If "Other," specify:
Addenda Number:	2
Addenda Category:	Modifications to functional, nonfunctional, or project/transition requirements
	If "Other," specify: Click here to enter text.
Addenda Number:	3
Addenda Category:	Modifications to functional, nonfunctional, or project/transition requirements
	If "Other," specify: Click here to enter text.
Addenda Number:	4
Addenda Category:	Modifications to functional, nonfunctional, or project/transition requirements
	If "Other," specify: Click here to enter text.
Addenda Number:	5
Addenda Category:	Modifications to functional, nonfunctional, or project/transition requirements
	If "Other," specify: Click here to enter text.
Addenda Number:	6
Addenda Category:	Modifications to functional, nonfunctional, or project/transition requirements
	If "Other," specify: Click here to enter text.
Addenda Number:	7

Addenda Category:	Modifications to functional, nonfunctional, or project/transition requirements
	If "Other," specify: Click here to enter text.
Add additional addenda as needed.	

4.6.3 Final Bid Respondents

Respondent Name:	OnCore Consulting, LLC
Compliant:	Yes
Non-compliance Category:	Select…
	If "Other," specify:
Add additional non-compliance categories as needed.	
Negotiations Conducted:	Yes
Intent to Award:	Yes
Protest:	No
Protest Disposition:	Select…
Contract Number:	Not available…
Contract Start Date:	07/01/2021
Contract End Date:	12/31/2026
Total Contract Cost (without Optional Years):	$543.2 M
Optional Years:	
Option Years (Number of Months):	Five 1-year total M&O contract options
Total Cost of Optional Years:	$215.9 M
Total Contract Cost (with Optional Years):	$759.1 M
Respondent Name:	Accenture, LLP
Compliant:	Yes
Non-compliance Category:	Choose an item.
	If "Other," specify:
Add additional non-compliance categories as needed.	
Negotiations Conducted:	Yes
Intent to Award:	No
Protest:	
Protest Disposition:	Choose an item.
Contract Number:	Click here to enter text.
Contract Start Date:	N/A
Contract End Date:	
Total Contract Cost (without Optional Years):	Click here to enter text.

Optional Years:	
Option Years (Number of Months):	Click here to enter text.
Total Cost of Optional Years:	Click here to enter text.
Total Contract Cost (with Optional Years):	

Add additional respondents as needed.

4.6.4 Subcontractor Information

Complete the subcontractor information only for the subcontractors of the intended awardee.

Subcontractor Name	SB	DVBE	N/A
CGI Technologies and Solutions, Inc.	☐	☐	☒
Deloitte, LP	☐	☐	☒
Performance Technology Partners (PTP), Inc.	☐	☐	☒
ASR Analytics, LLC	☐	☐	☒
Charis Consulting Group, LLC	☒	☐	☐
Impression Technology, Inc.	☒	☐	☐
DVBE Technology Group, Inc.	☒	☒	☐

Add additional subcontractor as needed.

4.7 Ancillary Solicitation Status

Solicitation Title:	#1 Independent Verification & Validation and Quality Assurance (combined)
Status:	In Progress
Awardee Name:	Unknown
Contract Number:	….
Contract Start Date:	6/01/2021
Contract End Date:	12/31/2026
Total Contract Cost (without Optional Years):	Unknown
Optional Years:	
Optional Years (Number of Months):	….
Total Cost of Optional Years:	
Total Contract Cost (with Optional Years):	….
Solicitation Title:	#2 Independent Security Assessment (ISA)
Status:	In Progress
Awardee Name:	Unknown
Contract Number:	Click here to enter text.
Contract Start Date:	7/01/2021
Contract End Date:	12/31/2026
Total Contract Cost (without Optional Years):	Unknown
Optional Years:	

Optional Years (Number of Months):	Click here to enter text.	
Total Cost of Optional Years:	Click here to enter text.	
Total Contract Cost (with Optional Years):	Click here to enter text..	

Add additional ancillary solicitation statuses as needed.

4.8 Contract Management

Complete the questions below in reference to the primary solicitation.	Yes	No
1. Has the role of Contract Manager been assigned and has the Contract Manager reviewed and gained an understanding of the scope, activities, tasks and deliverables of the contract? If "No," briefly explain below why this has not been accomplished: …	☒	☐
2. Does the assigned Contract Manager understand the processes for post award contract activities, including contract amendments, contract work authorizations, terms and conditions, and contract escalation/resolution? If "No," briefly explain below why this has not been accomplished: …	☒	☐
3. Has a post-award or kickoff meeting between the Contract Manager and state project team members been scheduled to align state and contractor expectations related to contract, budget, invoicing, requirements review, and contractor incentives? If "No," briefly explain below why this has not been accomplished: …	☒	☐
4. Does the Contract Manager understand the Agency/state entity and federal processes, policy, and applicable procedures? If "No," briefly explain below why this has not been accomplished: …	☒	☐
5. Does the Contract Manager have a plan to collect and assess contractor and project performance information on a regular basis (e.g., establish meetings with Project Managers, communication techniques)? If "No," briefly explain below why this has not been accomplished: …	☒	☐

4.9 Organizational Readiness

	Yes	No
1. Does the Agency/state entity currently have a mature release management process with a repeatable and scalable testing methodology that supports all stages of testing (system, integration, security, performance, interfaces, regression, user acceptance, and accessibility)? If "No," briefly describe below the release management process that will be used to manage, plan, schedule, and control a software build through the different phases and environments, including testing and deploying software releases: …	☒	☐
2. Does the project team have a clear understanding of the lines of business that will be impacted by the project? If "No," briefly explain below how the Agency/state entity plans to educate the project team to ensure all members have a clear understanding of the goals that the project intends to achieve: …	☒	☐
3. Does the Agency/state entity have processes and methodologies in place to support organizational change management (OCM) activities identified in Stage 1, Section 1.12.4 Training and Organizational Change Management? If "No," briefly describe below how the Agency/state entity will perform OCM activities for this proposal: …	☒	☐
4. Does the Agency/state entity have dedicated resources assigned to business process improvement or business process reengineering activities?	☒	☐

If "Yes," specify the areas of business process improvement needed below:
See Business Implementation Plan
If "No," briefly explain below how the Agency/state entity will perform business process improvement or business process reengineering activities for this proposal:

4.9.1 Project Organization Chart

Attachment: Include the project organization charts as an attachment to your email submission.

4.10 Project Readiness

1. Select the system development methodology you plan to use to design and develop the new system:
   - ☐ Agile/Iterative
   - ☐ Waterfall
   - ☒ Other

   If "Other," specify the methodology and provide a brief description below:
   The system development methodology is Iterative Waterfall. In Iterative Waterfall, each release is broken down into several iterations. Each iteration has its own analysis, development, and testing phase. After the testing phases are completed for all iterations, functionality in each iteration is bundled into a single release package.

   Describe below the Agency/state entity's past project experience using the system development methodology identified. If this methodology has never been used before, describe the training and staff development that will be provided to prepare staff to leverage this methodology.
   FTB started using the Iterative Waterfall methodology during the EDR Project and continues to use it to maintain EDR functionality. FTB has been using the Iterative Waterfall for about 10 years.

		Yes	No	N/A
2.	Has the Agency/state entity received approval of the Evaluation and Selection Report?	☒	☐	☐
3.	Has the Agency/state entity engaged the Office of Technology Services (OTech) for capacity planning and the development of the solution delivery timeline? If "No" and data center capacity planning and alignment services are needed and the Agency/state entity has not engaged OTech, explain below: ...	☒	☐	☐
4.	Have resource commitments been obtained for all staff resources identified in Stage 3, Section 3.19 Staffing Allocation? If "No," explain below why commitments have not been obtained and the plan to mitigate this risk: ...	☒	☐	
5.	Does the project staffing plan ensure sufficient staff resources are available to perform project activities while also supporting maintenance and ongoing operations for other Agency/state entity initiatives? If "No," explain below how sufficient resource levels will be maintained for all project activities: ...	☒	☐	
6.	Have all identified project leads received formal project management training? If "No," explain below how the Agency/state entity will educate the project team leads on project management basics:	☒	☐	
7.	If California Department of Technology oversight services are required, has a Service Request (SR) for oversight services been submitted? If "Yes," provide the SR number below; if "No," provide a brief explanation below: SR #2249386	☒	☐	☐
8.	Has the project begun procurement activities for Independent Verification and Validation (IV&V) services per the State Administrative Manual Section 4940.3? If "Yes," indicate the planned start date for IV&V services below: 6/1/2021 If "No" or "N/A," provide a brief explanation below:	☒	☐	☐

4.11 Requirements Baseline

	Yes	No	N/A

1.	Has the Agency/state entity modified any mid-level or detailed solution requirements since obtaining approval of the Stage 3 Solution Development? If "Yes":	☒	☐

      Percentage of Change 28%

- Enter the percentage of change in the space provided.

- Describe below the modification(s), impact(s) to the recommended alternative, and how the requirements align with the business objectives established in the Stage 1 Business Analysis:

FTB submitted a total of 2,261 active Detailed Solution Requirements (DSR) with the S2AA. Since then we have clarified the requirements by adding 322 DSRs and inactivated 307 DSRs. There are now 2,276 active DSRs. The nature and scope of the changes were minor and the requirements continue to align with the MidLevel Requirements submitted with the S2AA, and the business objectives established in the S1BA. During the S3SD we inadvertently transposed the number of requirements between the Non-Functional Requirements and the Project/Transition Requirements. We should have reported 100 Non-Functional Requirements and 165 Project/Transition Requirements.

2.	Has the requirements traceability been updated to accurately reflect any modification(s)?	☒	☐	☐

4.11.1 Final Requirements Count

Total Functional Requirements:	1,994
Total Non-Functional Requirements:	111
Total Project/Transition Requirements:	171
Requirements Grand Total	2,276

4.12 Schedule

4.12.1 Schedule Summary

	Estimated Date	Final Baseline Date	Difference
Project Planning Start Date	1/01/2017	1/01/2017	
Project Planning End Date	6/30/2021	6/30/2021	
Project Start Date	7/01/2021	7/01/2021	
Project End Date	12/31/2026	12/31/2026	

4.12.2 Reason(s) for Difference

…

4.12.3 High Level Master Schedule and Key Milestones

Attachment: Include the high level master schedule and key milestones as an attachment to your email submission.

4.13 Cost Baseline

4.13.1 Cost Summary

	Estimated Proposed Cost	Final Baseline Cost	Difference
Total Planning Cost (One-Time)	$23,106,442	$19,246,714	($3,859,728)
Total Project Cost (One-Time)	$584,541,963	$701,394,793	$116,852,830
Total Future Operations IT Staff and OE&E Cost (Continuing)	$53,885,637	$31,556,020	($22,329,617)
TOTAL:	$661,534,042	$752,197,527	$90,663,485
Annual Future Operations IT Costs (M&O)	$9,160,960	$15,812,516	$6,651,556

4.13.2 Reason(s) for Difference

The primary reason for the difference is that the final baseline cost includes the actual primary vendor proposed contract amount, while the original amount was an estimate created in 2018 using a third party estimating tool.

4.13.3 Budget Change Proposal (BCP) Summary

Budget Request ID	7730-024-BCP-2021-A1

Budget Request Year	FL 21/2022
Requested Amount	$32,854,000
Status	Pending
Budget Request ID	7730-001-BCP-2021-GB
Budget Request Year	BCP 21/2022
Requested Amount	$55,600,000
Status	Pending

Add additional BCP summaries as needed.

4.13.4 Financial Analysis Worksheets (Baseline)

Attachment: Include the FAWs as an attachment to your email submission.

4.14 Project Management Planning

	Yes	No	N/A
Are the following project management plans or project artifacts complete, approved by the designated Agency/state entity authority, and available for California Department of Technology review?			
Risk Register	☒	☐	☐
If "No," provide the status below; if "N/A," provide an explanation below:			
….			
Contract Management Plan	☒	☐	☐
If "No," provide the status below; if "N/A," provide an explanation below:			
….			
Cost Management Plan	☒	☐	☐
If "No," provide the status below; if "N/A," provide an explanation below:			
Implementation Management Plan	☒	☐	☐
If "No," provide the status below; if "N/A," provide an explanation below:			
….			
Requirements Management Plan	☒	☐	☐
If "No," provide the status below; if "N/A," provide an explanation below:			
….			
Deliverable Expectation Document (DED)	☐	☒	☐
If "No," provide the status below; if "N/A," provide an explanation below:			
In lieu of the DED, the State will use the Deliverable Review Checklist (DRC). The DRC will list all the requirements, functional and non-functional requirements, included in a given deliverable. The State will develop the DRC for the EDR2 deliverables and will work with the vendor to get their concurrence. Then, the State will use the DRC to validate that the vendor met the requirements in the DRC prior to deliverable acceptance.			

4.15 Risk Register

Attachment: Include the risk register as an attachment to your email submission.

Stage 4 Project Readiness and Approval – Department of Technology Use Only	
Original "New Submission" Date	2/23/2021
Form Received Date	2/23/2021

Form Accepted Date	2/23/2021
Form Status	Complete
Form Status Date	4/1/2021
Form Disposition	Approved
	If "Other," specify:
Form Disposition Date	4/1/2021