



# Stage 2 Preliminary Assessment

California Department of Technology, SIMM 19B, Revision 9/29/2017

## 2.1 General Information

**Agency or State Entity Name:**

Employment Development Department

**Organization Code:**

7100

**Proposal Name:**

Benefit Systems Modernization

**Department of Technology Project Number:**

7100-222

## 2.2 Preliminary Submittal Information

**Contact Information:**

**Contact First Name:**

Brandon

**Contact Last Name:**

Rutschmann

**Contact Email:**

Brandon.Rutschmann@edd.ca.gov

**Contact Phone:**

916-255-2993

**Preliminary Submission Date:**

01/27/2017

**Preliminary Assessment Transmittal:**

(Include transmittal as an attachment to your email submission.)

## 2.3 Stage 2 Preliminary Assessment

### 2.3.1 Impact Assessment

	Yes	No
1. Has the Agency/state entity identified and committed subject matter experts from all business sponsors and key stakeholders?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Are all current baseline systems that will be impacted by this proposal documented and current (e.g., data classification and data exchange agreements, privacy impact assessments, design documents, data flow diagram, data dictionary, application code, architecture descriptions)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Does the Agency/state entity anticipate needing support from the California Department of Technology (CDT) Statewide Technology Procurement to conduct market research for this proposal (Market Survey, Request for Information)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Does the Agency/state entity anticipate submitting a budget request to support the procurement activities of this proposal?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Could this proposal involve the development and/or purchase of systems to support activities included in Financial Information System for California (FI\$CAL) (e.g., financial accounting, asset management, human resources, procurement/ordering, inventory management, facilities management)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Does the Agency/state entity have a designated Chief Architect or Enterprise Architect to lead the development of baseline and alternative solutions architecture descriptions?	<input checked="" type="checkbox"/>	<input type="checkbox"/>



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7. Will the Agency/state entity's Information Security Officer be involved in the development and review of any security related requirements?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
8. Does the Agency/state entity anticipate performing a business-based procurement to have vendors propose a solution?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## 2.3.2 Business Complexity Assessment

Business Complexity: 2.5 Business Complexity Zone:  High  Medium  Low

Attachment A 2.3.2 BSM Complexity identifies the business and technical complexity scores for the BSM Project.



Attachment A 2.3.2  
BSM Complexity.pdf



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## 2.4 Submittal Information

### Contact Information:

<b>Contact First Name:</b>	<b>Contact Last Name:</b>
Brandon	Rutschmann
<b>Contact Email:</b>	<b>Contact Phone:</b>
Brandon.Rutschmann@edd.ca.gov	916-255-2993
<b>Submission Date:</b>	<b>Project Approval Executive Transmittal:</b>
6/7/2018	(Include transmittal as an attachment to your email submission.)

### 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)

- |   |  |
|---|--|
| <input type="checkbox"/> 2.1 General Information                        | <input type="checkbox"/> 2.10.6 Implementation Approach  |
| <input type="checkbox"/> 2.2 Preliminary Submittal Information          | <input type="checkbox"/> 2.10.7 Architecture Information   |
| <input type="checkbox"/> 2.3 Stage 2 Preliminary Assessment             | <input type="checkbox"/> 2.11 Recommended Solution   |
| <input type="checkbox"/> 2.3.1 Impact Assessment                        | <input type="checkbox"/> 2.11.1 Rationale for Selection  |
| <input type="checkbox"/> 2.3.2 Business Complexity Assessment           | <input type="checkbox"/> 2.11.2 Technical/Initial IT Project Oversight Framework Complexity Assessment |
| <input type="checkbox"/> 2.4 Submittal Information                      | <input type="checkbox"/> 2.11.3 Procurement and Staffing Strategy                                      |
| <input type="checkbox"/> 2.5 Baseline Processes and Systems             | <input type="checkbox"/> 2.11.4 Enterprise Architecture Alignment                                      |
| <input type="checkbox"/> 2.5.1 Description                              | <input type="checkbox"/> 2.11.5 Project Phases   |
| <input type="checkbox"/> 2.5.2 Business Process Workflow                | <input type="checkbox"/> 2.11.6 High Level Proposed Project Schedule                                   |
| <input type="checkbox"/> 2.5.3 Current Architecture Information         | <input type="checkbox"/> 2.11.7 Cost Summary   |
| <input type="checkbox"/> 2.5.4 Current Architecture Diagram             | <input type="checkbox"/> 2.12 Staffing Plan  |
| <input type="checkbox"/> 2.5.5 Security Categorization Impact Table     | <input type="checkbox"/> 2.12.1 Administrative   |
| <input type="checkbox"/> 2.6 Mid-Level Solution Requirements            | <input type="checkbox"/> 2.12.2 Business Program   |
| <input type="checkbox"/> 2.7 Assumptions and Constraints                | <input type="checkbox"/> 2.12.3 Information Technology (IT)  |
| <input type="checkbox"/> 2.8 Dependencies                               | <input type="checkbox"/> 2.12.4 Testing  |
| <input type="checkbox"/> 2.9 Market Research                            | <input type="checkbox"/> 2.12.5 Data Conversion/Migration  |
| <input type="checkbox"/> 2.9.1 Market Research Methodologies/Timeframes | <input type="checkbox"/> 2.12.6 Training and Organizational Change Management                          |
| <input type="checkbox"/> 2.9.2 Results of Market Research               | <input type="checkbox"/> 2.12.7 Resource Capacity/Skills/Knowledge for Stage 3 Solution Development    |
| <input type="checkbox"/> 2.10 Alternative Solutions                     | <input type="checkbox"/> 2.12.8 Project Management   |
| <input type="checkbox"/> 2.10.1 Solution Type)                          | <input type="checkbox"/> 2.12.8.1 Project Management Maturity Assessment                               |
| <input type="checkbox"/> Recommended                                    | <input type="checkbox"/> 2.12.8.2 Project Management Planning  |
| <input type="checkbox"/> Alternative                                    | <input type="checkbox"/> 2.12.9 Organization Charts  |
| <input type="checkbox"/> 2.10.2 Name                                    | <input checked="" type="checkbox"/> 2.13 Data Conversion/Migration                                     |
| <input type="checkbox"/> 2.10.3 Description                             | <input type="checkbox"/> 2.14 Financial Analysis Worksheets  |
| <input type="checkbox"/> 2.10.4 Benefit Analysis                        |  |
| <input type="checkbox"/> 2.10.5 Assumptions and Constraints             |  |

### Summary of Changes:



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<b>Project Approval Executive Transmittal:</b>	Attach transmittal to email submission.
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<b>Condition(s) from Previous Stage(s):</b>	
Condition #	....
Condition Category	Select...
Other, specify	....
Condition Sub-category	Select...
Other, specify	....
Condition	
Assessment	Select...
Other, specify	....
Agency/state Entity Response	
Status	Select...
Other, specify	....
Select + to add conditions	

## 2.5 Baseline Processes and Systems

### 2.5.1 Description

The Employment Development Department (EDD) administers several multi-billion dollar benefit programs, including the Unemployment Insurance (UI) and State Disability Insurance (SDI) programs that provide financial stability to workers and communities.

The UI Branch (UIB) administers the employer funded UI program, a short-term wage replacement program for unemployed individuals. The mission of the UIB is to provide comprehensive UI services to California's workers and employers. These services sustain economic prosperity in California communities, provide income replacement, and assist in the reemployment of workers.

The Disability Insurance Branch (DIB) administers the SDI program which provides partial wage replacement benefits to California workers. The SDI program is comprised of the following components: Disability Insurance (DI), Paid Family leave (PFL), Voluntary Plan (VP), Non-Industrial Disability Insurance (NDI), and Disability Insurance Elective Coverage (DIEC).

The DI provides temporary, partial wage replacement to eligible workers of California who suffer a loss of wages when they are unable to perform their regular or customary work due to mental or physical illness or injury. The PFL provides benefits for bonding with a new child or to care for a seriously-ill family member. The VP is a private short-term DI coverage that an employer may offer to its California employees as a legal alternative to the mandatory state plan coverage. The NDI provides short-term DI benefits for select State employees and retirees. The DIEC Program is an optional program for business owners and self-employed individuals who are not required to pay into the SDI, but want to be covered by the DI and PFL.

The EDD's Tax Branch will also be impacted by the BSM Project as many of its programs are tightly integrated with the EDD's benefit programs. The Tax Branch is one of the largest tax collection entities in the United States. The Branch handles the customer service, education, administrative, and enforcement functions for the collection, accounting, and audit of UI and Employment Training Tax (ETT) contributions, and DI and Personal Income Tax (PIT) withholdings. In addition, the Tax Branch is responsible for the collection of UI and DI benefit overpayments.

The Tax Branch establishes employer accounts, maintains tax, wage, and monetary information, and determines employer tax rates. The Tax Branch also ensures that employers promptly and accurately report data and pay revenues necessary to support services and benefits provided by the UI, SDI, ETT, and PIT withholding programs.



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The Tax Branch also houses the Department’s Document and Information Management Center which digitally scans and stores employer wage detail, claim forms, employer electronic responses (SIDES), and related correspondence for the Tax, SDI and UI programs.

The following are the high-level UI, DI, and Tax branch processes:

- Ability to serve customers throughout California by providing: Claim filing, Claim processing, Benefit payments, Eligibility determinations, Recomputations, Appeals, Overpayment resolution, Identity verification, Fraud prevention, stakeholder communication, policy development, performance management, required State and Federal reporting, and benefit accounting and auditing.
- Provide VP, NDI, PFL, and DIEC administration.
- Administer the Federal Disaster Unemployment Assistance, State Special School Benefits, Federal Trade Adjustment Assistance, Trade Readjustment Allowances, California Training Benefits, Work Sharing, and Federal Trade Act UI Programs, including the Health Care Tax Credit.
- Administer interagency offset programs with the Franchise Tax Board, the California Lottery, the Internal Revenue Service, and the Department of Child Support Services.
- Determining employers’ liability of benefit charges.

Please note that the EDD successfully replaced the Tax Branch legacy systems with a modernized Commercial Off the Shelf system the Accounting and Compliance Enterprise System (ACES) in January 2011. The ACES system will remain in place and interface where necessary with the BSM solution.

## 2.5.2 Business Process Workflow

The BSM Project team identified 715 existing system processes from UI, DI, and Tax Branch that are within scope of the BSM project. Attachment B 2.5.2 groups the processes into 10 distinct high level functions. These high level functions have been mapped to the mid-level requirements and will be mapped to the detailed business requirements as part of Stage 3 Solution Development.



Attachment B 2.5.2  
High Level Functions

Attachment C 2.5.2 contains the Acronym and Glossary list associated with the existing UI, DI, and Tax Branch processes.



Attachment C 2.5.2  
Glossary.pdf

Attachment D 2.5.2 contains the BSM data dictionary.



Attachment D 2.5.2  
Data Dictionary.pdf



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The below links include the various state and federal policies associated with the UI and SDI programs that dictate the need for the business processes above:

Code of Federal Regulations (CFR) – Title 20  
[https://www.dol.gov/general/cfr/title\\_20](https://www.dol.gov/general/cfr/title_20)

California Unemployment Insurance Code  
<https://leginfo.legislature.ca.gov/faces/codesTOCSelected.xhtml?tocCode=UIC>

California Code of Regulations EDD  
[https://govt.westlaw.com/calregs/Browse/Home/California/CaliforniaCodeofRegulations?guid=I6F582E80D4B611DE8879F88E8B0DAAAE&originationContext=documenttoc&transitionType=Default&contextData=\(sc.Default\)](https://govt.westlaw.com/calregs/Browse/Home/California/CaliforniaCodeofRegulations?guid=I6F582E80D4B611DE8879F88E8B0DAAAE&originationContext=documenttoc&transitionType=Default&contextData=(sc.Default))

## 2.5.3 Current Architecture Information

Business Function/Process(es)		Attachment E 2.5.3 identifies all required information for this section by benefit system.		
				
		Attachment E 2.5.3 Architecture Informa		
Application, System or Component				
COTS, MOTS or Custom		Select...		
Name/Primary Technology:				
Runtime Environment	Cloud Computing Used?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If "Yes," specify:	Select...
	Server/Device Function			
	Hardware			
	Operating System			
	System Software	Select + to add system software		
System Interfaces				
Data Center Location		Select...		
Security	Other, specify			
	Access (check all that apply)	<input type="checkbox"/> Public <input type="checkbox"/> Internal State Staff <input type="checkbox"/> External State Staff <input type="checkbox"/> Other, specify:		
	Type of Information (check all that apply)	<input type="checkbox"/> Personal <input type="checkbox"/> Health <input type="checkbox"/> Tax <input type="checkbox"/> Financial <input type="checkbox"/> Legal <input type="checkbox"/> Confidential <input type="checkbox"/> Other, specify:		
Data Management	Protective Measures (check all that apply)	<input type="checkbox"/> Technical Security <input type="checkbox"/> Identity Authorization and Authentication <input type="checkbox"/> Physical Security <input type="checkbox"/> Backup and Recovery <input type="checkbox"/> Other, specify:		
	Data Owner	Name:		
		Title:		
		Business Program:		



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Data Custodian		Name:	
		Title:	
		Business Program:	
Business Function/Process(es)			
Application, System or Component			
COTS, MOTS or Custom			
Name/Primary Technology:			
Runtime Environment	Cloud Computing Used?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If "Yes," specify:
	Server/Device Function		
	Hardware		
	Operating System		
	System Software		
Select + to add system software			
System Interfaces			
Data Center Location			
		Other, specify	<a href="#">Click here to enter text.</a>
Security	Access (check all that apply)	<input type="checkbox"/> Public <input type="checkbox"/> Internal State Staff <input type="checkbox"/> External State Staff <input type="checkbox"/> Other, specify:	
	Type of Information (check all that apply)	<input type="checkbox"/> Personal <input type="checkbox"/> Health <input type="checkbox"/> Tax <input type="checkbox"/> Financial <input type="checkbox"/> Legal <input type="checkbox"/> Confidential <input type="checkbox"/> Other, specify:	
	Protective Measures (check all that apply)	<input type="checkbox"/> Technical Security <input type="checkbox"/> Identity Authorization and Authentication <input type="checkbox"/> Physical Security <input type="checkbox"/> Backup and Recovery <input type="checkbox"/> Other, specify:	
Data Management	Data Owner	Name:	
		Title:	
		Business Program:	
Data Custodian		Name:	
		Title:	
		Business Program:	
Select + to add business functions/processes			

## 2.5.4 Current Architecture Diagram

Attachment F 2.5.4 provides a visual understanding of the relationships between the benefit systems, primary users, business processes, information, applications, technology, and system interfaces.



Attachment F 2.5.4  
Architecture Diagram

## 2.5.5 Security Categorization Impact Table

Attachment G 2.5.5 categorizes and classifies the EDD assets by benefit system.



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Attachment G 2.5.5  
Security Categorizat

SECURITY CATEGORIZATION IMPACT TABLE SUMMARY			
SECURITY OBJECTIVE	LOW	MODERATE	HIGH
Confidentiality	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Integrity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Availability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## 2.6 Mid-Level Solution Requirements

Attachment H 2.6 provides the mid-level requirements, which were included in the Request for Information (RFI)



Attachment H 2.6  
Midlevel Solution Re

## 2.7 Assumptions and Constraints

Assumptions/Constraints	Description/Potential Impact
The EDD will assign qualified dedicated resources to the project.	The Project could be delayed and product quality could be impacted if dedicated resources are not made available.
The Benefit Systems Modernization (BSM) Executive Steering Committee (ESC) will continue to provide governance support and commitment throughout the project.	Insufficient sponsorship and commitment could impact project success.
Project executives will actively participate in the project and complete reviews and make decisions in a timely fashion.	The Project could be delayed and/or require rework due to lack of timely direction from Project executives.
Internal EDD and the Labor and Workforce Development Agency review and approvals will be completed in a timely fashion.	The Project could be delayed if approvals are not received in a timely fashion.
Control agencies will complete review and approval of Project Approval Lifecycle (PAL) and budget related requests in a timely fashion.	The Project could be delayed if approvals are not received in a timely fashion.
The Legislature will review and approve budget related requests and Legislative notifications in a timely fashion.	The Project could be delayed if Legislative approvals are not received in a timely fashion.
The business will drive the functional requirements for all business processes and	The Project could be delayed and/or require rework due to misstated or missed business requirements.





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actively provide additional Subject Matter Expert (SME) input whenever required.	
The ITB is responsible for all technology processes and will provide program support. ITB will provide additional technical Subject Matter Expert input whenever required.	The Project could be delayed and/or require rework due to misstated or missed technical requirements.
BSM will require modification and/or creation of new business processes.	Without supporting, efficient business processes, project objectives may not be met.
In order to realize full system potential, program areas will accept and support process improvements (changes) necessitated by project implementation.	Lack of timely adoption of process changes could result in delayed realization of project goals.
The Organizational Change Management (OCM) efforts will be sufficient to support successful project implementation.	Lack of effective OCM could result in delayed realization of project goals.
The project objectives will be reassessed as the project progresses to ensure alignment with the overall BSM solution and Department needs.	As Project planning progresses through the PAL process, the Project may need to adapt project objectives to new or unanticipated project changes.
System requirements and System Integrator contract will address scalability to anticipate any new legislative mandates that impact the project.	The solution may not be able to address business needs then current at the time of implementation.

## 2.8 Dependencies

Element	Description
Project Funding	Additional project funding for project planning and implementation activities will be needed throughout the project lifecycle in order to successfully implement the new system.
Expert Program and Technical Staff	Expert Program and Technical Staff must be secured on an ongoing basis to support the development of functional and non-functional system requirements, business rule extraction and discovery, data quality analysis, and system implementation support.

## 2.9 Market Research

### 2.9.1 Market Research Methodologies/Timeframes

**Methodologies Used To Perform Market Research** (check all that apply):

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Request for Information (RFI)   | <input type="checkbox"/> Trade shows                     |
| <input checked="" type="checkbox"/> Internet Research   | <input checked="" type="checkbox"/> Published Literature |
| <input checked="" type="checkbox"/> Vendor Forums/Presentation  | <input type="checkbox"/> Leveraged Agreements            |
| <input checked="" type="checkbox"/> Collaboration with other Agencies/state entities or governmental entities | <input type="checkbox"/> Other, specify:                 |

**Time spent conducting market research:**

Over 1 Year



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**Date market research was started:** 2/8/2016

**Date all market research was completed:** 1/31/2018

## 2.9.2 Results of Market Research

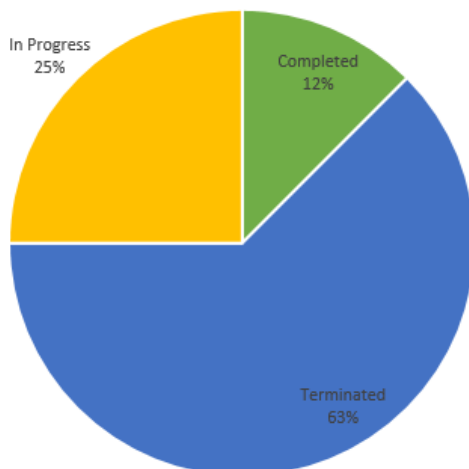
### Initial Market Research

The Department began early Market Research efforts for the BSM project in February 2016. The Department’s early efforts included surveying eleven states and one three-state consortium, all of which had recent implementations of new unemployment insurance benefit systems. From the initial state surveys, the Department learned of various Modifiable Commercial Off the Shelf (MOTS) solutions available in the benefits administration space that had the potential to meet the EDD’s business needs. The Department invited a sampling of vendors to provide informal demonstrations of their products and discuss features that may be needed in a benefits system for the EDD. This initial market research was used in the development of the BSM Stage 1 Business Analysis deliverable.

### Survey of other States

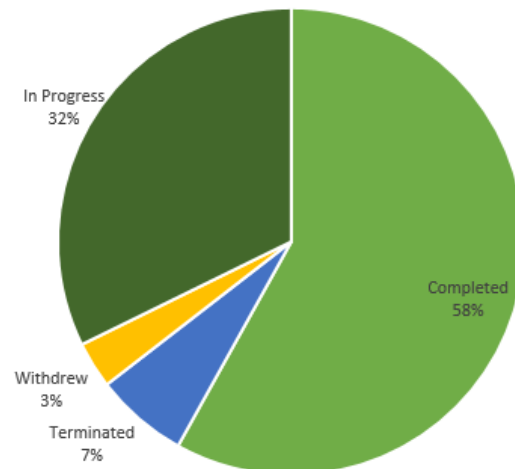
The EDD is also a member agency of the National Association of State Workforce Agencies (NASWA). The NASWA establishes and maintains workgroups amongst the 53 workforce agencies of the United States, Puerto Rico, and Guam to enable cross-pollination of approaches, implementing lessons learned, and leveraging project artifacts for benefit system modernization efforts across the country. Through NASWA’s membership, the Department has direct access to the most current information on developments in the state workforce system, including emerging challenges and issues facing state workforce agencies and their local partners. The NASWA operates as the unique national clearinghouse of technical information and knowledge repository for UI agencies across the country, to limit risks and increase Information Technology (IT) compatibility among states. The Department analyzed the NASWA’s data on other workforce agency’s legacy system modernization projects in order to determine solution alternatives that would offer the greatest opportunity for success, based on recent efforts. The following charts summarize the Department’s findings that clearly demonstrate MOTS solutions as the preferred alternative for benefit system modernization projects:

**Custom Development approach**



Row Labels	Distribution by	
	States (%)	States (count)
Completed	12.50%	1
Terminated	62.50%	5
In Progress	25.00%	2
<b>Grand Total</b>	<b>100.00%</b>	<b>8</b>

**COTS /MOTS approach**



Row Labels	Distribution by	
	States (%)	States (count)
Completed	58.06%	18
Terminated	6.45%	2
Withdrew	3.23%	1
In Progress	32.26%	10
<b>Grand Total</b>	<b>100.00%</b>	<b>31</b>



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## Request For Information

The EDD released an RFI in December 2017 to survey the vendor community with EDD-specific business needs. The RFI identified vendors that have experience in workforce benefit agencies and compiled information regarding vendor experience, methods, capability, and tools, which assisted the EDD in identifying products and methods that can meet its business needs. The RFI included the mid-level requirements developed as part of Stage 2 with an evaluation matrix to determine if vendor products were a good fit for the EDD and could meet the EDD’s needs “out-of-the-box” or would require customization. In addition, the respondents were asked to self-assess their capacity to meet the EDD’s high-level requirements. The RFI included a vendor questionnaire to gather Rough Order of Magnitude platform and implementation costs, project team composition, infrastructure requirements, and implementation options.

A total of seven vendors responded to the RFI, six of which included viable solution options, all of which were based on MOTS solution platforms. The vendor responses indicated a high degree of alignment between their “out-of-the” box products and the EDD’s mid-level solution requirements, and that an appropriate level of customization would be needed to meet the remainder of the EDD’s needs. The EDD will require a higher level of customization than a typical MOTS implementation, perhaps as high as 30%, due to the uniqueness of California’s size and complexity, and the combination of three benefit programs into one system. The vendors’ Rough Order of Magnitude costs covered a wide range and each included a number of assumptions that will impact their final cost numbers all of which will need to be fleshed out as the project progresses in Stage 3.

*RFI Results Summary*

	Vendor 1	Vendor 2	Vendor 3	Vendor 4	Vendor 5	Vendor 6
<b>Vendor Implementation Costs</b>	\$ 57,536,000	\$ 108,064,500	\$ 96,150,000	\$ 84,500,000	\$ 59,312,749	**
<b>Vendor Implementation Staff</b>	75	50	**	75	80	**
<b>Proposed Implementation Timeframe (Months)</b>	24	42	42	36	32	**
<b>1-Year Vendor M&amp;O Costs</b>	\$ 11,314,000	\$ 11,150,000	\$ 11,300,000	\$ 10,700,000	\$ 11,680,621	**

*\*\*Vendor did not provide requested information*

## Industry Best Practices

The EDD also utilized its Gartner subscription and found Gartner’s Pace Layers framework that is used to guide application delivery options. Gartner frames applications into three broad categories as follows: Systems of record – Usually found in business capabilities with a clear focus on standardization and/or operational efficiency (i.e. Government); Systems of differentiation – Typically related to business capabilities that enable unique or industry-specific capabilities that sustain a company’s competitive advantage; and Systems of innovation – New applications and products that are built on an ad hoc basis to address emerging business requirements, business opportunities or even new business models. The EDD fits the Systems of record category because the business rate of change is low as the processes are well established and subject to regulatory requirements and laws. The EDD also has a clear focus on business capabilities for BSM that focus on standardization and operational efficiency. Gartner prescribes delivery options relevant to each of the above application categories. In the Systems of record space (Government Sector), which the EDD falls into, Gartner places a high relevance (high alignment) on applications that provide a buy (on-prem) or subscribe (cloud) and configure (MOTS) model.

## Conclusion

The collective market research activities for the BSM Project have confirmed that mature MOTS workforce/benefit systems are in use throughout other jurisdictions and support a wide range of benefit types and business processes. Most all MOTS vendors possess a significant amount of state or industry experience and have installed their products in government workforce agencies, with proven results. These vendors have also worked with systems integrators to provide software implementation and support services. These findings have confirmed that the Department’s proposed solution approach to acquire a MOTS system will meet the BSM Project objectives.

## 2.10 Alternative Solutions



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## 2.10.1 Solution Type

**Recommended**

## 2.10.2 Name

MOTS Implementation – Incremental Business Value Delivery

## 2.10.3 Description

The **recommended solution** will replace the EDD’s UI, DI, and PFL systems with one fully integrated MOTS solution. This recommended implementation approach will deliver incremental business value as the various components of the MOTS solution are developed and released into production. This approach will provide the Department early and frequent opportunities to assess vendor and solution performance to ensure the State’s investment remains sound. This alternative will implement the UI, DI, and PFL functionality simultaneously in the final release due to their tight integration needs, which avoids the risks, costs, and timeline associated with building single-use piecemeal integration components during the transition.

The EDD is planning to pair an iterative system development methodology with the incremental business value delivery approach to streamline the project schedule and delivery. Some benefits of using an iterative system development methodology include:

- Cycle time reduction between design and testing resulting in higher system quality
- Earlier and continuous delivery of product with business value
- Prompt and frequent viability assessment of the vendor and solution
- Early issue identification to implement course corrections
- Facilitation of better team work, collaboration, and communication which will result in higher quality

The EDD has developed the following proposed implementation plan that will provide incremental business value at reduced cost drivers and with a reduced amount of risk. The EDD will work with the vendor community through Stage 3 Solution Development to confirm and/or revise this plan as needed to achieve maximum value and efficiency:

### Release 1 – Infrastructure and Core Data Model

Building on lessons learned from other large-scale California legacy system replacement projects, the EDD envisions the first release to include the complete solution hardware infrastructure design, installation, and configuration, including disaster recovery. In this release, all necessary solution, database, and server software will be installed in all required environments (development, conversion, test, training, performance, production) with a base configuration and core data model. Any infrastructure and application monitoring tools will also be setup and tested for providing base functionality for use in the following releases. As part of this initial installation, the vendor will also establish and prove solution DevOps tasks such as configuration management tools, build and deploy processes, and server patching.

In this release, the interface and batch processing architecture will also be established and tested for base connectivity and functionality.

Through establishing and proving the solution infrastructure early in the project, the EDD will also be able to establish and prove basic integration with EDD’s enterprise architecture components that will continue as a part of the BSM solution (e.g. Oracle Identity Management, etc.).

### Release 2– Non-Automated Tasks/Processes

The EDD is fortunate in that it currently has several completely manual and/or paper based benefits programs that provide an opportunity to develop and test the new system’s functionality without impact to the existing benefit systems. This release will include the automation of these functions. The MOTS product will be configured and/or modified to meet EDD business requirements which will exercise the solution’s and contractor’s capabilities.



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While these processes are manual and paper based today, they will still benefit from the use of some core legacy system data such as basic customer information and lookup data. This provides the Department an early opportunity to develop and test data conversion processes and an initial assessment of conversion performance. Release 2 also allows the EDD to prove out the solution’s core interface functionality. Additionally, this release will create the first training material for internal staff and customers creating a valuable training base to be leveraged going forward. From an organizational change management perspective, this release will be used to market system functionality to later releases to promote enhanced acceptance of the new system.

### Release 3 - Non-Core Systems

This release is envisioned to include an array of Non-Core system functionality such as Fraud, Collections, Security and Audit capabilities features which are stand-alone functions and will be replaced by configuring and/or modifying the MOTS product’s equivalent features and capabilities. This release will further test the vendor’s data conversion and system performance by bringing in additional legacy system data as needed to support this expanded functionality. At this stage, the existing legacy applications performing these functions might be retired or could run in parallel to prove system performance. Full decommissioning will occur after successful implementation of all programs.

### Release 4 – Web and Mobility platform Read only functions

This release is envisioned to include the capability for customers to view read only data via Web and Mobility platforms. In order to support the expanded functionality, the database will need to be further populated with additional legacy data continuing to test and expand the data conversion process in preparation for full conversion. This will provide business value by assisting customers in providing read only access to customers’ wage information, employer information, past claim data, current claim information and benefits which will assist in reducing the number of questions and phone calls the EDD receives. The advance release of the mobility platform will help validate the solution’s mobility capability early in the effort prior to full system functionality being deployed. It will also provide an early opportunity to conduct mobility performance and load testing ahead of the full release. The EDD will gain valuable Usability Experience data from the end users based on actual usage.

### Release 5 – UI, DI, and PFL system functionality

This final release will complete the replacement of the existing UI, DI, and PFL systems with the new MOTS solution. This release will leverage lessons learned from the prior releases to significantly reduce implementation risks. This release will include a complete cutover and data conversion from the respective legacy systems to the new solution. The existing legacy applications performing these functions will be fully retired as well following successful implementation and stabilization of the new MOTS solution post go-live.

#### Approach (Check all that apply):

<input type="checkbox"/>	Increase staff – new or existing capabilities
<input checked="" type="checkbox"/>	Modify the existing business process or create a new business process
<input type="checkbox"/>	Reduce the services or level of services provided
<input checked="" type="checkbox"/>	Utilize new or increased contracted services
<input type="checkbox"/>	Enhance the existing IT system
<input checked="" type="checkbox"/>	Create a new IT system
<input checked="" type="checkbox"/>	Perform a business-based procurement to have vendors propose a solution
<input type="checkbox"/>	Other, specify:

#### 2.10.4 Benefit Analysis

##### Benefits/Advantages

- Delivers business value incrementally.
- Allows the EDD multiple contract off-ramps to better manage the contract and detect any vendor or solution performance issues early and often.
- Releases solution in smaller components to allow the EDD to collect and apply lessons learned to future phases of the project.



# Stage 2 Alternatives Analysis

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- Provides for multiple contractor and solution assessment checkpoints in the system integrator contract, which will provide the EDD visibility and tools to take corrective contract actions when required.
- Reduces risk of data conversion as conversion will occur in smaller segments early on to test conversion processes and performance and allow for corrections prior to full system cutover.
- Eliminates the need to build costly, risky, throwaway system and data bridges between the new and legacy systems, which may cause system stability and synchronization issues, and reduce program quality.
- Reduces impact to program staff during system transition. Staff will not need to toggle work between the old and new systems which could introduce data synchronization and data quality issues between systems.
- Lessens training required as major programs are moved into the new solution at the same time, eliminating the need for updating training materials and retraining as would be needed if programs were progressively added into the new system.
- Reduces overall organizational change impact as staff will have less disruption than in other models.
- Provides the least amount of system design, development and implementation risk compared to the other alternatives by a factor of three at a minimum.
- Allows the EDD to retire and decommission its multiple legacy systems earlier, quickly eliminating the ongoing legacy system support costs.

Select + to add benefits/advantages

### Disadvantages

- Volume of post go-live issues following the simultaneous implementation could be higher which may require increased staffing to support it in the short term.
- Converting three customer groups at the same time may complicate EDD customer support efforts upon full roll out.
- Will require staff training and OCM for three program areas at the same time.

Select + to add disadvantages

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

Objective Number	Objective Timeframe				
	Within 1 Year	2 Years	3 Years	4 Years	Over 4 Years
1.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Select + to add objectives

### Anticipated Time to Achieve Financial Benefits After Project Go-Live

Financial Benefit	Within 1 Year	2 Years	3 Years	4 Years	Over 4 Years
Increased Revenues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost Savings	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost Avoidance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



# Stage 2 Alternatives Analysis

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Cost Recovery

## 2.10.5 Assumptions and Constraints

The Incremental Business Value deliverables the EDD has proposed will be refined as the to-be business processes are developed and the Department partners with potential bidders throughout the procurement process.

Select + to add assumptions/constraints

## 2.10.6 Implementation Approach (*deferred to Stage 4*)

**Identify the type of existing IT system enhancement or new system proposed (check all that apply):**

- Enhance the current system
- Develop a new custom solution
- Purchase a Commercial off-the-Shelf (COTS) system
- Purchase or obtain a system from another government agency (Transfer)
- Subscribe to a Software as a Service (SaaS) system
- Other, specify:

**Identify cloud services to be leveraged (check all that apply):**

- Software as a Service (SaaS) provided by OTech
- Software as a Service (SaaS) provided by commercial vendor
- Platform as a Service (PaaS) provided by OTech
- Platform as a Service (PaaS) provided by commercial vendor
- Infrastructure as a Service (IaaS) provided by OTech
- Infrastructure as a Service (IaaS) provided by commercial vendor
- No cloud services will be leveraged by this alternative. Provide a description of why cloud services are not being leveraged:

**Identify who will modify the existing system or create the new system (check all that apply):**

- Agency/state entity IT staff
- A vendor will be contracted
- Inter-agency agreement will be established with another governmental agency. Specify Agency name(s):
- Other, specify:

**Identify the implementation strategy:**

- All requirements will be addressed in this proposed project in a single implementation.
- Requirements will be addressed in incremental implementations in this proposed project.
- Some requirements will be addressed in this proposed project. The remaining requirements will be addressed at a later date.  
Specify the year when the remaining requirements will be addressed:

**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.

## 2.10.7 Architecture Information

Business Function/Process(es)	<i>The EDD is proposing a business based procurement and per the California Department of Technology (CDT) Preparation Instructions this section is deferred until Stage 4 Project Readiness and Approval.</i>
Application, System or Component	
COTS, MOTS or Custom	Select...
Name/Primary Technology:	



# Stage 2 Alternatives Analysis

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Runtime Environment	Cloud Computing Used?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If "Yes," specify:	Select...
	Server/Device Function			
	Hardware			
	Operating System			
	System Software			
Select + to add system software				
System Interfaces				
Data Center Location		Select...		
		Other, specify		
Security	Access (check all that apply)	<input type="checkbox"/> Public <input type="checkbox"/> Internal State Staff <input type="checkbox"/> External State Staff <input type="checkbox"/> Other, specify:		
	Type of Information (check all that apply)	<input type="checkbox"/> Personal <input type="checkbox"/> Health <input type="checkbox"/> Tax <input type="checkbox"/> Financial <input type="checkbox"/> Legal <input type="checkbox"/> Confidential <input type="checkbox"/> Other, specify:		
	Protective Measures (check all that apply)	<input type="checkbox"/> Technical Security <input type="checkbox"/> Identity Authorization and Authentication <input type="checkbox"/> Physical Security <input type="checkbox"/> Backup and Recovery <input type="checkbox"/> Other, specify:		
Data Management	Data Owner	Name:		
		Title:		
		Business Program:		
Data Custodian		Name:		
		Title:		
		Business Program:		

Select + to add business functions/processes

## 2.10.1 Solution Type

**Alternative**

## 2.10.2 Name

MOTS Implementation – Phased Implementation by Program

## 2.10.3 Description

The **alternative solution #1** will replace the EDD’s UI, DI, and PFL systems with one fully integrated MOTS solution. This alternative approach will also deliver incremental business value as the various components of the MOTS solution are developed and released into production, while also providing the Department early and frequent opportunities to assess vendor and solution performance to ensure the State’s investment remains sound. This alternative differs from the recommended alternative in that this alternative will implement the UI, DI, and PFL functionality in separate releases. The primary disadvantage of this approach is that due to the UI, DI, and PFL program’s tight integration needs, this approach will add the risks, costs, and timeline associated with building single-use piecemeal integration components (i.e. technology “bridges”) during the transitions.

This approach will also pair an iterative system development methodology with the incremental business value delivery approach to streamline the project schedule and delivery.

The proposed solution implementation plan follows the plan outlined in the recommended alternative for Releases 1 through 4. Release 5 has been modified to include only one benefit program, while Releases 6 and 7 have been added to implement the remaining benefit programs.

### Releases 1 – 4 (Unchanged from recommended alternative)





# Stage 2 Alternatives Analysis

### Release 5 – PFL program functionality

This release will replace the majority of the existing PFL systems with the new MOTS solution. It will include the first development and implementation of the single-use “bridge” architecture to ensure the PFL program remains tightly integrated with the DI and UI programs. This release will include partial data conversion from the respective legacy systems to the new solution as some program data is expected to need to remain on legacy systems to support the single-use integration bridge. Data synchronization processes will also need to be developed to ensure the converted data remains in sync with remaining legacy data to support future conversion activities. The existing legacy applications performing PFL functions will largely not be able to be retired until full implementation and stabilization of the new MOTS solution. The partial data conversion, synchronization and the development and maintenance of the legacy bridges will significantly increase risks to the project.

### Release 6 – DI program functionality

This release will replace the majority of the existing DI systems with the new MOTS solution. This release will include modification and re-implementation of the single-use “bridge” architecture to ensure the PFL and now DI program remains tightly integrated with the remaining UI program. This addition will add significant risk in this release. This release will include more partial data conversion from the respective legacy systems to the new solution as some program data is expected to need to remain on legacy systems to support the single-use integration bridge. Data synchronization processes will also need to be modified to ensure the additional converted data remains in sync with remaining data to support future conversion activities. The existing legacy applications performing PFL and DI functions will largely not be able to be retired as well until full implementation and stabilization of the new MOTS solution. With this release, the training that was developed as part of the prior release will have to be significantly modified. The modified training will not only need to accommodate DI training needs, but will also have to include changes for the PFL program as a result of adding the DI program to the new solution. This release will also introduce training covering use of the integration bridges. Training will not only have to occur for the new DI users, but for PFL retraining on the changes as well.

### Release 7 – UI program functionality

This release will replace the UI systems with the new MOTS solution, as well as fully replace the remaining PFL and DI functionality. This release will include decommissioning of the single-use “bridge” architecture. This release will include the final data conversion from the respective legacy systems to the new solution, and will require remediation of any synchronization issues that were introduced as part of the prior two releases. With this release, the existing legacy applications performing PFL, DI, and UI functions will finally be able to be retired with the full implementation and stabilization of the new MOTS solution. With this release, the training that was developed as part of the prior release will again have to be significantly modified to accommodate UI training needs, while factoring in the changes introduced for the PFL and DI programs as a result of adding the UI program to the new solution, as well as retirement of the single-use integration bridges. Training again will not only have to occur for the new UI users, but for PFL and DI retraining due to the retirement of the single-use integration bridges.

Please note, regardless of the program order in Releases 5, 6, and 7, the same implementation complexities will exist.

#### Approach (Check all that apply):

<input type="checkbox"/>	Increase staff – new or existing capabilities
<input checked="" type="checkbox"/>	Modify the existing business process or create a new business process
<input type="checkbox"/>	Reduce the services or level of services provided
<input checked="" type="checkbox"/>	Utilize new or increased contracted services
<input type="checkbox"/>	Enhance the existing IT system
<input checked="" type="checkbox"/>	Create a new IT system
<input checked="" type="checkbox"/>	Perform a business-based procurement to have vendors propose a solution
<input type="checkbox"/>	Other, specify:



# Stage 2 Alternatives Analysis

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## 2.10.4 Benefit Analysis

### Benefits/Advantages

- Business value will be delivered incrementally.
- Reduces risk by applying lessons learned from each release.
- Initially releasing solution to a smaller customer base will allow the EDD to apply lessons learned and further configure the system during full roll out.
- Utilizing the incremental business value approach will allow the EDD to better manage the contract and detect any vendor performance issues early and often.
- Multiple off-ramps will be included in the system integrator contract, which will allow the EDD to take the necessary action when required.
- This option allows for the implementation and configuration of data with the MOTS product upfront.

Select + to add benefits/advantages

### Disadvantages

- Data bridges including interfaces will need to be developed and maintained between the existing legacy systems and MOTS solution.
- Data synchronization between the legacy systems specific to the Benefits area and the MOTS system depending on the roll out schedule can cause major issues and can seriously impact customer data.
- Legacy systems are not cloud enabled, if the MOTS solution implementation approach is cloud based, it will seriously impact performance between the data bridges and synchronization of the legacy and MOTS systems.
- Customers will not benefit from streamlined and consolidated processes common across the three programs until all programs are implemented.
- Benefits of using redesigned dynamic and streamlined forms and letters cannot be fully leveraged until all programs are implemented. In the interim existence of both new and old forms and letters can cause process and data issues.
- Staff will have to use multiple separate applications and numerous screens to perform day-to-day work that will cause inefficiencies and induce errors.
- Imaging work flows will have to be updated to support program specific information and will increase complexity and risk.
- Enterprise reporting system will have to do multiple efforts to update their data maps to produce program specific federal and State reports and could cause implementation and roll out delays.
- Data model for the final combined system will be suboptimal as we will have to factor in support for legacy data fields to support program specific roll out approach.
- Once the solution is fully implemented data bridges, synchronization, and interfaces will need to be decommissioned increasing the overall project costs.
- These bridges, interfaces, and synchronizations will require additional staff and vendor costs that are “throw away” costs.
- Maintenance of existing systems will be required for a longer duration (Estimated 2 years)
- Legacy systems cannot be fully decommissioned until all programs have been implemented.
- Loss of leverage on vendor for later release quality – vendor will gain leverage once state is in production on its system.
- State will incur additional costs to run dual systems until full BSM implementation.

Select + to add disadvantages

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

Objective	Objective Timeframe				
	Within 1 Year	2 Years	3 Years	4 Years	Over 4 Years



# Stage 2 Alternatives Analysis

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1.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Select + to add objectives

### Anticipated Time to Achieve Financial Benefits After Project Go-Live

Financial Benefit	Within 1 Year	2 Years	3 Years	4 Years	Over 4 Years
Increased Revenues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost Savings	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost Avoidance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost Recovery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 2.10.5 Assumptions and Constraints

Select + to add assumptions/constraints

### 2.10.6 Implementation Approach (deferred to Stage 4)

**Identify the type of existing IT system enhancement or new system proposed (check all that apply):**

- Enhance the current system
- Develop a new custom solution
- Purchase a Commercial off-the-Shelf (COTS) system
- Purchase or obtain a system from another government agency (Transfer)
- Subscribe to a Software as a Service (SaaS) system
- Other, specify:

**Identify cloud services to be leveraged (check all that apply):**

- Software as a Service (SaaS) provided by OTech
- Software as a Service (SaaS) provided by commercial vendor
- Platform as a Service (PaaS) provided by OTech
- Platform as a Service (PaaS) provided by commercial vendor
- Infrastructure as a Service (IaaS) provided by OTech
- Infrastructure as a Service (IaaS) provided by commercial vendor
- No cloud services will be leveraged by this alternative. Provide a description of why cloud services are not being leveraged:

**Identify who will modify the existing system or create the new system (check all that apply):**

- Agency/state entity IT staff
- A vendor will be contracted
- Inter-agency agreement will be established with another governmental agency. Specify Agency name(s):



# Stage 2 Alternatives Analysis

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Other, specify:

### Identify the implementation strategy:

- All requirements will be addressed in this proposed project in a single implementation.
- Requirements will be addressed in incremental implementations in this proposed project.
- Some requirements will be addressed in this proposed project. The remaining requirements will be addressed at a later date.

Specify the year when the remaining requirements will be addressed:

### 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.

### 2.10.7 Architecture Information

Business Function/Process(es)		<i>The EDD is proposing a business based procurement and per the CDT Preparation Instructions this section is deferred until Stage 4 Project Readiness and Approval.</i>	
Application, System or Component			
COTS, MOTS or Custom		Select...	
Name/Primary Technology:			
Runtime Environment	Cloud Computing Used?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If "Yes," specify: Select...
	Server/Device Function		
	Hardware		
	Operating System		
	System Software		
Select + to add system software			
System Interfaces			
Data Center Location		Select...	
Other, specify			
Security	Access (check all that apply)	<input type="checkbox"/> Public <input type="checkbox"/> Internal State Staff <input type="checkbox"/> External State Staff <input type="checkbox"/> Other, specify:	
	Type of Information (check all that apply)	<input type="checkbox"/> Personal <input type="checkbox"/> Health <input type="checkbox"/> Tax <input type="checkbox"/> Financial <input type="checkbox"/> Legal <input type="checkbox"/> Confidential <input type="checkbox"/> Other, specify:	
	Protective Measures (check all that apply)	<input type="checkbox"/> Technical Security <input type="checkbox"/> Identity Authorization and Authentication <input type="checkbox"/> Physical Security <input type="checkbox"/> Backup and Recovery <input type="checkbox"/> Other, specify:	
Data Management	Data Owner	Name:	
		Title:	
		Business Program:	
Data Custodian		Name:	
		Title:	
		Business Program:	

Select + to add business functions/processes

### 2.10.1 Solution Type

- Alternative

### 2.10.2 Name

MOTS Implementation – Big Bang



## Stage 2 Alternatives Analysis

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### 2.10.3 Description

The **alternative solution #2** will replace the EDD's UI, DI, and PFL systems with one fully integrated MOTS solution. With this alternative, the MOTS solution will be released into production as one release encompassing all BSM required functionality.

This approach will pair the traditional waterfall system development life cycle methodology with a single implementation delivery approach (i.e. "big bang").

The following implementation plan follows the traditional approach to technology projects with a waterfall System Development Life Cycle (SDLC) and "big-bang" delivery approach. In the waterfall model, all phases are sequential and must be closed out before proceeding to the next phase:

#### Requirements Analysis

All contract requirements are analyzed to ensure a common understanding between the contractor and the State. Any clarifying edits that impact contractor effort must be handled via contract change order. The final updated requirements matrix must then be routed for review and approval prior to proceeding to the Design phase.

#### System Design

All requirement specifications from the first phase are studied in this phase and the complete system design is prepared. This system design may identify new hardware and system requirements and helps in refining the overall system architecture design. The final System Design is then routed for review and approval prior to proceeding to the Build phase.

#### Solution Infrastructure

Typically once the System Design is signed off, the System Integrator can move forward with finalizing the solution infrastructure, which is typically done on a "just in time" basis for each of the remaining project phases. This just in time approach does not allow for thorough testing and provides little to no time for rework without incurring schedule delays.

#### Build

Based entirely on the System Design, and once the system build infrastructure is ready, the System Integrator will then develop the solution and perform system and module integration testing prior to entering the Test phase.

#### Data Conversion

Typically once an initial system build has been completed, the System Integrator can then begin building data conversion programs between the legacy data sources and the target system. As data conversion in a legacy system replacement project is typically fraught with inherent risks, beginning true data conversion activities this late in the overall project precipitates project delays as implementation approaches.

#### Test

Once the build phase is complete, the completed system is first "system tested" against the approved System Design artifacts for conformance. System Test is typically a very elementary test event that confirms requirements function as they read in the design, and does not necessarily test for end-to-end business processing efficiency. Once system test is complete, User Acceptance Test (UAT) can begin. System users are now charged with applying a System Design, which was approved up to two years ago, to the system before them that they have never before seen. As expected, users are often not the same users that developed the System Design, and remaining users often forget the original intention of the Design.



# Stage 2 Alternatives Analysis

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In the best case, converted data is ready to be populated in the UAT environment; however, many times in a waterfall approach, converted data is not available due to the late start in developing conversion programs. As UAT proceeds only with new data, issues with converted data remain undiscovered until much later in the UAT cycle.

### Performance Test

Once UAT has achieved a significant pass rate and a sufficient amount of converted legacy data has made it into the system, performance and load testing can begin. At this late stage, infrastructure changes to address poor performance, or application tuning, are difficult and costly at best.

### Go-Live

Once all testing is satisfactory, and all workarounds have been developed for items that were discovered too late to be addressed in the approved schedule, the product with a lesser percentage of requirements satisfied is deployed into production. In this model, the project must retain ongoing System Integrator support to remediate all of the latent issues for much longer than originally anticipated.

### Approach (Check all that apply):

<input type="checkbox"/>	Increase staff – new or existing capabilities
<input checked="" type="checkbox"/>	Modify the existing business process or create a new business process
<input type="checkbox"/>	Reduce the services or level of services provided
<input checked="" type="checkbox"/>	Utilize new or increased contracted services
<input type="checkbox"/>	Enhance the existing IT system
<input checked="" type="checkbox"/>	Create a new IT system
<input checked="" type="checkbox"/>	Perform a business-based procurement to have vendors propose a solution
<input type="checkbox"/>	Other, specify:

### 2.10.4 Benefit Analysis

#### Benefits/Advantages

- All new business process and procedures for all the benefits system operations will be implemented at the same time and users will not have to toggle back and forth between new and non-optimized process and procedures on the legacy systems
- Reduces risk of data conversion synchronization as all the data will be populated one time to the new platform and establish a single system of record for the data.
- Daily batch job processing will be simpler compared to trying to sequence the jobs across multiple systems.
- Does not require bridges to existing legacy systems.
- Potential cost savings from early legacy system shutoff and decommissioning.

Select + to add benefits/advantages

#### Disadvantages

- All SDLC phases are sequential and must be fully closed out before proceeding to the next phase.
- No incremental business value delivered ahead of full production go-live should contractor replacement be required.
- Reduced contract off-ramps will make it more difficult to assess the system integrator performance.
- Late establishment of complete solution infrastructure.
- Long lag time between design and user acceptance testing generates rework and missed expectations.
- Late start to data conversion programming prolongs overall project duration and prevents application of converted data early in testing phases.
- Delayed performance testing start reduces time to correct application or infrastructure capacity issues and complicates corrective actions.
- Converting three customer groups at the same time may increase EDD call volumes after full roll out.
- Will require staff training and OCM for three program areas at the same time.



# Stage 2 Alternatives Analysis

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Multiple defects deferred to post-production will require extended and costly System Integrator support contracts.  
 Select + to add disadvantages

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

Objective Number	Objective Timeframe				
	Within 1 Year	2 Years	3 Years	4 Years	Over 4 Years
1.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Select + to add objectives

### Anticipated Time to Achieve Financial Benefits After Project Go-Live

Financial Benefit	Within 1 Year	2 Years	3 Years	4 Years	Over 4 Years
Increased Revenues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost Savings	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost Avoidance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost Recovery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 2.10.5 Assumptions and Constraints

Select + to add assumptions/constraints

### 2.10.6 Implementation Approach (deferred to Stage 4)

**Identify the type of existing IT system enhancement or new system proposed (check all that apply):**

- Enhance the current system
- Develop a new custom solution
- Purchase a Commercial off-the-Shelf (COTS) system
- Purchase or obtain a system from another government agency (Transfer)
- Subscribe to a Software as a Service (SaaS) system
- Other, specify:

**Identify cloud services to be leveraged (check all that apply):**

- Software as a Service (SaaS) provided by OTech
- Software as a Service (SaaS) provided by commercial vendor
- Platform as a Service (PaaS) provided by OTech
- Platform as a Service (PaaS) provided by commercial vendor
- Infrastructure as a Service (IaaS) provided by OTech
- Infrastructure as a Service (IaaS) provided by commercial vendor



# Stage 2 Alternatives Analysis

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- No cloud services will be leveraged by this alternative. Provide a description of why cloud services are not being leveraged:

The EDD is proposing a business based procurement and per the CDT Preparation Instructions this section is deferred until Stage 4 Project Readiness and Approval

### Identify who will modify the existing system or create the new system (check all that apply):

- Agency/state entity IT staff
- A vendor will be contracted
- Inter-agency agreement will be established with another governmental agency. Specify Agency name(s):
- Other, specify:

### Identify the implementation strategy:

- All requirements will be addressed in this proposed project in a single implementation.
- Requirements will be addressed in incremental implementations in this proposed project.
- Some requirements will be addressed in this proposed project. The remaining requirements will be addressed at a later date.

Specify the year when the remaining requirements will be addressed:

### 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.

### 2.10.7 Architecture Information

Business Function/Process(es)		<i>The EDD is proposing a business based procurement and per the CDT Preparation Instructions this section is deferred until Stage 4 Project Readiness and Approval.</i>		
Application, System or Component				
COTS, MOTS or Custom		Select...		
Name/Primary Technology:				
Runtime Environment	Cloud Computing Used?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If "Yes," specify:	Select...
	Server/Device Function			
	Hardware			
	Operating System			
	System Software			
Select + to add system software				
System Interfaces				
Data Center Location		Select...		
Security	Access (check all that apply)	<input type="checkbox"/> Public <input type="checkbox"/> Internal State Staff <input type="checkbox"/> External State Staff <input type="checkbox"/> Other, specify:		
	Type of Information (check all that apply)	<input type="checkbox"/> Personal <input type="checkbox"/> Health <input type="checkbox"/> Tax <input type="checkbox"/> Financial <input type="checkbox"/> Legal <input type="checkbox"/> Confidential <input type="checkbox"/> Other, specify:		
	Protective Measures (check all that apply)	<input type="checkbox"/> Technical Security <input type="checkbox"/> Identity Authorization and Authentication <input type="checkbox"/> Physical Security <input type="checkbox"/> Backup and Recovery <input type="checkbox"/> Other, specify:		
Data Management	Data Owner	Name:		
		Title:		
		Business Program:		
Data Custodian		Name:		





# Stage 2 Alternatives Analysis

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Title:

Business Program:

Select + to add business functions/processes

## 2.11 Recommended Solution

### 2.11.1 Rationale for Selection

In identifying the recommended alternative, the Department evaluated the following criteria as its rationale for selection: 1) Does the approach align with other State workforce agencies?, 2) Does the approach lower risk?, 3) Does the approach reduce costs?, 4) Does the approach provide incremental business value?, and 5) Does the approach reduce program disruption and promote organizational buy-in?

1) The Department’s market research has shown that the recommended alternative’s software approach has proven successful for the majority of **other State workforce agencies**. This finding aligns with current Gartner research for government agencies with mature lines of business where systems of record are required. Additionally, the EDD has had past prior successes with MOTS product implementations with its ACES and CalJOBS systems which further supports the Department’s direction with BSM.

2) The Department’s recommended alternative **lowers risk** by a number of means such as releasing the solution in smaller components to allow the EDD to collect and apply lessons learned to future phases of the project; providing for multiple contractor and solution assessment checkpoints throughout the contract, which will provide the EDD visibility and tools to take corrective contract actions when required; and by reducing data conversion risk as conversion will occur in smaller segments early on to test conversion processes and performance and allow for corrections prior to full system cutover.

3) The Department’s recommended alternative **reduces costs** by eliminating the need to build costly, risky, throwaway system and data “bridges” between the new and legacy systems, which may cause system stability and synchronization issues, and reduce program quality. The recommended alternative reduces training costs as major programs are moved into the new solution at the same time, eliminating the need for updating training materials and retraining as would be needed if programs were progressively added into the new system. The recommended alternative will also allow the EDD to retire and decommission its multiple legacy systems earlier, quickly eliminating the ongoing legacy system support costs.

4) The Department’s recommended alternative has laid out a proposed approach that will provide for the **delivery of incremental business value** throughout the project. The EDD will work with the vendor community through Stage 3 Solution Development to confirm and/or revise this plan as needed to achieve maximum value and efficiency.

5) The Department’s recommended alternative greatly **reduces program disruption** and **promotes organizational buy-in** by reducing impact to program staff during system transition. The recommended alternative eliminates the need to toggle work between the old and new systems, which would frustrate staff, elongate work processes, require staff rework as errors between systems are discovered, and greatly reduce confidence and buy-in in the new system. The recommended alternative also significantly reduces staff time required for training as major programs are moved into the new solution at the same time. In total, the recommended alternative reduces the overall organizational change impact as staff disruption will have been minimized.

Due to the high-degree of alignment between the recommended alternative and the Department’s alternative selection criteria, the EDD proposes that the BSM project procure a MOTS solution to be delivered iteratively while providing incremental business value.

Attach file

### 2.11.2 Technical/Initial CA-PMM Complexity Assessment

Complexity

Complexity Zone



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Technical Complexity Score: 2.8	<input type="checkbox"/> Zone I	Low Criticality/Risk
	<input checked="" type="checkbox"/> Zone II/III	Medium Criticality/Risk
	<input type="checkbox"/> Zone IV	High Criticality/Risk

## 2.11.3 Procurement and Staffing Strategy

### Activity

#### Requirements Elicitation

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input checked="" type="checkbox"/> Stage 3 Solution Development <input checked="" type="checkbox"/> Stage 4 Project Readiness and Approval <input type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input checked="" type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)

<b>Complete Only if Contractor Responsible for Activity</b>			
<b>Procurement Vehicle</b>	Other	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	RFO and subsequent NCB (Amendment)	If "Other," specify:	

#### Solicitation Development

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input checked="" type="checkbox"/> Stage 3 Solution Development <input checked="" type="checkbox"/> Stage 4 Project Readiness and Approval <input type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input checked="" type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input checked="" type="checkbox"/> Leveraged Procurement Agreement (LPA)

<b>Complete Only if Contractor Responsible for Activity</b>			
<b>Procurement Vehicle</b>	Request for Offer/Information Technology Consulting Services (ITMSA)	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

#### Cost Estimating



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Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input checked="" type="checkbox"/> Stage 3 Solution Development <input checked="" type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input checked="" type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity			
<b>Procurement Vehicle</b>	None	<b>Contract Type</b>	
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

## Business Analysis

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input checked="" type="checkbox"/> Stage 3 Solution Development <input checked="" type="checkbox"/> Stage 4 Project Readiness and Approval <input type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input checked="" type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity			
<b>Procurement Vehicle</b>	Other	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	RFO and subsequent NCB (Amendment)	If "Other," specify:	<a href="#">Click here to enter text.</a>

## Technical Analysis

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input checked="" type="checkbox"/> Stage 3 Solution Development <input checked="" type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input checked="" type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)



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Complete Only if Contractor Responsible for Activity			
<b>Procurement Vehicle</b>	Request for Offer/Information Technology Consulting Services (ITMSA)	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

## Project Management

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input checked="" type="checkbox"/> Stage 3 Solution Development <input checked="" type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input checked="" type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity			
<b>Procurement Vehicle</b>	Request for Offer/Information Technology Consulting Services (ITMSA)	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

## Conduct Procurement

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input checked="" type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input checked="" type="checkbox"/> Stage 3 Solution Development <input checked="" type="checkbox"/> Stage 4 Project Readiness and Approval <input type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input checked="" type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity			
<b>Procurement Vehicle</b>	None	<b>Contract Type</b>	
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

## Independent Verification and Validation (IV&V)

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)



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<input type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input checked="" type="checkbox"/> Stage 3 Solution Development <input checked="" type="checkbox"/> Stage 4 Project Readiness and Approval <input type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input checked="" type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)
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**Complete Only if Contractor Responsible for Activity**

<b>Procurement Vehicle</b>	Request for Offer/Information Technology Consulting Services (ITMSA)	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

Project Oversight

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input checked="" type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input checked="" type="checkbox"/> Stage 3 Solution Development <input checked="" type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input checked="" type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)

**Complete Only if Contractor Responsible for Activity**

<b>Procurement Vehicle</b>	None	<b>Contract Type</b>	
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

Organizational Change Management

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input checked="" type="checkbox"/> Stage 3 Solution Development <input checked="" type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input checked="" type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)

**Complete Only if Contractor Responsible for Activity**



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<b>Procurement Vehicle</b>	None	<b>Contract Type</b>	
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

## Testing

<b>Responsible</b> (check all that apply)	<b>When Needed</b> (check all that apply)	<b>Cost Estimate Verification</b> (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input checked="" type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)

### Complete Only if Contractor Responsible for Activity

<b>Procurement Vehicle</b>	Formal Solicitation (IFB/ RFP)	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

## Design

<b>Responsible</b> (check all that apply)	<b>When Needed</b> (check all that apply)	<b>Cost Estimate Verification</b> (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input checked="" type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input checked="" type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)

### Complete Only if Contractor Responsible for Activity

<b>Procurement Vehicle</b>	Formal Solicitation (IFB/ RFP)	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

## Data Cleansing

<b>Responsible</b> (check all that apply)	<b>When Needed</b> (check all that apply)	<b>Cost Estimate Verification</b> (check all that apply)



# Stage 2 Alternatives Analysis

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<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input checked="" type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input checked="" type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)
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<b>Complete Only if Contractor Responsible for Activity</b>			
<b>Procurement Vehicle</b>	Formal Solicitation (IFB/ RFP)	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

## Data Validation

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input checked="" type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input checked="" type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)

<b>Complete Only if Contractor Responsible for Activity</b>			
<b>Procurement Vehicle</b>	Formal Solicitation (IFB/ RFP)	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

## Data Conversion

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input checked="" type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input checked="" type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)

<b>Complete Only if Contractor Responsible for Activity</b>			
<b>Procurement Vehicle</b>	Formal Solicitation (IFB/ RFP)	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>



# Stage 2 Alternatives Analysis

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## Data Migration

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input checked="" type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input checked="" type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)

### Complete Only if Contractor Responsible for Activity

<b>Procurement Vehicle</b>	Formal Solicitation (IFB/ RFP)	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

## Training

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input checked="" type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input checked="" type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)

### Complete Only if Contractor Responsible for Activity

<b>Procurement Vehicle</b>	Formal Solicitation (IFB/ RFP)	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

## Integration/Development

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input checked="" type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input checked="" type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)





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Complete Only if Contractor Responsible for Activity			
<b>Procurement Vehicle</b>	Formal Solicitation (IFB/ RFP)	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

## Contract Management

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input checked="" type="checkbox"/> Stage 3 Solution Development <input checked="" type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input checked="" type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity			
<b>Procurement Vehicle</b>	None	<b>Contract Type</b>	
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

## Enterprise Architecture

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input checked="" type="checkbox"/> Stage 3 Solution Development <input checked="" type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input checked="" type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity			
<b>Procurement Vehicle</b>	None	<b>Contract Type</b>	
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

## Quality Assurance

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)



# Stage 2 Alternatives Analysis

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<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input checked="" type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)
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Complete Only if Contractor Responsible for Activity			
<b>Procurement Vehicle</b>	Request for Offer/Information Technology Consulting Services (ITMSA)	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

## Technical Installation of Hardware

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input checked="" type="checkbox"/> Market research conducted (MR) <input checked="" type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input checked="" type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity			
<b>Procurement Vehicle</b>	Formal Solicitation (IFB/ RFP)	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

## Technical Installation of Software

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input checked="" type="checkbox"/> Market research conducted (MR) <input checked="" type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input checked="" type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity			
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<b>Procurement Vehicle</b>	Formal Solicitation (IFB/ RFP)	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

## Maintenance

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input checked="" type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input checked="" type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)

### Complete Only if Contractor Responsible for Activity

<b>Procurement Vehicle</b>	Formal Solicitation (IFB/ RFP)	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

Select + to add activities

	Yes	No
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?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### 2.11.4 Enterprise Architecture Alignment

Attachment I 2.11.4 identifies existing EDD enterprise capabilities that will be leveraged for the BSM Project.



Attachment I 2.11.4  
EA Alignment.pdf

### Information Technology Capability Table

Information Technology Capability	Existing Enterprise Capability to be Leveraged	New Enterprise Capability Needed
Public or Internal Portal/Website	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public or Internal Mobile Application	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Enterprise Service Bus	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Identity and Access Management	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Enterprise Content Management (including document scanning and eForms capabilities)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business Intelligence and Data Warehousing	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Master Data Management	<input type="checkbox"/>	<input checked="" type="checkbox"/>



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Big Data Analytics



## 2.11.5 Project Phases

Phase 1

Description	Phase Deliverable
Infrastructure and Core Data Model	<ul style="list-style-type: none"> <li>Complete solution hardware infrastructure design, installation, and configuration, including disaster recovery.</li> <li>All necessary solution, database, and server software will be installed in all required environments (development, conversion, test, training, performance, production) with a base configuration and core data model.</li> <li>Any infrastructure and application monitoring tools will also be setup and tested for providing base functionality for use in future phases</li> <li>The vendor will also establish and prove solution DevOps tasks such as configuration management tools, build and deploy processes, and server patching.</li> <li>In this release, the interface and batch processing architecture will also be established and tested for base connectivity and functionality.</li> <li></li> </ul>

Phase 2

Description	Phase Deliverable
Non-Automated Tasks/Processes	<ul style="list-style-type: none"> <li>Automation of paper based functions will be configured using the COTS software / and or Modified to meet EDD business requirements.</li> <li>User Acceptance Testing, Training, Knowledge Transfer Activities and OCM related to the scope of the Phase will be conducted.</li> </ul>

Phase 3

Description	Phase Deliverable
Non-Core Systems	<ul style="list-style-type: none"> <li>Non-Core Systems like FRAUD, Collections, Security and Audit capabilities features which are stand alone functions of the COTS product will be implemented to meet EDD business requirements.</li> <li>The existing legacy applications doing these functions will be retired and decommissioned.</li> <li>User Acceptance Testing, Training, Knowledge Transfer Activities and OCM related to the scope of the Phase will be conducted.</li> </ul>

Phase 4

Description	Phase Deliverable
Web and Mobility platform Read only functions	<ul style="list-style-type: none"> <li>Read only functions and features will be implemented using Web and Mobility platforms. This</li> </ul>



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	<p>will tremendously help with data accuracy and decrease the number of customer calls.</p> <ul style="list-style-type: none"> <li>The existing legacy applications doing these functions will be retired and decommissioned.</li> <li>User Acceptance Testing, Training, Knowledge Transfer Activities and OCM related to the scope of the Phase will be conducted.</li> </ul>
--	---

<b>Phase</b> <b>5</b>	
Description	Phase Deliverable
<b>UI, DI, and PFL system functionality</b>	<ul style="list-style-type: none"> <li>UI, DI, and PFL systems will be replaced by the new COTS product, this will include complete cutover from legacy systems to the new solution.</li> <li>The existing legacy apps doing these functions will be retired and decommissioned.</li> <li>User Acceptance Testing, Training, Knowledge Transfer Activities and OCM related to the scope of the Phase will be conducted.</li> </ul>

Select + to add project phases

### 2.11.6 High Level Proposed Project Schedule

<b>Proposed Project Planning Start Date:</b>	1/1/2017	<b>Proposed Project Planning End Date:</b>	7/30/2021
<b>Proposed Project Start Date:</b>	8/3/2021	<b>Proposed Project End Date:</b>	Date picker

Activity Name	Start Date	End Date
Stage 3 Solution Development	7/2/2018	12/31/2019
Solicitation Development	7/2/2018	4/5/2019
Solicitation Package Review	4/8/2019	9/30/2019
Pre-solicitation for Industry Comments	10/1/2019	12/31/2019
Solicitation Release	1/2/2020	1/26/2021
Stage 4 Project Readiness and Approval	1/2/2020	6/30/2021
Solicitation Negotiations	2/23/2021	4/19/2021
Solicitation Award	4/21/2021	7/30/2021

Select + to add activities

### 2.11.7 Cost Summary

Total Proposed Planning Cost:	\$47,342,979
Total Proposed Project Cost:	TBD prior to Stage 4 submission
Total Proposed Future Operations IT Staff & OE&E Costs (Continuing):	TBD prior to Stage 4 submission
Total Proposed Annual Future Operations IT Costs (M&O):	TBD prior to Stage 4 submission



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## 2.12 Staffing Plan

### 2.12.1 Administrative

The EDD's Administration Branch includes:

- Business Operations, Planning, and Support Division (BOPSD) which administers EDD facilities, procurements, and contracts.
- Fiscal Programs Division (FPD) provides a wide range of fiscal services including accounting and budgetary services.
- Human Resources Services Division which administers EDD's hiring, and staff training.

The BSM Project will utilize existing Administration Branch State staff for facility services, procurements, contracts, budgetary, accounting, and HR related services. The EDD has identified SMEs from each of these areas to assist the BSM project. While not a permanent part of the Project team, they will respond to specific requests as needed.

The Administration Branch Deputy Director is a member of the BSM ESC.

### 2.12.2 Business Program

The BSM Project has identified and established Business Program Leads and SMEs from UI, DI, and Tax that are dedicated to the BSM Project. The UI, DI, and Tax Deputy Directors are members of the BSM ESC.

The Project will use State staff to the extent the necessary skillsets exist and are available. Some positions will be established and funded through the annual Budget Change Proposal (BCP) process. These BCP positions will be filled via the State's existing hiring process and procedures. Others will be loaned from the EDD program areas. Loaned staff will be appointed by the respective management teams from UI, SDI, and Tax program areas based on their knowledge, experience and skills.

Additional Program area staff will serve as SMEs. While not a permanent part of the Project team, they will respond to specific requests as needed.

### 2.12.3 Information Technology (IT)

The BSM Project has identified and established the BSM Project Director, Project Management Office (PMO) and the Technical Project Management Team within the EDD's IT Branch. The IT Branch Deputy Director, EDD Chief Information Officer, is a member of the ESC.

The Project will use State staff to the extent the necessary skillsets exist and are available. Some positions will be established and funded through the annual BCP process. These BCP positions will be filled via the State's existing hiring process and procedures. Others will be loaned from the various divisions within the Information Technology Branch (ITB). Loaned staff will be appointed by the respective management teams from the ITB based on their knowledge, experience and skills.

Additional ITB staff will serve as SMEs. While not a permanent part of the Project team, they will respond to specific requests as needed.

Contractors will be utilized on the project when State staff do not possess the necessary skills or the roles are of a temporary nature. The project will follow standard EDD procurement processes in compliance with applicable laws and regulations.

### 2.12.4 Testing

The EDD will utilize a combination of ITB, Program, and vendor resources for the overall testing effort. The Project will use State staff to the extent the necessary skillsets exist and are available. Some positions will be established and funded through the annual BCP process. These BCP positions will be filled via the State's existing hiring process and procedures. Others will be loaned from the various divisions within the ITB and program areas. Loaned staff will be appointed by the respective management teams based on their knowledge, experience and



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skills. The BSM Testing team will include a Test Manager to provide guidance for the overall testing. Responsibilities for the Test Manager and testing team will include the development, review and approval of the test plan, test scope, test approach, defect management plan, defect severity classification, pass/fail criteria for test cases, identifying and raising any risks related to testing throughout the effort and monitoring all test phases (Unit, Integration, System, Performance, etc.) and types of testing (e.g. – Black Box, White Box, Regression, Stress, etc.) throughout the BSM effort. The EDD has an established Enterprise Testing Office that it can leverage existing resources when necessary. The EDD may supplement the state staff with expert vendor resources and testing software.

### 2.12.5 Data Conversion/Migration

The BSM Project will require the conversion/migration of existing data from the UI, DI, and PFL systems. Data migration activities will begin during the PAL and continue throughout the design, development, and implementation (DDI) activities. Data conversion/migration activities will include:

- Design data conversion/migration infrastructure
- Procure and install the data conversion/migration infrastructure
- Procure a team of data conversion/migration SMEs (Vendor)
- Data mapping
- Data cleanup
- Develop a single common data model and repository
- Develop data conversion/migration test plans
- Execute data conversion/migration of the existing UI, DI, and PFL data to one common data platform
- Continually extract, transfer load, and test the existing UI, DI, and PFL systems data into the single repository

The Project will use State staff to the extent the necessary skillsets exist and are available. Some positions will be established and funded through the annual BCP process. These BCP positions will be filled via the State's existing hiring process and procedures. Others will be loaned from the various divisions within the ITB. Loaned staff will be appointed by the respective management teams from the ITB based on their knowledge, experience and skills. The EDD will enter into an agreement with a data conversion vendor to assist the EDD with the conversion/migration. Additional ITB staff will serve as SMEs. While not a permanent part of the Project team, they will respond to specific requests as needed.

### 2.12.6 Training and Organizational Change Management

The EDD plans to prepare their stakeholders for the upcoming project by establishing the BSM OCM and Training teams. An OCM manager and OCM team will be established for the Project. In addition to the BSM OCM team, the Department has existing OCM teams in UI, DI, and Tax Branch that will be leveraged throughout the project lifecycle. The Department also plans to leverage consultant services for OCM support. The EDD has also reached out to other large State of California legacy system replacement projects (i.e. Franchise Tax Boards' Enterprise Data to Revenue) to gather their best practices for application to the BSM Project. The EDD will begin the OCM activities during the PAL and continue throughout the DDI phases of the project.

The Project will use State staff to the extent the necessary skillsets exist and are available. Some positions will be established and funded through the annual BCP process. These BCP positions will be filled via the State's existing hiring process and procedures. Others will be loaned from the various divisions within the ITB and program areas. Loaned staff will be appointed by the respective management teams based on their knowledge, experience and skills.

The BSM project will kick off the OCM activities with envisioning training sessions with EDD Executive management that will focus on the following:



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- Obtain guidance, direction and expectations from designated EDD Leadership regarding the future of EDD program delivery. This input will set the foundation for the creation of new business processes that are more efficient, improve results and enhance the customer experience.
- Guiding EDD Leadership through change and enable them to support program and project team staff during the development of the new benefits system “To-Be” processes and requirements.

The BSM OCM team will continually work with the stakeholders educating them about the changes, providing them the opportunity to buy in to the vision and structure of the change, and eventually adopt the change. The team will seek to prepare staff and the EDD organization to the new processes and technology through services that educate the staff about the change and how they will successfully perform their responsibilities in the new system. The formation of this team of state staff and consultants, along with leveraging existing OCM teams, prior project experiences, will ensure that the project’s OCM activities are managed successfully through project completion.

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

For Stage 3 Solution Development the EDD will utilize a combination of BSM dedicated resources, EDD SMEs, vendor resources, and CDT’s Statewide Technology Procurement team for developing the System Integrator Request for Proposal (RFP). The Project will use State staff to the extent the necessary skillsets exist and are available. Some positions will be established and funded through the annual BCP process. These BCP positions will be filled via the State’s existing hiring process and procedures. Others will be loaned from the various divisions within the EDD business and program areas. Loaned staff will be appointed by the respective management teams based on their knowledge, experience and skills.

The BSM ESC and the EDD legal counsel will participate in the review and approval of the BSM RFP.

## 2.12.8 Project Management

### 2.12.8.1 Project Management Risk Assessment

Project Management Risk Score: 1.4

Attach file to email submission.



Attachment J  
2.12.8.1 Project Man

### 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?

Project Charter	Yes	<b>Completed</b>
Scope Management Plan	No	<b>In progress</b>
Risk Management Plan	Yes	<b>Completed</b>
Issue and Action Item Management Plan	Yes	<b>Completed</b>
Communication Management Plan	No	<b>In progress</b>
Schedule Management Plan	No	<b>In progress</b>
Human Resource Management Plan	No	<b>In progress</b>
Staff Management Plan	No	<b>In progress</b>
Stakeholder Management Plan	No	<b>In progress</b>
Governance Plan	Yes	<b>Completed</b>





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## 2.12.9 Organization Charts

Attachment K 2.12.9 provides a high level visual of the proposed BSM project team.



Attachment K 2.12.9  
High Level Org Char

## 2.13 Data Conversion/Migration

Identify the status of each of the following data conversion/migration activities:

Data Conversion/Migration Planning	In Progress	Data Quality Assessment	Not Started
Data Conversion/Migration Requirements	Not Started	Data Quality Business Rules	Not Started
Current Environment Analysis	Not Started	Data Dictionaries	In Progress
Data Profiling	Completed	Data Cleansing and Correction	Not Started

- As-Is data dictionary is attached above.
- Data Profiling activity will be completed prior to Stage 4 Project Readiness and Approval.
- Known legacy system data sources that will potentially be used for the data conversion activities have been identified.
- EDD’s IT Branch is in the process of conducting a data archival and purge effort that is anticipated to complete by summer 2021, which will significantly reduce the volume of data stored by the EDD thereby reducing conversion complexity.
- The EDD is procuring the services of a data conversion/migration consultant to assist the Department in its data conversion planning efforts during the PAL timeframe.

Attachment: Attach files to email submission.

## 2.14 Financial Analysis Worksheets

The attached Financial Analysis Worksheets (FAW) identify the existing system costs to operate the current UI and SDI programs, and the proposed project planning costs through SFY 20/21. The EDD met with representatives from the California Department of Technology and the Department of Finance, and an agreement was reached that the EDD will update the FAWs with full project costs at an appropriate future date based upon refined project data gathered through the Stage 3 Solution Development process.

### Preliminary Assessment – Department of Technology Use Only

Original “New Submission” Date	1/27/2017
Form Received Date	6/7/2018
Form Accepted Date	6/7/2018
Form Status	Completed
Form Status Date	10/15/2018

### Main Form – Department of Technology Use Only

Original “New Submission” Date	6/7/2018
Form Received Date	6/7/2018
Form Accepted Date	6/7/2018
Form Status	Completed
Form Status Date	10/15/2018



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Form Disposition	Approved
Form Disposition Date	10/15/2018