Stage 2 Alternatives Analysis

California Department of Technology, SIMM 19B.2 (Ver. 3.0.8, 02/28/2022)

2.1 General Information

1. **Agency or State Entity Name:** 7100 - Employment Development Department

   If Agency/State entity is not in the list, enter here with the organization code.

   Click or tap here to enter text.

2. **Proposal Name:** EDDNext: Integrated Claims Management System / Integrated Data Management (ICMS/IDM)

3. **Department of Technology Project Number (0000-000):** 7100-222

4. **S2AA Version Number:** Version 4

5. **CDT Billing Case Number:** 2245471

   Don't have a Case Number? Click here to get one.

2.2 Submittal Information

1. **Contact Information**

   Contact Name: Ron Hughes

   Contact Email: ron.hughes@edd.ca.gov

   Contact Phone: (916) 531-7396

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.

Summary of Changes: (Summarize updates made.)

See **Attachment 2.2.2**

3. **Attach Project Approval Executive Transmittal to your email submission. Attachment 2.2.3**

4. **Attach Procurement Assessment Form to your email submission. Attachment 2.2.4**

5. **Conditions from Stage 1 Approval (Enter any conditions from the Stage 1 Business Analysis approval letter issued by CDT or your AIO):**

Stage 1 accepted without conditions. **Attachment 2.2.5 – S1BA Acknowledgement**.

2.3 Baseline Processes and Systems

1. **Current Business Environment (Describe the current business environment of which the effort will be understood and assessed in 500 words)**

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. EDD enhances California's economic growth and prosperity by collaboratively delivering valuable and innovative services to meet the evolving needs of employers, workers, and job seekers.

The EDD connects employers with job seekers, administers Unemployment Insurance, Disability Insurance, and Paid Family Leave programs, and provides employment and training programs under the federal Workforce Innovation and Opportunity Act. Additionally, the EDD collects various employment payroll taxes including the personal income tax, and collects and provides comprehensive economic, occupational, and socio-demographic labor market information concerning California's workforce.

- The UI Branch (UIB) administers the employer-funded UI program to provide unemployment benefits to individuals who lost their job or became partially unemployed and meet the eligibility requirements to receive benefits. 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 partial wage replacement benefits, and offer a range of employment and training services to assist in the re-employment of workers.
- The Disability Insurance Branch (DIB) administers the SDI program which provides partial wage replacement benefits for 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 Tax Branch administers employer accounts, maintains tax, wages, 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, Employment Training Tax (ETT), and Personal Income Tax Withholding (PIT) withholding programs.

EDD is planning to modernize all UI, DI, and PFL business program operations. This effort is part of the EDDNext Portfolio of Projects. EDD is seeking input from vendors for overall solutions related to the Integrated Claims Management System (ICMS), which will manage all aspects of claims determination, processing, payment, overpayment recovery, and claimant communications, and the Integrated Data Management (IDM) platform.

Attach relevant documentation to email submission (i.e., business process, workflow, problem analysis, user/stakeholder list, research findings). If these types of documents are not available, please indicate "Not Available," and explain the reason below:
Attachments 2.3.1.1 Current State As-Is Business Processes

Not available reason: Click or tap here to enter text.

2. **Technical Context (Describe the technical environment of which the effort will be understood and assessed in 500 words)**

The EDD possesses three independent, non-integrated benefit systems that rely, to varying degrees, on the mainframe system, as well as external sub-systems and components.

The Disability Insurance (DI) system consists of an IBM Mainframe-based system and a customized Microsoft .NET set of applications. These systems also encompass the Paid Family Leave (PFL) program. These applications are a series of custom applications and Mainframe macros. The Mainframe is the primary claims processing system. DI and PFL claims are process through the various Mainframe applications to determine eligibility and/or continuation or certification. While the Mainframe is used for processing claims and certifications, the .NET applications are primarily where the public and EDD employees can access and work/monitor claims. These applications are called State Disability Insurance Online (SDIO). The following business functions are done through the SDIO application:

- Disability Insurance Claims
- Disability Insurance Benefits
- Disability Insurance Eligibility
- Disability Insurance Auditing,
- Disability Insurance Reporting
- Disability Insurance correspondences
- Disability Insurance security

- Disability Insurance Determination
- Disability Insurance Logging

It should be noted that the SDIO application serves as the front-end of the Disability Insurance Mainframe applications. All the current DI systems are on-premises.

The Paid Family Leave (PFL) program technology is built upon the same technology as DI and with extensions that provide the PFL specific services.

The Unemployment Insurance (UI) system also consists of the same IBM Mainframe-based system and customized Microsoft .NET applications. Just like the DI system, the UI system utilizes the Mainframe for processing UI claims such as new claims, continuing claims, or determination of eligibility. While the Mainframe is the primary processing system, a .NET application called Unemployment Insurance Online (UIO) serves as a front-end for the UI system. Through UIO, claims management is done and has the following functions:

- Unemployment Insurance Continued Claims
- Unemployment Insurance Benefits
- Unemployment Insurance Eligibility
- Unemployment Insurance Auditing,
- Unemployment Insurance Reporting
- Unemployment Insurance Correspondences
- Unemployment Insurance Security
- Unemployment Insurance New Claims (May 2018)

As with the DI system, the UI system is completely on-premises and utilizes a series of batch files and other interfaces with which data is kept synchronized between the Mainframe and the UIO systems. The current monolithic architecture introduces the following challenges:

Complexity: The current architecture is complex and difficult to maintain and support. A change made in one segment of the architecture requires multiple changes in many other segments and redeployment of the whole monolithic system.

Scalability: With code lumped in one application the complexity increases as it is incrementally developed, and it is difficult to scale up due to unknown impact on application performance.

Technology Limitations: With a stack of heterogeneous technologies, including legacy platforms, it becomes difficult to upgrade the technology stack versions, let alone incrementally adopt newer technology.

Data Integrity: Difficult to maintain data integrity due to synchronization issues, data duplication, and no data access standardization.

Resource Inefficiencies: EDD relies heavily on a large number of key resources to support and maintain the current architecture due to its complexity and the need to maintain duplicative functions to support EDD. Current architectures include legacy technologies which puts EDD at risk of losing the knowledge and skillsets needed to maintain these legacy technologies overtime.

Integrations: Due to the nature of monolithic architectures, functionality is deeply interwoven and difficult to distinguish the various components of system integrations. Monolithic integrations have been become difficult to maintain and scale.

The foundational architecture of the EDD benefits applications did not envision the revolutionary transformation of technology, the introduction of the internet as a service delivery channel, or the expansion of business services that EDD provides in the 21st century.

Attach relevant documentation to email submission (i.e., logical system environment diagrams, system interactions, business rules, application flows, stakeholder information, data flow charts). If these types of documents are not available, please indicate "Not Available," and explain the reason below: **Attachments 2.3.2.1 – 2.3.2.4**

Not available reason: Click or tap here to enter text.

3. **Data Management (Enter the information to indicate the data owner and custodian of the current system, if applicable.) Attachments 2.3.3.1 and 2.3.5.1**

Data Owner Name: Grecia Staton

Data Owner Title: Deputy Director

Data Owner Business Program area: Unemployment Insurance

Security - Data Classification and Categorization Yes

Security - Privacy Threshold & Impact Assessment. Yes

Data Owner Name: Melissa Stone

Data Owner Title: Deputy Director

Data Owner Business Program area: Disability Insurance

Security - Data Classification and Categorization Yes

Security - Privacy Threshold & Impact Assessment. Yes

Data Owner Name: Pamela Geitner

Data Owner Title: Deputy Director

Data Owner Business Program area: Tax Branch

Security - Data Classification and Categorization Yes

Security - Privacy Threshold & Impact Assessment. Yes

EDDNext ICMS Data Custodian

Data Custodian Name: Ajit Girn

Data Custodian Title: Chief Information Officer

Data Custodian Technical area: Information Systems Branch

4. Existing Data Governance and Data

a) Do you have existing data that must be migrated to your new solution?

Answer (Unknown, Yes, No): Yes

If data migration is required, please rate the quality of the data.

Select data quality rating: Some issues identified with the existing data.

The Data Migration Plan will be drafted through the ICMS/IDM Project PAL Stage 4 and will be ready prior to the ICMS vendor/system Integrator data conversion efforts.

b) Does the Agency/state entity have an established data governance body with well-defined roles and responsibilities to support data governance activities?

Answer (Unknown, Yes, No): Yes **Attachment 2.3.4.b-EDDNext Data Governance Plan**

A Data Governance Board or Council will be appointed with specific roles and responsibilities for Chief Data Officer (CDO)/Chief Information Officer (CIO), Chief Data Steward, Executive Business Leaders, Data Owners, Data Custodian, Technical Data Stewards, Business Data Stewards, Change Champions, and other entities as identified throughout the project. The attached Data Governance plan is fully drafted but not yet finalized and approved.

If Yes, include the data governance organization chart as an attachment to your email submission.

c) Does the Agency/state entity have data governance policies (data policies, data standards, etc.) formally defined, documented, and implemented?

Answer (Unknown, Yes, No): Yes

If Yes, include the data governance policies as an attachment to your email submission. **Attachment 2.3.4.c ISD ISO POL EIDCC Standard**

d) Does the Agency/state entity have data security policies, standards, controls, and procedures formally defined, documented, and implemented?

Answer (Unknown, Yes, No): Yes

If Yes, attach the existing documented security policies, standards, and controls used to your email submission. **Attachment 2.3.4.d ISD ISO POL ISPP**

e) Does the Agency/state entity have user accessibility policies, standards, controls, and procedures formally defined, documented, and implemented?

Answer (Unknown, Yes, No): Yes

If Yes, attach the existing documented policies, accessibility governance plan, and standards used to the email submission. **Attachment 2.3.4.e Accessibility Control, 2.3.3.1 Privacy Threshold and Impact Assessment, 2.3.5.1 Security Categorization Impact Table**

Consult the SIMM 5305-A Information Security Program Management Standard - Security Categorization Impact Table.

Attach a table (in PDF) that categorizes and classifies the agency/state entity's information assets related to this effort (e.g., paper and electronic records, automated files, databases requiring appropriate protection from unauthorized use, access, disclosure, modification, loss, or deletion). Each information asset for which the agency/state entity has ownership responsibility shall be inventoried and identified.

5. **Security Categorization Impact Table Summary**

Consult the SIMM 5305-A Information Security Program Management Standard - Security Categorization Impact Table to provide potential impact levels of the following areas: **Attachment 2.3.5.1 Security Categorization Impact Table**

Confidentiality: Medium

Integrity: Medium

Availability: Medium

6. **Technical Complexity Score: 3.7 Attachment 2.3.6 EDDNext ICMS S2AA Complexity Assessment.**

(Attach a SIMM Section 45 Appendix C with Business and Technical Complexity sections completed to the email submission.)

2.4 Requirements and Outcomes

At this time in the project planning process, requirements and outcomes should be documented and indicative of how the Agency/State Entity envisions the final solution. This shall be

accomplished either in the form of mid-level requirements (predictive methodology)/business capabilities or representative epics and user stories (adaptive methodology) that will become part of the product backlog. The requirements or representative epics and user stories must tie back to the Objectives detailed in the Stage 1 Business Analysis. Regardless of which tool/method is used, an understanding of the following, at a minimum, must be clearly articulated:

- Functional requirements
- Expected user experience(s)
- Expected system outcome
- Expected business operations (e.g., How do you envision operations in the future?)
- Alignment to the project's objectives identified in Stage 1
- Product ownership (e.g., Who owns these requirements?); and
- Verification of need(s) fulfillment (e.g., How will success be measured?)

Attach Requirements and/or Outcomes narratives, mid-level requirements, and/or epics/user stories to submission email. **Attachment 2.4.1 Stage 2 Midlevel Solution Requirements**

2.5 Assumptions and Constraints

Relevant assumptions and constraints help define boundaries and opportunities to shape the scope and complexity of the project.

Assumption: **Attachment 2.5.1 ICMS-IDM Project S2AA Assumption**

Description/Potential Impact: Click or tap here to enter text.

Constraint: **Attachment 2.5.2 ICMS-IDM Project S2AA Constraints**

Description/Potential Impact: Click or tap here to enter text.

2.6 Dependencies

Dependencies are elements or relationships in a project reliant on something else occurring before the function, service, interface, task, or action can begin or continue.

Dependency Element: Attachment 2.6.1 ICMS-IDM Project S2AA Dependencies

Dependency Description: Click or tap here to enter text.

2.7 Market Research

Market Research (CDT Market Research Guidelines) determines whether products or services available in the marketplace can meet the business needs identified in this proposal. Market Research can also determine whether commercial practices regarding customizing/modifying products or tailoring services are available, or even necessary, to meet the business needs and objectives of the business.

Before undertaking a Market Research approach. Contact your PAO Manager to schedule a collaborative review to review planning to date and discuss the procurement approach.

1. **Project Management Methodology:** Hybrid

2. **Procurement approach recommended:** **RFP -** Standard Procurement

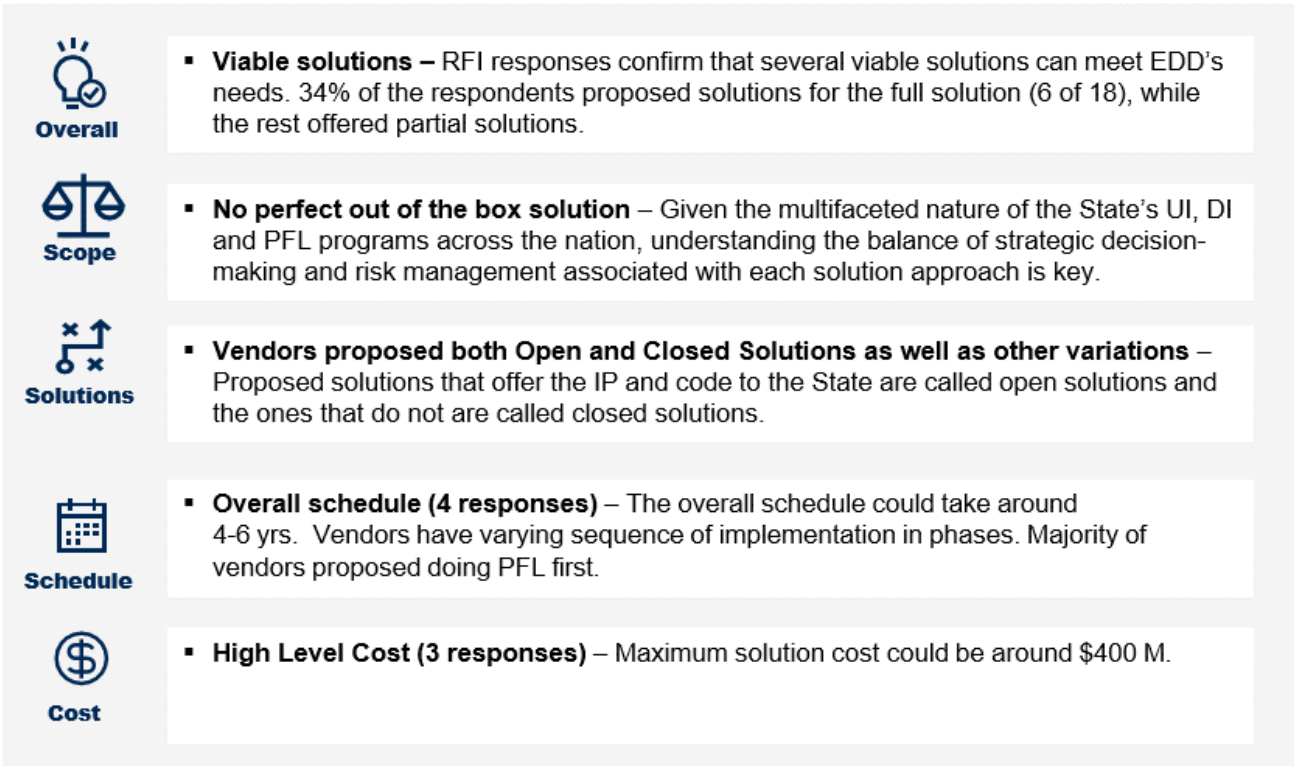
3. **Market Research Approach**

Provide a concise narrative description of the approach used to perform market research.

EDD utilized the Request for Information (RFI) process to gather information regarding the availability of products and services that would effectively deliver an Integrated Claims Management System (ICMS) and Integrated Data Management (IDM) project solution. The RFI was performed in the fall of 2023. The RFI included mid-level requirements for the vendors to self-assess their solutions ability to meet the EDD's needs "out-of-the-box", through configuration or customization. The RFI also included narrative prompts for the vendor to provide information regarding how their solution would address EDD benefit systems capabilities and challenges. A costing workbook was also provided for the vendors to provide a Rough Order of Magnitude (ROM) for the solution and implementation costs.

The vendor responses to the RFI were reviewed and analyzed by the EDDNext ICMS/IDM Project Leadership, Enterprise Architect, Solution Architect, Technical and Program subject matter experts as well as Gartner and Guidehouse Claims Management and Integrated Data Management industry specialists. Twenty (20) vendors responded to the RFI. Six (6) solution providers provided detailed alternative approaches designed to deliver an integrated claims management solution. All proposed solutions are cloud-based. Figure 1, RFI High Level Observations, provides a snapshot of some of the key findings throughout the RFI responses.

Figure 1 - RFI High level Observations



Based on the analysis of the vendor responses to the RFI, EDD determined two models that can be considered viable for EDD to modernize its UI, DI and PFL benefit systems. All the solutions proposed by the vendors, who participated in this RFI, fall in the spectrum between these two models: Open Solutions and Closed Solutions.

A summary description of Open Solutions and Closed Solutions is provided within Section 2.8, Viable Alternative Solution.

Conclusion

As mentioned earlier in this section, solutions offered under either model can be considered viable for EDD. The advantages and disadvantages to EDD of Open Solutions and Closed Solutions alternatives are summarized in section 2.8, Viable Alternative Solutions.

4. Market Research Artifacts

Market Research Artifacts can include internet research, collaboration with other governmental entities, or other documentation.

Attach Market Research artifacts to the email submission. **Attachment 2.7.4 EDDNext RFI Observations**

2.8 Viable Alternative Solutions

The CDT expects Agencies/state entities to conduct a thorough analysis of all feasible alternatives that will meet the proposal's objectives and requirements. Agencies/state entities should provide at minimum

the three (3) most viable solutions, one (1) of which could be leveraging and/or enhancing the existing solution (if applicable).

There are two viable alternatives for EDD's benefit program system modernization: Open Solutions (Modified Off-The-Shelf) and Closed Solutions (Commercial Off-The-Shelf). Sections 2.8.1 and 2.8.2 dive deeper into the differences between the two alternatives but below listed are some commonalities between them.

Common Technical Abilities

Both Open and Closed Solutions share some core technical functionalities that can address a significant portion of EDD's desired technical needs, as detailed within the Stage 1 Business Analysis (S1BA) package:

Table: Common Technical Abilities of Open and Closed Solutions

	Desired Technical Outcomes from S1BA	Description
1	Pre-built functionalities	Both offer a base set of features that address core requirements like UI, DI, and PFL program integration.
2	Scalability	Both solutions can typically scale to accommodate future growth in user base or program complexity.
3	Security Features	Both Open and Closed Solution vendors typically provide security updates and maintenance to ensure ongoing system protection.
4	Customer Support	Both offer some level of vendor support, although the extent may vary.

Common Functional Abilities

While suited for different customization levels, both Open and Closed Solutions can address core functionalities relevant to EDD's functional needs, as detailed within the Stage 1 Business Analysis (S1BA) package:

Table: Common Functional Abilities of Open and Closed Solutions

	Desired Functional Outcomes from S1BA	Description
1	Customer Service	Both can offer basic features, with Open Solutions allowing for more customization.
2	Fraud Mitigation	Both can provide pre-built tools, but Open Solutions allow for tailored detection methods.
3	Data Analytics	Both can offer basic capabilities, but Open Solutions enable integration with preferred advanced tools.
4	Adaptability	Both can adapt to some degree, but Open Solutions offer greater flexibility for future program changes.

Additionally, the market research outcomes for the EDDNext ICMS/IDM Project have confirmed that mature Open and Closed Solutions workforce/benefit systems are in use throughout other jurisdictions and support a wide range of benefit types and business

processes. Both Open and Closed Solution vendors possess significant state or industry experience and have installed their products in government workforce agencies across the country.

Finally, the vendor responses to the RFI indicated that both Open and Closed Solutions could support incremental solution delivery. This approach will deliver incremental business value as the UI, DI, and PFL benefit programs are migrated off the mainframe and legacy systems onto an Open Solution. This approach will also help program staff familiar with a specific program to transition to the new system easily and should support the EDD's desire to streamline training and OCM efforts. The Department will have early and frequent opportunities to assess vendor and solution performance through and iterative development methodology within each release to ensure the State's investment remains sound.

1. **Viable Alternative Solution Name: Open Solutions**

Description: Open Solutions are akin to MOTS (Modified Off-The-Shelf) products, which are customizable and adaptable versions of existing commercial software. Open Solutions are pre-built software platforms that can be customized to meet specific organizational needs. They offer a base set of functionalities that address core requirements but can be extended and modified through configuration or custom development. While these solutions largely meet with at least 50% of EDD's requirements today "out-of-the-box" (OOTB) as demonstrated in Table 3 - ICMS/IDM Key Solution Attributes - Open Solutions (averaging at 60.6% across three vendors), they allow customization to meet EDD's specific business needs while maintaining the integrity of the original, proven software base.

They offer a balance between customization and reliability, aiming to provide the flexibility needed for EDD to respond quickly to evolving business needs. The biggest advantage of such solutions to EDD is that the source code is delivered with the solution, thus mitigating significant vendor lock-in risks.

Technical Ability

EDD's technical needs, as detailed within the Stage 1 Business Analysis (S1BA) package, encompass the proposed system's architecture, security, scalability, and integration capabilities. The following table highlights the strengths and weaknesses of Open Solutions in these areas:

Table 1 - Open Solution Strengths & Weaknesses (Technical Abilities)

	Desired Technical Outcomes from S1BA	Strengths	Weaknesses
1	Customization	Highly customizable to meet specific needs	Increased complexity in managing and maintaining due to potential integration needs
2	Integration	Offers flexibility for integrating with various external systems	Requires additional development effort for integration
3	Scalability	Scalable based on development effort to	Slower time to market due to customization and integration needs

		accommodate growth/program changes	
4	Security	Can leverage wider support communities for security expertise	Requires in-house expertise for ongoing security assessments and maintenance
5	Control	EDD owns the source code, providing control over the system and future modifications	Unpredictable costs that come with maintenance and support of the source code, depending on customization complexity

Functional Ability

Open Solutions can be adapted to address EDD's desired functionalities, as detailed within the Stage 1 Business Analysis (S1BA) package, for customer service, fraud mitigation, data analytics, and adaptability for future program changes. The following table highlights the strengths and weaknesses of Open Solutions in these areas:

Table 2 - Open Solution Strengths & Weaknesses (Functional Abilities)

	Desired Functional Outcomes from S1BA	**Strengths**	**Weaknesses**
1	Customer Service	Can be customized for multi-channel support & self-service options	Requires development effort for specific functionalities
2	Fraud Mitigation	Can be tailored to EDD's specific fraud detection needs	Integration complexity for advanced fraud detection tools
3	Data Analytics	Can be integrated with preferred data analytics tools for in-depth insights	Development effort needed for complex data visualizations
4	Adaptability	Easily adaptable to changing program requirements	Requires development effort for adapting functionalities

Why is this a viable solution? Please explain:

Open Solutions offer a high degree of customization, allowing EDD to tailor the system to their specific needs and evolving program requirements. Additionally, EDD would own the source code, providing greater control over the system in the long run, while requiring in-house capabilities or additional costs associated with operations and maintenance of the system. Finally, there is the potential for increased design complexity and longer implementation times associated with customization and integration efforts. To address some of these complexity concerns, Open Solution vendors traditionally work with system integrators to provide software implementation and support services.

The Vendor responses to the RFI provided information regarding meeting key ICMS/IDM solution attributes. Table 3 below shows the breadth of Open Solution vendor responses and highlights how each of them would meet EDD's key desired solution attributes.

Table 3 - ICMS/IDM Key Solution Attributes - Open Solutions[1]

	Attribute	Desired	Vendor 1	Vendor 2	Vendor 3
1	Source Code/IP provided?	Yes	Yes	Yes	Partial
2	Data Transparency	Yes	Yes	Yes	No, data extracts only
3	Longevity (~product timeline UI-benefits)	>10 years	2013	2010	2020
4	Hosting	Cloud-agnostic	Cloud-agnostic AWS preferred	Cloud-agnostic	Azure
5	Core Technology	N/A	Java	.NET	.NET
6	Productive use (Mostly UI Benefits)	Yes	Yes	Yes	Yes
7	Multilingual capabilities	Yes	Yes	Yes	Yes
8	Base Wage Support	Yes	Yes	Yes	Yes
9	**Requirements Met** Out of Box	>70%	52%	71%	59%
10	**Requirements Met** Met by Configuration		28%	22%	39%
11	**Requirements Met** Met by Customization	<10%	20%	7%	2%
12	**Requirements Met** May not Meet	0%	0%	0%	0%
13	**Design, Development, and Implementation** Implementation Approach	Iterative Based	Essential functions of UI, DI and PFL first.	Program based approach by function UI, DI, PFL	Program based approach
14	**Design, Development, and Implementation** Duration	< 6 yrs.	Not provide	~ 5 yrs.	~ 5 yrs.
15	**Design, Development, and Implementation** Cost [2]	N/A	Not provide	$ 387 M.	$ 178 M.

In conclusion, Open Solutions offer a more cost-effective solution with the potential for high customization but require more development effort and expertise for security and integration.

Approach

Increase staff – new or existing capabilities: Yes

Modify the existing business process or create a new business process: Yes

[1] *EDDNext Integrated Claims Management System (ICMS) RFI Review, page 6;* published November 06, 2023; Gartner

[2] RFI Vendors proved high-level Rough Order of Magnitude (ROM) cost estimate. The ROM cost provided included anticipated cost of services for design, development, implementation and one year of maintenance and operations. However, the ROM costs also contained disclaimers regarding licensing cost and other variables.

Reduce the services or level of services provided: No

Utilize new or increased contracted services: Yes

Enhance the existing IT system: No

Modify Statute/Policy/Regulations: No

Please Specify: No changes to Statute/Policy/Regulations anticipated.

Create a new IT system: Yes

Other: No Specify: Click or tap here to enter text.

Architecture Information

Business Function(s)/Process(es):

The following is a summary of the system modules and mapped business functions common to both alternatives. There are a total of 10 system modules for ICMS and IDM comprising a total of 88 functions:

1. **ICMS Benefits and Claims Module (20 functions):** Claim Filing/Intake, Benefits Payment and Adjustment, Manual Processing, Upload Claim Documentation, Base Period Employer Charge, Create Account Notes, Claim Outgoing/Incoming, Correspondence, Work Sharing Processing, Medical Verification (DI/PFL), Case Search Functionality/Claim Status, Bulk Claims Processing, Staff Workflow/Case Management, Data Visualization for Decision Making, Eligibility Determination, Certification Cross Matches, Claimant Management of Claims, Worker Profiling, Monetary Process, Employer Management of Claims
2. **ICMS Appeals Module (10 functions):** File Appeal, Route Appeal, Upload Appeal Documentation, Process Appeal, Schedule a Hearing, Issue Decision, Route to Higher Commission of Appeal, Produce Appeal Documentation, Appeal Status, Staff Workflow / Case Management
3. **ICMS Fraud Module (7 functions):** Investigation and Inquiries, Generate Fraud Reports, Prevent and Detect, Prepare Criminal Cases, Collections of Overpayments, Interstate Reciprocal Request for Overpayment, Federal Mandated Audit
4. **ICMS Payments Module (8 functions):** Inquire Payment Status, Track Payment, Payment Reconciliations, Refunds, Remittance, Process Payment Transactions, Bill for Data Sharing Agreements, Benefit Overpayment Recovery
5. **ICMS Report Generation Module (7 functions):** Case Search Report, Data Visualization for Decision Making, Generate Mandatory Reports, Self-Service Reports (claimants, employers/TPA, external states), Validate Data Quality, Capture Data Dictionary and Calculations, System Performance Reports
6. **ICMS Customer Support Module (5 functions):** Provide Notifications, Respond/Route Customer Inquiry, Track Support Request, Online FAQ / Help / User Guides, Forms and Notices Generation
7. **IDM Data Management Module (8 functions):** Data Management Services, Master Data Management, Data Governance, Data Catalog, Data Lake, Data Warehouse, Operational Data Store (ODS), Data Exchange
8. **IDM Identity and Access Management Module (6 functions):** Identity and Access Management, Access Management, Application Programming Interface (API) /

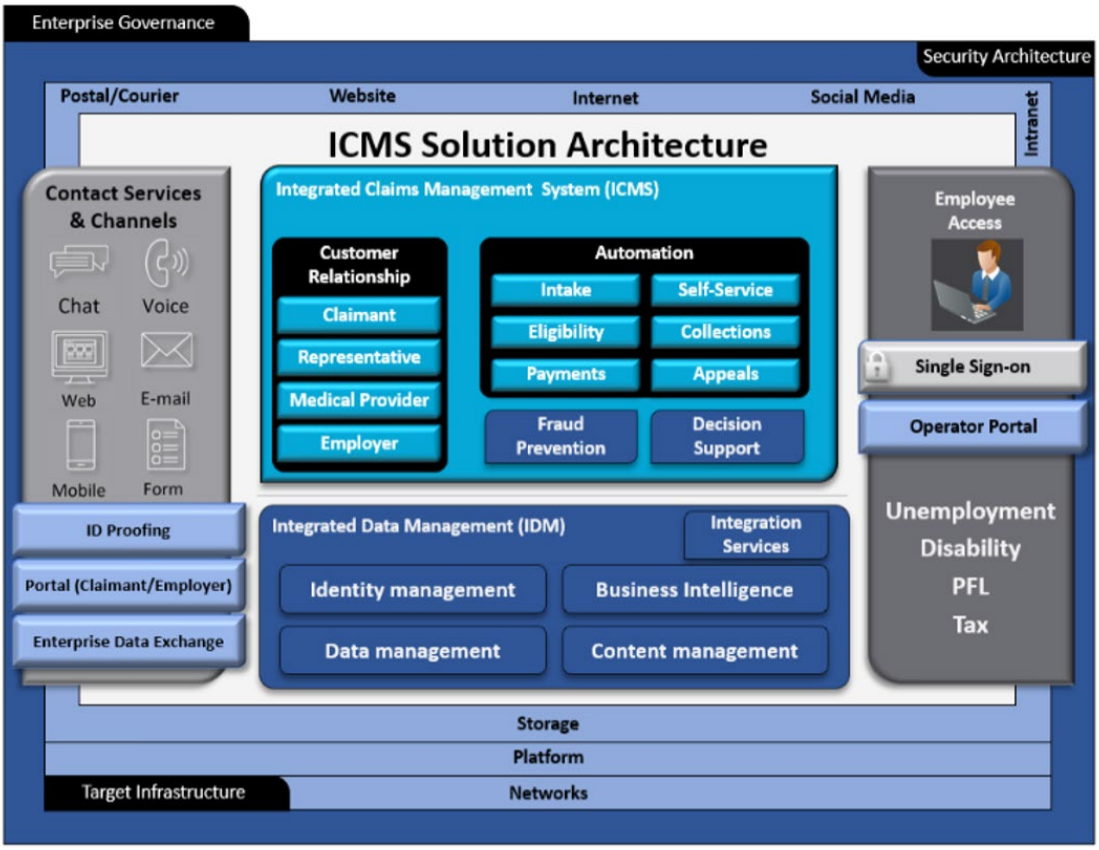
Business to Business (B2B) Identity, Customer Identity, Workforce Identity, Customer Verification and Augmentation

9. **IDM Content Management Module (10 functions):** Content Management, Document Access Control, Document Artificial intelligence (AI) / Machine Learning / Enterprise Content Management, Document Editing/Transformation, Document Search, Document Storage/Index, Document Version Control, Document Workflow, Business Analytics, Business Alerts
10. **IDM Enterprise Integration Module (7 functions):** Enterprise Service Bus, Enterprise Integration Services, API Gateway, Electronic Data Interchanges (EDI), E-Mail and Enterprise Messaging, Extract Transform Load (ETL), Managed File Transfer (MFT)

Application, System, or Component

Enter the name of the application, system or component that supports the associated business process.

In the previous section above, 2.8.1, Business Function(s)/Processes(s), each function is supported by a system module. The 88 processes are assigned across 10 system modules. The illustration below is the conceptual solution architecture, envisioned using cloud-based technologies, identifying the ICMS/IDM applications, systems, or components.



COTS/SaaS/Cloud Technology or Custom: Custom

Name/Primary Technology: Open Solution (MOTS)

Explain Existing System Interfaces: The EDDNext ICMS/IDM Project team identified 308 interfaces used to support the inbound and out bound needs of UI, DI, and PFL that are within scope of the project. **Attachment 2.3.2.3 Current State As-Is Interface Inventory**.

Explain New System Interfaces: The new services introduced through the EDDNext Portfolio of Projects will be added as new interfaces. The services may include the Integrated Contact Center, Shared Customer Portal, Identity Management System and the Fraud and Data Analytics.

Data Center Location of the To-be Solution: Other

If Other, specify: Cloud Solution / FedRamp Moderate Continental US Cloud Data Center

Security

Access

Public: Yes

Internal State Staff: Yes

External State Staff: Yes

Other: No Specify: Click or tap here to enter text.

Type of Information (Select Yes or No for each to identify the type of information that requires protection. See the SAM Section 5305.5 for more information.)

Personal: Yes

Health: Yes

Tax: Yes

Financial: Yes

Legal: Yes

Confidential: Yes

Other: No Specify: Click or tap here to enter text.

Protective Measures (Select Yes or No to identify the protective measures used to protect information.)

Technical Security: Yes

Physical Security: Yes

Backup and Recovery: Yes

Identity Authorization and Authentication: Yes

Other, specify: Introduce new or enhanced controls, processes and systems to help control fraud and abuse.

Total Viable Alternative #1 Solution Cost (copy from FAW – Executive Cost Summary tab, cells E7 through E11):

Planning Costs: $126,977,111 (note: does not directly match the cost in FAWS due to a prior year cost accumulation of $72,490,632)

One-Time (Project) Costs: $662,529,946

Total Future Ops. IT Staff OE&E Costs: $ 45,107,976

Total Proposed Cost: $ 834,615,032

Annual Future Ops. Costs (M&O): $ 35,850,918

2. **Viable Alternative Solution Name: Closed Solutions**

Description: Closed Solutions are comparable to COTS (Commercial Off-The-Shelf) products and are pre-configured, vendor-controlled software packages designed for immediate deployment with minimal modification. They offer a set of functionalities that may address a significant portion of EDD's needs "out-of-the-box" (OOTB). Like Open Solutions, the vendors proposing Closed Solutions also claim to meet at least 50% of EDD's requirements today OOTB (62.3% average across three vendors), as shown in Table 6 – ICMS/IDM Key Solution Attributes – Closed Solutions.

Due to the lower customization effort, EDD can achieve an improved time-to-value to implement ICMS/IDM. The ability to modify or adapt the core software to changing needs is typically restricted by the vendor based on the needs of their entire client base. Additionally, their proprietary nature can lead to greater vendor lock-in and higher costs for changes and additional customization or development of separate additional solutions to meet the evolving business needs of the State.

Technical Ability

Closed Solutions offer a pre-built framework with their own strengths and weaknesses regarding technical ability to meet EDD's needs, as detailed within the Stage 1 Business Analysis (S1BA) package. The following table highlights these considerations:

Table 2 - Closed Solution Strengths & Weaknesses (Technical Abilities)

	Desired Technical Outcomes from S1BA	Strengths	Weaknesses

1	Customization	Reduced complexity in managing and maintaining the system due to pre-configured setup	Limited customization capabilities
2	Integration	May offer pre-built connectors for easier integration with common systems	Limited flexibility for integrations with non-standard systems or preferred data analytics tools
3	Scalability	Built-in scalability to accommodate growth	Potential vendor dependence for scaling the system, which may involve additional costs or limitations
4	Security	Vendor manages security updates and maintenance.	Potential security vulnerabilities if vendor falls behind on updates
5	Control	Predictable costs with upfront licensing fees	Limited control over the system due to vendor-controlled source code and potential high costs for modifications

Functional Ability

Like Open Solutions, Closed Solutions can address EDD's desired functionalities, as detailed within the Stage 1 Business Analysis (S1BA) package, for customer service, fraud mitigation, data analytics, and adaptability. However, the level of customization required might differ from vendor to vendor. The following table highlights these considerations:

Table 5 - Closed Solution Strengths & Weaknesses (Technical Abilities)

	Desired Functional Outcomes from S1BA	**Strengths**	**Weaknesses**
1	Customer Service	May offer built-in features for basic customer interaction	Limited customization for specific needs, potentially requiring workarounds
2	Fraud Mitigation	May offer pre-built fraud detection tools	Limited customization for advanced fraud detection methods, potentially requiring additional vendor solutions
3	Data Analytics	May offer built-in data analytics capabilities	Limited flexibility for complex data analysis or integration with advanced tools, potentially requiring additional vendor solutions
4	Adaptability	Faster time to value due to minimal configuration needed	May require vendor involvement for major changes to the system, potentially impacting timelines, and costs

Why is this a viable solution? Please explain:

A Closed Solution could provide industry-hardened UI services to EDD quickly but EDD's desire for the integration of DI and PFL capabilities to achieve a customer-centered experience is unique and may require additional time to develop, test, and implement to deliver. Traditionally, Closed Solutions offer an improved time-to-value with implementation given their ability to meet EDD's needs through built-in technical and functional components. Additionally, Closed Solutions can have predictable costs upfront and potentially lower

ongoing maintenance expenses due to vendor support. However, there are limitations in customization and potential vendor lock-in associated with Closed Solutions.

The Vendor responses to the RFI provided information regarding meeting key ICMS/IDM solution attributes. Table 6 below shows the breadth of Closed Solution vendor responses and highlights how each of them would meet EDD's key desired solution attributes.

Table 3 -ICMS/IDM Key Solution Attributes - Closed Solutions[3]

	Attribute	Desired	Vendor 4	Vendor 5	Vendor 6
1	Source Code/IP provided?	Yes	Partial	No	No
2	Data Transparency	Yes	Not provided	No, data extracts only	No, data extracts only
3	Longevity (~product timeline UI-benefits)	>10 years	Not provided	2013	2013
4	Hosting	Cloud-agnostic	Salesforce Cloud	AWS Vendor Hosting	Azure CA State Cloud or Vendor Cloud
5	Core Technology	N/A	Salesforce	.NET	.NET
7	Productive use (Mostly UI Benefits)	Yes	Yes	Yes	Yes
7	Multilingual capabilities	Yes	Yes	Yes	Yes
8	Base Wage Support	Yes	Yes	Yes	Yes
9	**Requirements Met** Out of Box	>70%	52%	80%	55%
10	**Requirements Met** Met by Configuration		29%	17%	21%
11	**Requirements Met** Met by Customization	<10%	19%	1%	22%
12	**Requirements Met** May not Meet	0%	0%	2%	2%
13	**Design, Development, and Implementation** Implementation Approach	Iterative Based	Program based approach	Program based approach	Program based approach
14	**Design, Development, and Implementation** Duration	< 6 yrs	~ 5 yrs.	~ 5 yrs.	Not provided
15	**Design, Development, and Implementation** Cost	N/A	Not provided	$ 174 M.	Not provided

In conclusion, Closed Solutions provide improved time-to-value, ongoing vendor support, and potentially built-in functionalities, but may be less customizable and involve higher licensing costs.

Approach

[3] *EDDNext Integrated Claims Management System (ICMS) RFI Review, page 6;* published November 06, 2023; Gartner

Increase staff – new or existing capabilities: Yes

Modify the existing business process or create a new business process: Yes

Reduce the services or level of services provided: No

Utilize new or increased contracted services: Yes

Enhance the existing IT system: No

Modify Statute/Policy/Regulations: No

Please Specify: No changes to Statute/Policy/Regulations anticipated.

Create a new IT system: Yes

Other: No Specify: Click or tap here to enter text.

Architecture Information

Business Function(s)/Process(es):

Both alternatives aim at supporting the same scope of business functions and processes. In the previous section above, 2.8.1, Business Function(s)/Processes(s), each function is listed.

Application, System, or Component
Enter the name of the application, system or component that supports the associated business process

Both alternatives aim at supporting the same scope of business functions and processes using the same conceptual model. In the previous section above, 2.8.1, Business Function(s)/Processes(s), each function is supported by a system module. The 88 processes are assigned across 10 system modules.

COTS/SaaS/Cloud Technology or Custom: COTS/SaaS/Cloud Technology

Name/Primary Technology: Closed Solution (COTS)

Explain Existing System Interfaces: The EDDNext ICMS/IDM Project team identified 308 interfaces used to support the inbound and out bound needs of UI, DI, and PFL that are within scope of the project. **Attachment 2.3.2.3 Current State As-Is Inventory**.

Explain New System Interfaces: The new services introduced through the EDDNext Portfolio of Projects will be added as new interfaces. The services may include the Integrated Contact Center, Shared Customer Portal, Identity Management System and the Fraud and Data Analytics.

Data Center Location of the To-be Solution: Other

If Other, specify: Cloud Solution / FedRamp Moderate Continental US Cloud Data Center

Security

Access:

Public: Yes

Internal State Staff: Yes

External State Staff: Yes

Other: No Specify: Click or tap here to enter text.

Type of Information (Select Yes or No for each to identify the type of information that requires protection. See the SAM Section 5305.5 for more information.)

Personal: Yes

Health: Yes

Tax: Yes

Financial: Yes

Legal: Yes

Confidential: Yes

Other: No Specify: Click or tap here to enter text.

Protective Measures (Select Yes or No to identify the protective measures used to protect information.)

Technical Security: Yes

Physical Security: Yes

Backup and Recovery: Yes

Identity Authorization and Authentication: Yes

Other, specify: Introduce new or enhanced controls, processes and systems to help control fraud and abuse.

Total Viable Alternative #2 Solution Cost (copy from FAW – Summary tab, cell AL33):

Planning Costs: $91,849,651 (note: does not directly match the cost in FAWS due to a prior year cost accumulation of $38,023,786)

One-Time (Project) Costs: $354,528,837

Total Future Ops. IT Staff OE&E Costs: $ $70,286,761

Total Proposed Cost: $ 516,665,249

Annual Future Ops. Costs (M&O): $ 35,143,380

2.9 Project Organization

Project planning includes the process of identifying how and when specific labor skill sets are needed to ensure that the proposed project has sufficient staff with the appropriate knowledge and experience by the time the project moves into execution. All staff identified in the following sections should be included in the Financial Analysis Worksheet to be completed in Section 2.12.

1. **Project Organization Chart:**

   Attach the Project Organization Chart to your email submission. **Attachment 2.9.1 ICMS/IDM Org Chart**

2. **Is the department running this project as a matrixed or projectized organization?**

   Matrixed

In each of the following sections, provide a concise description of the approach to staffing the proposed project including contingencies for business/program, IT, or administrative areas to maintain ongoing operations in conjunction with the proposed project.

1. **Administrative**

   To effectively plan project resources, the PM will reference the high-level Work Breakdown Structure (WBS) and a high-level project schedule, which is described in the Schedule Management Plan. The Project's WBS provides the high-level overview of project activities while the Microsoft Project Schedule provides the greatest level of staffing detail as it aligns project resources to specific project tasks and activities. The PM will utilize past project artifacts, their own knowledge, and the expert knowledge of other project staff and Department leaders to estimate resources required to execute the project work. The Project Director and the PM will reference other project artifacts and resources as inputs to the resource planning activities, such as current organizational charts, departmental policies, identified project risks, documented constraints, the Project Charter, the Project Scope Statement, and formally approved project milestones or high-level timeframes. The PM will review the Responsibility Assignment Matrix (RAM) to identify or update participants who should be consulted or informed as part of the resource planning process.

2. **Business Program**

   The PM will perform detailed resource planning for each high-level project activity to ensure the Project has identified necessary resources with which to accomplish the project work. The PM will work with the Project Director, Project Management Office (PMO) Manager, and Project Program Leadership to ensure resources have been identified. The PM will ensure the Unemployment Insurance (UI), Disability Insurance (DI), Paid Family Leave (PFL) and Tax program leaders approve the planned resources for project activities

under their responsibility. The PM may delegate resource planning to the appropriate manager over a given project sub-team.

3. **Information Technology**

   The IT branch is integral part of the project as they provide standard workstation equipment and system access for full-time project staff. The IT Branch team members will also provide EDD technology specific expertise that will be instrumental to the success of the ICMS/IDM project. The ICMS/IDM Project manager will work with IT Branch leadership and other key leadership stakeholders, when developing the comprehensive, fully resource loaded project schedule that includes resourcing from all parts of the project organization (such as vendors/contractors, administration, programs, testers, trainers/trainees, etc.). The partnership between ICMS/IDM project, IT Branch and program and administration leadership will ensure that competing priorities are known early and mitigated to ensure the proper resource balance to support both project and IT operational needs.

4. **Testing**

   The selected vendor will lead system testing, while user acceptance testing will be led by program staff. Comprehensive test plans and test scripts will be developed to reflect scenarios that align with business processes and functional requirements. Program staff will execute test scripts, document test results, and work with the prime vendor and other core team members to resolve issues. An IV&V contractor, in consultation with EDDNext program and technical staff, will oversee all testing to ensure functional and non-functional requirements are met.

5. **Data Conversion/Migration**

   Data Conversion/Migration plan is underway. The data conversion/migration plan includes how much historical data will be converted, types of data to convert (master data, transactional data, etc.), source systems (SQL database, mainframe database, etc.), data cleansing and reconciliation activities, and the preliminary conceptual target systems. The implementation Statement of Work includes data conversion/migration planning activities and requirements. The Data Conversion/Migration plan will be finalized once the vendor has been selected and the implementation plan is developed. Once the implementation plan has been developed, EDD will select the appropriate resources from EDD, the State and the vendor to support the Data Conversion/Migration plan.

6. **Training**

   The EDDNext hiring managers and supervisors will review current job skills and discuss mandatory or desired training needs with each of their staff as they onboard. This will then be shared with the EDDNext Project Manager for further coordination, scheduling, and budget considerations. Typical types of training on the Project which may be required or of use to staff include:

- Introduction to Project Management Principles
- Fundamentals of Business Analysis
- Facilitation Skills
- Business Process Improvement Fundamentals
- User Story training
- HP Application Lifecycle Management (ALM) training
- Microsoft Word, Excel, Visio, Project
- Teambuilding
- Leadership

Vendor provided project accelerators or software products to support the project and the vendor's recommended methodology (e.g., Slack, Jira, Azure DevOps, vendor developed tools, etc.)

At the start of each project phase, the Project Manager will work with the EDDNext managers and supervisors to review the staff skill sets against any new roles or responsibilities needed for the project phase. The Project Manager will also provide feedback to the EDDNext managers and supervisors periodically based on the performance of the project resources. Depending upon the need, external training experts may be bought in, or the staff will be sent to specific training sessions to gain the necessary skills needed on the Project.

7. Organizational Change Management

OCM EDDNext Transformation office is establishing a dedicated change team, identifying obstacles to change, training preparation, communication plan development, and determining the impact of the change on stakeholder groups, processes, and resources. An OCM team has been established, which will focus on these key areas to ensure a smooth transition. Additional responsibilities of the OCM team include determining change capacity and capability within the program, as well as facilitating a long-term commitment to change through metrics and a supportive culture.

8. Resource Capacity/Skills/Knowledge for Stage 3 Solution Development

This narrative should include the experience level and quantity of procurement, contract management, and budget staff who will be responsible for the Stage 3 Solution Development.

CDT's Statewide Technology Procurement (STP) team will be the lead procurement officials. The project is supported by three STP staff, including two management level staff. EDDNext has assigned two Contract Unit staff members to support procurement activities, including one at the management level. In addition, EDDNext has one management level Budget Analyst and one management level Contract Manager assigned to support Stage 3 activities.

2.10 Project Planning

1. **Project Management Risk Assessment**

   Updated Project Management Risk Score: 6.5

   Attach Updated PM Risk Assessment to your email submission. SIMM Section 45A **Attachment 2.10.1 PM Risk Score**

2. **Project Charter – Attachment 2.10.2 ICMS Project Charter**

   Is your project charter 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.

   Project Charter (Approved): No

   Status: Charter is in the process of being updated to align to the ICMS/IDM project.

   Attach a copy of the Project Charter to your email submission.

3. **Project Plans**

   Are the following project management plans or project artifacts 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.

   Note: For Low to medium complexity and cost projects, discuss with your PAO manager the option of submitting a Master Project Management Plan in place of individual plans.

   Scope Management Plan (Approved): Yes

   Status: EDDNext Hybrid Agile Framework established a combined Scope and Change Control Management Plan. Approved - **Attachment 2.10.3.1**

   Communication Management Plan (Approved): Yes

   Status: EDDNext Hybrid Agile Framework established a combined Communication and Stakeholder Management Plan. Approved - **Attachment 2.10.3.2 & 2.10.3.2.1**

   Schedule Management Plan (Approved) : Yes

   Status: Approved - **Attachment 2.10.3.3**

   Procurement Management Plan (Approved): Yes

   Status: EDDNext Hybrid Agile Framework established a combined Procurement and Contract Management Plan. Approved - **Attachment 2.10.3.4**

Requirements Management Plan (Approved): Yes

Status: Approved - **Attachment 2.10.3.5**

Stakeholder Management Plan (Draft): Yes

Status: EDDNext Hybrid Agile Framework established a combined Communication and Stakeholder Management Plan. Drafted - **Attachment 2.10.3.2**

Governance Plan (Draft): Yes

Status: Drafted - **Attachment 2.10.3.6**

Contract Management Plan (Draft): Yes

Status: EDDNext Hybrid Agile Framework established a combined Procurement and Contract Management Plan. Drafted - **Attachment 2.10.3.4**

Resource Management Plan (Draft): Yes

Status: Drafted - **Attachment 2.10.3.7**

Change Control Management Plan (Draft): Yes

Status: EDDNext Hybrid Agile Framework established a combined Scope and Change Control Management Plan. Drafted - **Attachment 2.10.3.1**

Risk Management Plan (Draft + Risk Log): Yes

Status: EDDNext Hybrid Agile Framework established a combined Risk and Issue Management Plan. Drafted. - **Attachment 2.10.3.8 & 2.10.3.8.1**-Risk and Issue Register

Issue and Action Item Management Plan (Draft + Issue Log): Yes

Status: EDDNext Hybrid Agile Framework established a combined Risk and Issue Management Plan. Drafted. - **Attachment 2.10.3.8 & 2.10.3.8.1**-Risk and Issue Register

Cost Management Plan (Approved if planning BCP approved): Yes

Status: **Attachment 2.10.3.9**

4. **Project Roadmap (High-Level)**

Attach a high-level Project Roadmap showing remainder of planning phase and transition into execution phase to the email submission. **Attachment 2.10.4.1**

a) Planning Start Date: 1/3/2022

b) Estimated Planning End Date: 6/24/2025

c) Estimated Project Start Date: 6/25/2025

d) Estimated Project End Date: 4/26/2029

2.11 Data Cleansing, Conversion, and Migration

If in Section 2.3 (above) the answer to the question "Do you have existing data that must be migrated to your new solution?" was marked "Yes," please complete this section.

The California Department of Technology recommends having a Data Consultant start data cleansing, conversion, and migration activities as soon as possible.

Identify the status of each of the following data activities. If "Not Applicable" is chosen, explain why the activity is not applicable or if "Not Started" is chosen, explain when the activity will start and its anticipated duration:

1. **Current Environment Analysis: In Progress**

   EDD is in the early stages of data environment analysis and has produced a starting "point in time" entity relationship diagrams and database structure profile catalog for the ICMS mainframe and SQL database systems. The ICMS/IDM selected vendor will perform additional data environment analysis and update entity relationship diagrams and database catalogs in partnership with EDD subject matter experts based on the vendor's proposed solution needs.

2. **Data Migration Plan: In Progress**

   EDDNext has a portfolio level drafted Data Governance Plan. The ICMS/IDM selected vendor in partnership with EDD subject matter experts will finalize the data migration plan designed to support the vendor solution and project implementation.

3. **Data Profiling: In Progress**

   EDD is in the early stages of data profiling analysis and produced a starting "point in time" entity relationship diagrams and database structure profile catalogs. The ICMS/IDM selected vendor will perform additional data profiling analysis and update entity relationship diagrams and database catalogs in partnership with EDD subject matter experts based on the proposed solution.

4. **Data Cleansing and Correction: In Progress**

   The ICMS/IDM Project Transition mid-level requirements provide information regarding the data cleansing and data correction expectations in support of data conversion / data migration needs. The ICMS/IDM selected vendor in partnership with EDD subject matter experts will develop and deliver the data cleansing and correction plan designed to support the vendor solution and project implementation. (Please see **Attachment 2.4.1-B_3_Stage_2_Midlevel_Solution_Requirements_20240315**)

5. **Data Quality Assessment: In Progress**

   The ICMS/IDM Project Transition mid-level requirements provide information regarding the data quality assessment expectations in support of data conversion / data migration needs. The ICMS/IDM selected vendor in partnership with EDD subject matter experts will develop and deliver the data quality assessment designed to support the vendor solution and project implementation. (Please see **Attachment 2.4.1-B_3_Stage_2_ Midlevel_Solution_Requirements_20240315**)

6. **Data Quality Business Rules: In Progress**

   The ICMS/IDM Project Transition mid-level requirements provide information regarding the data quality business rules expectations in support of data conversion / data migration needs. The ICMS/IDM selected vendor in partnership with EDD subject matter experts will develop and deliver the data quality business rules designed to support the vendor solution and project implementation. (Please see **Attachment 2.4.1-B_3_Stage_2_ Midlevel_Solution_Requirements_20240315**)

7. **Data Dictionaries: In Progress**

   EDD has performed data environment analysis that produced entity relationship diagrams, and a data dictionary. The ICMS/IDM selected vendor will perform additional data environment analysis in partnership with EDD subject matter experts based on the vendors proposed solution needs and updates to the data dictionaries. **Attachment 2.11.7.1-2.11.7.5**

8. **Data Conversion/Migration Requirements: In Progress**

   The ICMS/IDM Project Transition mid-level requirements provide expectations in support of data conversion / data migration needs. The ICMS/IDM selected vendor in partnership with EDD subject matter experts will develop and deliver the data cleansing and correction plan designed to support the vendor solution and project implementation. (Please see **Attachment 2.4.1-B_3_Stage_2_ Midlevel_Solution_Requirements_20240315**)

2.12 Financial Analysis Worksheets

Attach F.2 Financial Analysis Worksheet(s) to the email submission. **Attachment 2.12.1**

End of agency/state entity document.

Please ensure ADA compliance before submitting this document to CDT.

When ready, submit Stage 2 and all attachments in an email to ProjectOversight@state.ca.gov.

Department of Technology Use Only

Original "New Submission" Date: 1/27/2017

Form Received Date: 6/24/2024

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Form Status: Completed

Form Status Date: 7/11/2024

Form Disposition: Approved

Form Disposition Date: 7/11/2024