Stage 2 Alternatives Analysis

California Department of Technology, SIMM 19B.2 (Ver. 3.0.7, 02/28/2022)

2.1 General Information

1. **Agency or State Entity Name:** 4150 - Managed Health Care, Department of

   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:** CAP Modernization (SB-858)

3. **Department of Technology Project Number (0000-000):** 4150-034

4. **S2AA Version Number:** Version 1

5. **CDT Billing Case Number:** CS0062128

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

2.2 Submittal Information

1. **Contact Information**

   Contact Name: Jeffrey Wren

   Contact Email: jeffrey.wren@dmhc.ca.gov

   Contact Phone: (916) 414 0189

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 an update or resubmission: (List all the sections that 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 [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):

    N/A

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)**

    DMHC licenses and regulates health care service plans covering more than 26 million California residents (enrollees) under the Knox-Keene Act of 1975, as amended. To protect consumers, the DMHC takes timely action against health plans that violate the law.

    SB-858 authorizes the DMHC to impose additional Corrective Action Plans (CAPs) and an increase in penalties for Health Plans found to be out of compliance with the law. If a health care service plan fails to comply with the corrective action plan in a timely manner, the DMHC must monitor the health care service plan through medical surveys, financial examinations, or other means necessary to ensure timely compliance. Failure to comply with a CAP in a timely manner is grounds for disciplinary action.

    Currently a CAP can be initiated by the Office of Enforcement (OE) or the Office of Financial Review (OFR). There are additional CAP processes for which there are no software systems within the Office of Plan Monitoring (OPM). Additionally, SB-858 authorizes the DMHC Director to initiate an ad-hoc CAP at any time and for any reason.

    The DMHC is currently using CDT Technology Modernization Funding (TMF) to implement a new Survey and Exam Scheduling System (SESS) for OFR and OPM within the OutSystems low-code application development platform (SaaS). One of the outcomes from Surveys and Exams can be ordering a Corrective Action Plan. As a result, the DMHC views an Enterprise CAP System as an extension of the Survey and Exam process.

    The Office of Enforcement represents the Department in actions to enforce the managed health care laws. The primary purpose of an enforcement action is to change plan behavior to comply with the law. Enforcement actions include issuing cease and desist orders, imposing administrative penalties (fines), freezing enrollment and requiring corrective actions. The OE often resolves enforcement actions with health plans by requiring them to complete CAPs and / or pay administrative penalties.

    The OFR reviews health plan financial statements and filings, and analyzes health plan reserves, financial management systems, and administrative arrangements. Non-compliant health plans and RBOs are placed on CAPs, which require the health plans and RBOs to eliminate their deficiencies and maintain compliance with the Knox Keene Act.

The OPM Division of Plan Surveys (DPS) assesses and monitors health plans' care and delivery systems for compliance with the Knox-Keene Act. The DPS conducts Medical surveys and Behavior Health Investigations (BHI) based on benefit types offered by Health Plans to improve health care delivery systems and ensure transparency in health plan performance. Over the course of the survey, DPS provides feedback to the health plan with a preliminary report, and the health plan is provided an opportunity to respond and correct the deficiencies as identified in the CAP. The OPM Division of Plan Networks assesses plan on timely access, network review and block transfer activities which may lead to OE referrals that may trigger CAP process.

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

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

Reference: Business process flow documentation

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

DMHC wishes to expand its in-process modernization (NIMBUS – Necessary Infrastructure Modernization for Business Unified Services) to allow innovation of the method and systems the department uses to implement, execute, and monitor CAP's.

Presently, the DMHC utilizes two disparate legacy CAP tracking Systems that are not integrated (silos). This project aims to consolidate the functionality of these applications into a single Enterprise CAP management and tracking system, and provide additional CAP functionality to support other current CAP processes that currently have no software systems, and support SB-858's requirement to allow the DMHC Director's Office to order ad-hoc CAPs. The DMHC wishes to deploy this functionality within a modern, low-code application framework to enable rapid application development and a streamline future-phase enhancements to allow OTI to quickly meet program functional needs. The solution shall provide the Department with a holistic view of CAP activity across all CAP types, and enable the department to consistently manage all CAPs for any given health plan. A consolidated Enterprise CAP system will eliminate technical debt and the need to manage multiple CAP application frameworks, enable code-sharing and common component development, and provide the Department with greater access to the data collected by the systems. Such data will then be leveraged for reporting and analysis that will provide greater insights into the business process, and visibility that will improve the DMHC's ability to identify patterns and repetitions of violations and deficiencies.

A Consolidated CAP Management & Tracking System

- The Department currently operates two disparate legacy CAP tracking Systems that are not integrated (silos)
    - Enforcement CAPs
    - Health Plan Financial CAPs
- The Department has additional CAP management & tracking requirements for which no system exists (manual processes)
    - Risk Bearing Organization (RBO) Examination CAPs

- o Health Plan Survey CAPs
- The Department has new CAP management requirements as a result of SB-858 (ad-hoc CAPs)
- The Department strategic goal is to implement a single consolidated CAP management and tracking system within a modern, low-code web-framework.

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

Reference: CAP Applications Architecture and Data flow

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

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

Data Owner Name: Pritika Dutt (OFR), Nathan Nau (OPM), Sonia Fernandes (OE)

Data Owner Title: Deputy Director (OFR), Deputy Director (OPM), Deputy Director (OE)

Data Owner Business Program area: Financial Review, Plan Monitoring, Enforcement

Data Custodian Name: Bhupinder Singh

Data Custodian Title: Manager Business Intelligence Division

Data Custodian Technical area: Business Intelligence

Security - Data Classification and Categorization No

Security - Privacy Threshold & Impact Assessment. No

3. **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: No issues identified.

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): No

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

DMHC is currently in the process of establishing a well-defined data governance program that shall include:

- Data Quality Management: to ensure that data is of high quality, appropriate within business contexts, and encapsulates elements such as accessibility, relevance, and timeliness.
- Security and Privacy Compliance: to ensure data is handled and stored in a manner secure from outside threats, and complies with privacy laws governing the collection and use of Personally Identifiable Information (PII) and Personal Health Information (PHI). This includes adoption of CHHS Data Subcommittee Data De-Identification standards and best practices.
- Master Data Management (MDM): processes, standards, tools, and policies that enable data management, which provides the organizational and strategic elements of data governance.
- Data Stewardship: establishes program staff as being responsible for data stewardship, within critical roles and responsibilities that ensure high quality data and a successful data governance initiative.
- Data Architecture: centralizing data architecture roles and responsibilities within the OTI Business Intelligence Division (BID) to ensure successful establishment and adoption of Data Governance.

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

Answer (Unknown, Yes, No): No

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

Representatives from DMHC's OTI and program divisions will collaborate with the vendor in developing and approving the plan, developing acceptance criteria, identifying and documenting data conversion/migration requirements, and/or identifying and documenting data-quality business rules. Data Stewards will be responsible for assessing data quality, performing data cleansing and executing corrective action plans.

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

Answer (Unknown, Yes, No): Yes

If Yes, attach the existing documented security policies, standards, and controls used to your email submission.

DMHC has formally adopted a data security policy based on CDT Office of Information Security (OIS) (see attached). DMHC OTI team is working on creating standards, controls and procedures for data security based on National Institute of Standards and

Technology (NIST) and CDT Office of Information Security (OIS) templates which will be applicable for future projects.
DMHC Data security policy

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

Answer (Unknown, Yes, No): No

If Yes, attach the existing documented policies, accessibility governance plan, and standards used to the email submission.

DMHC OTI team is working on creating policies, standards, controls, and procedures for user accessibility which will be applicable for future projects.

4. **Security Categorization Impact Table**

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

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

Security Categorization impact table

5. **Security Categorization Impact Table Summary**

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

Confidentiality: Medium

Integrity: Medium

Availability: Low

6. **Technical Complexity Score: 1.3**

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

Reference: Business and Technical Complexity matrix

2.4 Requirements and Outcomes

At this time in the project planning process, requirements and outcomes should be documented and indicative of how the Agency/State Entity envisions the final solution. This shall be accomplished either in the form of mid-level requirements (predictive methodology)/business capabilities or

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

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

Tip: If providing requirements, the recommended range of requirements is between 50 and 100.

Attach Requirements and/or Outcomes narratives, mid-level requirements, and/or epics/user stories to submission email.

2.5 Assumptions and Constraints

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

Assumption: Program staff will be available.

> **Description/Potential Impact**: There shall be adequate staff available from impacted Offices of the DMHC including Financial Review, Plan Monitoring, and Enforcement for requirements, design, development, testing, and deployment of the solution. Inadequate staffing shall negatively impact schedule, quality, and ability to deliver.

Assumption: Office of Technology and Innovation staff will be available

> **Description/Potential Impact**: There shall be adequate staff from the Enterprise Applications Development, Infrastructure Services, Technical Services, Business Intelligence, Project Management, and Information Security Divisions available to provide services as required. Unavailability shall impact schedule and ability to execute.

Assumption: Dedicated staff will remain in their current roles

> **Description/Potential Impact**: Staff assigned to the project shall remain in their current roles. Reassignment of staff shall negatively impact schedule.

Assumption: Project funding will be approved and available

> **Description/Potential Impact**: The project budget shall be approved and shall remain available throughout the project lifecycle. Lack of funding shall negatively impact quality, schedule, resources and ability to deliver

Assumption: End User Training shall be executed within a Train-the Trainer methodology

Description/Potential Impact: Programs and/or the DMHC Training Office shall provide personnel for "Train the trainer" sessions and shall provide training to program staff on use of the new solution. Failure to successfully execute End User Training shall negatively impact user's ability to effectively use the solution, and efficiently manage program responsibilities.

Assumption: Technical User Training shall be executed within a direct user-training methodology (online and/or in person) to ensure DMHC technical staff have the training required to support the resultant solution

Description/Potential Impact: OTI shall provide personnel for "Technical Training" sessions which will provide training to technical staff on the configuration, implementation, support and maintenance of the solution. Failure to successfully execute technical training shall negatively impact OTI's ability to effectively enhance, support and maintain the new solution.

Assumption: Technical Knowledge Transfer shall be executed to ensure DMHC technical staff have the knowledge required to support the resultant solution

Description/Potential Impact: OTI shall provide personnel for "Technical Knowledge Transfer" sessions which provide design and development overview, best practices and techniques to effectively enhance, support and maintain the solution. Failure to successfully execute Knowledge Transfer shall negatively impact OTI's ability to effectively enhance, support and maintain the new solution.

Assumption: Contracted Work and Procurement shall be required to execute the project and deliver the solution

Description/Potential Impact: It is assumed that Software as a Service (SaaS) and required configuration services shall be procured via the SLP to develop and implement the chosen solution as required, with a $29,271,373 for SaaS via SLP for both SaaS and configuration services. Failure to successfully execute contracting and procurement shall negatively impact OTI's ability to effectively configure, deploy and maintain the solution within the required timeline.

Assumption: Procurement of SaaS / aPaaS Platform and associated Configuration Services shall be executed through the DGS Software Licensing Program (SLP) for SaaS

Description/Potential Impact: It is assumed that platform and configuration services shall be procured via SLP. Failure to successfully execute contracting and procurement trough SLP may negatively impact OTI's ability to effectively configure, deploy and maintain the solution within the required timeline and/or budget.

DMHC prefers to procure a SaaS solution that provides Content Services (e.g. Enterprise Content Management) and Case Management capabilities in a single unified platform delivered in a Software as a Service model. Therefore, all solution infrastructure shall be provided by the selected vendor either in a secure public cloud, AWS or Azure cloud. Failure to procure within the SaaS model shall negatively impact OTI's ability to quickly and with agility, deliver platform infrastructure services to the project posing a risk to schedule and changing the cost profile of the project. NOTE: DMHC is currently implementing a Survey and Exam Scheduling and Solution (SESS) using the OutSystems Low-Code Application Development Platform (as SaaS), which the DMHC has already procured. One of the

outcomes of a Survey/Exam can be the need for a CAP, so this project logically can be seen as a continuation of the SESS business process – and a logical candidate to be implemented within the OutSystems platform.

Assumption: Platform must provide application security

> **Description/Potential Impact**: Platform security must meet the requirements of the Cal-SECURE Information Security Strategic Plan

Assumption: Web Services API Capability shall enable integration between applications (replacing the current database view architecture)

> **Description/Potential Impact**: Platform shall provide a robust integration capability that is achieved through leveraging web-service APIs that include but are not limited to SOAP, XML-RPC, JSON-RPC, REST

Constraint: Platform must be generally available 24x7x365

> **Description/Potential Impact**: System availability must be high to ensure health care entities can register, electronically file and interact with DMHC staff in various business processes

Constraint: Scope shall be defined and managed by the DMHC Project Management Office (PMO)

> **Description/Potential Impact**: The scope of the project shall be constrained to enabling Health Plans to respond and interact with Corrective Action Plans (CAP), accepting electronic data and document filings from said entities, and providing a foundational framework for migrating other Case Management and Enterprise Content Management applications of the DMHC into a single and unified strategic enterprise platform. Expanding scope shall negatively impact schedule, budget, and ability to execute.

TIP: Copy and paste to add Assumptions/Constraints with Descriptions/Impacts as needed.

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: Migration of open CAP Data from the current CAP applications to new application framework

> **Dependency Description**: Any open Corrective Action Plans, registration records and/or electronic filing records and attachments will need to be migrated to NIMBUS. DMHC does not anticipate any major issues, we do believe there may be some data cleanup and re-alignment required to map everything to the new system. All non-required data will be migrated to an existing data warehouse platform.

Dependency Element: Integration of new platform with existing and/or future data warehouse platforms

> **Dependency Description**: For analysis, cases will need to sync back to an existing data warehouse platform and/or DMHC's new Azure Cloud data warehouse platform. While no major impediments are expected, some minor data transformations may be required.

Additionally, there may be some coordination required with the selected platform to allow for the interconnectivity to allow the regular data transfers.

Dependency Element: Integration of new platform with existing applications by way of Azure API Manager

Dependency Description: The DMHC has already begun building API's to enable enterprise integration across applications on-premise and in the cloud. Any platform selected to implement Enterprise CAP would need to support the use of APIs for the cross-application integration requirements.

Dependency Element: Integration of new platform with Microsoft 365 and Microsoft Teams via Microsoft Graph API

Dependency Description: The DMHC has adopted Microsoft Teams as a way for program staff teams to work collaboratively with DMHC staff, as well as with Health Plans and Risk Bearing Organizations. Integration with Microsoft Teams and SharePoint will be leveraged to provide Content Services / Document Management for CAP application processes.

TIP: Copy and paste to add Dependency Elements and Descriptions 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**

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

   The DMHC Office of Innovation and Technology will conduct market research and due diligence activities, including internet research, Gartner Research and Analysis, consultation with Gartner Research analysts, an Applied Competitive Analysis, Technical Deep-dive meetings with prospective vendors, and Application in a Day Workshops with each of the prospective vendors.

4. **Market Research Artifacts**

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

Attach Market Research artifacts to the email submission.

2.8 Viable Alternative Solutions

The CDT expects Agencies/state entities to conduct a thorough analysis of all feasible alternatives that will meet the proposal's objectives and requirements. Agencies/state entities should provide at minimum the three (3) most viable solutions, one (1) of which could be leveraging and/or enhancing the existing solution (if applicable).

References: Alternative 1 and 2 Conceptual diagrams and system interfaces

1. **Viable Alternative Solution #1**

   Name: OutSystems

   Description: A low-code development platform for the development of web enterprise applications.

   Why is this a viable solution? Please explain:

   OutSystems, a low code development platform provides DMHC with features and capabilities needed to support CAP. This platform is currently being implemented in an existing project that is implementing Survey and Exam Management System. CAPs are the direct output of the Survey and Exam process. This would eliminate the need for multiple systems, integration, and lower overall risk by expanding the Survey and Exam management within a single ecosystem. Additionally, system enhancements and modernizations in a low-code development platform are quicker so future enhancements will have shorter turnaround time and cost compared to traditional coding methods. Leveraging OutSystems solution will provide a unified application for exam/survey scheduling, management and CAP management.

   Approach

   Increase staff – new or existing capabilities: Yes

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

   Reduce the services or level of services provided: No

   Utilize new or increased contracted services: Yes

   Enhance the existing IT system: Yes

   Modify Statute/Policy/Regulations: Yes

   Please Specify: SB858 Implementation.

   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):

Create and view CAP

Submit CAP

Search CAP

Add Violations, Deliverables and due dates

Provide CAP responses

Communications and Notifications

TIP: Copy and paste or click the + button in the lower right corner to add business processes with the same application, system, or component; COTS/Cloud Technology or custom solution; runtime environment; system interfaces, data center location; and security.

Conceptual Architecture

Attach a copy of the conceptual architecture to your email submission.

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

Name/Primary Technology: OutSystems

TIP: Copy and paste or click the + button in the lower right corner to add system software information if the application, system, or component uses additional system software.

Explain Existing System Interfaces:

- ProLaw application
- e-filing application
- Health Plan Licensing system
- Risk Bearing Organization RBO System
- Financial Statement system

Explain New System Interfaces:

- ProLaw application
- e-filing application
- Health Plan Licensing system
- Risk Bearing Organization RBO System
- Financial Statement system
- Timely access application
- Annual network review application
- Block transfer application

Data Center Location of the To-be Solution: Commercial data center

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

Security

Access:

Public: No

Internal State Staff: Yes

External State Staff: Yes

Other: Yes Specify: Health Plans

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

Personal: Yes

Health: Yes

Tax: No

Financial: Yes

Legal: Yes

Confidential: Yes

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

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

Technical Security: Yes

Physical Security: Yes

Backup and Recovery: Yes

Identity Authorization and Authentication: Yes

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

Total Viable Alternative #1 Solution Cost (copy from FAW – Summary tab, cell AL33):

Total Proposed Cost: $51,808,817 (FAW Summary tab, Cell AL 16)

2. **Viable Alternative Solution #2**

Name: Microsoft Power Platform - Application as a Service (PaaS)

Description: A low-code development platform for the development of web enterprise applications.

Why is this a viable solution? Please explain:

A low code development platform provides DMHC with features and capabilities needed to support CAP. Additionally, a system enhancements and modernizations in a low-code development platform so that future enhancements will have shorter turnaround time and cost compared to traditional coding methods.

Approach

Increase staff – new or existing capabilities: Yes

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

Reduce the services or level of services provided: No

Utilize new or increased contracted services: Yes

Enhance the existing IT system: No

Modify Statute/Policy/Regulations: No

Please Specify: 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):
Create and view CAP

Submit CAP

Search CAP

Add Violations, Deliverables and due dates

Provide CAP responses

Communications and Notifications

TIP: Copy and paste or click the + button in the lower right corner to add business processes with the same application, system, or component; COTS/Cloud Technology or custom solution; runtime environment; system interfaces, data center location; and security.

Conceptual Architecture

Attach a copy of the conceptual architecture to your email submission.

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

Name/Primary Technology: Microsoft Power Platform

TIP: Copy and paste or click the + button in the lower right corner to add system software information if the application, system, or component uses additional system software.

Explain Existing System Interfaces:

- ProLaw application
- e-filing application
- Health Plan Licensing system
- Risk Bearing Organization RBO System

- Financial Statement system

Explain New System Interfaces:

- ProLaw application
- e-filing application
- Health Plan Licensing system
- Risk Bearing Organization RBO System
- Financial Statement system
- Timely access application
- Annual network review application
- Block transfer application
- Survey and Exam schedule and management system

Data Center Location of the To-be Solution: Commercial data center

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

Security

Access

Public: Yes

Internal State Staff: Yes

External State Staff: Yes

Other: No Specify:

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

Personal: Yes

Health: Yes

Tax: No

Financial: Yes

Legal: Yes

Confidential: Yes

Other: Yes Specify: Health Plans

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: $5,951,127 (FAW Summary tab AL33)

2.9 Project Organization

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

1. **Project Organization Chart:**

    Attach the Project Organization Chart to your email submission.

    Project Organization chart

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

    Matrixed

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

1. **Administrative**

    The required skills and competencies for the SB 858 CAP Modernization Project Administrative staff are as follows:

    Budgeting: Budget staff possess the ability to estimate and plan resource requirements (funding, personnel, materials and supplies, workspace, etc.) to achieve project or operational goals. Three staff members from DMHC's Office of Administrative services have been identified to support with budgeting relating tasks for the project.
    Communication: Project staff with communication responsibilities possess the ability to transmit and receive written, verbal, visual, and non-verbal information, and formulate and deliver appropriate responses to another party.
    Procurement: Procurement staff possess the ability to acquire products and services within the constraints and requirements of government code and agency policy, including development and execution of an overall procurement approach. Also, the ability to advise and monitor the execution of procurement activities to remain in compliance with code and policy.
    Vendor/Contract Management: Staff with contract management responsibilities possess the

ability to prepare and monitor statements of work and service level agreements with vendors, and the ability to execute notification and remediation of breaches to those agreements. This skill can also refer to the ability to integrate the efforts and goals of various vendors towards a desired single outcome.

2. **Business Program**

   Program staff within the DMHC Office of Enforcement, Office of Plan Monitoring and Office of Financial Review will provide program subject matter expertise necessary for requirements gathering and overall solution development. Program staff will also interact with internal project management and the vendor throughout the testing and implementation phases of the project to ensure their requirements are met. These individuals will prioritize tasks associated with the project in accordance with the project schedule. Responsibilities associated with solution development and business process re-engineering will be absorbed within existing staff resources with no anticipated disruption to existing services.

3. **Information Technology**

   While the selected vendor will provide primary implementation services, DMHC OTI has secured five dedicated IT resources:

   - IT Supervisor II – Infrastructure Services Supervisor
   - IT Specialist II – Senior Software and Solutions Developer
   - IT Specialist I – Business Analyst and Change Control Lead
   - IT Specialist I – Service Desk Analyst
   - IT Specialist I – Quality Assurance Specialist (Test Automation)

   Additional staff will be redirected from existing resources, as needed. Ongoing maintenance and operations will be supported within DMHC's existing technical areas and organizational structure.

4. **Testing**

   Functional and nonfunctional testing will be conducted by vendor and DMHC technical and program staff will support with Quality Assurance (QA) and User Acceptance testing (UAT). Comprehensive test plans and test scripts will be developed by selected vendor to reflect scenarios that align with business processes and functional/non-functional requirements. Program staff will execute test scripts, document test results for QA/UAT, and work with the vendor and other core team members to resolve identified defects.

5. **Data Conversion/Migration**

   DMHC will rely on selected COTS vendor to lead the data migrations from existing CAP applications and or spreadsheets into the new system. DMHC OTI and program teams will provide necessary support and collaboration for successful data conversions. DMHC technical and program staff shall provide data extracts and cleansing tools to assist in the identification and correction of problematic data prior to conversion. Program staff shall review baseline data, make corrections within respective systems, and work with technical staff to resolve

issues at the database level when necessary. The selected vendor will perform extract, transform, and load (ETL) functions once data has been approved by the program.

6. **Training**

DMHC will utilize a train the trainer model. Initial training of program SME's will be conducted by vendor staff. End user training will be performed by DMHC program SME's.

Technical Training will be conducted by leveraging OutSystems online learning, which is available to the DMHC at no cost.

7. **Organizational Change Management (OCM)**

OCM planning for the CAP Modernization project will include establishing a dedicated change team, conducting OCM workshops identifying obstacles to change, training preparation, communication plan development, and determining the impact of the change on stakeholder groups, processes, and resources. All OCM efforts assumed by DMHC staff will be absorbed within existing resources with no anticipated disruption to existing services.

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

The same core team working on stage 2 will support Stage 3 SD activities.

CDT STP Procurement team will lead the procurement effort in the following areas:

eDiscovery Software as a Service (SaaS)

The functionality of this software is in no way related to the IT project for SB-858. The DMHC plans to procure this software through the software licensing program (SLP) and will not require services for implementation. DMHC will be utilizing the standard out of the box functionality. STP assistance is not required.

OutSystems Additional Licensing and Platform Capabilities

The DMHC currently licenses the OutSystems Platform and plans to procure the required additional platform capabilities and licenses through the SLP.

Consulting Services

The DMHC anticipates utilizing consulting resources to implement the desired solution within an 18-month timeframe beginning in 2023-2024 with an expected cost of $2,778,000. DMHC plans on procuring these services on the Technology, Digital and Data Consulting (TDDC) Master Services Agreement (MSA).

2.10   Project Planning

1. **Project Management Risk Assessment**

Updated Project Management Risk Score: Click or tap here to enter text.

Attach 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: Approved

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

3. **Project Plans**

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

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

Reference: CAP Modernization Project Management Plans

Scope Management Plan (Approved): Yes

Status: Approved by DMHC and submitted to CHHS for review and approval

Communication Management Plan (Approved): Yes

Status: Approved by DMHC and submitted to CHHS for review and approval

Schedule Management Plan (Approved) : Yes

Status: Approved by DMHC and submitted to CHHS for review and approval

Procurement Management Plan (Approved): Yes

Status: Approved by DMHC and submitted to CHHS for review and approval

Requirements Management Plan (Approved): Yes

Status: Approved by DMHC and submitted to CHHS for review and approval

Stakeholder Management Plan (Draft): Yes

Status: Ready for review

Governance Plan (Draft): Yes

Status: Ready for review

Contract Management Plan (Draft): Yes

Status: Ready for review

Resource Management Plan (Draft): Yes

        Status: Ready for review

Change Control Management Plan (Draft): Yes

        Status: Ready for review

Risk Management Plan (Draft + Risk Log): Yes

        Status: Ready for review

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

        Status: Ready for review

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

        Status: Ready for review

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

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

   a) Planning Start Date: 10/14/2022
   b) Estimated Planning End Date: 5/31/2023
   c) Estimated Project Start Date: 7/31/2024
   d) Estimated Project End Date: 7/31/2026

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**

   Selected consulting services vendor will be asked to do current environment analysis to determine their data migration scope. The anticipated onboarding date for the consulting services is 07/01/2024.

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

   DMHC will document a Deliverable expectation document for Data migration plan. Selected consulting services vendor will be asked to document data migration plan for the project based on Deliverable expectation document and with input from DMHC OTI team. The anticipated onboarding date for the consulting services is 07/01/2024.

3. **Data Profiling: Not Started**

   Selected consulting services vendor will be expected to conduct data profiling with support and input from DMHC OTI staff. The anticipated onboarding date for the consulting services is 07/01/2024.

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

   Selected consulting services vendor will be expected to conduct data cleansing and correction with support and input from DMHC OTI staff. The anticipated onboarding date for the consulting services is 07/01/2024.

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

   Selected consulting services vendor will be expected to conduct data quality assessment as a preliminary step for data cleansing and correction with support and input from DMHC OTI staff. The anticipated onboarding date for the consulting services is 07/01/2024.

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

   Selected consulting services vendor will be expected to determine data quality business rules for the project with support and input from DMHC staff. The anticipated onboarding date for the consulting services is 07/01/2024.

7. **Data Dictionaries: Not Started**

   Selected consulting services vendor will define data dictionaries for the project describing the contents, format, and structure of a database and the relationship between its elements with support and input from DMHC Staff. The anticipated onboarding date for the consulting services is 07/01/2024.

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

   Selected consulting services vendor will define data conversion/migration requirements for the project with support from DMHC Staff. The anticipated onboarding date for the consulting services is 07/01/2024.

2.12   Financial Analysis Worksheets

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

End of agency/state entity document.

Please ensure ADA compliance before submitting this document to CDT.

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

Department of Technology Use Only

Original "New Submission" Date: 1/29/2024

Form Received Date: 1/29/2024

Form Accepted Date: 1/29/2024

Form Status: Completed

Form Status Date: 03/18/2024

Form Disposition: Approved

Form Disposition Date: 03/18/2024