



## Stage 3 Solution Analysis

California Department of Technology, SIMM 19C.2 (Rev. 3.0.6, 2/28/2022)

### 3.1 General Information

**1. Agency or State Entity Name:** **5180 - Social Services, Department of**

If Agency/entity is not in the list, then enter here. [Click or tap here to enter text.](#)

**2. Proposal Name:** **Facility Management System (FMS)**

**3. Department of Technology Project Number (0000-000):** **5180-213**

**4. S3SD Version Number:** **Version 3**

**5. CDT Billing Case Number:** **CS0031834**

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

### 3.2 Submittal Information

**1. Contact Information**

Contact Name: **Raj Mudigonda**

Contact Email: **Raj.Mudigonda@dss.ca.gov**

Contact Phone: **(916) 639-2862**

**2. Submission Type:** **Updated Submission (Pre-Approval)**

If Withdraw, select Reason: [Choose an item.](#)

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

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

All sections have been updated with refreshed language and solution requirements numbering. Solution requirements have become more detailed but still trace back to stage 1 and 2 project objectives. Team is using the new procurement assessment form as was released in the March 4, 2022, PAL update. Project and procurement roadmap will be attached to our submission.

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

FMS team updated the system implementation approach from Hybrid Agile, to Iterative. RFP language has been updated accordingly.

3. **Attach [Project Approval Executive Transmittal](#)** to your email submission.
4. **Attach updated [Procurement Assessment Form](#)** with Stage 3 information to your email submission.
5. **Conditions from Stage 2 Approval** (Enter any conditions from the Stage 2 Alternatives Analysis approval letter issued by CDT):  
  
S2AA CDT Letter – Conditions Language: “The FMS Project is approved to move to Stage 3 of the PAL subject to the following conditions:
  1. A Scope Management Plan is submitted with Stage 3
  2. A Schedule Management Plan is submitted with Stage 3
  3. A data Migration Plan is submitted with Stage 3
  4. A Stakeholder Management Plan is submitted with Stage 3

### 3.3 Detailed Solution Requirements and Outcomes

1. **Attach detailed** Requirements and Outcomes documents including traceability matrix to the email submission. Include any changed or updated requirements.

2. **Stage 2 Requirements and Outcomes Changes**

Since approval of the Stage 2 Alternatives Analysis, has the agency/state entity developed or modified any requirements and/or outcomes that were not represented in Stage 2? [Yes](#)

If “Yes,” explain:

[Requirements enhanced to further detail our needs. Midlevel requirements were split into solution level requirements.](#)

If “Yes,” please describe the nature and scope of the change(s) and how the requirements and/or outcomes align with the business objectives established in the Stage 1 Business Analysis:

[All solution requirements trace back to Stage 1 and FMS project objectives.](#)

3. **Attach** the updated To-Be Workflow(s) to your email submission.

If To-Be business process workflow(s) is not attached, explain why:

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

4. **Attach** the Statement of Work to your email submission.

## 3.4 Project and Procurements Roadmap

**Attach** a Project and Procurements Roadmap or Summary to the submission.

The roadmap or summary should include both the primary and all ancillary procurements.

## 3.5 Project Planning

Are the following Project Management Plans or artifacts completed to the required level, approved by the designated agency/state entity authority, and available for the Department of Technology to review? **Choose:** 'Yes,' 'No,' or 'Not Applicable.' If 'No' or 'Not Applicable,' provide the artifact status in the space provided.

Master Project Management Plan (Approved):[Yes](#)

Status: [Final](#)

Risk & Issue Management Plan (Approved):[Yes](#)

Status: [Final](#)

Change Management Plan (Approved):[Yes](#)

Status: [Final](#)

Quality Management Plan (Approved):[Yes](#)

Status: [Final](#)

Testing Management Plan (Approved):[Yes](#)

Status: [Final](#)

Security Management Plan (Draft):[Yes](#)

Status: [Draft Version.](#)

Contract Management Plan (Approved):[Yes](#)

Status: [Final](#)

Other (enter name) [Communication Management Plan](#) (Approved):[Yes](#)

Status: [Final](#)

Other (enter name) [Data Governance Plan](#) (Approved):[Yes](#)

Status: [Final](#)

Other (enter name) [Data Management Plan](#) (Approved):[Yes](#)

Status: Final

Other (enter name) Procurement Management Plan (Approved):Yes

Status: Final

Other (enter name) Requirements Management Plan (Approved):Yes

Status: Final

Other (enter name) Schedule Management Plan (Approved):Yes

Status: Final

Other (enter name) Scope Management Plan (Approved):Yes

Status: Final

Other (enter name) Staff Management Plan (Approved):Yes

Status: Final

Other (enter name) Stakeholder Management Plan (Approved):Yes

Status: Final

Other (enter name) Communication Management Plan (Approved):Yes

Status: Final

## 3.6 Primary Solicitation

**Attach** the Primary Solicitation document to your email submission.

For a standard procurement, please attach a copy of your IFB, RFP, or RFO.

For a challenge-based procurement, please attach a copy of the solicitation.

## 3.7 Ancillary Procurements

1. **Attach** all in-progress and completed ancillary procurement documents to your email submission.
2. Has the project begun procurement activities for Independent Verification and Validation (IV&V) services per the State Administrative Manual Section 4940.3? Yes

If "Yes," indicate the planned start date for IV&V services below:

5/6/2024

Onboard IV&V three months prior to Prime Contractor onboard. The team is actively working on a draft IV&V SOW; work in progress.

If "No" or "Not applicable," provide a brief explanation below:

3. Provide the following information for each of your ancillary procurements:

**Service Type:**Other

If “Other,” specify: Data Assessment and Planning Services

**Roles/Responsibilities or Tasks:** Specialized services to assess current legacy systems which support the Community Care Licensing (CCL) program and while also providing data migration planning services. Performing legacy system data assessment is the first step before launching planning activities to support the development of the Facility Management System (FMS) for the CCL programs. Limited term technical services are needed to support planning efforts for the development of the FMS which will follow agile methodologies and information technology development best practices. The limited term services are for one technical architect, two technical leads, and one project manager to perform planning and documentation efforts.

- Analyses and documentation of the current legacy systems environments.
- Developing conceptual, logical, and physical data models.
- Documenting data migration business requirements including data security and privacy.
- Develop the high-level strategies for performing data mapping, strategies for addressing data mapping issues, including but not limited to missing data, missing fields, and one-to-many, many-to-one situations
- Create the Data conversion, testing plan and provide the strategy for validating converted data.
- Develop the Extraction, transformation and loading scripts/programs to populate data in the Staging database.
- Develop the technical design documents, job aids and working knowledge transfer sessions with CDSS

**Status:**Complete

**CDT STP Conducted:** Yes

**Procurement Type:**IT-MSA

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

**Length of Contract:** 6/29/2020 – 6/28/2022 – 24 months base term, up to two (2) optional one (1) year extensions.

**Service Type:**Other

If “Other,” specify: Data Assessment and Planning Services (FAS and HCA)

**Roles/Responsibilities or Tasks:** The Contractor will analyze and document FAS and HCA data in the Source database in the Staging environment to determine how to migrate the data and estimate the level of effort required to complete the migration. CDSS will provide the business rules and source data for FAS and the HCA applications. The Contractor shall develop a Logical Data Model (LDM) and Physical Data Model (PDM) for HCA data that will integrate into the existing data model for seven systems. The Contractor will document

concepts at the business level to understand the data structure and how to integrate with data migrated from the source systems and interoperate successfully in the new Facility Management System. The key activities in the development of the LDM include but are not limited to collaborative design discussions to review and receive inputs from CDSS stakeholders, business and technical SMEs on expected outcomes and areas of concern, The development of LDM will add needed data classes and relationships to specify the details required including meta-data on the format, length, and structure of each attribute in the enterprise architecture repository. The Contractor shall generate reports from the central repository. Additionally, the Contractor shall provide a map of the LDM data classes and attributes to existing legacy systems to ensure completeness of data and to enhance data interoperability and sharing. From the LDM, the Contractor shall create the PDM and develop data conversion programs/scripts to extract FAS and HCA data and load it into the staging and target databases. The Contractor shall have design specifications approved by the Contract Manager before the Contractor can start developing the data conversion programs to extract, transform, and load the data into Staging environment.

**Status:**In-Progress

RFO currently under review with Contracts; estimated onboarding date is 5/30/23

**CDT STP Conducted:** Yes

**Procurement Type:**IT-MSA

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

**Length of Contract:** 6/30/2023 – 12/30/2024 – 18 months base term, up to one (1) optional one (1) year extensions.

**Service Type:**Organizational Change Management

If “Other,” specify:

**Roles/Responsibilities or Tasks:**

1. Contractor shall submit a draft work plan that describes their approach in providing services for the FMS project. The approach must describe how they will complete each of the required tasks and deliverables in the SOW. The plan must include any additional information that the Contractor deems necessary to explain how they intend to meet all tasks and deliverable requirements.
2. Contractor shall provide a description of the methodologies that they will use that demonstrates an understanding of the SOW that will satisfy CCLD’s need for reliable and accurate information and responds to the needs and challenges of the FMS project. Methodologies must include any specific tools or software and/or software products the Contractor will use to perform tasks and deliverables contained in the contract.
3. Contractor shall describe the process they will use to work with the State Contract Manager, CCLD policy/training and FMS project team to develop deliverables including, creation, formatting, and content of OCM documents. The

State Contract Manager representing the FMS project must approve report formats and deliverables in this contract.

4. Contractor shall describe how they will handle deliverable deficiencies (if any) with the State Contract Manager.
5. Contractor shall provide a feasible and acceptable Staffing and Resource Management Plan. The plan must describe how the Contractor (Contractor and subcontractor, if applicable) will ensure that all tasks and deliverables be completed on time and on budget throughout the life of the contract and how the Contractor shall maintain continuity if resources are replaced during the contract.

**Status:**In-Progress

**CDT STP Conducted:** Yes

**Procurement Type:**IT-MSA

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

**Length of Contract:** 01/18/21- 01/17/23 - 24 months base term, up to two (2) optional one (1) year extensions. The OCM contract for time extension amendment #1 complete. Non-Competitive Bid (NCB) amendment #2 for 14 months to add additional deliverables based on a new business needs, in progress.

Given the extended time to procure and select the prime vendor for the FMS project, CCLD applied the HCD approach and identified additional tasks that could help ensure FMS project success and has requested additional OCM and BPR activities and deliverables. In the following sections the Crowe team provided their approach to completing the added scope of work requested by CCLD. This is presented in two main sections: Additional OCM Scope and Additional BPR Scope.

CDSS has learned from other projects that insufficient attention to Organizational Change Management and Business Process Reengineering will negatively impact customer service levels, organizational change adoption and the Stakeholders will not rely on the FMS solution.

**Service Type:**Other

If "Other," specify: [Agile Coordinator](#)

**Roles/Responsibilities or Tasks:**

The Contractor shall be responsible for the following tasks that will be required to support the development of Deliverables:

1. Assist CDSS in developing agile processes and integrating agile practices.
2. Leading by example and modeling agile practices.
3. Observe team dynamics, performance, challenges, provide necessary training to team, and feedback to management.

4. Provide and maintain an enterprise view of agile topics and integration points with service management, project and portfolio management, and operational management.
5. Informing and educating key stakeholders on agile topics.
6. The Contractor will provide input into customizing the Governance plan to help organization achieve agile goals.
7. The Contractor will participate in status meetings to share the findings, recommendations, and progress with project leadership.
8. The Contractor will be responsible for assisting CDSS with tracking, monitoring, escalating, and mitigating agile process risks during FMS implementation.
9. The Contractor will request and review pertinent background materials.
10. The Contractor will support the integration of agile concepts and practices into organizational changes, restructuring of staff departments and positions, and operational support after project implementations.
11. The Contractor will work to align with Sponsors to ensure that project tracking metrics are sufficient to meet management reporting needs and coach them on their accountability role as the Customer.
12. The Contractor will prepare and submit updated Deliverable Expectation Documents (DED), Attachment 4, as needed to document any changes to the approved DED associated with planned activities and expenditures for the term of the agreement.
13. The Contractor shall participate in scope validation meetings as needed to confirm the contract objectives and approach and agree on deliverables scope, timing and content for Agile Coaching.
14. On a monthly basis, the Contractor will prepare and submit the Contractor Monthly Status Report, Attachment 2. And present findings in person to the State Contract Manager, CDSS/ISD Deputy Director and Branch Managers, and the CDSS Information Security Officer (ISO). The report will be utilized to communicate findings.

Contractor completed some deliverables prior to the release of FMS RFP and in February 2022 work was placed on hold per the decision of FMS Sponsor. CCLD let the contract expire and will pursue a new RFO contract for the remainder of deliverables.

**Status:**Complete

**CDT STP Conducted:** Yes

**Procurement Type:**IT-MSA

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



**Length of Contract:** 3/1/2021 – 2/28/2023, 24 months base term, up to two (2) optional one (1) year extensions.

**Service Type:**Other

If “Other,” specify: Agile Coordinator

**Roles/Responsibilities or Tasks:**

The Contractor will provide CCLD, agile Coordination Services which will focus on ensuring that all staff understand agile concepts, processes, best practices and know how to work within an agile framework. The Contractor shall work alongside CDSS staff to inform internal understanding of agile operations, performance, effectiveness, usefulness, process and implementation.

A new RFO will be a combination of deliverables not completed prior to first contract expiration and updated deliverables based on our amended iterative methodology.

**Status:**Planned

**CDT STP Conducted:** Yes

**Procurement Type:**IT-MSA

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

**Length of Contract:** 06/2024 – Working with contracts to lock in contract duration. This will be a new RFO, and we will be requesting a 24-month contract term.

Enter any content that you want to repeat, including other content controls. You can also insert this control around table rows in order to repeat parts of a table.

*TIP: Copy and paste or click the + button in the lower right corner of the ancillary procurement items to add Services (for different Service Types or Lengths of Contract) with all additional information as needed.*

**End of agency/state entity document.**

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

**When ready, submit Stage 3 and all attachments in an email to [ProjectOversight@state.ca.gov](mailto:ProjectOversight@state.ca.gov).**

*TIP: Review the Gate 3 Project Management Planning Evaluation Scorecard to ensure a complete submission. [GATE 3 Evaluation Scorecard](#)*

## Department of Technology Use Only

**Original “New Submission” Date:** 3/8/2021

**Form Received Date:** 4/28/2023

**Form Accepted Date:** 4/28/2023

**Form Status:** Completed

**Form Status Date:** 8/14/2023

**Form Disposition:** Approved with Conditions

**Form Disposition Date:** 8/14/2023