



# Stage 2 Alternatives Analysis

California Department of Technology, SIMM 19B.2 (Ver. 3.0.7, 04/25/2023)

## 2.1 General Information

1. **Agency or State Entity Name:** 1111 – Department of Consumer Affairs
2. **Proposal Name:** Business Modernization – California State Board of Pharmacy (CSBP)
3. **Department of Technology Project Number (0000-000):** 1111-006
4. **S2AA Version Number:** Version 1
5. **CDT Billing Case Number:** CS0101283

## 2.2 Submittal Information

### 1. Contact Information

Contact Name: Purvi Chauhan

Contact Email: [purvi.chauhan@dca.ca.gov](mailto:purvi.chauhan@dca.ca.gov)

Contact Phone: 916-574-8061

### 2. Submission Type: New Submission

3. Attach [Project Approval Executive Transmittal](#) to your email submission.

4. Attach [Procurement Assessment Form](#) to your email submission.

5. **Conditions from Stage 1 Approval** (Enter any conditions from the Stage 1 Business Analysis approval letter issued by CDT or your AIO): No conditions from Stage 1 Approval.

## 2.3 Baseline Processes and Systems

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

DCA's Organizational Improvement Office (OIO) have worked closely with CSBP's subject matter expert to develop "As Is" and "Could Be" business process maps. These business maps are attached.

Attached: As-Is Business Process, Could-Be Business Process

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

The CSBP currently depends upon the DCA legacy Applicant Tracking System (ATS), Consumer Affairs System (CAS), and numerous tracking systems for the day-to-day operations of processing applications and ongoing licensure. ATS tracks and monitors activities for cashiering and initial license applications. CAS is a licensing and enforcement system that tracks license related activities such as licenses, renewals, complaints, investigations, and enforcement.

The CSBP staff performs manually intensive and duplicative data entry tasks, manually gathers data from various locations, and certain workloads require staff to utilize multiple applications, enter data into multiple systems, and manually consolidate information for reporting purposes. The current system is limited and only a portion of the Board's licensee population can renew online. All applications and numerous renewals must be mailed to the board with a check or money order. Licensees must either contact the CSBP via telephone or send hard copies and payments, requiring staff to manually process applications and enter information into one or multiple systems. The current system does not provide licensees with the capability to create/edit their account online and lacks the capability to accept online payments.

Not Attached Reason: "Not Available".

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

Data Owner Name: Kimberly Kirchmeyer

Data Owner Title: Director

Data Owner Business Program area: DCA, CSBP

Data Custodian Name: Baird Cowan

Data Custodian Title: Chief Technology Office

Data Custodian Technical area: DCA OIS

Security - Data Classification and Categorization Yes

Security - Privacy Threshold & Impact Assessment. Yes

### 4. Existing Data Governance and Data

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

**Answer** (Unknown, Yes, No): **Yes**

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

Select data quality rating: **Some Data Cleanup will be required.**

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

**Answer** (Unknown, Yes, No): **Yes**

Attached Data governance document.F

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

**Answer** (Unknown, Yes, No): **Yes**

Attached Data governance document.

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

**Answer** (Unknown, Yes, No): **Yes**

Attached – Access Control Policy, Audit & Accountability Policy, Data Classification Policy & Encryption Policy

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

**Answer** (Unknown, Yes, No): **DCA follows State's accessibility policies. Attached.**

## 5. Security Categorization Impact Table

Attached.

**Consult** the [SIMM 5305-A Information Security Program Management Standard - Security Categorization Impact Table](#).

## 6. Security Categorization Impact Table Summary

**Consult** the [SIMM 5305-A Information Security Program Management Standard - Security Categorization Impact Table](#) to provide potential impact levels of the following areas:

Confidentiality: **Medium**

Integrity: **Medium**

Availability: **Medium**

## 7. Technical Complexity Score: 2.5

(Attach a [SIMM Section 45 Appendix C](#) with Business and Technical Complexity sections

completed to the email submission.)

## 2.4 Requirements and Outcomes

At this time in the project planning process, requirements and outcomes should be documented and indicative of how the Agency/State Entity envisions the final solution. This shall be accomplished either in the form of mid-level requirements (predictive methodology)/business capabilities or representative epics and user stories (adaptive methodology) that will become part of the product backlog. The requirements or representative epics and user stories must tie back to the Objectives detailed in the Stage 1 Business Analysis. Regardless of which tool/method is used, an understanding of the following, at a minimum, must be clearly articulated:

- Functional requirements - identified in attached requirements.
- Expected user experience(s) - identified in attached requirements.
- Expected system outcome - identified in attached requirements.
- Expected business operations (e.g., How do you envision operations in the future?) – The new system will replace ATS, CAS and various integrated systems into an enterprise-wide licensing system which will expand online functionalities to allow licensees to create online profile, access online services to apply for licensure, accept and process renewals, request change and accept online payments using various payment methods. The new system will improve customer service significantly and will facilitate development of data-driven reports for CSBP.
- Alignment to the project's objectives identified in Stage 1 - identified in attached requirements.
- Product ownership (e.g., Who owns these requirements?); and – Product Owner
- Verification of need(s) fulfillment (e.g., How will success be measured?) – requirements will be traced using Requirements Traceability Matrix throughout the project period and will be validated by the Product Owner through quality assurance and testing.

Attached – Mid-Level Requirements

## 2.5 Assumptions and Constraints

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

**Assumption:** Project receives the funding requested.

**Description/Potential Impact:** Funding is a key factor for the success of this proposal. It is strongly assumed that necessary funding for this proposal will be granted, and funding will be available throughout the lifecycle of this project via approved budget authority.

**Assumption:** Project tools available.

**Description/Potential Impact:** IT projects require special software and tools to manage successfully. IT and program staff to be equipped and trained on the appropriate project management, requirements management, and testing tools.

**Assumption:** Subject Matter Experts will participate as testers and provide validation of functionality.

**Description/Potential Impact:** While contractors will be completing the work to configure and implement the solution, CSBP subject matter experts will be needed to complete testing and perform validation that the solution meets business requirements.

**Assumption:** Project will continue to be a high priority for CSBP and DCA

**Description/Potential Impact:** The priority of this project is high, and it will remain at that level for the duration of the project.

**Assumption:** Standard operating hours

**Description/Potential Impact:** Staff will be available during normal business hours (M-F, 8 a.m.– 5 p.m.), excluding state holidays.

**Assumption:** Technology is available to create a solution which meets the program needs

**Description/Potential Impact:** The appropriate technology is available and will be used in the development and implementation of the project.

**Assumption:** Project resources are available and engaged in project activities

**Description/Potential Impact:** The resources required for this project are available in a timely manner and are engaged in project activities.

**Assumption:** Normal availability of services and resources persist

**Description/Potential Impact:** Throughout the project lifecycle, the Programs will continue to provide the same level and quality of services.

**Assumption:** Subject Matter Expert (SME) resources

**Description/Potential Impact:** It is crucial that SMEs are available to the project. Specific staff will support implementation and cross-training to make the project a success.

**Assumption:** Warranty

**Description/Potential Impact:** For this proposal to be successful, it is important that the solution will have a maintenance warranty or agreement to cover all unforeseen issues upon implementation, go-live, and continued production. Also, upgrades and configurations are necessary to continue to keep the system effective over time.

**Assumption:** Details for financial analysis will be estimated

**Description/Potential Impact:** The estimate included in the Financial Analysis Worksheets (FAWs) is based on the best information available at the time after extensive market research. As knowledge and understanding grow to improve estimates, there may be changes to project cost.

## 2.6 Dependencies

Dependencies are elements or relationships in a project reliant on something else occurring before

the function, service, interface, task, or action can begin or continue.

**Dependency Element:** Purchase of Licensing software and implementation services.

**Dependency Description:** To begin implementation of the solution, the successful purchase of a Licensing software tool will need to be executed.

**Dependency Element:** Client Supported Training

**Dependency Description:** Vendor will provide user system training.

**Dependency Element:** Cloud hosted solution uptime/downtime

**Dependency Description:** Cloud solutions are generally reliable, and vendors will be held to service level agreements. CSBP will be dependent on the service provider and have an action plan in place to address possible compromises or failure of the system.

**Dependency Element:** DCA OIS Support

**Dependency Description:** The Programs will rely on redirected and new dedicated OIS support to collaborate with the subject matter experts and program leadership on an effective and feasible solution. Program staff and leadership are not experts in technology nor project management, so OIS support will be critical.

**Dependency Element:** Data Dictionary

**Dependency Description:** The data dictionary must be completed prior to data migration.

**Dependency Element:** Data Migration

**Dependency Description:** Improving data accuracy prior to data migration is necessary before a system can be implemented.

**Dependency Element:** DCA OIS Support

**Dependency Description:** The Programs will rely on redirected and new dedicated OIS support to collaborate with the subject matter experts and program leadership on an effective and feasible solution. Program staff and leadership are not experts in technology nor project management, so OIS support will be critical.

**Dependency Element:** User Authentication

**Dependency Description:** The new system will be dependent on Active Directory for User ID and authentication purposes.

**Dependency Element:** Requirements Traceability Matrix

**Dependency Description:** A requirements traceability matrix will help ensure that all requirements are met. Program staff will measure the new system results against business requirements to ensure that they meet business objectives. They will provide the vendor feedback and additional requirements, as needed.

## 2.7 Market Research

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

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

**1. Project Management Methodology:** [Hybrid](#)

**2. Procurement approach recommended:** [Standard Procurement](#)

**3. Market Research Approach**

During market research Departmental staff reached out to vendors to obtain pricing, conducted preliminary demos, followed by customized product demos of Licensing solutions of a similar nature to that which the Department aspires. In general, our research showed that a robust set of products were available, and many of them were built to support CSBP's requirements. Market research was conducted from Feb 2025 – May 2025.

Technical and business experts reviewed the Licensing software via a variety of demonstrations from industry leading products. Prior to the preliminary demonstrations, technical experts shared the mid-level functional and non-functional requirements with the software companies. To ensure the software demonstrated was well suited to the CSBP's purpose, the department conducted demonstrations of customized solutions. To customize the solution, department provided workflow artifacts for a single online transaction type to subset of software companies whose solutions met the needs more closely.

The Department received preliminary demonstrations from the following providers:

1. GL Solutions – March 10, 2025
2. Visionary Integration Professionals – March 10, 2025
3. Appian – March 11, 2025
4. System Automation – March 11, 2025
5. Thentia – March 11, 2025
6. Project PM – March 11, 2025
7. Tyler Tech – March 11, 2025
8. INRY – March 12, 2025
9. Mentis Solutions – March 12, 2025
10. CGI – March 12, 2025
11. Accenture – March 12, 2025
12. StackNexus – March 12, 2025

The Department received customized demonstrations from the following providers:

1. GL Solutions – April 25, 2025
2. Visionary Integration Professionals – April 25, 2025
3. System Automation – April 28, 2025
4. Tyler Tech – May 2, 2025

5. INRY – April 30, 2025
6. Accenture – April 23, 2025
7. Appian – April 28, 2025

These system demonstrations support that a robust marketplace exists for solutions that can meet the needs of CSBP to improved initial licensing and renewal system. OIS has confirmed these solutions can be implemented via an agile methodology.

A Market Research Questionnaire was also released in lieu of a formal Request for Information. The Programs and OIS evaluated responses provided by the vendors and received a combination of COTS, and platform as a service (PaaS) solutions and Software as a Service (SaaS) recommendation from the providers. The most complete responses assisted in identifying potential project and maintenance and operations costs, software solution costs, project duration, development approach, and accessibility to integration with DCA's Digital Ecosystem.

In conclusion, CSBP considered various criteria to determine the best solution alternative to pursue. The best solution for this proposal meets the project goals and objectives, is cost effective, leverages the most modern technology, and follows the CSBP and DCA's strategic direction. A Cloud - Hosted Software as a Service solution which will be available via a leveraged procurement agreement was deemed to be the best solution.

#### **4. Market Research Artifacts**

Attached – RFI Vendor Response, Custom Demo Workflow Artifacts, ROM LOE Information, SI Partner information and Q & A to providers.

## **2.8 Viable Alternative Solutions**

DCA has chosen to specify the required technology rather than a specific solution, as multiple providers offer cloud-hosted SaaS solutions that meet the defined requirements. A final solution will be selected during the solicitation process, based on a detailed evaluation and scoring against technical and business criteria. As a result, DCA is presenting two, rather than three, viable alternatives: the first is a cloud-hosted SaaS solution, and the second leverages an existing solution already in DCA's portfolio.

As part of the standard Department of Consumer Affairs (DCA) process, all business modernization efforts are required to consider existing portfolio systems, including the BreEZe platform. BreEZe Alternative 2 was evaluated since it is an existing portfolio system and presents a lower-cost option. However, during assessment it was confirmed that BreEZe has notable gaps in both system functionalities and the Board's unique business requirements. Specifically, the Board's ownership and operational requirements cannot be met within the BreEZe framework, making this option not feasible despite the apparent cost savings.

It is important to note that the Board previously participated in BreEZe Release 1 but ultimately withdrew due to the system's inability to meet its objectives. While BreEZe represents a lower-cost alternative, the trade-off would prevent the Board from achieving its modernization goals or may not support long-term program sustainability. Accordingly, the selected solution, though more expensive, is the only viable option to ensure the Board's objectives are met and business needs are fully supported.

## 1. Viable Alternative Solution #1

### Name: **Cloud-Hosted SaaS**

**Description:** The Department will engage in a competitive procurement process to obtain a cloud-hosted software solution to meet CSBP's requirements.

**Why is this a viable solution?** Please explain:

DCA recommends using the cloud-hosted SaaS solution as it has proven to be a viable option to implement licensing and modernization quickly and efficiently, delivering mission critical functionality supporting improved online capabilities for applicants and licensees.

A cloud-hosted SaaS licensing solution offers a cost-effective, scalable, and efficient way to manage software licenses. It reduces upfront infrastructure costs, simplifies maintenance, and provides real-time tracking and compliance. With flexible licensing models and easy integration, it supports faster deployment and improves both operational efficiency and customer experience— puts CSBP in a position for long-term growth.

A solicitation would be released to bring in a vendor to configure the software. The applicable business process diagrams, system requirements, and associated use cases will be developed before solicitation is released and would be leveraged in the SOW to assist in streamlining the configuration. An agile implementation will be used with multiple releases to deliver functionality throughout the project phase instead of only at the project's conclusion.

### Approach

Increase staff – new or existing capabilities: **Yes**

Modify the existing business process or create a new business process: **No**

Reduce the services or level of services provided: **No**

Utilize new or increased contracted services: **Yes**

Enhance the existing IT system: **No**

Modify Statute/Policy/Regulations: **Yes**

Bill Number/Code, if applicable: Senate Bill (SB) 547

Pursuant to the notification and reporting requirements of Senate Bill (SB) 547 (Hill, Chapter 429, Statutes of 2017), the Department of Consumer Affairs (Department) submits its 2018 Business Modernization Annual Report. [Click or tap here to enter text.](#)

Create a new IT system: **Yes**

Other: **Choose Yes or No.** Specify: [Click or tap here to enter text.](#)

### Architecture Information

**Business Function(s)/Process(es):**

Licensing

Applications

Examinations

Renewal

Cashiering

Reporting

License Search

### **Conceptual Architecture**

Attached – [Unavailable](#)

**COTS/SaaS/Cloud Technology or Custom:** [COTS/SaaS/Cloud Technology](#)

Name/Primary Technology: [Competitive procurement of Licensing System will determine technology.](#)

**Explain Existing System Interfaces:** [DOJ, FTB, DCSS, EDD, DHCS, PSI, CDTFA, Cashiering, HCAI](#)

**Explain New System Interfaces:**

[NABP for National exam eligibility, results and licenses issued](#)

**Data Center Location of the To-be Solution:**

[Commercial or Vendor's data center](#)

### **Security Access**

Public: [Yes](#)

Internal State Staff: [Yes](#)

External State Staff: [No](#)

Other: [Choose Yes or No. Specify: Click or tap here to enter text.](#)

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

Personal: [Yes](#)

Health: [No](#)

Tax: [No](#)

Financial: [Yes](#)

Legal: [No](#)

Confidential: [Yes](#)

Other: [No](#) Specify:

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

Technical Security: [Yes](#)

Physical Security: [Yes](#)

Backup and Recovery: [Yes](#)

Identity Authorization and Authentication: [Yes](#)

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

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

Planning Costs: [\\$0](#)

One-Time (Project) Costs: [\\$21,401,347](#)

Total Future Ops. IT Staff OE&E Costs: [\\$5,979,620](#)

Total Proposed Cost: [\\$27,380,968](#)

Annual Future Ops. Costs (M&O): [\\$0](#)

## 2. Viable Alternative Solution #2

**Name:** [Existing BreEZE \(Current System\)](#)

**Description:** [Since 2013, BreEZE has been in the DCA IT portfolio. It provides licensing and enforcement of online submission of applications, evaluation of those applications, back-office workflow tools, licensee continuing education, and enforcement intake and case tracking. BreEZE is a configurable commercial-off-the-shelf \(COTS\) system that has limited system extensions.](#)

**Why is this a viable solution?** Please explain:

[This alternative would leverage existing DCA licensing and enforcement IT systems currently within DCA's IT portfolio. BreEZE solution has been maintained by DCA IT staff for the several years. Reduces the risk of a lengthy RFP or leveraged procurement options. BreEZe's application security would be internally controlled.](#)

### Approach

Increase staff – new or existing capabilities: [Yes](#)

Modify the existing business process or create a new business process: [No](#)

Reduce the services or level of services provided: [No](#)

Utilize new or increased contracted services: [Yes](#)

Enhance the existing IT system: [No](#)

Modify Statute/Policy/Regulations: No

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

Create a new IT system: No

Other: [Choose Yes or No. Specify: Click or tap here to enter text.](#)

## Architecture Information

### Business Function(s)/Process(es):

[Licensing](#)

[Applications](#)

[Examinations](#)

[Renewal](#)

[Cashiering](#)

[Reporting](#)

[License Search](#)

### Conceptual Architecture

Unavailable

**COTS/SaaS/Cloud Technology or Custom:** [COTS](#)

**Explain Existing System Interfaces:** [DOJ, FTB, DCSS, EDD, DHCS, PSI, CDTFA, Cashiering, HCAI](#)

### Explain New System Interfaces:

[NABP for National exam eligibility, results and licenses issued](#)

**Data Center Location of the To-be Solution:** [CDT-Gold Camp - The BreEZe system is housed within Tenant Managed Services on DCA-owned equipment.](#)

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

## Security

### Access:

Public: [Yes](#)

Internal State Staff: [Yes](#)

External State Staff: [No](#)

Other: [Choose Yes or No. Specify: Click or tap here to enter text.](#)

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

Personal: [Yes](#)

Health: [No](#)

Tax: [No](#)

Financial: [No](#)

Legal: [No](#)

Confidential: [Yes](#)

Other: [No](#) Specify:

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

Technical Security: [Yes](#)

Physical Security: [Yes](#)

Backup and Recovery: [Yes](#)

Identity Authorization and Authentication: [Yes](#)

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

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

Total Proposed Cost: \$8,436,605

## 2.9 Project Organization

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

### 1. Project Organization Chart:

**Attached –** [CSBP Project Organization Chart](#)

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

[Projectized](#)

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

#### 1. Administrative

[The Department will provide the following staff for the administrative needs of the project.](#)

1. Project Manager (DCA OIS) -The project manager (PM) will have experience with project implementation and will manage the project from initiation to closing. The PM will ensure that the project team completes the project for their designated functions. The PM will facilitate the development of project plans, manage the contractor's performance of project tasks, and communicate with control agencies. The PM secures acceptance of deliverables from the project sponsor and stakeholders. The PM is responsible for communication, including status reporting, risk management, and escalation of issues that cannot be resolved by the project team.
2. Procurement Team (DCA Budgets, Procurement, and BSO) - The procurement team will include DCA Contract experts, DCA BSO experts, and management from CSBP. The procurement team will develop the procurement plan in accordance with DCA guidelines and will facilitate approval. The procurement team will review the solicitation document(s) and submit the final version(s), as appropriate, based on the procurement vehicle being utilized. The procurement team will facilitate the evaluation of supplier proposals/offers and will develop the evaluation and selection report and submit it for procurement documentation and to support contract(s) award.
3. Contracts Manager (DCA OIS) -The contract manager is responsible for the oversight of the software solution, System Integrator contracts, and any other contracts supporting the project. The individual will participate in contractor performance reviews by reviewing and evaluating deficiencies, provide interpretation of project contracts to project team, recommend course of action on contractual issues, participate in procurement and contract meetings, monitor contractor deliverables, and monitor, analyze, and mitigate procurement-related risks and issues.
4. IT Support Team (DCA OIS) – The IT support will include experts from OIS that will assist the PM throughout the project and facilitate hardware and software implementation. The IT Support team will provide legacy system support through the development and implementation of this project to facilitate a successful transition.

## **2. Business Program**

The CSBP will designate a Product Manager and Product Owner (PO). The PO will team with the PM during project development and ensure delivery of functional requirements. The PO will support the development of project plans, manage the contractor's performance of project tasks, and communicate with control agencies. The PO supports acceptance of deliverables from the project sponsor and stakeholders. The PO supports responsible communication, including status reporting, risk management, and escalation of issues that cannot be resolved by the project team. The PO will act as the key decision maker on system functionality and will work closely with the PM and vendor team daily through the project phase. The PO will report to Product Manager.

Additionally, CSBP will dedicate SMEs as needed throughout the process. The SMEs will work with the selected vendor and the PM to implement the solution. The SMEs will be dedicated to the project and will also serve as the system's user acceptance testers and execute testing at the direction of the PM and PO. The Division will redirect work as needed to allow the SMEs time to facilitate this project current workload will be minimally impacted and can be absorbed

into current workload.

### **3. Information Technology**

Information Technology resources will be engaged throughout the planning and project processes to ensure the selected solution integrates securely into the DCA's infrastructure and network. Project management resources will provide guidance on best practices.

### **4. Testing**

Testing of the system will be conducted by vendor and CSBP program staff predominantly with guidance from IT staff. Under guidance of the PM and informed by the vendor's expertise, the testers will participate in software requirements meetings, as needed, to understand the business and functional requirements that the software must meet. They will perform testing based on the test plan and document any issues. Once the issue has been resolved, the testers will re-test and declare it fixed or report it again until the requirement has been successfully tested.

### **5. Data Conversion/Migration**

Data stored in the current legacy system will be converted, evaluated, cleansed, and migrated based on need. Market research identifies that vendors have migration approaches to ensure continuity. CSBP will be identifying data and confirming operational data and historical data to ensure only the most appropriate data is converted over to the new licensing system.

### **6. Training**

The vendor will work with the PO and/or SMEs and PM to train program and IT staff on how to utilize the software. This includes initial training to the CSBP staff as well as ongoing support. The products selected as viable options have online training resources to assist with day-to-day functions.

### **7. Organizational Change Management**

The Department will supplement the vendor provided training, within resource levels, and provide on-site support as necessary to mitigate any business process change issues.

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

For Stage 3 Solution Development, the procurement staff who will participate in the development of the solicitation and evaluation of responses. The team has participated in multiple State- level project procurements, including those led by CDT oversight/procurement staff. The staff will have past samples to draw from, and recent guidance received from CDT oversight/procurement staff to empower their effectiveness in serving in their role.

## **2.10 Project Planning**

### **1. Project Management Risk Assessment**

Updated Project Management Risk Score: 0.7

**Attached** Updated PM Risk Assessment to your email submission. [SIMM Section 45A](#)

## 2. Project Charter

Is your project charter approved by the designated Agency/state entity authority and available for the Department of Technology to review? **Choose:** 'Yes,' 'No,' or 'Not Applicable.' If 'No' or 'Not Applicable,' provide the artifact status in the space provided.

[Project Charter \(Approved\):](#) Yes

Status:

**Attached** Project Charter

## 3. Project Plans

Are the following project management plans or project artifacts approved by the designated Agency/state entity authority and available for the Department of Technology to review?

**Choose:** 'Yes,' 'No,' or 'Not Applicable.' If 'No' or 'Not Applicable,' provide the artifact status in the space provided.

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

[Scope Management Plan \(Approved\):](#) Yes

Status:

[Communication Management Plan \(Approved\):](#) Yes

Status:

[Schedule Management Plan \(Approved\) :](#) Yes

Status:

[Procurement Management Plan \(Approved\):](#) Yes

Status:

[Requirements Management Plan \(Approved\):](#) Yes

Status:

[Stakeholder Management Plan \(Draft\):](#) Yes

Status:.

[Governance Plan \(Draft\):](#) Yes

Status:

[Contract Management Plan \(Draft\):](#) Yes

Status:

Resource Management Plan (Draft): No

Status: Plan will be drafted in advance of closeout of Stage 3.

Change Control Management Plan (Draft): Yes

Status:

Risk Management Plan (Draft + Risk Log): Yes

Status:

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

Status:

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

Status:

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

**Attached** High-level Project Roadmap showing remainder of planning phase and transition into execution phase.

- a) Planning Start Date: 07/01/2024
- b) Estimated Planning End Date: 01/08/2027
- c) Estimated Project Start Date: 01/09/2027
- d) Estimated Project End Date: 12/31/2029

## 2.11 Data Cleansing, Conversion, and Migration

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

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

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

### 1. Current Environment Analysis: **Not Started**

During Stage 2, DCA recognized the need to add data conversion to the scope. Therefore, the activities related to data conversion have not started.

### 2. Data Migration Plan: **Not Started**

Data migration as a project task has been discussed during vendor demonstrations. Vendors offer multiple options for data migration, including but not limited to, manual migration, flat file download/upload, secure file transfer protocol, and interfacing. A data migration plan will be finalized prior to solicitation release to be included in the statement of work. The vendor shall respond to data migration requirements as a bid response and determine best fit for project success.

### **3. Data Profiling: Not Started**

During Stage 2, DCA recognized the need to add data conversion to the scope. Therefore, the activities related to data conversion have not started.

### **4. Data Cleansing and Correction: Not Started**

Performed by the CSBP in coordination with OIS as they will extract and share data from the legacy system with the vendor.

### **5. Data Quality Assessment: Not Started**

Performed by the vendor in collaboration with OIS and CSBP.

### **6. Data Quality Business Rules: Not Started**

Performed by the vendor in collaboration with OIS and CSBP.

### **7. Data Dictionaries: Not Started**

Delivered by the vendor as a requirement in the agreement.

### **8. Data Conversion/Migration Requirements: Not Started**

Delivered by the vendor as a requirement in the statement of work.

## **2.12 Financial Analysis Worksheets**

Attached [F.2 Financial Analysis Worksheet\(s\)](#)

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

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

**When ready, submit Stage 2 and all attachments in an email to [ProjectOversight@state.ca.gov](mailto:ProjectOversight@state.ca.gov).**

**Department of Technology Use Only**

**Original "New Submission" Date:** 09/26/2025.

**Form Received Date:** 09/26/2025.

**Form Accepted Date:** 09/26/2025.

**Form Status:** Completed

**Form Status Date:** 05/14/2026

**Form Disposition:** Approved

**Form Disposition Date:** 05/14/2026