Stage 1 Business Analysis

California Department of Technology, SIMM 19A.3 (Ver. 3.0.9, 02/01/2022)

1.1 General Information

1. **Agency or State Entity Name:** 3900 - Air Resources Board, State

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

   Click or tap here to enter text.

2. **Proposal Name and Acronym:** Fiscal Services Division Fee Collection and Invoice Management System (FSD FCIMS).

3. **Proposal Description: (Provide a brief description of your proposal in 500 characters or less.)**

   A new internal system for the Accounting and Budget Programs (FSD) will manage invoices, payments, customer databases, reconciliation, and reporting. This system will integrate with existing programs and generate output files for FI$Cal upload, enhancing efficiency, reducing costs, and mitigating the risk of backlogs, excessive staff hours, and additional manual processing.

4. **Proposed Project Execution Start Date:** 11/15/2024

5. **S1BA Version Number:** Version 1

1.2 Submittal Information

1. **Contact Information**

   Contact Name: Irene Leung

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   Contact Phone: 916-445-5076

   Contact Name: Shaheena Soroya

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   Contact Phone: 916-291-6442

2. **Submission Type: New Submission**

   If Withdraw, select Reason: Choose an item.

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

   Sections Changed, if this is a Submission Update: (List all sections changed.)

   Click or tap here to enter text.

   Summary of Changes: (Summarize updates made.)

   Click or tap here to enter text.

3. **Attach [Project Approval Executive Transmittal]** to your email submission.

4. **Attach [Stage 1 Project Reportability Assessment]** to your email submission.

1.3 Business Sponsorship

1. **Executive Champion (Sponsor)**

    Title: Deputy Executive Officer

    Name: Edna Murphy

    Business Program Area: Executive Office

2. **Business Owner**

    Title: Fiscal Services Division Chief

    Name: Irene Leung

    Business Program Area: Fiscal Services Division

    Title: Accounting Administrator III

    Name: Shaheena Soroya

    Business Program Area: Fiscal Services Division

    Title: Staff Services Manager III

    Name: Lu Saephanh

    Business Program Area: Fiscal Services Division

3. **Product Owner**

    Title: Accounting Administrator II

    Name: Majeed Majeed

    Business Program Area: Accounting

    Title: Staff Services Manager I

    Name: Adam Yang

    Business Program Area: Budget

TIP: Copy and paste or click the + button in the lower right corner on any section to add additional Executive Champions, Business Owners, or Product Owners with their related Business Program Areas as needed.

1.4 Stakeholder Assessment

The Stakeholder Assessment is designed to give the project team an overview of communication channels that the state entity needs to manage throughout the project. More stakeholders may result in increased complexity to a project.

1. Indicate which of the following are interested in this proposal and/or the outcome of the project. (Select 'Yes' or 'No' for each.)

State Entity Only: Yes

Other Departments/State Entities: No

Public: No

Federal Entities: No

Governor's Office: No

Legislature: No

Media: No

Local Entities: No

Special Interest Groups: No

Other: No

2. Describe how each group marked 'Yes' will be involved in the planning process.

All identified stakeholders will play a specific role in the planning process:

Accounting: Provide business objectives, business processes, and business requirements to facilitate a plan for providing a technical solution.

Budgets: The team will provide business objectives, business processes, and business requirements from the budgets team's perspective to facilitate a plan for providing a technical solution.

CARB Programs: The Program Team will contribute to program-specific requirements and objectives.

CARB PMO: The team will provide project management and business analyst expertise.

First Data: The team will provide expertise in payment processing and integration.

Stakeholders will collaboratively coordinate the design and functionality of the new system to ensure it meets both operational and administrative user requirements. The FSD team will guide on the business objectives, processes, and requirements to develop a technical solution that aligns with the overall business needs.

1.5 Business Program

1. **Business Program Name:** Fiscal Services Division (FSD).

2. **Program Background and Context:** Provide a brief overview of the entity's business program(s) current operations.

   The workload of the FSD continues to grow along with the growth in processes and technologies to handle current transactions, fees, citations, invoices, and other payments; however, the number of transactions that the FSD needs to handle continues to increase to a point where the current processes and technologies cannot manage the load. This has led to a backlog, excess staff hours, and additional manual processing, making it hard for the California Air Resources Board (CARB) to enforce air pollutant regulations.

   The current payment portal system cannot export data to FI$Cal. The Accounting and Budget users are required to manually key critical and elaborate data related to CARB invoices and payments received from various sources (Credit cards, paper checks, wire transfers, e-checks, invoices). The volume of payments coming to CARB has increased as the existing and new CARB programs are in the process of collecting fees and payments. FSD does not have the resources to manually enter the invoice and payment information in FI$Cal, especially given the nearly 100% increase in the number of programs.

3. **How will this proposed project impact the product or services supported by the state entity?**

   This proposed project will impact the FSD by enhancing efficiency and reducing costs as the new internal system for the Accounting and Budget Programs (Fiscal Services Division) will manage invoices, payments, customer databases, reconciliation, and reporting. This system will integrate with existing programs and generate output files for FI$Cal upload, enhancing efficiency, reducing costs, and mitigating the risk of backlogs, excessive staff hours, and additional manual processing.

TIP: Copy and paste or click the + button in the lower right corner to add Business Programs, with background and context and impact descriptions as needed.

1.6 Project Justification

1. Strategic Business Alignment

Enterprise Architect

Title: Information Technology Specialist III

Name: Dewayne Debbs

Strategic Plan Last Updated? 5/9/2024

Strategic Business Goal:
FSD aims to achieve the department's strategic goal of enhancing organizational efficiency and operational agility through technology solutions. This project aligns with several programs within CARB, and its outcome will directly impact their strategic initiatives.

Alignment:
The alignment below outlines how this proposed project plans to achieve the Strategic Plan:
FSD Alignment:
• Data within the system must be reportable and accessible to program stakeholders.
• Payment processing should include collection, reporting, and emailing receipts to customers and the program. Additionally, there should be traceability for archiving, such as aging reports.

Federal Funds and Bonds (Revenue and Reimbursement Unit) (FFBRRU) Alignment:
• Create customer and employee accounts for invoicing, including integration with programs, subprograms, and external state systems (e.g., FI$Cal/SCO).
• Facilitate the generation of invoices for customers and employees, enable payment submission, and ensure archive traceability of payment status.
• Enable text file upload and download functionality for FI$Cal.

Collections Cashiering and Payroll Unit (CCPU) Alignment:
• Efficiently process various forms of payments with sufficient detail available at the time of payment.
• Create daily deposit batches and generate reports of daily payment transactions.
• Track salary advances for accurate reconciliation and reporting.
• Enable FI$Cal file upload and download functionality.

TIP: Copy and paste or click the + button in the lower right corner to add Strategic Business Goals and Alignments as needed.

Mandate(s): State

~~Bill Number/~~Code, if applicable: 13400-13407

Add the Bill language that includes system-relevant requirements: N/A

TIP: Copy and paste or click the + button in the lower right corner to add Bill Numbers/Codes and relevant language as needed.

2. Business Driver(s)

Financial Benefit: Yes

Increased Revenue: Yes

Cost Savings: Yes

Cost Avoidance: Yes

Cost Recovery: No

Will the state incur a financial penalty or sanction if this proposal is not implemented? No

If the answer to the above question is "Yes," please explain:

Click or tap here to enter text.

Improvement

Better Services to the People of California: Yes

Efficiencies to Program Operations: Yes

Improved Equity, Diversity, and/or Inclusivity: No

Improved Health and/or Human Safety: No

Improved Information Security: Yes

Improved Business Continuity: Yes

Improved Technology Recovery: No

Technology Refresh: No

Technology End of Life: No

1.7 Business Outcomes Desired

Executive Summary of the Business Problem or Opportunity:

The current payment portal system cannot export data to FI$Cal. Accounting and Budget users have to manually key critical data related to CARB invoice data and payments using various methods (Credit card, paper checks, wire transfer, e-checks, invoices). The Fiscal Services Division (FSD) does not have the resources to manually enter invoice and payment information in FI$Cal, especially with a nearly 100% increase in programs (from 11 programs to 21 programs).

Objective ID: 1.1
Objective: Reduce the number of Inbound Billable Charges and Invoice Adjustments to manually keyed into Fi$Cal.
Metric: Count the number of Inbound Billable Charges and Invoice adjustments keyed into Fi$Cal Manually within a Month. Express the count as a percentage of the overall number of these transactions (of the same type) uploaded to Fi$Cal.
Baseline: Currently 100% of all Inbound Billable Charges and Invoice Adjustments are manually keyed into Fi$Cal.
Target Result: Reduce the rate of manually keyed transactions by 50% within 12 months of deploying the new solution for production use.

Objective ID: 1.2
Objective: Reduce the average number of AR coding errors that occur each month.
Metric: Count the number of coding errors that occur within each month and express the count as a percentage of the overall transactions within the same period.
Baseline: This functionality is currently unavailable. The team is experiencing a large volume of errors and does not have adequate staff and bandwidth to correct these errors.
Target Result: Reduce the number of coding AR errors to <= .01% within 30 days of Project Go-Live.

Objective ID: 1.3
Objective: Increase the accuracy in collecting, tracking, and managing all payment information for reporting, and seamless payment processing.
Metric: Improve the accuracy rate of securely collecting and tracking payment information, and measure this as a percentage of the total transactions being processed within the same period.
Baseline: Currently payment information is housed in multiple systems and processed manually for reporting.
Target Result: Increase the accuracy of collecting and tracking payment information by up to 100% within 30 days of Project Go-Live.

Objective ID: 1.4
Objective: Improve the quality of program-specific reports by providing CARB program staff with read-only access to crucial payment status information.
Metric: Measure the percentage of CARB program staff has access to payment status information relative to the total number of program staff within the same period.
Baseline: The CARB Program staff currently does not have this functionality and no access to payment status information to create Program specific reports.
Target Result: 100% of CARB program staff has access to payment status information and program-specific reports within 10 days of Project Go-Live.

Objective ID: 1.5
Objective: Reduce manual efforts for uploading the user-defined data files into the FI$Cal.
Metric: Measure the percentage of user-defined data files accurately uploaded into FI$Cal, without manual efforts.
Baseline: Currently 100% of all user-defined data files are manually uploaded to Fi$Cal.
Target Result: Automate data file uploads to FI$Cal and Reduce manual intervention by 100% within 5 days of Project Go-Live.

Objective ID: 1.6
Objective: Increase the number of operational reports generated by the business.
Metric: Generate reports for payments, refunds, and invoices by program and customer.
Baseline: This functionality is not available. Users are unable to generate the operational reports as the data resides in multiple systems.
Target Result: Ability to generate operational reports for invoices, payments, and refunds within 15 days of Project Go-Live.

Objective ID: 1.7
Objective: Increase the number of customers and onboarding Divisions to accurately process and collection of CARB fees.
Metric: Measure the percentage of accuracy of CARB fees collected from onboarded divisions and customers.
Baseline: Currently the payment collection for Fees and Invoices is limited to credit cards.
Target Result: Increase the accuracy of collecting all fees paid via credit card, eCheck, Wire Transfer, and Checks up to 100% before the Project goes live.

Objective ID: 1.8
Objective: Increase the volume of daily transactions processed by the business at the current error rate.
Metric: Count the number of transactions completed from start to finish in a single day. Average the count over 90 days to calculate the average daily transaction volume. Express the number of transactions with reported errors during the same period as a percentage of the total volume.
Baseline: The current average daily transaction volume between July and September 30 of a given year is 1500 transactions at an error rate of >=.04%
Target Result: Increase the daily transaction volume (during the same three calendar months) by 25% within 1 month of deploying the solution to production, while maintaining an error rate of <=.01%.

Objective ID: 1.9
Objective: Increase reporting accuracy by providing a comprehensive, user-friendly query and reporting function that allows effortless access to current and historical transaction data.
Metric: Measure the improvement in reporting accuracy as a percentage of the reduction in the reporting errors with the new query and reporting function.
Baseline: Currently the functionality is limited as the data is spread across multiple systems.
Target Result: Implement a User-friendly query and reporting function that allows users to create reports with 100% data accuracy before the Project goes live.

Objective ID: 2.0
Objective: Minimize manual coding errors while accurately recording Accounts Receivable transactions.
Metric: The monthly coding errors are measured as a percentage of the total transactions for that month.
Baseline: This functionality is not available today. Users must manually review and correct the errors.
Target Result: Transactions are recorded with 100% accuracy, eliminating manual intervention and reducing manual coding errors before the Project goes live.

Objective ID: 2.1
Objective: Reduce errors while converting the current and historical data.
Metric: Measures the percentage of data converted across all the data sources(systems).
Baseline: Currently, the data is spread across multiple systems.
Target Result: Achieve data conversion with 99.99% accuracy and less than 0.001% errors before the Project goes live.

Objective ID: 2.2
Objective: Implement a robust Role-Based Access Control (RBAC) security framework to reduce errors and protect sensitive data.
Metric: Measures the percentage of overall Users that have the necessary access to the application and data to perform their specific role.
Baseline: Currently, the data resides across multiple systems.
Target Result: 95% of the Users have access to the application to perform their roles before the Project goes live.

TIP: Copy and paste or click the + button in the lower right corner to add Objectives as needed. Please number for reference.

TIP: Objectives should identify WHAT needs to be achieved or solved. Each objective should identify HOW the problem statement can be solved and must have a target result that is specific, measurable, attainable, realistic, and time-bound. Objective must cover the specific. Metric and Baseline must detail how the objective is measurable. Target Result needs to support the attainable, realistic, and time-bound requirements.

1.8 Project Management

1. **Project Management Risk Score:** 0.3

   Follow the instructions in [Statewide Information Management Manual (SIMM) Section 45 Appendix B Project Management Risk Assessment Preparation Instructions.]

   Attach a completed [Statewide Information Management Manual (SIMM) Section 45 Appendix A Project Management Risk Assessment Template] to the email submission.

2. **Project Approval Lifecycle Completion and Project Execution Capacity Assessment**

   Does the proposal development or project execution anticipate sharing resources (state staff, vendors, consultants, or financial) with other priorities within the Agency/state entity (projects, PALs, or programmatic/technology workload)?

   Answer: Yes

   Does the Agency/state entity anticipate this proposal will result in the creation of new business processes or changes to existing business processes?

   Answer (No, New, Existing, or Both)**:** Both New and Existing Processes

1.9 Initial Complexity Assessment

1. **Complexity Assessment (Business Score):** 1.9

   Follow the instructions in the [Statewide Information Management Manual (SIMM) Section 45 Appendix D Complexity Assessment Instructions.]

   Attach a completed [Statewide Information Management Manual (SIMM) Section 45 Appendix C Complexity Assessment Template] to the email submission.

   NOTE: Business complexity is initially completed in PAL Stage 1. Technical complexity is initially completed in PAL Stage 2.

2. **Noncompliance Issues:** Indicate if your current operations include noncompliance issues and provide a narrative explaining how the business process is non-compliant.

   Programmatic regulations: No

   HIPAA/CIIS/FTI/PII/PCI: No

   Security: No

   ADA: No

   Other: No

   Not Applicable: Yes

   Noncompliance Description: N/A

3. **Additional Assessment Criteria**

   If there is an existing Privacy Threshold Assessment/Privacy Information Assessment, include it as an attachment to your email submission.

   How many locations and total users is the project anticipated to affect?

   Number of locations: Two (2)

   Estimated Number of Transactions/Business Events (per cycle): 2000/Day (+/- 40,000/Month)

   Approximate number of internal end-users: 10

   Approximate number of external end-users: N/A

1.10 Funding

Planning

1. Does the Agency/state entity anticipate requesting additional resources through a budget action to ***complete planning*** through the project approval lifecycle framework? No

   If Yes, when will a budget action be submitted to your Agency/DOF for planning dollars?

   Click or tap to enter a date.

2. Please provide the Funding Source(s) and dates funds for planning will be made available:

   Motor Vehicle Fund – $950,000

Project Implementation Funding

1. Has the funding source(s) been identified for ***project implementation***? Yes

   If known, please provide the Funding Source(s) and dates funds for implementation will be made available:

   Motor Vehicle Fund – $950,000

   Will a budget action be submitted to your Agency/DOF? No

   If “Yes” is selected, specify when this BCP will be submitted: N/A

2. Please provide a rough order of magnitude (ROM) estimate as to the total cost of the project: Less than $10 Million

End of agency/state entity document.

Please ensure ADA compliance before submitting this document to CDT.

When ready, submit Stage 1 and all attachments in an email to ProjectOversight@state.ca.gov.

Department of Technology Use Only

Original “New Submission” Date: 11/26/2024.

Form Received Date: 11/26/2024.

Form Accepted Date: 11/26/2024.

Form Status: Complete.

Form Status Date: 11/26/2024.

Form Disposition: Approved.

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

Form Disposition Date: 11/26/2024.

Department of Technology Project Number (0000-000): 3900-080.