



# Stage 4 Project Readiness and Approval

California Department of Technology, SIMM 19 D.2 (Rev. 3.0.9, 2/28/2022)

## 4.1 General Information

1. **Agency or State Entity Name:** 3900 - Air Resources Board, State

If Agency/State entity not in the list, enter here with the [organization code](#).

2. **Proposal Name:** Senate Bill (SB) 210 – Heavy Duty Inspection and Maintenance System

3. **Department of Technology Project Number (0000-000):** 3900-074

4. **S4PRA Version Number:** Version 1

5. **CDT Billing Case Number:** 0055341

Don't have a Case Number? [Click here to get one.](#)

## 4.2 Submittal Information

1. **Contact Information**

Contact Name: Jason Painter

Contact Email: Jason.Painter@arb.ca.gov

Contact Phone: (916) 324-0672

2. **Submission Type:** New Submission

If Withdraw, select Reason: Choose an item.

If Other, specify reason here: [Click or tap here to enter text.](#)

**Sections Changed if an updated or resubmission** (List all the sections that have changed.)

[Click or tap here to enter text.](#)

**Summary of Changes** (Summarize updates made.)

[Click or tap here to enter text.](#)

3. Attach [Project Approval Executive Transmittal](#) to your email submission.
4. Attach Final [Procurement Assessment Form](#) to your email submission.
5. **Conditions from Stage 3 Approval** (Enter any conditions from the Stage 3 Solution Analysis approval letter issued by CDT):

None

## 4.3 Contract Management

The Contract Manager must be a State Employee and should not be the Project Manager. Please complete the questions below in reference to the **primary solicitation**.

Is the Contract Management Plan complete, approved by the designated Agency/state entity authority, and available for the Department of Technology to review? **Choose:** 'Yes,' 'No,' or 'Not Applicable.' If 'No' or 'Not Applicable,' provide the artifact status in the space provided.

1. [Contract Management Plan \(Approved\)](#): Yes
2. **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?** Yes

If "No," briefly explain below why both have not been accomplished:

3. **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?** Yes

If "No," briefly explain below why this has not been accomplished:

4. **Has a post-award 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?** Yes

If "No," briefly explain below why this has not been accomplished:

5. **Does the Contract Manager understand the Agency/state entity and federal processes, policy, and applicable procedures?** Yes

If "No," briefly explain below why this has not been accomplished:

6. **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)?** [Yes](#)

If “No,” briefly explain below why this has not been accomplished:

## 4.4 Organizational Readiness

Is the Implementation Management Plan draft complete, approved by the designated Agency/state entity authority, and available for the Department of Technology to review? **Choose:** ‘Yes,’ ‘No,’ or ‘Not Applicable.’ If ‘No’ or ‘Not Applicable,’ provide the artifact status in the space provided.

1. [Implementation Management Plan \(Draft\):](#) [Yes](#)

Status: Complete

2. **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)?** [Yes](#)

If “No,” briefly describe below the release management process that will be used to manage, plan, schedule, and control a software release through the different phases and environments, including testing and deploying software releases:

[Click or tap here to enter text.](#)

3. **Does the project team have a clear understanding of the areas of business (identified in Stage 1) that will be impacted by the project?** [Yes](#)

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 impacted business areas by the project:

[Click or tap here to enter text.](#)

4. **Does the Agency/state entity have processes and methodologies in place to support Organizational Change Management (OCM) activities identified in Stage 2, Section 2.9 Organizational Change Management?** [Yes](#)

If “No,” briefly describe below how the Agency/state entity will perform OCM activities for this proposal:

[Click or tap here to enter text.](#)

5. **Does the Agency/state entity have dedicated knowledge transfer resources assigned to business process improvement or business process reengineering activities resulting from the new solution?** [Yes](#)

If “Yes,” specify the areas of business process improvement:

[Click or tap here to enter text.](#)

If “No,” briefly explain below how the Agency/state entity will perform business process improvement or business process reengineering activities resulting from the new solution:

[Click or tap here to enter text.](#)

6. **Attach Updated Project Organization Chart to your email submission.**

## 4.5 Project Readiness

1. **Select the system development methodology you plan to use to design and develop the new system: Hybrid**

Provide a brief description of your methodology and reason for selecting it below:

The Contractor shall implement an iterative methodology (Waterfall/Agile (hybrid) is recommended) with an industry-standard configuration management and Software Development Life Cycle (SDLC) framework for project implementation. The Contractor shall implement California Project Management Framework (CA-PMF) and iterative hybrid methodology, consistent with the State of California, CA-Agile Framework. The Contractor shall be responsible for all management and productivity tool subscriptions used to support the development of the HD I/M system.

Describe below the Agency/state entity’s past project experience using the system development methodology selected. If this methodology has never been used before, describe the training and staff development that will be provided to prepare staff to utilize this methodology.

[The Project team has staff that are experienced in using a hybrid methodology.](#)

2. **Has the Agency/state entity engaged the Office of Technology Services (OTech) for capacity planning and the development of the solution delivery timeline? No**

If “No,” and data center capacity planning and alignment services are needed, explain below the reason OTech has not been engaged and what is the alternative plan:

[This solution will be developed and hosted in Amazon AWS and will adhere to the cloud hosting provisions.](#)

3. **Have resource commitments been obtained for all those identified in the Resource Management Plan? Yes**

If “No,” explain below why commitments have not been obtained and the plan to mitigate this risk:

[Click or tap here to enter text.](#)

4. **Does the Resource Management Plan ensure resources are sufficiently committed to perform project activities if they are also committed to other responsibilities? Yes**

If “No,” explain below how sufficient resource levels will be maintained for all project activities:

[Click or tap here to enter text.](#)

**5. Have all identified project leads received at a minimum basic project management training?**

Yes

If “No,” explain how the Agency/state entity will educate the project team leads on project management basics:

[Click or tap here to enter text.](#)

## **4.6 Business Objective Valuation**

- 1. Attach** the Requirements/Backlog Baseline and/or Deliverables Baseline to your email submission.
- 2. Insert your Objectives (ID, Objective, Metric, Baseline, and Target Result) from Stage 1 Section 1.7, along with changes and reason for changes, and assign a percent score value to each. The total of all scores should be 100%.**

### **Objective 1**

**Reduce criteria pollutants from the HD vehicle sector by ensuring all heavy-duty non gasoline vehicles with a GVWR above 14,000 pounds operating in California have properly functioning emissions control systems.**

Objective ID: 1A

Objective: Implement periodic testing requirements: Collect OBD data from heavy-duty non gasoline vehicles equipped with OBD systems and require vehicles with faulty emission control systems to make repairs. The HD I/M program requires the vehicle owner to fix any emissions control components if the collected vehicle testing data indicates there is a problem. For non-OBD equipped vehicles, require an alternative periodic vehicle emissions test such as an opacity test. Vehicles failing the test must make necessary repairs.

Change and Reason for Change from Stage 1: No Change

Metric: Reduce statewide PM2.5 and NOx caused by HD vehicles as measured in program reports. This metric will be measured through year by year historical analysis of vehicle testing data submitted to the HD I/M database by determining the frequency of malfunctioning vehicle emissions control systems from the submitted data. This analysis will determine the rate of change in malfunctioning vehicles as the program is implemented and used to update CARB’s vehicle emissions model to assess the reduction in vehicle emissions as a result of the HD I/M program.

Baseline: Emissions reductions forecasted to be achieved through existing regulations.

Target Result: Reduction of PM2.5 and NOx emissions.

Valuation: 12.5%

Objective ID: 1B

Objective: Establish a remote sensing monitoring network throughout the state to monitor for real-time high emitting and non-compliant vehicles. Such vehicles would be subjected to an

emissions test to verify the functionality of their emissions control system. Reduce statewide PM2.5 and NOx caused by HD vehicles. Same approach to measuring metric 1A will be used for metric 1B.

Change and Reason for Change from Stage 1: No Change

Metric: Reduce statewide PM2.5 and NOx caused by HD vehicles as measured in program reports. This metric will be measured through year-by-year historical analysis of vehicle testing data submitted to the HD I/M database by determining the frequency of malfunctioning vehicle emissions control systems from the submitted data. This analysis will determine the rate of change in malfunctioning vehicles as the program is implemented and used to update CARB's vehicle emissions model to assess the reduction in vehicle emissions as a result of the HD I/M program.

Baseline: Emissions reductions forecasted to be achieved through existing regulations.

Target Result: Reduction of PM2.5 and NOx emissions.

Valuation: 12.5%

## **Objective 2**

**Improve enforcement mechanisms for a newly developed HD I/M Program to ensure strong compliance.**

Objective ID: 2A

Objective: Develop of a certificate of compliance all vehicles must carry to operate in California that must be presented upon request during a CARB or CHP inspection.

Change and Reason for Change from Stage 1: No Change

Metric: Reduce statewide PM2.5 and NOx emissions caused by HD vehicles by ensuring strong compliance with the HD I/M program requirements. Data submitted to the HD I/M database will be used to determine whether the vehicle in question follows the HD I/M program requirements. Only vehicles in compliance with the program, thus proving their emissions control components are operating properly, will be awarded a certification of compliance.

Baseline: Compliance rates with CARB's current HDVIP/PSIP inspection programs.

Target Result: Reduction in PM2.5 and NOx emissions through improved compliance rates.

Valuation: 12.5%

Objective ID: 2B

Objective: Tie compliance with the HD I/M program to annual DMV registration.

Change and Reason for Change from Stage 1: No Change

Metric: Reduce statewide PM2.5 and NOx emissions caused by HD vehicles by connecting compliance with the HD I/M program to DMV registration.

Baseline: Compliance rates with CARB's current HDVIP/PSIP inspection programs.

Target Result: Reduction in PM2.5 and NOx emissions

Valuation: 12.5%

Objective ID: 3A

Objective: Meet SIP and Mobile Source Strategy commitments by developing a HD I/M program to reduce the risk of health affects to Californians, especially in the South Coast and San Joaquin Valley air basins.

Change and Reason for Change from Stage 1: No Change

Metric: Meeting SIP and Mobile Source Strategy goals. Ensure vehicles operate with properly functioning emissions controls components by requiring vehicles to prove compliance through submission of vehicle testing data through the HD I/M database.

Baseline: Current compliance with air quality standards.

Target Result: Improvement of air quality be ensuring vehicles are operating with fully functional emission control systems.

Valuation: 25%

Objective ID: 4A

Objective: Develop a Database Management System that maintains the needed data elements; calculators/tools, reports, user administration, collection, and reporting, workflow management for certification and inspection management.

Change and Reason for Change from Stage 1: No Change

Metric: Ability for Program and staff to administer the new Program requirements.

Baseline: Staff would have to manually implement and administer the new programmatic requirements which is infeasible to accomplish in a manner that meets the public's health and safety needs, or State regulatory requirements.

Target Result: A cost-effective application meeting State and ARB technology and business standards, including architectural, security, cost, reliability, and extensibility functional and nonfunctional requirements.

Valuation: 8%

Objective ID: 4B

Objective: Develop a Database Management System that incorporates needed data elements such as periodic vehicle OBD/opacity testing submissions, remote sensing emission and license plate data, applicable HD I/M enforcement citations and/or violations, as well as a web public interface for HD truck owners to input information, pay any applicable fees, and obtain their certificate of compliance.

Change and Reason for Change from Stage 1: No Change

Metric: Ability for Program and staff to administer the new Program requirements.

**Baseline:** Staff would have to manually implement and administer the new programmatic requirements which is infeasible to accomplish in a manner that meets the public's health and safety needs, or State regulatory requirements.

**Target Result:** A cost-effective application meeting State and ARB technology and business standards, including architectural, security, cost, reliability, and extensibility functional and nonfunctional requirements.

Valuation: 8%

Objective ID: 4C

**Objective:** Develop a Database Management System with the ability to create a list of HD I/M program compliant and non-compliant vehicles to be sent to DMV for registration purposes on a daily basis.

Change and Reason for Change from Stage 1: No Change

**Metric:** Ability for Program and staff to administer the new Program requirements.

**Baseline:** Staff would have to manually implement and administer the new programmatic requirements which is infeasible to accomplish in a manner that meets the public's health and safety needs, or State regulatory requirements.

**Target Result:** A cost-effective application meeting State and ARB technology and business standards, including architectural, security, cost, reliability, and extensibility functional and non-functional requirements.

Valuation: 9%

*TIP: Copy and paste or click the + in the lower right corner of the above seven fields to add multiple objectives.*

## 4.7 Schedule Baseline

### 1. Schedule Summary

#### Project Execution Start Dates

Proposed Project Start Date (from most recently approved schedule/roadmap):  
6/1/2023

Baseline Project Start Date: 3/20/2023

Variance: Two months and ten (10) days

#### Project End Dates

Proposed Project Finish Date (from most recently approved schedule/roadmap):  
10/31/2025

Baseline Project Finish Date: 10/3/2025

Variance: 28 days



## 2. Reason(s) for Variances

Provide reasons for any date variances: Additional time needed for project approval.

## 3. Master Schedule and Key Milestones

**Attach** Master Schedule with highlighted Key Milestones to your email submission.

# 4.8 Cost Baseline

Is the Cost Management Plan complete, approved by the designated Agency/state entity authority, and available for the Department of Technology to review? **Choose:** 'Yes,' 'No,' or 'Not Applicable.' If 'No' or 'Not Applicable,' provide the artifact status in the space provided.

### 1. [Cost Management Plan \(Approved\)](#): Yes

Status: [Click or tap here to enter text.](#)

### 2. Cost Summary

#### Total Planning Cost (One-Time)

Estimated Proposed Cost (from most recently approved FAW): \$8,147,898

Baseline Cost: \$7,381,849

Variance: \$766,049

#### Total Project Cost (One-Time)

Estimated Proposed Cost (from most recently approved FAW): \$27,300,602

Baseline Cost: \$20,458,852

Variance: \$6,841,750

#### Total Future Operations IT Staff and OE&E Cost (Continuing)

Estimated Proposed Cost (from most recently approved FAW): \$8,093,664

Baseline Cost: \$11,384,061

Variance: \$3,290,397

#### Total Cost

Estimated Proposed Cost (from most recently approved FAW): \$43,542,164

Baseline Cost: \$39,224,762

Variance: \$4,317,402

#### Annual Future Operations IT Costs (Annual M&O)

Estimated Proposed Cost (from most recently approved FAW): \$4,058,974

Baseline Cost: \$6,505,178

Variance: (\$2,446,204)

*TIP: Baseline costs should match the submitted Financial Analysis Worksheet for Stage 4.*

### 3. Reason(s) for Variances

Provide reasons for any cost variances: There was an annual M&O cost savings achieved during bidder negotiations. These savings were a result of a longer M&O time period and clarifications on the contract.

### 4. Budget Change Proposal (BCP) Summary

Budget Request ID: 3900-038-BCP-2022-GB

Budget Request Year (0000-00): 2022-2023

Requested Amount (specific to the project): \$1,100,000

Status: Supported

Budget Bill Language (if supported): To meet the statutory requirements of Chapter 298, Statutes of 2019 (Senate Bill 210), the California Air Resources Board requests \$7,624,000 Air Pollution Control Fund (APCF) and 10.0 permanent positions in 2022-23 in order to effectively implement and enforce the Heavy-Duty Vehicle Inspection and Maintenance (HD I/M) program. This includes \$6,000,000 in contract funding to support initial program implementation needs.

Budget Request ID: 3900-012-BCP-2023-GB

Budget Request Year (0000-00): 2023-2024

Requested Amount (specific to the project): FY 23/24 - \$10,274,000, FY24/25 - \$10,224,000, FY 25/26 – \$10,550,000, FY 26/27 - \$10,742,000

Status: Pending

Budget Bill Language (if supported):

*TIP: Copy and paste or click the + button in the lower right corner to add BCPs as needed (e.g., Planning and Project related).*

### 5. Financial Analysis Worksheets (Baseline)

**Attach Final FAWs** to your email submission.

## 4.9 Primary Solicitation Results

1. **Attach** the approved Evaluation and Selection Report for the primary solicitation to your email submission.
2. **Attach** the proposed contract resulting from the primary solicitation to your email submission.
3. **Was one of the viable solutions in Stage 2 selected for final contract award?** Yes  
If “No”, please describe:

Click or tap here to enter text.

4. **Selected Vendor Name: OnCore Consulting LLC**
5. **Contract Number: 22IT-MSCD003**
  - a. Contract Start Date: 6/1/2023
  - b. Contract End Date: 10/31/2029
6. **Total Contract Cost (without optional years): \$28,860,017.14**
  - a. Optional Years (Number of Months): 0
7. **Total Cost of Optional Years: \$0**
8. **Total Contract Cost (with optional years): 0**

Are the following Project Management Plan Drafts approved by the designated Agency/state entity authority and available for the Department of Technology to review? **Choose:** 'Yes,' 'No,' or 'Not Applicable.' If 'No' or 'Not Applicable,' provide the artifact status in the space provided. These plans may be completed with the selected primary vendor.

1. **Configuration Management Plan (Draft):** Yes  
Status: Click or tap here to enter text.
2. **Data Management Plan (Draft):** Yes  
Status: Click or tap here to enter text.
3. **Maintenance and Operations Transition Management Plan (Draft):** Yes  
Status: Click or tap here to enter text.

## 4.10 Risk Register

**Attach** Risk Register to your email submission.

**End of Stage 4 Project Readiness and Approval Document.**

**Please ensure ADA compliance before submitting this document to CDT.**

**When ready, submit Stage 4 and all attachments in an email to [ProjectOversight@state.ca.gov](mailto:ProjectOversight@state.ca.gov).**

*TIP: Use the Gate 4 Project Readiness and Approval Evaluation Scorecard ([SIMM Section 19-D](#)) as an internal tool to ensure a quality submission.*

## Department of Technology Use Only

**Original "New Submission" Date:** 5/19/2023

**Form Received Date:** 5/19/2023

**Form Accepted Date:** 5/19/2023

**Form Status:** Completed

**Form Status Date:** 5/25/2023

**Form Disposition:** Approved

**Form Disposition Date:** 5/25/2023