



# Stage 2 Preliminary Assessment

California Department of Technology, SIMM 19B (Rev. 2.1), Revision 5/21/2018

## 2.1 General Information

### Agency or State Entity Name:

State Controller's Office

### Organization Code:

0840

### Proposal Name:

California State Payroll System (CSPS) Project

### Department of Technology Project Number:

0840-086

## 2.2 Preliminary Submittal Information

### Contact Information:

#### Contact First Name:

Chris

#### Contact Last Name:

Maio

#### Contact Email:

cmaio@sco.ca.gov

#### Contact Phone:

916-322-3393

#### Preliminary Submission Date:

06/20/2017

#### Preliminary Assessment Transmittal:

## 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	<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 checked="" type="checkbox"/>	<input type="checkbox"/>
3. Does the Agency/state entity anticipate needing support from the California Department of Technology (CDT) Statewide Technology Procurement (STP) 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"/>
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: 2.3 Business Complexity Zone: ☐ High ☒ Medium ☐ Low



# Stage 2 Alternatives Analysis

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## 2.4 Submittal Information

### Contact Information:

<b>Contact First Name:</b>	<b>Contact Last Name:</b>
Chris	Maio
<b>Contact Email:</b>	<b>Contact Phone:</b>
cmaio@sco.ca.gov	916-322-3393
<b>Submission Date:</b>	<b>Project Approval Executive Transmittal:</b>
3/25/2021	Attachment A: Project Approval Executive Transmittal Stage 2

### Submission Type:

<input type="checkbox"/> New Submission	<input type="checkbox"/> Updated Submission (Post-Approval)
<input checked="" type="checkbox"/> Updated Submission (Pre-Approval)	<input type="checkbox"/> 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 checked="" 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 checked="" 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 checked="" type="checkbox"/> 2.11.5 Project Phases
<input type="checkbox"/> 2.5.2 Business Process Workflow	<input checked="" type="checkbox"/> 2.11.6 High Level Proposed Project Schedule
<input type="checkbox"/> 2.5.3 Current Architecture Information	<input checked="" 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 checked="" type="checkbox"/> 2.7 Assumptions and Constraints	<input type="checkbox"/> 2.12.3 Information Technology (IT)
<input checked="" type="checkbox"/> 2.8 Dependencies	<input type="checkbox"/> 2.12.4 Testing
<input type="checkbox"/> 2.9 Market Research	<input checked="" 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 checked="" type="checkbox"/> 2.10 Alternative Solutions	<input checked="" type="checkbox"/> 2.12.8 Project Management
<input checked="" type="checkbox"/> 2.10.1 Solution Type)	<input type="checkbox"/> 2.12.8.1 Project Management Maturity Assessment
<input checked="" type="checkbox"/> Recommended	<input checked="" 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 type="checkbox"/> 2.13 Data Conversion/Migration
<input type="checkbox"/> 2.10.3 Description	<input checked="" type="checkbox"/> 2.14 Financial Analysis Worksheets
<input checked="" type="checkbox"/> 2.10.4 Benefit Analysis	
<input checked="" type="checkbox"/> 2.10.5 Assumptions and Constraints	

### Summary of Changes:

Minor edits and clarifications; additional services for a Technical Architect and Project Advisor and various updates to reflect joint ownership with CalHR



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Condition(s) from Previous Stage(s):	
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 current Uniform State Payroll System (USPS) is composed of 11 systems and over 60 tools and applications that manage 24 Functional and 17 Non-Functional processes. See attached listing of the Functional and Non-Functional Processes (Business Process Inventory Spreadsheet). The USPS started with the Basic Payroll system over 40 years ago and as California employment became unionized and the workforce grew the need for additional systems were required and subsequently added to the USPS environment. The Employment History (EH) system was developed to manage employee status (i.e. job classification, salary rate, employment type, timebase; retirement account) data that interfaced with Basic Payroll. In addition to the EH System, the following systems were developed to accomplish other required functionality: Position Control System (PSN), Garnishment System, California Leave Accounting System (CLAS), Warrant (Bank) Reconciliation System, Clearance System, Fiscal System, FI\$Cal, Electronic Fiscal Input Transaction System (eFITS), California Automated Travel Expense Reimbursement System (CalATERS), and the Affordable Care Act (ACA) System. In addition to the 11 main systems, various SCO units and external departments have created numerous tools/applications for the business processes to bridge gaps and/or accommodate system limitations of the USPS. For example, the Personnel Action Request (PAR) tracker was created in MS Access to track PAR Forms submitted to the SCO for processing. The database helps to automate the notice of irregularity (i.e. return for corrections) that is sent back to the submitter. Notices of irregularity are needed because the EH System utilizes paper input forms, requiring audits. Some of the 11 systems and the various tools/applications utilize interfaces or batch uploads to transmit data from one system/tool to the other as required, however, some are complete standalone systems/tools.

All functional and non-functional processes were documented in 41 Business Process Documents (BPD) which provide the business process description, workflow, roles and responsibilities, system information, forms utilized, reports generated and issues and opportunities. All BPDs can be accessed via the CSPS Project SharePoint Site:

<https://cacontroller.sharepoint.com/sites/csp/businessprocesses/BusinessProcessDocumentation/Forms/AllItems.aspx>

To assist stakeholders in understanding the complexity of the USPS, a Business Process Visualization Workbench was developed that provides a more graphical representation of the USPS Architecture



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organized by the business processes. The Visualization Workbench is provided as an attachment (Attachment B) to this submittal.

The systems inventory provides a detailed description all systems and tools/applications used in the current environment and can be accessed via the CSPS Project SharePoint site:

<https://cacontroller.sharepoint.com/sites/csp/projectteamsite/ScopeMgmt/Lists/CSPSSystemInventory/AllItems.aspx>

Note: The systems inventory is also attached to this submission. Attachment C: CSPS Stage 2 Systems Inventory

### 2.5.2 Business Process Workflow

Attachment C1: Business Process Documents 01 – 10

Attachment C2: Business Process Documents 11 – 20

Attachment C3: Business Process Documents 21 – 30

Attachment C4: Business Process Documents 31 – 43

### 2.5.3 Current Architecture Information

Due to the number of systems and tools/applications used in the current business processes please refer to the Systems Inventory Spreadsheet (Attachment C).

Business Function/Process(es)		See attached	
Select + to add a business process with the same application, system, or component; COTS, MOTS or custom solution; runtime environment; system interfaces, data center location; and, security.			
Application, System or Component			
		Select + to add an 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			
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:	



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		Title:
		Business Program:

Select + to add business functions/processes.

### 2.5.4 Current Architecture Diagram

Attachment: Refer to the Business Process Visualization Workbench (Attachment B)

### 2.5.5 Security Categorization Impact Table

Attachment: Attachment D USPS Categorization Table.

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

The CSPS Project is utilizing IBM DOORS, a requirements management tool, to capture, trace, analyze and manage changes throughout the project lifecycle. The project team has configured IBM DOORS to align with CDT requirements and to capture unique attributes for the CSPS Project. For S2AA Submission the mid-level requirements have been exported to Excel. For a detailed approach on how the CSPS Project will manage the creation and maintenance of requirements refer to the CSPS Requirements Management Plan which can be provided upon request.

Attachment E: CSPS Mid-Level Requirements



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### 2.7 Assumptions and Constraints

Assumptions/Constraints	Description/Potential Impact
Constraint: Federal and State Laws, rules, regulations and bargaining contracts (MOU) will define policies, procedures, processes and requirements for the solution and will change multiple times during the course of the project.	State of California human resource (HR) personnel and payroll policies are derived from various sources, listed in the constraint. CSPA solution requirements are derived from these sources and changes will impact the baselined requirements, which may or may not require a change request during the execution phase of the project. The project is constrained to the policies and therefore, cannot develop solution requirements that are contradictory. This constraint was identified while collecting requirements and if not addressed the future solution will not be in compliance with the policies and/or meet the needs of the business users.
Assumption: the CSPA Project is a joint ownership between the California Department of Human Resources (CalHR) and the SCO.	HR and payroll policies are developed and maintained by more than one state agency and in order to ensure the project is successful it has been agreed that this project is a joint ownership between those agencies that own the various HR and payroll policies, laws and rules and business processes. If this assumption is not correct then the future solution may not achieve user acceptance.
Assumption: Executives from CalHR, GovOPS, DOF, and SCO must be active and visible sponsors as members of the Executive Steering Committee (ESC)	HR policies and functions are distributed in multiple organizations with differing reporting structures, which requires an enterprise approach to making decisions. The project will need the ability to make quick executive decisions using the CSPA Governance Management Plan. This assumption was identified while performing market research and developing the CSPA Governance Management Plan. If this assumption is not correct then the project may not achieve user acceptance.
Assumption: Appropriate staff will have sufficient availability to complete assigned tasks within planned timeframes.	CSPA recognizes that some critical resources may need to focus on operational work, i.e. monthly payroll or the annual state budget process. CSPA will schedule work as needed to avoid impacting operational work. CSPA will also secure expert resources full-time on the project. This constraint was identified during the current state assessment and subject matter expert participation in the to-be business process flows and requirements elicitation sessions. If this constraint is not addressed the project may experience a schedule delay.
Constraint: CSPA Project relies on approved funding through the annual Department of Finance (DOF) budget process.	Funding for the project will have to be requested and approved through the DOF. Failure to receive adequate funding puts the project timeline at risk and threatens the ability to deliver the project scope. This constraint was identified during the initiation phase of the project. The project is a reportable project and relies on funding approved by DOF. If this constraint is not addressed the project faces complete failure.
Assumption: Key transformational business process changes will be approved and implemented to support the future solution implementation.	Market research determined that the key transformational opportunities significantly increase, up to 150% implementation timeframe and cost. Due to the State's



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	divergence from payroll best practices, commercial software requires expensive modification to support the current state business practices related to these areas. This assumption was identified through the current state assessment and subsequent market research. If this assumption is not correct then there will be a significant schedule and cost impact to the project.
Assumption: The State will be responsible for data cleansing and data transformation with support from the solution vendor	SCO understands current state data and is best positioned to review and clean current data before extracting, transforming and loading to a new system. Data cleansing benefits SCO immediately and has already begun. This assumption was identified during market research with CDT and external entities. Data conversion will be the responsibility of the chosen solution integrator. If this assumption is not correct then there will be a potential impact to schedule and cost.
Assumption: SCO, with support from the Organizational Change Management (OCM) and System Integrator (SI) contractors, will be responsible for training planning, development and delivery.	SCO is best able to understand and respond to stakeholder training needs. In addition, it is important to have state staff in customer facing positions to increase system acceptance. This assumption was identified during market research and lessons learned. If this assumption is not correct then there will be an impact to the project schedule, cost and quality.
Assumption: SCO will be responsible for OCM, separate from the SI contract.	This project is an organizational change effort with a technology component. SCO is best positioned to understand and respond to stakeholder needs. In addition, as documented during market research, system integrators typically do not offer a robust enough OCM offering required for the CSPS Project. This assumption was identified during market research and lessons learned. If this assumption is not correct then there will be a potential impact to the project cost and quality.
Assumption: The CSPS Project Team will consist of dedicated staff, consisting of both state and contractor resources that are 100% allocated to the project and will cross train one another.	The CSPS project is a large, complex project and requires resources who are 100% allocated to the project to ensure the project remains on schedule and to ensure adequate knowledge transfer. This assumption was identified during market research and lessons learned. If this assumption is not correct, then there will be an impact to the project schedule, impacting cost.
Constraint: The CSPS Project is required to adhere to existing contracting policies and procedures as outlined in the State Contracting Manual (SCM)	As with all other state projects, the CSPS project will conduct procurement and contract management according to the SCM, which may cause frustration with the vendor community and lend the project to external delays out of their control. This constraint was identified during the initiation phase and subsequent development of the procurement management plan. If this constraint is not addressed the project schedule and cost will be impacted.
Various Assumptions and Constraints related to Project Management	The CSPS Project Management Plan and each subsidiary plan identifies assumptions and constraints relative to each area of project management. Refer to each plan for the specific assumptions and constraints identified. These assumptions





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	and constraints were identified during the development of the various project plans. If these assumptions and constraints are not true or addressed, the project schedule; cost and quality will be impacted.
Various Assumptions and Constraints related to specific solution requirements.	The CSPS Project team has identified several assumptions and constraints related to specific solution requirements and are documented in the Requirements Management Tool and provided as an attachment to the S2AA submission. These assumptions and constraints were identified during requirements elicitation activities. If these assumptions and constraints are not true or addressed, the project schedule, cost and quality will be impacted.
Assumption: The CSPS project will have sufficient physical space for the project team to work effectively	Based on market research, the implementation team is expected to be large, and at peak staffing could exceed 200 people. Although remote work will reduce the corresponding space demand, there will still be a need for conference rooms, whiteboards, etc. This assumption was identified during market research and lessons learned. If this assumption is not correct then there will be an impact to the project schedule, cost and quality
Assumption: Implementation staff will have access to and be able to efficiently use collaboration tools to support remote work	The state's response to the Covid-19 pandemic could result in remote work continuing indefinitely. The project team will need to have the resources required to continue working in this environment. This assumption was identified by the requirement to work remotely during requirements elicitation. If this assumption is not correct, then there could be additional demand for physical space, impacting project cost.

Select + to add assumptions/constraints.

### 2.8 Dependencies

Element	Description
FI\$Cal Interface(s) – the outbound and inbound interfaces identified in the solution requirements. These interfaces would include payroll results per funding code and position funding information.	The FI\$Cal Project should be replacing the USPS Fiscal System and become the book of record for SCO. If FI\$Cal does not become the book of record prior to the testing phases of the CSPS project then the project will face significant delays. The CSPS solution requirements are written to interface directly with FI\$Cal, as the legacy Fiscal System, would be decommissioned Refer to project risk #30.
CalATERS Interface (s) – the CSPS solution will require an inbound interface from the CalATERS replacement system (specific system unknown at this time) to report the taxes withheld from business expenses to accurately report on the annual W2.	The CalATERS project is replacing the current software used for travel and expense reimbursements. The replacement software implemented as part of CalATERS needs to be well under way before the project designs interface specifications and subsequent testing phases. If the CalATERS project is delayed then the CSPS project schedule and scope will be adversely impacted. project risk #30 has been logged
Standalone Time and Attendance Solutions – Inbound and Outbound interfaces from various time and attendance solutions from multiple state agencies will be required to issue payroll.	The time and attendance capability requirements may be met by multiple solutions used by different state departments. The implementation and development of required interfaces are a





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	dependency of the implementation of the CSPS future solution
CalPERS Medical Benefits Enrollment Portal – The CSPS Project Scope does not include self-service enrollment for health benefits. CalPERS will provide this service as they are the health benefit provider for State of California employees.	CalPERS is updating their system, MyCalPERS, to offer a health benefit portal for active employees to enroll and maintain their benefits. The update is expected to take 2 years and CSPS is operating on the assumption that it will be in place prior to the CSPS future state solution implementation. If the update is not successful CSPS scope will be modified to include health benefit enrollments. Project risk #50 has been logged.

Select + to add dependencies.

### 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 checked="" 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	<input type="checkbox"/> Other, specify:

<b>Time spent conducting market research:</b>	Over 1 Year
<b>Date market research was started:</b>	1/2/2019
<b>Date all market research was completed:</b>	4/30/2020

#### 2.9.2 Results of Market Research

Refer to attached DLV 2.2 Market Research Results and DLV 2.3 Narrative on the CSPS Market Research  
Attachment F: DLV 2.2 Market Research Results  
Attachment G: DLV 2.3 Narrative on the CSPS Market Research

### 2.10 Alternative Solutions

#### 2.10.1 Solution Type

☒ **Recommended**

#### 2.10.2 Name

Alternative 1: Implement a COTS/MOTS Solution

#### 2.10.3 Description

The recommended solution for the CSPS project is the Commercial Off-The-Shelf/Modified Off-The-Shelf (COTS/MOTS) solution. This involves procurement and implementation of a Human Capital Management (HCM) system suite. An HCM suite includes functionality to support all the main business capabilities identified as the scope of the CSPS project. These include core HR and payroll functionalities; personnel administration, position control, time management, payroll, and benefits administration. The rationale for this recommendation emerges from the clear advantages provided by a commercial solution. Along with giving the state the best opportunity to meet its objectives, other advantages include a simplified technical architecture, faster time to benefit, leveraging the expertise of vendors and other states, and user acceptance. For a more detailed description of the recommended solution and how the CSPS Project came to this recommendation refer to Attachment H: DLV 3.0 Alternatives Analysis and Attachment I: DLV 4.0 Recommended Solution.

**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 type="checkbox"/> Utilize new or increased contracted services



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- |                                     |   |
|-------------------------------------|---|
| <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

An HCM suite can provide increased transparency between functions that are currently siloed. Position Control, employee data, payroll, time management and employee benefits data will all reside in the same system, accessible to users through defined security parameters.

While the state will clearly maintain control and be responsible for usage of the system and the quality of data, the vendor will assume significant responsibility for the platform's support of compliance, upgrades, and ongoing operational changes. This reduces the state's overall business risk for payroll system maintenance.

The state will no longer be the sole user of a proprietary system, and will be able to take more timely advantage of advances in technology and best practices in HR/Payroll as those evolve.

Resource availability risk is significantly reduced as a commercial solution provides a much larger pool of technical and functional expertise to draw from.

Commercial system vendors are often the source of technical advances such as machine learning and robotic process automation. These technologies then become available to the state earlier in the adoption cycle.

Commercial systems provide an additional measure of standardization and control over the solution. Unique, one-off functionality that has been a source of concern in the legacy system can be addressed through development tools provided in modern solutions. Any such unique development then becomes part of the base software, and is accounted for in future upgrades.

Risk associated with retiring or terminated employees who have unique system and technical knowledge is significantly reduced with a commercial system. System documentation and training are kept up to date to help ensure adequate knowledge transfer when needed.

A streamlined and more standardized system will provide timely implementation of changes to government codes, bargaining unit agreements, and other mandates.

Select + to add benefits/advantages.

#### Disadvantages

Cost – Procurement, design, implementation, maintenance and support of a new system carries significant costs, as detailed in DLV 4.0 Recommended Solution.

Risk – Any large enterprise project comes with significant risks that must be understood and mitigated through vehicles ranging from contract language to approval processes and other methods. These include typical cost, schedule and scope risks, but also staffing, technical, user acceptance, compliance, and many others. The COTS/MOTS alternative for this project will be no exception, and because of its size, visibility and complexity will likely be considered very high risk by all stakeholders.

Risk: A COTS/MOTS cloud based solution is dependent on key transformational changes to current state business processes being implemented. These key changes are supported by the key stakeholders and the project team is currently working with CalHR to ensure MOU changes and legislation is updated. If these changes are not implemented timely the project's scope, schedule and cost will be greatly impacted.

Organizational Change Management (OCM) – A new system will come with new terminology, new processes, new ways to access data and myriad other changes. This is in addition to new business procedures that are envisioned in the future state. As a result, there will be a significant OCM effort required for the CSPS project to achieve its goals with this alternative.

Technology change – The skill set of much of the team supporting the legacy environment focuses on mainframe and character-based technology. Moving from that environment to a cloud-based system designed around the user experience is a major leap, and will require different skills to support the solution.



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External perception – Large enterprise projects such as CSPS are viewed by some stakeholders and decision-makers as too risky, too costly, and unlikely to succeed. Significant effort will be needed to overcome this perception, which will need to be a focus of the project's OCM efforts.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.6	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.7	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.8	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.9	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.10	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.11	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.12	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.13	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"/>
5.1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.5	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.6	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.6	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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8.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.2	<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"/>
<b>Note: Increased Revenue is not an identified business driver for the CSPS Project</b>					
Cost Savings	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost Avoidance	<input checked="" type="checkbox"/>	<input 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"/>

**Note: Cost Recovery is not an identified business driver for the CSPS Project**

### 2.10.5 Assumptions and Constraints

**Assumption:** Mature Human Capital Management (HCM) products exist in the marketplace and vendors will respond to the future procurement efforts. CSPS conducted comprehensive market research which included multiple discussions with a range of vendors and other state and local entities. HR functions are commonly available with features that will meet the CSPS solution requirements.

**Assumption:** The procurement strategy defined in this document is based on information known at the time of submission. As a business based procurement, details on implementation and deployment strategies will be determined through participation with the vendors as they submit their proposed implementation approaches, participate in the proof of concept and perform a fit gap analysis on the solution requirements.

**Assumption:** any large enterprise project comes with significant risks that must be understood and mitigated through vehicles ranging from contract language to approval processes and other methods. These include typical cost, schedule and scope risks, but also staffing, technical, user acceptance, compliance, and many others. The COTS/MOTS alternative for this project will be no exception, and because of its size, visibility and complexity will likely be considered very high risk by all stakeholders.

**Assumption:** costs and other elements are driven to a certain extent by project timeframe. This timeframe is in turn driven by the implementation approach, which for the purposes of this report is assumed to be phased by agency. Estimates here assume that agencies can be grouped into “waves” for deployment purposes, and those estimates can change if the approach or deployment waves change.

**Assumption:** The future state solution will adhere to Human Capital Management (HCM) industry standards and best practices. By following HCM Standards and best practices the State can take advantage of lessons learned from other state government and private industry HCM systems to reduce risk and cost. This assumption was identified during the current state assessment and subsequent market research.

Select + to add assumptions/constraints

### 2.10.6 Implementation Approach

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



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- ☐ 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:
- ☒ **All requirements will be addressed as part of the CSPS Project but the implementation strategy will be determined in partnership with the chosen systems integrator after more is learned during the POC.**

### 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. Note: the technology implemented is considered mission critical, however it is not public facing.

### 2.10.7 Architecture Information

Business Function/Process(es)		Not known at this time – Business based procurement	
Select + to add a business process with the same application, system, or component; COTS, MOTS or custom solution; runtime environment; system interfaces, data center location; and, security.			
Application, System or Component		Select + to add an 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.



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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:
	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.		
<b>2.10.1 Solution Type</b>		
<input checked="" type="checkbox"/> <b>Alternative</b>		
<b>2.10.2 Name</b>		
Alternative 2: Current System with Enhancements		
<b>2.10.3 Description</b>		
<p>This alternative focuses on improving the existing legacy payroll applications and architecture over time to achieve project objectives incrementally. This solution necessarily focuses on technology upgrades, as some parts of the legacy computing environment are significantly outdated. Note too that modifying the current system involves acquisition of some new hardware and software as well as design, programming, testing and deployment resources. Refer to DLV 3.0 for the details</p>		
<b>Approach</b> (Check all that apply):		
<input checked="" 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 checked="" type="checkbox"/>	Enhance the existing IT system	
<input checked="" type="checkbox"/>	Create a new IT system	
<input type="checkbox"/>	Perform a business-based procurement to have vendors propose a solution	
<input type="checkbox"/>	Other, specify:	
<b>2.10.4 Benefit Analysis</b>		
<b>Benefits/Advantages</b>		
<p>The Current System with Enhancements alternative has minimal OCM and training efforts due to the reduced amount of business process changes.</p> <p>The Current System with Enhancements alternative leverages existing technology, reducing the learning curve for system support staff</p>		
Select + to add benefits/advantages		
<b>Disadvantages</b>		
<p>CSPS requirements are intended to steer the State towards industry standards and best practices as well as streamlined business processes. Some of these future state design elements would require modifications to the core payroll engine, and are not supported in this alternative. This alternative does not seek to support transformational opportunities,</p>		



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reimagined business processes, or significant changes in data structures. In fact, this approach assumes that the State will not pursue such changes, and is only viable if those proposed changes are not accepted or implemented. (i.e. moving to a standard payroll calendar)

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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.5	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.5	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.6	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.7	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.8	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.9	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.10	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.11	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.12	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.13	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4.1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5.2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5.3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5.4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5.5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5.6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6.1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6.2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6.3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6.4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6.5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6.6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





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8.1	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.1	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.4	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
12.2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Select + to add objectives

Financial Benefit	Anticipated Time to Achieve Financial Benefits After Project Go-Live				
	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost Avoidance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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

**Assumption:** There are a sufficient number of experienced program and project management resources to effectively estimate, plan and execute the multi-year project.

**Constraint:** Given the longer timeframe required in an incremental approach, later stages of upgrades may conflict with earlier work, requiring a near constant state of keeping capabilities in sync

**Assumption:** Integrations of external time and attendance systems, workflow tools, business intelligence tools, and other applications will not be complex

**Constraint:** PPSP must provide any and all business process analysis skills required to implement the future state process design.

**Constraint:** Lack of stakeholder acceptance for a long-term incremental improvement program

**Assumption:** Incremental deployment of new technology implies that users may be working with upgraded applications for some capabilities, while using legacy tools for others

Select + to add assumptions/constraints

### 2.10.6 Implementation Approach

**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:

Note: The Current System with Enhancement alternative approach identifies the need to purchase third party solutions (i.e. time and attendance and workflows) to meet the solution requirements.

**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



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- ☐ 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:

Note: The Current System with Enhancement alternative approach identifies the need to purchase third party solutions (i.e. time and attendance and workflows) to meet the solution requirements.

### 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.

Note: the technology is considered mission critical, however, it is not public facing

### 2.10.7 Architecture Information

Business Function/Process(es)		27.0 Establish and Maintain Attendances and Absences	
Business Function/Process(es)		28.0 Manage Leave Benefits and Usage	
Business Function/Process(es)		29.0 Manage and Perform Catastrophic Leave	
Select + to add a business process with the same application, system, or component; COTS, MOTS or custom solution; runtime environment; system interfaces, data center location; and, security.			
Application, System or Component		Unknown at this time – A solution for these business processes will be business based	
		Select + to add an application, system, or component.	
COTS, MOTS or Custom		Commerical off-the-shelf (COTS)	
Name/Primary Technology:			
Runtime Environment	Cloud Computing Used?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If "Yes," specify: Software as a Service (SaaS)
	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	
	Type of Information (check all that apply)	<input type="checkbox"/> Other, specify:	
		<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	<input type="checkbox"/> Technical Security <input type="checkbox"/> Identity Authorization and Authentication	



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		(check all that apply)	<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			
<b>Note: All other business process from Section 2.5 will utilize the systems in use today – See Attachment V: Alternative System Architecture Information</b>			
<b>2.11 Recommended Solution</b>			
<b>2.11.1 Rationale for Selection</b>			
DLV 4.0 Recommended Solution Section 3 provides a detailed description on the project's rational for the chosen solution.			
Attachment: Attachment I: DLV 4.0 Recommended Solution			
<b>2.11.2 Technical/Initial CA-PMM Complexity Assessment</b>			
Complexity		Complexity Zone	
Technical Complexity Score: 3.1	<input type="checkbox"/> Zone I	Low Criticality/Risk	
	<input type="checkbox"/> Zone II/III	Medium Criticality/Risk	
	<input checked="" type="checkbox"/> Zone IV	High Criticality/Risk ( <b>Attachment J: SIMM 45 Business Complexity Assessment</b> )	
<b>2.11.3 Procurement and Staffing Strategy</b>			
<b>Note: Attachment K DLV 6.0 Procurement was provided by our IT Procurement services contractor to recommend the chosen procurement strategy. DLV 6.0 was used as an input. Attachment W: Procurement Tracker provides all project procurements and detailed information.</b>			
<b>Activity</b>			
Solicitation Development			
Note: CSPS Contract #90417 (IT Procurement Services) executed on 6/15/2018 provides services for Solicitation Development. No new contract is needed.			
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 checked="" 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 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 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>			
Procurement Vehicle	Request for Offer/California Multiple Award Schedules (RFO/CMAS)	Contract Type	Fixed Price (FP)



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If "Other," specify:		If "Other," specify:	
<b>Requirements Elicitation</b>			
Note: CSPS Contract #90417 (IT Procurement Services) executed on 6/15/2018 provides services for Requirements Elicitation. No new contract is needed.			
<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 checked="" 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 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 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>	Request for Offer/California Multiple Award Schedules (RFO/CMAS)	<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>
<b>Cost Estimating</b>			
Note: CSPS Contract #90417 (IT Procurement Services) executed on 6/15/2018 provides services for Cost Estimating. No new contract is needed.			
<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 checked="" 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 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 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>	Request for Offer/California Multiple Award Schedules (RFO/CMAS)	<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>
<b>Business Analysis</b>			
Note: CSPS Contract #90417 (IT Procurement Services) executed on 6/15/2018 provides services for Business Analysis for the project planning phases			
<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

California Department of Technology, SIMM 19B (Rev. 2.1), Revision 5/21/2018

<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 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/California Multiple Award Schedules (RFO/CMAS)	<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 Analyst and IT Services– Procurement for additional resources for the CSPS Project's functional and technical (Testing; Security; Reporting) teams

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 checked="" 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 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>	Request for Offer/Master Service Agreement (RFO/MSA)	<b>Contract Type</b>	Time and Materials (T&M)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

### Project Management

Note: CSPS Contract #90119 (PMO Services) executed on 9/23/2019 provides services for Project Management for the project planning phases

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
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## 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 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 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/Master Service Agreement (RFO/MSA)	<b>Contract Type</b>	Time and Materials (T&M)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

### Project Management – PMO Services for project phases

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 checked="" 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>	Time and Materials (T&M)
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 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 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 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





## Stage 2 Alternatives Analysis

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<b>Procurement Vehicle</b>	Request for Offer/California Multiple Award Schedules (RFO/CMAS)	<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>

### Independent Verification and Validation (IV&V)

Note: CSPS Contract #90219 (IV&V Services) executed on 02/20/2020 provides services for IV&V. No new contract is needed.

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 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 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/Master Service Agreement (RFO/MSA)	<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>		<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

Note: CSPS Contract #90319 (Organizational Change Management (OCM) Services) executed on 10/01/2019 provides services for OCM for the project planning phases

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





## Stage 2 Alternatives Analysis

California Department of Technology, SIMM 19B (Rev. 2.1), Revision 5/21/2018

<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 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/Master Service Agreement (RFO/MSA)	<b>Contract Type</b>	Time and Materials (T&M)
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 – OCM Services for Execution and Closure Project Phases

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 checked="" 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 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/Master Service Agreement (RFO/MSA)	<b>Contract Type</b>	Time and Materials (T&M)
If "Other," specify:	<a href="#">Click here to enter text.</a>	If "Other," specify:	<a href="#">Click here to enter text.</a>

### Data Cleansing

Note: CSPS Contract #90419 (Data Analysis and Planning Services) executed on 11/20/2019 provides services for Data Cleansing. No new contract is needed

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 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)



## Stage 2 Alternatives Analysis

California Department of Technology, SIMM 19B (Rev. 2.1), Revision 5/21/2018

### Complete Only if Contractor Responsible for Activity

<b>Procurement Vehicle</b>	Request for Offer/Master Service Agreement (RFO/MSA)	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Data Migration and Validation – (Data Infrastructure) – An ancillary contract is needed for Data Migration and Validation services that will be required during the execution phase of the project.

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 checked="" 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>	Request for Offer/Master Service Agreement (RFO/MSA)	<b>Contract Type</b>	Fixed Price (FP)
If "Other," specify:		If "Other," specify:	

### Procurement Services – Proof of Concept (POC) Resources

The current IT Procurement services contract does not provide resources for activities required to conduct the proof of concept. This procurement would provide the project with additional resources to perform the activities required.

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 checked="" 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 checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input checked="" 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 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 checked="" type="checkbox"/> Leveraged Procurement Agreement (LPA)

### Complete Only if Contractor Responsible for Activity

<b>Procurement Vehicle</b>	Request for Offer/California Multiple Award Schedules (RFO/CMAS)	<b>Contract Type</b>	Time and Materials (T&M)
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Data Conversion – Actual data conversion is performed by the chosen SI and requirements are included in the Transition requirements for the SI RFP.

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



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<input checked="" type="checkbox"/> Agency/state entity staff <input checked="" 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 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 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>

### Design – (part of the SI RFP)

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 checked="" 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 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 (Part of the SI RFP)

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 checked="" 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 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)
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## Stage 2 Alternatives Analysis

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If "Other," specify:		Click here to enter text.		If "Other," specify:		Click here to enter text.	
Quality Assurance – (Part of the SI RFP)							
<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 checked="" 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 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 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:		Click here to enter text.		If "Other," specify:		Click here to enter text.	
Maintenance – (Part of the SI RFP)							
<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 checked="" 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 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 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:		Click here to enter text.		If "Other," specify:		Click here to enter text.	
Operations – (Part of the SI RFP)							
<b>Responsible</b> (check all that apply)		<b>When Needed</b> (check all that apply)		<b>Cost Estimate Verification</b> (check all that apply)			



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<input checked="" type="checkbox"/> Agency/state entity staff <input checked="" 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 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 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>

### Enterprise Architecture – (Part of the SI RFP)

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 checked="" 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 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 Architect and Project Advisor Services – A technical architect is required to participate in POC activities through PAL Stage 3 and 4. A project advisor is needed to assist the project team starting during PAL Stage 3 through project implementation.

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 checked="" 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 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 checked="" type="checkbox"/> Leveraged Procurement Agreement (LPA)

### Complete Only if Contractor Responsible for Activity



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<b>Procurement Vehicle</b>	Request for Offer/California Multiple Award Schedules (RFO/CMAS)	<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>

Vendor Services – Proof of Concept payment – It is the intent of the SCO to pay for proof of concept work performed by the vendors that qualify. The SOW will be part of the future solution RFP.

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 checked="" 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 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 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 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

Not needed for a business based procurement

#### 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 type="checkbox"/>
Public or Internal Mobile Application	<input type="checkbox"/>	<input type="checkbox"/>
Enterprise Service Bus	<input type="checkbox"/>	<input type="checkbox"/>
Identity and Access Management	<input type="checkbox"/>	<input type="checkbox"/>
Enterprise Content Management (including document scanning and eForms capabilities)	<input type="checkbox"/>	<input type="checkbox"/>
Business Intelligence and Data Warehousing	<input type="checkbox"/>	<input type="checkbox"/>
Master Data Management	<input type="checkbox"/>	<input type="checkbox"/>
Big Data Analytics	<input type="checkbox"/>	<input type="checkbox"/>

### 2.11.5 Project Phases

<b>Phase</b>	Phase 0 – Project Planning
<b>Description</b>	<b>Phase Deliverable</b>





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This phase encompasses the foundational work required prior to beginning design, configuration, testing and deployment. In addition to finalizing a detailed work plan, this phase includes updating and implementing management plans for staffing, requirements and scope control, communications and cost control, among others. During the planning phase the project will determine a schedule for each business process to be designed, built and tested, using the agile methodology.

**Finalization of Project Management Plans**  
**Final Business Process Inventory**  
**Project Schedule**  
**Implementation Plan**  
**Deployment Plan**  
**Training Plan**

Phase	Phase 1 – Design and Configuration (Execution)
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Description	Phase Deliverable
<p>In this phase, the system integrator and CSPS project team will configure the software to support the future state design. Design and configuration will be based on requirements and business rules, and will follow the business process schedule and implementation plan refined in Phase 0. Any discrepancies between software capabilities and detailed requirements will be resolved in this phase.</p> <p>The Design and Configuration phase will include the typical SDLC phases (i.e. design, build and test). The project team anticipates using a mix of the typical waterfall method with some elements of agile methodologies. Each business process (proposed) will go through design → system configuration (development) → design → testing</p>	<p><b>Establish Sandbox Environment</b>  <b>Establish Development Environment</b>  <b>Conduct Project Team Training</b>  <b>Sprint Backlogs</b>  <b>Product Backlogs</b>  <b>Release Backlogs</b>  <b>Interface Analysis</b>  <b>Final to-be Design Documents</b>  <b>Data Cleansing</b>  <b>Data Migration and Validation</b>  <b>Data Collection</b>  <b>Training Analysis, Design and Prototype</b>  <b>Establish Help Desk</b>  <b>Develop Interfaces</b>  <b>System Configuration</b>  <b>Configuration Documentation</b>  <b>User Documentation and Training Materials</b>  <b>Establish Test Environment</b>  <b>Unit Testing</b>  <b>Integration Testing</b>  <b>System Testing</b>  <b>Interface Testing</b>  <b>Comparison Testing</b>  <b>User Acceptance Testing</b>  <b>Regression Testing</b>  <b>Conversion Testing</b>  <b>Establish Production Environment</b>  <b>Status Reports</b></p>

Phase	Phase 2 - Pilot
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Description	Phase Deliverable
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## Stage 2 Alternatives Analysis

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In this phase, an agency or small group of agencies is selected for the first deployment. This serves as a final production test of the system and related processes such as data conversion, training and support. Criteria for selection will include agency readiness, complexity, size, quality of legacy data, and other similar factors.

Pilot planning will be an important and detailed step in this phase, and will need to be completed in collaboration with the pilot agency to minimize disruption to operations. The project team of system integrator and state staff will then plan the rollout, including development of assessment criteria, training materials, and support structures. These tasks will be started during Phase 0, and will be part of an overall organizational change management effort.

Data conversion is a key consideration for the CSPS project, and will be developed and tested along with the configured software. The pilot phase will be the first test of the data conversion process, and is likely to require more time than subsequent phases as a result.

Once completed, an extensive assessment of the results of the pilot will be conducted to help inform subsequent phases. That assessment will include a review of implementation tasks, technology and business process changes, effectiveness of training and support, and any other aspects of deployment that may arise. The review will be used to update the system configuration and deployment plans as needed.

**Pilot Cutover Plan**  
**Data Conversion**  
**Conduct Training**  
**Pilot Assessment Report**  
**Status Reports**  
**Change Impact Analysis**  
**Project Plan Updates**

<b>Phase</b>	<b>Phases 3-6 – Implementation</b>
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Description		Phase Deliverable	
Initial deployment approach discussions suggest that there will likely be four “waves” of agency groups. Each group will go through the same initial planning steps as the pilot, and then move into deployment. An assessment of each wave will be conducted to further inform subsequent deployment waves, thereby incorporating lessons learned as the implementation progresses.  NOTE: implementation and deployment approach will be determined in consultation with the systems integrator  Deployment waves do not necessarily need to be linear. It may be possible to create two implementation teams, allowing for overlap of waves. This can help shorten the overall implementation timeframe, and will be determined during Phase 0 of the project		Deployment Assessment Reports Status Reports	
Phase	Transition		
Description		Phase Deliverable	
As deployment waves are completed, those agencies will be transitioned to maintenance and operations.		Maintenance and Operations Plan	
Phase	Project Closeout		
Description		Phase Deliverable	
Involves handing over deliverables to the business owners, passing the documentation to the business, cancelling supplier contracts, releasing staff and equipment, and informing stakeholders of the closure of the project		Post Implementation Evaluation Report (PIER) Contract Evaluations	
Select + to add project phases.			
2.11.6 High Level Proposed Project Schedule			
Proposed Project Planning Start Date:	10/14/2017	Proposed Project Planning End Date:	5/8/2023



# Stage 2 Alternatives Analysis

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**Proposed Project Start Date:** 7/5/2022

**Proposed Project End Date:** 2/2/2028

Activity Name	Start Date	End Date
<b>Stage 3 Solution Development</b>		
Solicitation Development	8/20/2020	4/16/2021
Solicitation Package Review	4/19/2021	6/30/2021
<b>Stage 4 Project Readiness and Approval</b>		
Phase 1 Solicitation Release	7/1/2021	7/1/2021
Phase 1 Q&A and Evaluation	7/2/2021	8/16/2021
Phase 2 Proof of Concept	8/24/2021	11/30/2021
Phase 3 Contract Negotiations	12/1/2021	3/22/2022
BAFO, Evaluation	3/23/2022	4/25/2022
Approvals, SCO, CalHR, CDT, DOF, Legislature	3/28/2022	5/31/2022
Solicitation Award	6/1/2022	7/1/2022
<b>Project Phase 0 - Planning</b>	7/5/2022	5/8/2023
<b>Project Phase 1 – Design and Execution</b>		
Sprint 1 – 30 (unknown)	5/9/2023	6/3/2024
Design		
Development		
Testing		
Training	2/3/2024	8/1/2027
<b>Project Phase 2 – Pilot Deployment</b>	6/4/2024	1/2/2025
<b>Project Phases 3 – 6 - Deployment</b>	1/6/2025	2/1/2027
<b>Go Live/Transition</b>	2/8/2027	2/2/2028
<b>Maintenance and Operations</b>	1/6/2025	2/2/2028
Select + to add activities		

## 2.11.7 Cost Summary

Total Proposed Planning Cost:	\$39,987,590
Total Proposed Project Cost:	\$627,433,812
Total Proposed Future Operations IT Staff & OE&E Costs (Continuing):	\$99,385,162
Total Proposed Annual Future Operations IT Costs (M&O):	\$39,754,065

## 2.12 Staffing Plan



## Stage 2 Alternatives Analysis

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### 2.12.1 Administrative

The CSPS Staffing Plan identifies the need for project administrative positions (budget, procurement, contract management and general administration). The CSPS Staffing plan includes a new resource for Contract Management (1 PY) and Procurement Analysts in the SCO Admin Division (3 PY) and the SCO Information Systems Division (2 PY). Resources from CDT's Statewide Procurement Division will be heavily involved in the procurement of the future state solution. The CSPS Staffing Plan also includes new resources for a Legal Consultant (1 PY) and a Resource Manager (1 PY). The current SCO procurement resources have assisted the CSPS Project on 5 ancillary contracts during the planning phase and will assist in additional ancillary contracts (i.e. Data Conversion and the future Systems Integrator Contract), with the new resources being requested. The CSPS Project Budget includes funds for CDT's Statewide Procurement Division. See the CSPS Staffing Management Plan for more details. With the approval of additional resources, current SCO Administrative functions will not be impacted by the CSPS Project.

### 2.12.2 Business Program

The CSPS Project staffing plan does not rely on redirected resources from the business program to complete the project activities. All existing program operations staff will continue to support the mission critical functions of the SCO. Changes to business processes were identified during the current state assessment. Reengineering activities are being performed as follows:

- Prior BCP resources were secured for the change control management unit (CCMU) to perform the business process changes that can be accomplished with the current legacy system.
- Current project staff, including CalHR project staff, have performed the analysis required for transformational opportunities that are represented in the solution requirements. The CSPS ESC will be responsible for ensuring all activities related to implementing the transformational opportunities are completed in advance of any system implementation.
- Solution requirements incorporate all other business process changes that are being recommended as part of the future state solution and are being developed by current project staff.

The CSPS Project will require participation from business owners and subject matter experts during the various design and testing phases of the project and the project will work with the various programs and departments to ensure ongoing operations are not adversely impacted.

### 2.12.3 Information Technology (IT)

The CSPS Project has been securing IT resources as needed to support project activities to ensure they maintain existing responsibilities. During S2 the project secured 4 resources to assist with current state assessment and data analysis activities. For future project phases, the CSPS Staffing Plan does not rely on redirected IT resources. Cost estimates for the project include several technical resources for the project to ensure the SCO Information Services Division (ISD) can support this proposal and maintain existing workload.

### 2.12.4 Testing

The SCO does not have a dedicated testing program and/or resources to support all stages of testing. The CSPS Staffing plan and cost estimates include resources for a CSPS Project Testing team. The skills and experience requirements will be developed and aligned with the correct state classification and/or vendor classification to ensure the resources chosen can support all identified testing activities.

### 2.12.5 Data Conversion/Migration



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The SCO understands the significance of Data Conversion given our previous efforts with the 21<sup>st</sup> Century Project and the current complex environment that is the Uniform State Payroll System (USPS). This proposal will require extensive data conversion activities and the SCO does not have the capacity and capability to perform the complex data analysis and data conversion activities. To address the gap, the CSPA Project has contracted with Providence Technology Group (PTG) to perform various activities specific to Data Conversion Analysis and Planning. Based on previous lessons learned it was important for the CSPA Project to start data conversion planning activities during the planning phase (PAL Stage 2) of the project. Key deliverables from the PTG Contract are provided in this Stage 2 submission to demonstrate the activities the project has done, which will be used as inputs in the subsequent stages of PAL and subsequent phases of the project. Due to the number and complexities of current systems, data cleansing will begin in Stage 2 and will continue until data migration activities occur. PTG will assist the PM in developing transition requirements for data conversion and will develop the draft Data Conversion Plan. As described in section 2.11.3 above the CSPA Project plans on contracting out for Data Migration and Validation Services, as an ancillary contract, once the current PTG contract is fully executed. The Data Migration and Validation contract, in addition to the additional IT resources, will ensure the project has resources with the capabilities to work with the state and the future system integrator (SI) to perform data migration and conversion activities for testing and system implementation.

### 2.12.6 Training and Organizational Change Management

The SCO understands the significance of Organizational Change Management (OCM) and Training given our previous efforts with the 21<sup>st</sup> Century project (MyCalPAYS) and the current environment. In response to lessons learned during and after MyCalPays, the SCO has contracted with an OCM vendor (Current Contract) to assist with the strategy development and approach to OCM for CSPA. The OCM Team recently completed change readiness assessments highlighting findings and recommendations for developing a robust approach to OCM moving forward. SCO will leverage the knowledge, experience, and lessons learned from MyCalPays in conjunction with the CSPA OCM approach to minimize any business disruption and customer impacts as a result of CSPA.

The CSPA Project Team anticipates that CSPA will impact all California employees by providing a new, updated tool that allows employees to access near real-time employee information. Additionally, it is anticipated that CSPA will change the processes and tools utilized by HR and Payroll transaction specialists at each of the agencies and departments. Training on the future solution will be the responsibility of the systems integrator in collaboration with the state resources on the project training team. The SI will be responsible for developing and executing a comprehensive Training Plan.

For OCM, the CSPA Project Team will leverage the California Organizational Change Management Framework (OCMF) where possible, to help ensure we are using standards and templates approved by CDT during the implementation. As such, we anticipate utilizing a change network with key points of contact and sponsorship from each California agency and department. This will help ensure that all state stakeholders impacted by CSPA will be informed and ready for implementation. We also intend to leverage this change network to establish direct communication channels throughout the state for training and implementation readiness purposes.

Refer to Attachment L: OCM Management Plan

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



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The CSPS Project has contracted with Crowe, LLC for IT Procurement Services, which include deliverables for Stage 3 Solution Development. The IT Procurement Contract includes deliverables for all major milestones in all PAL Stages. The CSPS Project has partnered with them to complete the development of market research, alternatives analysis, mid-level and detailed requirements and the cost estimates using the Financial Analysis Worksheets (FAWs). Future deliverables include the activities required to procure a future solution. These activities include developing the chosen procurement vehicle and statement of work, completing the detailed solution requirements, evaluation criteria and identification of contract deliverables for the SI. Crowe staff possess the required skills and knowledge of the state's procurement processes and business program knowledge. (Crowe, LLC performed the current state assessment and documented all the state's current business processes). However, the current contract with Crowe, LLC does not include resources to conduct a Challenge Based Procurement with a Proof of Concept as this was determined after contract award. In order to conduct the POC we have identified an additional ancillary contract to procure resources to assist in the additional procurement activities. In addition to partnering with Crowe, the CSPS Project is partnering with CDT Project Approval Oversight and Statewide Procurement Division and the SCO Contracts Unit to ensure the procurement effort is successful and done in accordance with all applicable procurement contract codes, existing templates and expertise provided by CDTs Statewide Procurement division. The CSPS Governance Management plan includes a framework that addresses procurement related decision-making criteria.

### 2.12.8 Project Management

#### 2.12.8.1 Project Management Risk Assessment

Project Management Risk Score: 0.2

Attachment M: SIMM 45 Attachment A Project Management Assessment

#### 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>Stage 1 Business Analysis</b>
Scope Management Plan	Yes	<b>CSPS Scope Management Plan</b>
Risk Management Plan	Yes	<b>CSPS Risk and Issue Management Plan</b>
Issue and Action Item Management Plan	Yes	<b>CSPS Risk and Issue Management Plan</b>
Communication Management Plan	Yes	<b>CSPS Communication Management Plan</b>
Schedule Management Plan	Yes	<b>CSPS Schedule Management Plan</b>
Human Resource Management Plan	Not Applicable	<b>The CSPS Project is staffed with full-time dedicated resources and follow all existing SCO HR policies and procedures.</b>
Staff Management Plan	Yes	<b>CSPS Resource Management Plan</b>
Stakeholder Management Plan	Yes	<b>CSPS Stakeholder and Engagement Plan.</b>
Governance Plan	Yes	<b>CSPS Governance Management Plan</b>
Project Management Plan	Yes	<b>CSPS Project Management Plan</b>
Procurement Management Plan	Yes	<b>CSPS Procurement Management Plan</b>
Contract Management Plan	Yes	<b>CSPS Contract Management Plan</b>



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Configuration Management Plan	No	<b>CSPS Configuration Management Plan – The Configuration Management Plan will be an SI Deliverable during the Project Execution Phase</b>
Organizational Change Management Plan	Yes	<b>CSPS Organizational Change Management Plan</b>

### 2.12.9 Organization Charts

Attachment N: Proposed Project Organization Chart Resubmission

Attachment O: Proposed Procurement Organization Chart

Attachment P: State Entity Organization Chart - SCO Executive

Attachment Q: Impacted Program Org Chart - Personnel and Payroll Services Division (PPSD)

Attachment R: Impacted Program Org Chart - Administration and Disbursements (ADD)

Attachment S: Impacted Program Org Chart - State Accounting and Reporting Division (SARD)

Attachment T: Information Technology Org Chart – Information Systems Division (ISD)

### 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	Completed
Data Conversion/Migration Requirements	Completed	Data Quality Business Rules	In Progress
Current Environment Analysis	Completed	Data Dictionaries	Completed
Data Profiling	Completed	Data Cleansing and Correction	In Progress

Providence Technology Group was contracted to perform various activities specific to Data Conversion Analysis and Planning. Based on previous lessons learned it was important for the CSPS Project to start data conversion planning activities during the planning phase (PAL Stage 2) of the project. Key deliverables from the Providence Contract are completed (Listed below) and can be provided upon request to demonstrate the activities the project has done, which will be used as inputs in the subsequent stages of PAL and subsequent phases of the project. Due to the number and complexities of current systems, data cleansing will begin in Stage 2 and will continue until data migration activities occur. For the items listed above as “In Progress” the following Deliverables are scheduled as follows:

- Providence DLV 3.1 Data Cleansing Plan- due December 2020.
- Providence DLV 4.0 Data Conversion Effort Report – provides the recommended data conversion approach the CSPS project should pursue – due July 2021.

Providence DLV 1.1 Data Dictionaries

Providence DLV 1.2 Current Environment Analysis Assessment

Providence DLV 1.3 Data Quality Assessment Report

Providence DLV 1.4 Data Profiling Statistical Analysis and Assessment

Providence DLV 3.1 Data Cleansing Plan

### 2.14 Financial Analysis Worksheets

Attachment U: CSPS FAW S2 resubmission





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### Preliminary Assessment – Department of Technology Use Only

Original "New Submission" Date	9/15/2020
Form Received Date	3/26/2021
Form Accepted Date	3/26/2021
Form Status	Completed
Form Status Date	4/1/2021

### Main Form – Department of Technology Use Only

Original "New Submission" Date	9/15/2020
Form Received Date	3/26/2021
Form Accepted Date	3/26/2021
Form Status	Completed
Form Status Date	4/1/2021
Form Disposition	Approved
Form Disposition Date	4/1/2021