Stage 2 Alternative Analysis

California Department of Technology, SIMM 19B.2 (Rev. 2.5, July/2021)

2.1 General Information

Agency or State Entity Name: Public Utilities Commission
Organization Code: 8660
Proposal Name: Telecommunications User Fee Filing System (TUFFs)
Department of Technology Project Number (0000-000): 8660-094

2.2 Preliminary Submittal Information

Removed. Stage 2 Preliminary Assessment information moved to Stage 1 Business Analysis, Section 1.10.

2.3 Stage 2 Preliminary Assessment

Removed. Stage 2 Preliminary Assessment information moved to Stage 1 Business Analysis, Section 1.10.

2.4 Submittal Information

Contact Information

Contact First Name: Geoffrey
Contact Last Name: Mack
Contact Email: Geoffrey.Mack@cpuc.ca.gov
Contact Phone: 415-260-3141

Submission Date: 2/28/2022

Project Approval Executive Transmittal

Submission Type: Updated Submission (Pre-Approval)

Sections Updated

Sections Changed (List all the sections that have been updated.)
All

Summary of Changes (Summarize updates made.)
All

Funding of project increased from $1.5 million to $1.95 million. This amount has been reflected in the higher cost for the solution vendor, which has gone from $1.1 million to $1.55 Million.

Condition (s) from Previous Stage(s)
Condition

If Withdraw, select Reason: Choose an item.
   If Other, specify reason here: Click or tap here to enter text.

Sections Updated
Sections Changed (List all the sections that have been updated.)
Click or tap here to enter text.
Summary of Changes (Summarize updates made.)
Click or tap here to enter text.

Condition (s) from Previous Stage(s)
Condition #: Click or tap here to enter text.
Condition Category: Choose an item.
   If Other, specify: Click or tap here to enter text.
Condition Sub-Category: Choose an item.
   If Other, specify: Click or tap here to enter text.
Condition: Click or tap here to enter text.
Assessment: Choose an item.
   If Other, specify: Click or tap here to enter text.
Agency/State Entity Response: Click or tap here to enter text.
Status: Choose an item.
   If Other, specify: Click or tap here to enter text.
NOTE: Use **Ctrl+c** and **Ctrl+v** to copy and paste as needed throughout the template.
   TIP: Copy and paste to add Conditions as needed.

2.5 Baseline Processes and Systems

2.5.1   Description   The Communications Division administers and collects surcharge and user fees from telecommunications providers (carriers). Surcharges and user fees are collected on the Telecommunications User Fee Filing system portal, an on-premises Oracle-based system that has been in use for several years. Carriers log on to the portal monthly or quarterly using secure access credentials, report relevant information about their business, including revenue. Carriers are assessed surcharges from several CPUC Public Purpose Programs (PPPs) and a quarterly user fee. Carriers must then make payment via ACH through a payment provider interface with TUFFs. Carriers that neglect to make payments within established timeframes are charged interest and/or penalties.

2.5.2   Business Process Workflow

(Attach file to the email submission.)

2.5.3   Current Architecture Information

Business Function/Process(es)

Current architecture of TUFFS can be found in the submitted document " TUFFS MTS System Architecture - 01-20-2015"

Application, System, or Component: Legacy TUFFS

      COTS, MOTS, or Custom: Custom

      Name/Primary Technology: Oracle Forms

TIP: Copy and paste to add Applications, Systems, or Components as needed.

Runtime Environment

      Cloud Computing Used: No

      Server/Device Function: Web Application & Database

      Hardware: Cisco UCS B200 M5 Blades

      Operating System: Oracle

      System Software: Oracle

System Interfaces: UCS – An Oracle-based on-premises database of carrier information.

System Interfaces: Union Bank – Payment processor utilizing asynchronous file transfer.

Data Center Location: State data center operated by CDT

Security

      Access: (answer Yes or No to all choices)

            Public: Yes

            Internal State Staff: Yes

            External State Staff: No

            Other: No Specify: N/A

            Public: Choose an item.

            Internal State Staff: Choose an item.

            External State Staff: Choose an item.

            Other: Choose an item. Specify: Click or tap here to enter text.

      Type of Information (answer Yes or No to all choices)

            Personal: Yes

            Health: No

            Tax: Yes

            Financial: Yes

            Legal: No

            Confidential: Yes

            Other: No Specify: N/A

      Protective Measures

            Technical Security: Yes

            Physical Security: Yes

            Backup and Recovery: Yes,

            Identity Authorization and Authentication: Yes

            Other, specify: Primarily Oracle Program, with Third Party assurance of security along with verification of security within CPUC operational personnel.

            Technical Security: Choose an item.

            Physical Security: Choose an item.

            Backup and Recovery: Choose an item.,

Identity Authorization and Authentication: Choose an item.
Other, specify: Click or tap here to enter text.

Data Management
Data Owner Name: Felix Robles
Data Owner Title: Manager, High-Cost Support and Surcharge Section
Data Owner Business Program: Communications Division, Carrier Oversight and Programs Branch

Data Custodian Name: David Haro
Data Custodian Title: Application Developer
Data Custodian Business Program: CPUC ITSD, App Dev Unit
Data Owner Name: Click or tap here to enter text.
Data Owner Title: Click or tap here to enter text.
Data Owner Business Program: Click or tap here to enter text.
Data Custodian Name: Click or tap here to enter text.
Data Custodian Title: Click or tap here to enter text.
Data Custodian Business Program: Click or tap here to enter text.
TIP: Copy and paste to add Business Functions/Processes as needed.

2.5.4   Current Architecture Diagram

(Attach Current Architecture Diagram to the email submission.)

2.5.5 Security Categorization Impact Table

(Attach Security Categorization Impact Table to the email submission.)
SECURITY CATEGORIZATION IMPACT SUMMARY
Confidentiality: Choose an item.
Integrity: Choose an item.
Availability: Choose an item.

Confidentiality: Medium
Integrity: High
With Mitigating Controls: Medium
Availability: Low

2.6 Mid-Level Solution Requirements

(Attach Mid-Level Solution Requirements to the email submission.)

2.7 Assumptions and Constraints

Assumptions/Constraints: Funding will be approved and remain available during the project lifecycle.

Description/Potential Impact: Funding from this project is expected to come from six public purpose programs. The funds will be loaned to TUFFs and those funds will be used to finance this project. If the funds are not approved this project may be halted.

Assumptions/Constraints: Executive approvals will be timely and will not negatively affect project progress.
Description/Potential Impact: Executive approvals are required for many of the stage-gates for this project. These approvals need to happen in a timely fashion to meet our accelerated schedule. If approvals are delayed, this project could be delivered late and this could exhaust available funds. This could halt the project and/or impact the ability of public purpose funds to be distributed.

Assumptions/Constraints: We will have an organization change management (OCM) specialist on this project to help us prepare stakeholders for this new system.
Description/Potential Impact: IT has an OCM Specialist on staff. We assume he will be available to participate on this project. This will help prepare carriers and staff to utilize the system.

Assumptions/Constraints: Current Oracle-based TUFFs will remain active until phase II of this project is completed.
Description/Potential Impact: Phase I of the TUFFs project will not include a migration of the historical data of Oracle-based TUFFs and will not include the ability to pay delinquencies. This will remain on the Oracle-based TUFFs system. If Oracle-based TUFFs is not available to carriers it will make it impossible to collect delinquent payments or review historical payments.

Assumptions/Constraints: Staff will be available to handle the additional customer inquiries after TUFFs release.
Description/Potential Impact: Upon release there will be additional customer queries related to the new system and the old system. Staff will need to be able to attend to this additional support volume. If not, there may be delays, reduced quality of support or resistance to the system. There is a related dependency regarding staffing below.

Assumptions/Constraints: No substantive programmatic changes will be made to Oracle TUFFs other than disabling the automatic creation of new billing periods.
Description/Potential Impact: Users could attempt to remit on the wrong system. Lockdowns will not be implemented and new business rules will not be implemented. With both systems available customers may get confused. We assume we will be able to disable the creation of new billing periods on Oracle TUFFs.

Assumptions/Constraints: We are constrained to continue using Union Bank.
Description/Potential Impact: Oracle TUFFs utilizes Union Bank to process payments.

Assumptions/Constraints: Click or tap here to enter text.
Description/Potential Impact: Click or tap here to enter text.
TIP: Copy and paste to add Assumptions/Constraints and Descriptions/Impacts as needed.

2.8 Dependencies

Dependency Element: User Fee calculations and penalties need to be determined
Dependency Description: There is some contradictory language regarding when fees can be collected and when penalties can be assessed. Fees will be collected monthly, but penalties can only be assessed quarterly.

Dependency Element: Go Live should be aligned with end of Quarter.
Dependency Description: User Fee "Failure to Report" Penalties are assessed quarterly. In order to keep track of penalties we need to align our Go Live with the end of the Quarter, presumably September 30, 2022.

Dependency Element: Telecommunications carriers will be able to change their billing in coordination with the release of this new TUFFs billing.
Dependency Description: The new simplified billing scheme of TUFFs replaces an older scheme that applied charges to carriers from several public purpose programs separately. These charges all show up on the phone customer phone bills. Telecommunications carriers may need to make programmatic changes to their billing systems to account for this new scheme and have it appear accurately on the customer phone bills. If the carriers cannot do this before go live, several things could potentially happen: a) the carrier's billing systems may fail, or b) the carriers bills to their customers will be improperly formatted, or c) CPUC may need to scramble to give some customers a deferment in the new billing scheme, which will need to be managed, or d) carriers may deliver bills that are incorrect.

Dependency Element: We are dependent on ALJ division issuing decisions.
Dependency Description: ALJ Division must issue a decision ahead of system implementation to 1) finalize the program/User Fee reporting and payment methodology; 2) proactively—by several months--inform carriers of the reporting/payment methodology so that carriers will interpret actions required at their respective (IT/programming) ends to effect a timely transition and minimize issues at the CPUC end; 3) reinforce noncompliance sanctions; and 4) determine/adopt a program allocation metric (which may need annual adjustment via decision or resolution).

Dependency Element: Pending BCP for staffing will be approved.
Dependency Description: Recently the legislature passed AB 14, within which an IT and two PURA positions are included. AB 14 must be signed into law by the Governor by October 10, 2021. If it is signed, then CD must quickly provide OGA—with IT's additional input—a legislative BCP to get the positions and all other budget items totaling $5.154 million. These BCP funds, if approved, will be available by July 1. Additional efforts are required to identify funds to cover the interim (January – June) period.

Dependency Element: New staff resources must be hired to provide support for program management.
Dependency Description: To ensure the smooth transition from Oracle TUFFs to the new system, and the continued maintenance of the new system, there is a need for additional staff resources to be hired to

support the business program management and the IT system infrastructure. If these resources are not able to be hired, this will lead to process delays in surcharge and user fee collection.

Dependency Element: Utility Contact Information will be made available to this system in Phase I, either as an interface, synchronization process or replacement. Data will be cleansed/migrated (if needed).
Dependency Description: Both the PCMS project and the TUFFs project need access to Utility Contact Information, which is currently located in an Oracle database. This data must be made available to these projects via a synchronization process with the existing system.

Dependency Element: Statutes need to be reviewed to ensure that we can administer new user fee schedule, frequency, amount, and calculations.
Dependency Description: The passage of AB 14 has removed language in P.U. Code 2881 that limits collection of DDTP surcharges at 0.5% of intra-state revenue and removed language from P.U. Code 285 that directs VoIP providers to collect surcharge revenue through percentage-based mechanisms. AB 14 did not eliminate all of P.U. Code 285, so VoIP providers may protest if the Commission requires them to pay User Fees. Also, AB 14 did not include User Fee reforms, which the Commission will have to pursue next year.

Dependency Element: PCMS project and TUFFs Phase II need to have a release plan coordinated to ensure that UCS is shared between both applications.
Dependency Description: Both PCMS and TUFFs will need to have access to Utility Contact Information (UCS). TUFFs Phase I will rely on the Oracle-based UCS. For phase II of TUFFS, it is presumed that the first system to build the replacement UCS solution will make UCS data available to the other project/solution. If both projects are on the same platform (Salesforce) the shared integration of UCS will be straightforward.

Dependency Element: IT Procurement, State Technology Procurement (STP) and Independent Project Oversight (IPO) will be available and prepared for a rushed procurement schedule.
Dependency Description: We have a very limited amount of time to complete this project due to funding challenges. The procurement will need to occur at a rapid pace if we are to meet our project deadline. This means a shorter time to prepare procurement documents, a shorter time to keep the procurement open, and a shorter time to select a winner. Details are included in the attached project schedule.

Dependency Element: Communications staff will be made available for system design, procurement activities, testing, smoke testing and training as needed for this project.
Dependency Description: Communications Division management will need to provide staff throughout this project's lifecycle. This includes, but is not limited to:
- Completing the PAL process (requirements, SOW, vendor selection, etc.)
- Requirements Validation
- Design
- Writing Test Scripts
- Tests/Triage
- Training Activities

Dependency Element: Click or tap here to enter text.

Dependency Description: Click or tap here to enter text.

TIP: Copy and paste to add Dependency Elements and Descriptions as needed.

2.9 Market Research

2.9.1 Market Research Methodologies/Timeframes

Methodologies Used to Perform Market Research
Request for Information (RFI): Yes
Internet Research: No
Vendor Forums/Presentation: No
Trade shows: No
Published Literature: No
Leveraged Agreements: No
Collaboration with other Agencies/state entities or governmental entities: No
Other: Yes Specify: CPUC has decided to proceed with a Salesforce solution due to a strategic investment in the platform and a strong alignment between the platform's capabilities and TUFF's requirements. A previous RFI for the TCP project has also been used to justify this decision due to a significant overlap in both projects' requirements.

Time spent conducting market research: 1 month
Date market research was started: 9/10/2021
Date all market research was completed: 10/20/2021

2.9.2 Results of Market Research:
* How were results analyzed?
Based on knowledge of Oracle, which currently is used for TUFFS and Salesforce, which is capable of running TUFFS, the decision comes down to cost and alignment with CPUC's Enterprise Architecture. The Oracle solution cost less, but did not align with CPUC'S Enterprise Architecture.
* Who was involved in the analysis of results (technical staff, key stakeholders, business sponsors, etc.)?
All members of the project were presented with the key information about the two alternatives. The decision was made by the CIO and project Sponsor.
•How have results affected requirements development?
The results/decision did not affect the requirements.
•How have results influenced procurement methodologies?
The results have not influenced procurement.
•Alignment of results with the recommended alternative.
The results of the market research are in alignment with our recommended alternative, Salesforce.

2.10 Alternative Solutions

2.10.1 Solution Type (Recommended or Alternative): Recommended

2.10.2 Name: Salesforce

2.10.3 Description: CPUC has made a strategic investment in the Salesforce platform which will be leveraged for this project.

Approach:

Increase staff – new or existing capabilities: No
Modify the existing business process or create a new business process: No
Reduce the services or level of services provided: No
Utilize new or increased contracted services: Yes
Enhance the existing IT system: No
Create a new IT system: Yes
Perform a business-based procurement to have vendors propose a solution: No
Other: No Specify: N/A

2.10.4 Benefit Analysis

Benefits/Advantages:
1) Strategic Investment
CPUC has made a strategic investment in the Salesforce platform and has released two apps, the Transportation Carrier Portal, and CASF. Several future applications are planned and staff is being trained to develop on the platform and support it.
2) Proven
The Salesforce platform has been vetted by the CPUC for reliability, scalability and security, as well for its ability to support rapid development.
3) Staff Skills
At this early stage of adoption of the Salesforce platform, the staff are still being trained and coming up to speed. It would be wise to avoid building solutions on competing cloud platforms which would require more training in a different set of technologies for our relatively small IT staff.
4) Cost
  a) Platform Ecosystem. The adoption of new technologies and platforms always come some additional costs. In the case of Salesforce, it was the need to supporting technologies, such as MuleSoft, Automation Anywhere, Jenkins, and AWS. The investments in the technologies has already been made. Alternative platforms will no doubt come with their own array of supporting technologies and surprise costs.
  b) Platform Cost. We have evaluated other platforms while seeking solutions for the Transportation Carrier Portal. Salesforce was selected because it was a cost effective solution.
Disadvantages: As with any new technology/platform, the CPUC is coming up to speed with Salesforce. There is infrastructure surrounding Salesforce, such as AWS for storage, Automation Anywhere and Mulesoft for integrations, Jenkins for code repository and more. Each of these technologies have been procured and set up, and each represents a challenge. The IT staff is coming up to speed on these technologies. Under normal circumstances it would be preferred to be building on technologies that have been in use by CPUC for years. Unfortunately, we do not have that luxury, as we

are moving off Oracle on-premises services and moving to the cloud. This naturally presents challenges to the IT staff, but it is part of a deliberate strategy to modernize our infrastructure and train our staff.

Anticipated Time to Achieve Objectives after Project Go-Live
(Choose one: Within 1 Year, 2 Years, 3 Years, 4 Years, Over 4 Years)
Objective Number: 1.1 **Objective Timeframe** Within 1 Year
Objective Number: 2.1 **Objective Timeframe** Within 1 Year
Objective Number: 2.2 **Objective Timeframe** Within 1 Year
Objective Number: 3.1 **Objective Timeframe** Within 1 Year
Objective Number: 3.2 **Objective Timeframe** Within 1 Year
Objective Number: 3.3 **Objective Timeframe** Within 1 Year
Objective Number: 4.1 **Objective Timeframe** Within 1 Year
Objective Number: 5.1 **Objective Timeframe** Within 1 Year
Objective Number: 6.1 **Objective Timeframe** Within 1 Year
Objective Number: 6.2 **Objective Timeframe** Within 1 Year
Objective Number: 7.1 **Objective Timeframe** Within 1 Year

Anticipated Time to Achieve Financial Benefits after Project Go-Live
Increased Revenues: Choose an item.
Cost Savings: Choose an item.
Cost Avoidance: Choose an item.
Cost Recovery: Choose an item.
Increased Revenues: **Within 1 year**
Cost Savings: Choose an item.
Cost Avoidance: Choose an item.
Cost Recovery: **2 years**

2.10.5 Assumptions and Constraints

(List the assumptions and constraints, and describe the impact to the project):
Assumptions/Constraints: Existing Architecture will not present a significant impediment
Description/Potential Impact: The existing architecture on CPUC's Salesforce org, set up for the TCP Project, should be generalized enough so that it will not present any major impediments for the TUFFS developers. If a change to the architecture is required it could delay the project and/or cause impacts to other projects running on Salesforce.

TIP: Copy and paste to add Assumptions/Constraints as needed.

2.10.6 Implementation Approach

Identify the type of existing IT system enhancement or new system proposed
(Answer Yes or No for each)
    Enhance the current system: No

Develop a new custom solution: Yes
Purchase a Commercial off-the-Shelf (COTS) system: No
Purchase or obtain a system from another government agency (Transfer): No
Subscribe to a Software as a Service (SaaS) system: Yes
Other: No Specify: N/A

Identify cloud services to be leveraged
Software as a Service (SaaS) provided by OTech: No
Software as a Service (SaaS) provided by commercial vendor: No
Platform as a Service (PaaS) provided by OTech: No
Platform as a Service (PaaS) provided by commercial vendor: Yes
Infrastructure as a Service (IaaS) provided by OTech: No
Infrastructure as a Service (IaaS) provided by commercial vendor: No
If no cloud services will be leveraged by this alternative, provide a justification of why   cloud
services are not being leveraged: Click or tap here to enter text.

Identify who will modify the existing system or create the new system (Select Yes or No   for
each)**:**
Agency/state entity IT staff: No
A vendor will be contracted: Yes
Inter-agency agreement will be established with another governmental agency. No
        Specify agency name(s): N/A
Other: No Specify: N/A
Agency/state entity IT staff: Choose an item.
A vendor will be contracted: Choose an item.
Inter-agency agreement will be established with another governmental agency. Choose   an
item.
Specify agency name(s): Click or tap here to enter text.
Other: Choose an item. Specify: Click or tap here to enter text.

Identify the implementation strategy:
All requirements will be addressed in this proposed project in a single implementation. No
Requirements will be addressed in incremental implementations in this proposed project. Yes
Some requirements will be addressed in this proposed project. The remaining requirements will
be addressed at a later date: No
        Specify the year when the remaining requirements will be addressed: N/A

Identify if the technology for the proposed project will be mission critical and public facing:
The technology implemented for this proposed project will be considered mission critical and
public facing. Yes

2.10.7 Architecture Information

Business Function/Process(es): TUFFS on Salesforce.

TIP: Copy and paste to add business processes with the same application, system, or component; COTS, MOTS, or custom solution; runtime environment; system interfaces, data center location; and security.

Application, System, or Component:

COTS, MOTS, or Custom: COTS

       Name/Primary Technology: Salesforce

Runtime Environment

       Cloud Computing Used: Yes

       If "Yes," specify: Salesforce Cloud

       Server/Device Function: Web Service and Database

       Hardware: Virtualized Cloud System

       Operating System: Salesforce proprietary

       System Software: Salesforce Proprietary

       TIP: Copy and paste to add system software information if the application, system, or component uses additional system software.

System Interfaces: Web/ HTTP

Data Center Location: Distributed

       If Other, specify: Click or tap here to enter text.

Security

    Access:

          Public: Yes

          Internal State Staff: Yes

          External State Staff: No

          Other: No Specify: N/A

    Type of Information

          Personal: No

          Health: No

          Tax: No

          Financial: No

          Legal: No

          Confidential: No

          Other No Specify: N/A

    Protective Measures:

          Technical Security: Yes

          Physical Security: No

          Backup and Recovery: Yes

          Identity Authorization and Authentication: Yes

          Other, specify: N/A

2.10.1 Solution Type: Alternative

2.10.2 Name: Oracle TUFFs Enhancement

2.10.3 Description: CPUC has an existing TUFFs system built on Oracle. Enhance the system to support a new User Fee Filing methodology.

Approach:

       Increase staff – new or existing capabilities: No
       Modify the existing business process or create a new business process: Yes
       Reduce the services or level of services provided: No
       Utilize new or increased contracted services: Yes
       Enhance the existing IT system: Yes
       Create a new IT system: No
       Perform a business-based procurement to have vendors propose a solution: No
       Other: No Specify: N/A

2.10.4 Benefit Analysis

Benefits/Advantages:

1) Eliminate Phase II of the Project.
If we proceed with the Oracle system enhancement, there will be no need to proceed with Phase II of this project, which was intended to replicate the existing functionality and historical records contained in the Oracle System. This will cut the development time of the project in half and reduce expenses significantly.
2) Reduced Cost of Solution Vendor.
The current TUFFs system needs a relatively modest enhancement to accommodate the requirements of the Communications Division. Leveraging the existing in-house expertise, with a single skilled Oracle consultant should be sufficient to complete this project. This reduces the cost of the solution vendor to 10% of the cost.
3) Reduced Platform Cost.
The Salesforce solution will require the purchase of additional licenses. Enhancing the Oracle system will incur no additional platform costs.
4) Reduced Risk.
We need this system to go live on October 1. There are 284 requirements, and the Salesforce solution would need to be built mostly from scratch. The Oracle enhancement approach has 184 requirements and can leverage existing components. This approach increases the probability that this project could be delivered on time.

Disadvantages:

1) Oracle Systems are out of Support.
The existing Oracle TUFFs is running on an older version of Oracle that is not in support. However, there is currently a plan to upgrade these systems with a target release date of January 2022. This would bring the systems back into support and increase the lifespan of this technology.
2) Oracle Systems are being Deprecated.
With the CPUC's investment in Salesforce, a significant effort is underway to train staff and build up the infrastructure to utilize Salesforce as one of the primary platforms for all future IT projects. Oracle systems in use by the CPUC are, for the most part, out-dated, on-premises systems that do not reflect the future enterprise architecture. Investing further in Oracle is a short-term solution. These systems will eventually be replaced.
3) Oracle Developers are Harder to Hire
Oracle developers, both for Apex and database, are becoming more expensive and harder to find. The industry has moved on to other technologies. On the other hand, Salesforce developers are becoming more common and are easier to hire.

Anticipated Time to Achieve Objectives After Project Go-Live
Anticipated Time to Achieve Objectives after Project Go-Live

(Choose one: Within 1 Year, 2 Years, 3 Years, 4 Years, Over 4 Years)
Objective Number: 1.1 **Objective Timeframe** Never
Objective Number: 2.1 **Objective Timeframe** Never
Objective Number: 2.2 **Objective Timeframe** Within 1 Year
Objective Number: 3.1 **Objective Timeframe** Within 1 Year
Objective Number: 3.2 **Objective Timeframe** Within 1 Year
Objective Number: 3.3 **Objective Timeframe** Within 1 Year
Objective Number: 4.1 **Objective Timeframe** Within 1 Year
Objective Number: 5.1 **Objective Timeframe** Within 1 Year
Objective Number: 6.1 **Objective Timeframe** Within 1 Year
Objective Number: 6.2 **Objective Timeframe** Within 1 Year
Objective Number: 7.1 **Objective Timeframe** Within 1 Year
Anticipated Time to Achieve Financial Benefits after Project Go-Live
Increased Revenues: **Within 1 year**
Cost Recovery: **2 years**

2.10.5 Assumptions and Constraints

Assumptions/Constraints: CPUC will revise its architectural roadmap
Description/Potential Impact: CPUC has determined that the current on-premises oracle systems are not part of the future architecture. If we were to implement TUFFS on Oracle, the CPUC would need to update the architectural plans and once again begin investing in Oracle.

2.10.6 Implementation Approach

Identify the type of existing IT system enhancement or new system proposed
      Enhance the current system: Yes
      Develop a new custom solution: No
      Purchase a Commercial off-the-Shelf (COTS) system: No
      Purchase or obtain a system from another government agency (Transfer): No
      Subscribe to a Software as a Service (SaaS) system: No
      Other: No Specify: N/A

Identify cloud services to be leveraged (Answer Yes or No for each)
      Software as a Service (SaaS) provided by OTech: No
      Software as a Service (SaaS) provided by commercial vendor: No
      Platform as a Service (PaaS) provided by OTech: No
      Platform as a Service (PaaS) provided by commercial vendor: No
      Infrastructure as a Service (IaaS) provided by OTech: No
      Infrastructure as a Service (IaaS) provided by commercial vendor: No

Identify who will modify the existing system or create the new:
      Agency/state entity IT staff: No
      A vendor will be contracted: Yes
      Inter-agency agreement will be established with another governmental agency. No
          Specify agency name(s): N/A
      Other: No Specify: N/A

Identify the implementation strategy:

All requirements will be addressed in this proposed project in a single implementation. Yes
Requirements will be addressed in incremental implementations in this proposed project. Yes
Some requirements will be addressed in this proposed project. The remaining requirements will be addressed at a later date: No

Specify the year when the remaining requirements will be addressed: N/A

Identify if the technology for the proposed project will be mission critical and public facing:

The technology implemented for this proposed project will be considered mission critical and public facing. Yes

2.10.7 Architecture Information

Business Function/Process(es):
COTS, MOTS, or Custom: Custom

Name/Primary Technology: Oracle
Runtime Environment

Cloud Computing Used: No

If "Yes," specify: PaaS - Platform as a Service
Data Center Location: State data center operated by CDT
Security

Access:

Public: Yes
Internal State Staff: Yes
External State Staff: No
Other: No Specify: N/A

Type of Information

Personal: Yes
Health: No
Tax: Yes
Financial: Yes
Legal: No
Confidential: Yes
Other No Specify: N/A

Protective Measures

Technical Security: Yes
Physical Security: Yes
Backup and Recovery: Yes
Identity Authorization and Authentication: Yes
Other, specify: Primarily Oracle Program, with Third Party assurance of security along with verification of security within CPUC operational personnel.

Data Management

Data Owner Name: Felix Robles
Data Owner Title: Manager, High-Cost Support and Surcharge Section
Data Owner Business Program: Communications Division, Carrier Oversight and Programs Branch
Data Custodian Name: David Haro
Data Custodian Title: Application Developer
Data Custodian Business Program: CPUC ITSC, App Dev Unit

2.11 Recommended Solution

2.11.1 Rationale for Selection:

Salesforce has been selected at the platform of choice for TUFFs. In a meeting on November the TUFFS platform alternatives were presented to CPUC management, including the head of Communications Division, the CIO and to Ryan Dulin in the Executive Director's office. It was determined that the Salesforce platform would be used.

It was determined that both Oracle and Salesforce could satisfy the project requirements. The current version of TUFFs is on Oracle and would be capable of supporting the new requirements, which are technologically similar. Salesforce would also be capable of supporting the new requirements, which are technologically similar to a recent Salesforce project, TCP.

The cost of the Salesforce and Oracle solutions have been thoroughly evaluated. The Salesforce platform has a higher initial cost, and license fees that must be paid annually. However, these disadvantages are outweighed by other factors:

- Salesforce has been selected as the platform of choice for future enterprise projects when possible. IT has made a significant investment in the platform, including an ecosystem of supporting technologies such as AWS for storage, Jenkins for code management, Mulesoft and Automation Anywhere for integrations. IT has also geared significant staff resources and training to this platform. Additionally CDT has a cloud-first policy recommending against on-premises solutions such as Oracle, indicating that Salesforce, as a cloud solution, would be preferred over Oracle.
- Reliance on Oracle is being reduced. CPUC's long history with on-premises Oracle-based solutions is being replaced with a cloud-first approach. While Oracle could support the new TUFFS system, CPUC simply does not have the in-house skills or available resources to implement it. This despite being a long-standing Oracle shop. For these reasons, it has been determined that proceeding with an Oracle-based solution would be ill-advised.

CPUC has made a strategic investment in the Salesforce platform and has released two apps, the Transportation Carrier Portal, and CASF. Several future applications are planned and staff is being trained to develop on the platform and support it.

2) Proven

The Salesforce platform has been vetted by the CPUC for reliability, scalability, and security, as well for its ability to support rapid development.

3) Staff Skills

At this early stage of adoption of the Salesforce platform, the staff are still being trained and coming up to speed. It would be wise to avoid building solutions on competing cloud platforms which would require more training in a different set of technologies for our relatively small IT staff.

4) Cost

a) Platform Ecosystem. The adoption of new technologies and platforms always come some additional costs.

In the case of Salesforce, it was the need to supporting technologies, such as MuleSoft, Automation Anywhere, Jenkins, and AWS. The investments in the technologies has already been made. Alternative platforms will no doubt come with their own array of supporting technologies and surprise costs.

  b) Platform Cost. We have evaluated other platforms while seeking solutions for the Transportation Carrier Portal. Salesforce was selected because it was a capable and the most cost-effective solution.

2.11.2 Technical/Initial CA-PMM Complexity Assessment

Business Complexity Score: 2.1
Technical Complexity Score: 1.7
Complexity Zone: Zone II/III - Medium Criticality/Risk
(Reference section 2.11.2 in the Stage 2 Alternative Analysis Preparation Instructions, SIMM19B.1 and Complexity Assessment instructions SIMM Section 45D.)

2.11.3 Procurement and Staffing Strategy

Select an **Activity**: Solicitation Development
Responsible
 Agency/state entity staff: Yes
 STP staff: Yes
 CDT Project Approvals and Oversight staff: Yes
 CA-PMO staff: Yes
 DGS staff: No
 Contractor: No
 Other: Choose an item. Specify: Click or tap here to enter text.

When Needed
 Stage 3 Solution Development: Yes
 Stage 4 Project Readiness and Approval: Yes
 After project is approved: No

Cost Estimate Verification
 Market research conducted (MR): No
 Cost estimate provided (CE): No
 CDT CE: No
 DGS CE: No
 Request for Information (RFI) conducted: No
 Comparable vendor services have been used on previous contracts (CV): Yes
 Leveraged Procurement Agreement (LPA): No

Complete Only if Contractor Responsible for Activity

Select an **Activity**: Requirements Elicitation
 Responsible

Agency/state entity staff: Yes
STP staff: No
CDT Project Approvals and Oversight staff: No
CA-PMO staff: No
DGS staff: No
Contractor: No
Other: Choose an item. Specify: Click or tap here to enter text.

When Needed
Stage 3 Solution Development: Yes
Stage 4 Project Readiness and Approval: No
After project is approved: No

Cost Estimate Verification
Market research conducted (MR): No
Cost estimate provided (CE): No
CDT CE: No
DGS CE: No
Request for Information (RFI) conducted: No
Comparable vendor services have been used on previous contracts (CV): Yes
Leveraged Procurement Agreement (LPA): No

Complete Only if Contractor Responsible for Activity

Select an **Activity**: Cost Estimating
Responsible
Agency/state entity staff: Yes
STP staff: No
CDT Project Approvals and Oversight staff: No
CA-PMO staff: No
DGS staff: No
Contractor: No
Other: Choose an item. Specify: Click or tap here to enter text.

When Needed
Stage 3 Solution Development: Yes
Stage 4 Project Readiness and Approval: No
After project is approved: No

Cost Estimate Verification
Market research conducted (MR): Yes
Cost estimate provided (CE): No
CDT CE: No
DGS CE: No
Request for Information (RFI) conducted: No
Comparable vendor services have been used on previous contracts (CV): Yes
Leveraged Procurement Agreement (LPA): No

Complete Only if Contractor Responsible for Activity

Select an **Activity**: Business Analysis
    Responsible
        Agency/state entity staff: Yes
        STP staff: Choose an item.
        CDT Project Approvals and Oversight staff: No
        CA-PMO staff: No
        DGS staff: No
        Contractor: No
        Other: Choose an item. Specify: Click or tap here to enter text.

    When Needed
        Stage 3 Solution Development: Yes
        Stage 4 Project Readiness and Approval: No
        After project is approved: Yes

    Cost Estimate Verification
        Market research conducted (MR): No
        Cost estimate provided (CE): No
        CDT CE: No
        DGS CE: No
        Request for Information (RFI) conducted: No
        Comparable vendor services have been used on previous contracts (CV): Yes
        Leveraged Procurement Agreement (LPA): No

    Complete Only if Contractor Responsible for Activity

Select an **Activity**: Technical Analysis
    Responsible
        Agency/state entity staff: Yes
        STP staff: No
        CDT Project Approvals and Oversight staff: No
        CA-PMO staff: No
        DGS staff: No
        Contractor: No
        Other: Choose an item. Specify: Click or tap here to enter text.

    When Needed
        Stage 3 Solution Development: Yes
        Stage 4 Project Readiness and Approval: No
        After project is approved: Yes

    Cost Estimate Verification
        Market research conducted (MR): No
        Cost estimate provided (CE): No
        CDT CE: No
        DGS CE: No

Request for Information (RFI) conducted: No
Comparable vendor services have been used on previous contracts (CV): Yes
Leveraged Procurement Agreement (LPA): No

Complete Only if Contractor Responsible for Activity

Select an **Activity**: Project Management
    Responsible
        Agency/state entity staff: Yes
        STP staff: Choose an item.
        CDT Project Approvals and Oversight staff: No
        CA-PMO staff: No
        DGS staff: No
        Contractor: No
        Other: Choose an item. Specify: Click or tap here to enter text.

    When Needed
        Stage 3 Solution Development: Yes
        Stage 4 Project Readiness and Approval: Yes
        After project is approved: Yes
    Cost Estimate Verification
        Market research conducted (MR): No
        Cost estimate provided (CE): No
        CDT CE: No
        DGS CE: No
        Request for Information (RFI) conducted: No
        Comparable vendor services have been used on previous contracts (CV): Yes
        Leveraged Procurement Agreement (LPA): No

Complete Only if Contractor Responsible for Activity

Select an **Activity**: Conduct Procurement
    Responsible
        Agency/state entity staff: Yes
        STP staff: Yes
        CDT Project Approvals and Oversight staff: Yes
        CA-PMO staff: No
        DGS staff: No
        Contractor: No
        Other: Choose an item. Specify: Click or tap here to enter text.

    When Needed
        Stage 3 Solution Development: Yes
        Stage 4 Project Readiness and Approval: Yes
        After project is approved: No

    Cost Estimate Verification
        Market research conducted (MR): No

Cost estimate provided (CE): No
CDT CE: No
DGS CE: No
Request for Information (RFI) conducted: No
Comparable vendor services have been used on previous contracts (CV): Yes
Leveraged Procurement Agreement (LPA): No

Complete Only if Contractor Responsible for Activity

Select an **Activity**: Independent Verification and Validation (IV&V)
    Responsible
        Agency/state entity staff: No
        STP staff: No
        CDT Project Approvals and Oversight staff: No
        CA-PMO staff: No
        DGS staff: No
        Contractor: Yes
        Other: Choose an item. Specify: Click or tap here to enter text.

    When Needed
        Stage 3 Solution Development: No
        Stage 4 Project Readiness and Approval: No
        After project is approved: Yes

    Cost Estimate Verification
        Market research conducted (MR): No
        Cost estimate provided (CE): No
        CDT CE: No
        DGS CE: No
        Request for Information (RFI) conducted: No
        Comparable vendor services have been used on previous contracts (CV): Yes
        Leveraged Procurement Agreement (LPA): No

    Complete Only if Contractor Responsible for Activity
        Procurement Vehicle: Request for Offer (RFO)/Master Service Agreement (MSA)
        Contract Type**:** Fixed Price (FP)
            If Other, specify: Click or tap here to enter text.

Select an **Activity**: Project Oversight
    Responsible
        Agency/state entity staff: No
        STP staff: No
        CDT Project Approvals and Oversight staff: Yes
        CA-PMO staff: No
        DGS staff: No
        Contractor: No
        Other: Choose an item. Specify: Click or tap here to enter text.

    When Needed

Stage 3 Solution Development: Yes
Stage 4 Project Readiness and Approval: Yes
After project is approved: Yes

Cost Estimate Verification
Market research conducted (MR): No
Cost estimate provided (CE): No
CDT CE: No
DGS CE: No
Request for Information (RFI) conducted: No
Comparable vendor services have been used on previous contracts (CV): Yes
Leveraged Procurement Agreement (LPA): No

Complete Only if Contractor Responsible for Activity
Procurement Vehicle: Formal Solicitation (IFB/ RFP)
Contract Type**:** Fixed Price (FP)
      If Other, specify: Click or tap here to enter text.

Select an **Activity**: Organizational Change Management
    Responsible
Agency/state entity staff: Yes
STP staff: No
CDT Project Approvals and Oversight staff: No
CA-PMO staff: No
DGS staff: No
Contractor: No
Other: Choose an item. Specify: Click or tap here to enter text.

When Needed
Stage 3 Solution Development: No
Stage 4 Project Readiness and Approval: No
After project is approved: Yes

Cost Estimate Verification
Market research conducted (MR): No
Cost estimate provided (CE): No
CDT CE: No
DGS CE: No
Request for Information (RFI) conducted: No
Comparable vendor services have been used on previous contracts (CV): Yes
Leveraged Procurement Agreement (LPA): No

Complete Only if Contractor Responsible for Activity

Select an **Activity**: Testing
    Responsible
Agency/state entity staff: Yes
STP staff: No
CDT Project Approvals and Oversight staff: No

CA-PMO staff: No
DGS staff: No
Contractor: No
Other: Choose an item. Specify: Click or tap here to enter text.

When Needed
Stage 3 Solution Development: No
Stage 4 Project Readiness and Approval: No
After project is approved: Yes

Cost Estimate Verification
Market research conducted (MR): No
Cost estimate provided (CE): No
CDT CE: No
DGS CE: No
Request for Information (RFI) conducted: No
Comparable vendor services have been used on previous contracts (CV): Yes
Leveraged Procurement Agreement (LPA): No

Complete Only if Contractor Responsible for Activity

Select an **Activity**: Design
Responsible
Agency/state entity staff: Yes
STP staff: No
CDT Project Approvals and Oversight staff: No
CA-PMO staff: No
DGS staff: No
Contractor: Yes
Other: Choose an item. Specify: Click or tap here to enter text.

When Needed
Stage 3 Solution Development: No
Stage 4 Project Readiness and Approval: No
After project is approved: Yes

Cost Estimate Verification
Market research conducted (MR): No
Cost estimate provided (CE): No
CDT CE: No
DGS CE: No
Request for Information (RFI) conducted: No
Comparable vendor services have been used on previous contracts (CV): Yes
Leveraged Procurement Agreement (LPA): No

Complete Only if Contractor Responsible for Activity
Procurement Vehicle: Formal Solicitation (IFB/ RFP)
Contract Type**:** Fixed Price (FP)
If Other, specify: Click or tap here to enter text.
Note: The solution vendor will assist in the design process. This is the RFP referenced in this section.

Select an **Activity**: Data Cleansing

    Responsible

        Agency/state entity staff: Yes
        STP staff: No
        CDT Project Approvals and Oversight staff: No
        CA-PMO staff: No
        DGS staff: No
        Contractor: No
        Other: Choose an item. Specify: Click or tap here to enter text.

    When Needed

        Stage 3 Solution Development: No
        Stage 4 Project Readiness and Approval: No
        After project is approved: Yes

    Cost Estimate Verification

        Market research conducted (MR): No
        Cost estimate provided (CE): No
        CDT CE: No
        DGS CE: No
        Request for Information (RFI) conducted: No
        Comparable vendor services have been used on previous contracts (CV): No
        Leveraged Procurement Agreement (LPA): No

    Complete Only if Contractor Responsible for Activity

Select an **Activity**: Data Validation

    Responsible

        Agency/state entity staff: Yes
        STP staff: No
        CDT Project Approvals and Oversight staff: No
        CA-PMO staff: No
        DGS staff: No
        Contractor: No
        Other: Choose an item. Specify: Click or tap here to enter text.

    When Needed

        Stage 3 Solution Development: No
        Stage 4 Project Readiness and Approval: No
        After project is approved: Yes

    Cost Estimate Verification

        Market research conducted (MR): No
        Cost estimate provided (CE): No
        CDT CE: No
        DGS CE: No
        Request for Information (RFI) conducted: No
        Comparable vendor services have been used on previous contracts (CV): No
        Leveraged Procurement Agreement (LPA): No

Complete Only if Contractor Responsible for Activity

Select an **Activity**: Data Conversion
    Responsible
        Agency/state entity staff: Yes
        STP staff: No
        CDT Project Approvals and Oversight staff: No
        CA-PMO staff: No
        DGS staff: No
        Contractor: No
        Other: Choose an item. Specify: Click or tap here to enter text.

    When Needed
        Stage 3 Solution Development: No
        Stage 4 Project Readiness and Approval: No
        After project is approved: Yes

    Cost Estimate Verification
        Market research conducted (MR): No
        Cost estimate provided (CE): No
        CDT CE: No
        DGS CE: No
        Request for Information (RFI) conducted: No
        Comparable vendor services have been used on previous contracts (CV): No
        Leveraged Procurement Agreement (LPA): No

    Complete Only if Contractor Responsible for Activity

Select an **Activity**: Data Migration
    Responsible
        Agency/state entity staff: Yes
        STP staff: No
        CDT Project Approvals and Oversight staff: No
        CA-PMO staff: No
        DGS staff: No
        Contractor: Yes
        Other: Choose an item. Specify: Click or tap here to enter text.

    When Needed
        Stage 3 Solution Development: No
        Stage 4 Project Readiness and Approval: No
        After project is approved: Yes

    Cost Estimate Verification
        Market research conducted (MR): No
        Cost estimate provided (CE): No
        CDT CE: No

DGS CE: No
Request for Information (RFI) conducted: No
Comparable vendor services have been used on previous contracts (CV): Yes
Leveraged Procurement Agreement (LPA): No

Complete Only if Contractor Responsible for Activity
Procurement Vehicle: Formal Solicitation (IFB/ RFP)
Contract Type**:** Fixed Price (FP)
    If Other, specify: Click or tap here to enter text.
Note: The solution vendor will participate in data migration. This is the RFP referred to in this section.

Select an **Activity**: Training
    Responsible
Agency/state entity staff: Yes
STP staff: No
CDT Project Approvals and Oversight staff: No
CA-PMO staff: No
DGS staff: No
Contractor: Yes
Other: Choose an item. Specify: Click or tap here to enter text.

    When Needed
Stage 3 Solution Development: No
Stage 4 Project Readiness and Approval: No
After project is approved: Yes

    Cost Estimate Verification
Market research conducted (MR): No
Cost estimate provided (CE): No
CDT CE: No
DGS CE: No
Request for Information (RFI) conducted: No
Comparable vendor services have been used on previous contracts (CV): Yes
Leveraged Procurement Agreement (LPA): No

    Complete Only if Contractor Responsible for Activity
Procurement Vehicle: Formal Solicitation (IFB/ RFP)
Contract Type**:** Fixed Price (FP)
    If Other, specify: Click or tap here to enter text.
Note: The solution vendor will assist with training. This is the RFP referenced in this section.

Select an **Activity**: Integration/Development
    Responsible
Agency/state entity staff: Yes
STP staff: No
CDT Project Approvals and Oversight staff: No
CA-PMO staff: No
DGS staff: No

Contractor: Yes
Other: Choose an item. Specify: Click or tap here to enter text.

When Needed
Stage 3 Solution Development: No
Stage 4 Project Readiness and Approval: No
After project is approved: Yes

Cost Estimate Verification
Market research conducted (MR): No
Cost estimate provided (CE): No
CDT CE: No
DGS CE: No
Request for Information (RFI) conducted: No
Comparable vendor services have been used on previous contracts (CV): Yes
Leveraged Procurement Agreement (LPA): No

Complete Only if Contractor Responsible for Activity
Procurement Vehicle: Formal Solicitation (IFB/ RFP)
Contract Type**:** Fixed Price (FP)
If Other, specify: Click or tap here to enter text.
Note: the solution vendor will perform this activity.

Select an **Activity**: Contract Management
Responsible
Agency/state entity staff: Yes
STP staff: No
CDT Project Approvals and Oversight staff: No
CA-PMO staff: No
DGS staff: No
Contractor: No
Other: Choose an item. Specify: Click or tap here to enter text.

When Needed
Stage 3 Solution Development: No
Stage 4 Project Readiness and Approval: No
After project is approved: Yes

Cost Estimate Verification
Market research conducted (MR): No
Cost estimate provided (CE): No
CDT CE: No
DGS CE: No
Request for Information (RFI) conducted: No
Comparable vendor services have been used on previous contracts (CV): No
Leveraged Procurement Agreement (LPA): No

Complete Only if Contractor Responsible for Activity

Select an **Activity**: Enterprise Architecture

    Responsible

        Agency/state entity staff: Yes
        STP staff: No
        CDT Project Approvals and Oversight staff: No
        CA-PMO staff: No
        DGS staff: No
        Contractor: No
        Other: Choose an item. Specify: Click or tap here to enter text.

    When Needed

        Stage 3 Solution Development: Yes
        Stage 4 Project Readiness and Approval: No
        After project is approved: Yes

    Cost Estimate Verification

        Market research conducted (MR): No
        Cost estimate provided (CE): No
        CDT CE: No
        DGS CE: No
        Request for Information (RFI) conducted: No
        Comparable vendor services have been used on previous contracts (CV): No
        Leveraged Procurement Agreement (LPA): No

    Complete Only if Contractor Responsible for Activity

Select an **Activity**: Quality Assurance

    Responsible

        Agency/state entity staff: Yes
        STP staff: No
        CDT Project Approvals and Oversight staff: No
        CA-PMO staff: No
        DGS staff: No
        Contractor: Choose an item.
        Other: Choose an item. Specify: Click or tap here to enter text.

    When Needed

        Stage 3 Solution Development: No
        Stage 4 Project Readiness and Approval: No
        After project is approved: Yes

    Cost Estimate Verification

        Market research conducted (MR): No
        Cost estimate provided (CE): No
        CDT CE: No
        DGS CE: No
        Request for Information (RFI) conducted: No
        Comparable vendor services have been used on previous contracts (CV): Yes
        Leveraged Procurement Agreement (LPA): No

    Complete Only if Contractor Responsible for Activity

Procurement Vehicle: Formal Solicitation (IFB/ RFP)

Contract Type**:** Fixed Price (FP)

      If Other, specify: Click or tap here to enter text.

Note: the solution vendor will assist in quality assurance. This is the RFP referenced in this section.

Select an **Activity**: Maintenance

    Responsible

        Agency/state entity staff: Yes

        STP staff: No

        CDT Project Approvals and Oversight staff: No

        CA-PMO staff: No

        DGS staff: No

        Contractor: Yes

        Other: Choose an item. Specify: Click or tap here to enter text.

    When Needed

        Stage 3 Solution Development: No

        Stage 4 Project Readiness and Approval: No

        After project is approved: Yes

    Cost Estimate Verification

        Market research conducted (MR): No

        Cost estimate provided (CE): No

        CDT CE: No

        DGS CE: No

        Request for Information (RFI) conducted: No

        Comparable vendor services have been used on previous contracts (CV): Yes

        Leveraged Procurement Agreement (LPA): No

    Complete Only if Contractor Responsible for Activity

        Procurement Vehicle: Formal Solicitation (IFB/ RFP)

        Contract Type**:** Fixed Price (FP)

           If Other, specify: Click or tap here to enter text.

Select an **Activity**: Operations

    Responsible

        Agency/state entity staff: Yes

        STP staff: No

        CDT Project Approvals and Oversight staff: No

        CA-PMO staff: No

        DGS staff: No

        Contractor: Yes

        Other: Choose an item. Specify: Click or tap here to enter text.

    When Needed

        Stage 3 Solution Development: No

        Stage 4 Project Readiness and Approval: No

        After project is approved: Yes

Cost Estimate Verification
        Market research conducted (MR): No
        Cost estimate provided (CE): No
        CDT CE: No
        DGS CE: No
        Request for Information (RFI) conducted: No
        Comparable vendor services have been used on previous contracts (CV): Yes
        Leveraged Procurement Agreement (LPA): No

Complete Only if Contractor Responsible for Activity
        Procurement Vehicle: Formal Solicitation (IFB/ RFP)
        Contract Type**:** Fixed Price (FP)
            If Other, specify: Click or tap here to enter text.

TIP: Copy and paste to add Activities as needed.

DGS Delegated Purchasing Authority
Will any of the activities identified above result in a competitive or non-competitive solicitation that will be over the agency/state entity's DGS delegated purchasing authority? Yes

        2.11.4 Enterprise Architecture Alignment: The recommended solution leverages SalesForce cloud environment which was used to implement the TCP and TCT projects, is the currently approved platform for the development of the PCMS project, and is the proposed platform for the ISP project.,

Information Technology Capability
        Public or Internal Portal/Website: Existing Enterprise Capability to be Leveraged
        Enterprise Service Bus: Choose an item.
        Identity and Access Management: Existing Enterprise Capability to be Leveraged
        Enterprise Content Management (including document scanning and eForms capabilities): Existing Enterprise Capability to be Leveraged
        Business Intelligence and Data Warehousing: Existing Enterprise Capability to be Leveraged
        Master Data Management: Existing Enterprise Capability to be Leveraged
        Big Data Analytics: Existing Enterprise Capability to be Leveraged

        2.11.5 Project Phases

Phase Title: Phase I
        Description: Implement a new simplified billing methodology for telecommunications carriers.
        Phase Deliverable: New portal created. All Telecommunication provider accounts created. New billing methodology implemented.
Phase Title: Phase II
        Description: Migrate data from Oracle TUFFs to new system.
        Phase Deliverable: All data migrated. Old billing information is viewable by carriers. Adjustments to old billing information are possible.

2.11.6 High Level Proposed Project Schedule

Proposed Project Planning Start Date: 8/1/2021
Proposed Project Planning End Date: 5/31/2022
Proposed Project Execution Start Date: 6/1/2022
Proposed Project Execution End Date: 8/11/2023

For Proposed Project Activities, please see Project Schedule.

2.11.7 Cost Summary

Total Proposed Planning Cost: $923,629
Total Proposed Project Cost: $3,905,624
Total Proposed Future Operations IT Staff & OE&E Cost (Continuing): $1,682,807
Total Proposed Annual Future Operations IT Cost (M&O): $604,858

2.12 Staffing Plan

2.12.1 Administrative

Click or tap here to enter text.

2.12.2 Business Program

Click or tap here to enter text.

2.12.3 Information Technology

Click or tap here to enter text.

2.12.4 Testing

Click or tap here to enter text.

2.12.5 Data Conversion/Migration

Click or tap here to enter text.

2.12.6 Training and Organizational Change Management

Click or tap here to enter text.

2.12.7 Resource Capacity/Skills/Knowledge for Stage 3 Solution Development

Click or tap here to enter text.

2.12.8 Project Management

2.12.8.1 Project Management Risk Assessment

Project Management Risk Score: 2.1
(Attach PM Risk Assessment to the email submission. SIMM Section 45C)

2.12.8.2 Project Management Planning

Are the following project management plans or project artifacts complete, approved by the designated agency/state entity authority, and available for Department of Technology review?

(Choose: Yes, No, Not Applicable. If No or Not Applicable, provide the artifact status in the space provided.)
Project Charter: Yes, Click or tap here to enter text.
Scope Management Plan: Yes, Click or tap here to enter text.
Risk Management Plan: Yes, Click or tap here to enter text.
Issue and Action Item Management Plan: Yes, Click or tap here to enter text.
Communication Management Plan: Yes, Click or tap here to enter text.
Schedule Management Plan: Yes, Click or tap here to enter text.
Human Resource Management Plan: No, We have not started this plan. Will begin in March 2022.
Staff Management Plan: Yes, Click or tap here to enter text.
Stakeholder Management Plan: Yes, Click or tap here to enter text.
Governance Plan: Yes, Click or tap here to enter text.

2.12.9 Organization Charts:

(Attach Organization Charts to the email submission.)

2.13 Data Conversion/Migration

Identify the status of each of the following data conversion/migration activities. If Not Applicable, explain why the activity is not applicable or if Not Started, explain when the activity is planned to begin and anticipated to be completed:
Data Conversion/Migration Planning: Not Started, 02/08/2023.
Data Conversion/Migration Requirements: Not Started, 02/01/2023
Current Environment Analysis: Not Started, 02/08/2023
Data Profiling: Not Started, 03/02/2023
Data Quality Assessment: Not Started
Data Quality Business Rules: Not Started
Data Dictionaries: Not Started
Data Cleansing and Correction: Not Started

Data migration will occur in Phase II of the project.

2.14 Financial Analysis Worksheets

(Attach Financial Analysis Worksheet(s) to the email submission.)

Department of Technology Use Only

Original "New Submission" Date: 1/7/2022
Form Received Date: 2/28/2022
Form Accepted Date: 2/28/2022
Form Status: Completed
Form Status Date: 3/22/2022
Form Disposition: Approved
Form Disposition Date: 3/22/2022