

CALIFORNIA CONSERVATION CORPS

C³ PROJECT

Special Project Report
December 30, 2015



Document Revision History

Date Submitted to CTA	Version	Description	Author
3/9/15	Draft .1	C ³ SPR sent to IPOC for Comments	S Turtleaub
4/15/15	Draft .2		S Turtleaub
8/21/15	Final Draft 1.2	Updated with FI\$Cal information,. Budget augmentation and schedule update	S Turtleaub
9/29/15	Final Draft 1.3	Updated with comments from Budgets Officer and IPOC	S Turtleaub
10/8/15	Final 1.4	Updated Section 2.4 Costs and Section 2.1.8 Schedule	S Turtleaub
10/30/15	Final 1.5	Updated per IV&V Comments	S Turtleaub
12/21/15	Final 1.6	Updated per DOF Comments	S Turtleaub
12/30/15	Final 1.7	Updated per additional comments from CCC Budget Officer	S Turtleaub



Table of Contents

1.	Executive Project Approval Transmittal	2
	Information Technology Project Request	2
	Special Project Report	2
	Executive Approval Transmittal	2
1.1.	IT Accessibility Certification	3
2.	Information Technology Project Summary Package.....	4
2.1.	Section A: Executive Summary.....	4
2.2.	Section B: Project Contacts	7
2.3.	Section C: Project Relevance to State and/or Department Agency Plans	8
2.4.	Section D: Budget Information	9
2.4.1.	Project Costs	9
2.4.2.	Project Financial Benefits.....	9
2.5.	Section E: Vendor Project Budget	9
2.5.1.	Primary Vendor Contacts	10
2.6.	Section F: Risk Assessment Information	11
3.	Proposed Project Change	12
3.1.	Project Background/Summary	12
3.2.	Project Status.....	12
3.2.1.	Project Staffing	12
3.2.2.	Schedule	12
3.2.3.	SaaS Integration (SI) and SaaS License Procurement.....	12
3.2.4.	Actual Expenditures to Date One-Time IT Project Costs (As of 7/31/15)	14
3.2.5.	Actual Expenditures to Date Continuing IT Project Costs.....	15
3.3.	Proposed Project Changes	15
3.3.1.	Change in Procurement Methodology	15
3.3.2.	Use of a Temporary System for FI\$Cal Functions.....	16
3.3.3.	Revised Implementation Schedule.....	16
3.3.4.	Realignment and Updating of Costs	16
3.4.	Reason for the Proposed Changes.....	16
3.4.1.	The Procurement Methodology use to hire the SI Contractor	17
3.4.2.	The use of a temporary system to provide business functions that will eventually be provided by FI\$Cal.....	19
3.4.3.	Revised Implementation Schedule.....	19
3.4.4.	Realignment and Augmentation of Cost Estimates	19
3.5.	Implementation Plan	21
4.	Economics Analysis Worksheet.....	23



1. Executive Project Approval Transmittal

Information Technology Project Request			
Special Project Report Executive Approval Transmittal			
Agency/state entity Name			
California Conservation Corps			
Project Title (maximum of 75 characters)			Project Acronym
C³ Project			C³
FSR Project ID	FSR Approval Date	State entity Priority	Agency Priority
3340-13	4/1/14	1	3
<p>I am submitting the attached Special Project Report (SPR) in support of our request for the California Department of Technology's approval to continue development and/or implementation of this project.</p> <p>I certify that the SPR was prepared in accordance with the State Administrative Manual Sections 4945-4945.2 and that the proposed project changes are consistent with our information management strategy as expressed in our current Agency Information Management Strategy (AIMS).</p> <p>I have reviewed and agree with the information in the attached Special Project Report.</p> <p>I also certify that the acquisition of the applicable information technology (IT) product(s) or service(s) required by my department that are subject to Government Code 11135 applying Section 508 of the Rehabilitation Act of 1973 as amended meets the requirements or qualifies for one or more exceptions (see following page).</p>			
APPROVAL SIGNATURES			
Chief Information Officer			Date Signed
Printed name: Rita Gass			
Budget Officer			Date Signed
Printed name: Sui Lim			
State Entity Director			Date Signed
Printed name: Bruce Saito			
Agency Chief Information Officer			Date Signed
Printed name: Tim Garza			
Agency Secretary			Date Signed
Printed name: John Laird			



1.1. IT Accessibility Certification

Yes or No

Yes	The Proposed Project Meets Government Code 11135 / Section 508 Requirements and no exceptions apply.
-----	--

Exceptions Not Requiring Alternative Means of Access

Yes or No	Accessibility Exception Justification
N/A	The IT project meets the definition of a national security system.
N/A	The IT project will be located in spaces frequented only by service personnel for maintenance, repair, or occasional monitoring of equipment (i.e., "Back Office Exception").
N/A	The IT acquisition is acquired by a contractor incidental to a contract.

Exceptions Requiring Alternative Means of Access for Persons with Disabilities

Yes or No	Accessibility Exception Justification
N/A	Meeting the accessibility requirements would constitute an "undue burden" (i.e., a significant difficulty or expense considering all agency resources). Explain: Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.
N/A	No commercial solution is available to meet the requirements for the IT project that provides for accessibility. Explain: Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.

Exceptions Requiring Alternative Means of Access for Persons with Disabilities

Yes or No	Accessibility Exception Justification
N/A	No solution is available to meet the requirements for the IT project that does not require a fundamental alteration in the nature of the product or its components. Explain: Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.



2. Information Technology Project Summary Package

2.1. Section A: Executive Summary

1.	Re-Submittal Date	July 27, 2015			
		FSR	SPR	PSP Only	Other:
2.	Type of Document		X		
	Project Number	3340-013			

		Estimated Project Dates	
3.	Project Title	Start	End
	Project Acronym	4/14/14	10/31/16
	Project Title	C ³ Project	

4.	Submitting Department	California Conservation Corps
5.	Reporting Agency	California Natural Resources Agency



6.	Project Objectives
<p>The following is a summary of the project objectives:</p> <p>Objective 1. Develop and deploy an automated system (C³) that will replace CCC's legacy system (CADCARS), implement the required system interfaces, eliminate 20 databases and 216 spreadsheets, and allow for the reengineering, improvement and automation of business processes no later than 8/1/2016, one month after Release II completion.</p> <p>Objective 2. Reduce the number of inaccurate Sponsor Verification packages by 80%, a total of approximately 320 packages no later than 4/1/2017, six months after Release III completion.</p> <p>Objective 3. Reduce the average time to dispatch emergency crews from 180 minutes to 30 minutes no later than 4/1/2017, six months after Release III completion.</p> <p>Objective 4. Provide the ability to work securely, to comply with state and federal security policies, and to implement an enterprise automated system that passes an IT Security audit no later than 4/1/2017, six months after Release III completion.</p> <p>Objective 5. Provide data analysis and reporting capabilities to allow for CCC performance management reporting and ad-hoc reporting to executive management, legislature, control agencies, etc. no later than 4/1/2017, six months after Release III completion.</p> <p>Objective 6. Reduce the number of paper forms a Corpsmember enrollee must manually complete from 15 to 5.</p>	

8.	Major Milestones Note: this is updated per the new project schedule.	Est or Actual Complete Date
	Project Initiation	4/14/14
	Release MSA	11/3/14
	SaaS Vendor Contract Award Execution	1/8/15
	Procure 305 Salesforce.com Licenses	1/30/15
	Quality Control Consulting Services Contract Award and Execution	12/5/14
	Independent Validation and Verification Contract Award and Execution	8/22/14
	Project Management Plans (Project Plan, Test, Quality, Configuration Management, Deployment Plans) Completed	4/2/15
	Requirements Specification Completed (BRD)	4/30/15
	Security Design Completed	4/21/15
	Release I: User Acceptance Testing Completed	2/26/16
	Release I: User Training Completed	3/4/16
	Release I: Go-Live	3/8/16
	Release II: User Acceptance Testing Completed	6/9/16
	Release II: User Training Completed	6/23/16
	Release II: Go-Live	6/28/16
	Release III: User Acceptance Testing Completed	8/23/16
	Release III: User Training Completed	9/2/16
	Release III: Go-Live	9/8/16
	Project Closeout for Implementation and Training	10/31/16
	Technical Support Period Ends	12/31/16
	Contract Ends	1/5/17
	PIER Completed	1/5/18
	Key Deliverables	
	Revised FSR re-submitted to CTA	1/27/14
	SaaS Vendor Final Solicitation (for release)	11/3/14
	Quality Control Consulting Services Solicitation	8/29/14



<p>Objective 7. Establish policies, procedures and a mechanism to develop a comprehensive Job Hazard analyses (JHA) for projects and track Corpsmember injuries and illnesses by the end of Release III: 9/30/16.</p> <p>Objective 8. Reduce the number of days to validate a Corpsmember’s scholarship from 20 to 10 business days by the end of Release II: 6/30/16.</p> <p>Objective 9. Establish policies, procedures and a mechanism to provide Corpsmembers with their educational transcripts, certifications and work related training accomplishments by the end of Release II: 6/30/16.</p> <p>Objective 10. Establish policies, procedures and implement mobile technology, which does not currently exist, to allow remote entry of time, time approval and daily accomplishment reporting by the end of Release III: 9/30/16.</p>
--

Independent Validation and Verification Solicitation	7/15/14
SaaS Vendor Contract Award	1/8/15
Quality Control Consulting Services Contract Award	12/5/14
Independent Validation and Verification Contract	8/22/14
Project Management Plan	4/2/15
Requirements Traceability Matrix	4/30/15
Interface and Operational Continuity Environment Initial Build	6/23/15
Release I: Go Live	3/8/16
Release II: Go Live	6/28/16
Release III: Go Live	9/8/16
Project Closure Report	10/31/16
Pier Report	1/5/18

7.	Proposed Solution
<p>The California Conservation Corps (CCC) is planning to re-engineer its core business. This re-engineering effort will streamline manual processes, eliminate multiple redundant databases, spreadsheets and paper forms, and replace the legacy system (CCC Automated Data Collection and Reporting System). A key element of this re-engineering effort is the acquisition of an enterprise resource management system. The CCC proposes to design, procure and implement a Hybrid solution that is fully integrated, browser-based, zero client, leveraging the use of Salesforce.com’s Software as a Service (SaaS) solution and on premise service database for interfacing with other State of California databases and data backup for operational continuity. The on premise system is called the Interface and Operational Continuity System (IOCS). The Hybrid model provides the best value for the state, the maximum potential environment flexibility to support the current and future needs of the CCC and the lesser risk associated with project delivery of the new system.</p>	



2.3. Section C: Project Relevance to State and/or Department Agency Plans

1.	What is the date of your current Operational Recovery Plan (ORP)?	Date	1/15/2013
2.	What is the date of your current Agency Information Management Strategy (AIMS)?	Date	4/8/2013
3.	For the proposed project, provide the page reference in your current AIMS and/or strategic business plan.	Doc.	2013 AIMS
		Page #	8

Project #	3340-13
Doc. Type	SPR

		Yes	No
4.	Is the project reportable to control agencies?	X	
If YES, CHECK all that apply:			
X	The project involves a budget action.		
	A new system development or acquisition that is specifically required by legislative mandate or is subject to special legislative review as specified in budget control language or other legislation.		
X	The estimated total development and acquisition cost exceeds the departmental cost threshold and the project does not meet the criteria of a desktop and mobile computing commodity expenditure (see SAM 4989 – 4989.3).		
	The project meets a condition previously imposed by the Technology Agency.		



2.4. Section D: Budget Information

Project #	3340-13
Doc. Type	SPR

Budget Augmentation Required?	No					
	Yes	X	If YES, indicate fiscal year(s) and associated amount:			
		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
		\$0.00	\$1,410,810	\$2,701,572	\$1,396,333	\$987,423

2.4.1. Project Costs

1. Fiscal Year	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	TOTAL
2. One-Time Cost	\$227,149	\$1,770,850	\$2,508,112	\$513,372		\$5,019,483
3. Continuing Costs		\$106,500	\$660,000	\$1,163,068	\$1,163,068	\$3,092,636
4. TOTAL PROJECT BUDGET	\$227,149	\$1,877,350	\$3,175,972	\$1,668,743	\$1,163,068	\$8,112,119

2.4.2. Project Financial Benefits

5	Cost Savings/Avoidances	\$0	\$0	\$0	\$0	\$0
6	Revenue Increase	\$0	\$0	\$0	\$0	\$0

2.5. Section E: Vendor Project Budget

Vendor Cost for FSR Development (if applicable)	\$
Vendor Name	Global Touchpoints, Inc. and Salesforce.com

Project #	3340-13
Doc. Type	SPR



Special Project Report

10

1.	Fiscal Year	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	TOTAL
2.	SaaS Integrator Budget		\$342,400	\$999,900	\$110,200		\$1,452,500
3.	SaaS Subscription Licenses (OTECH)		\$46,500	\$558,000	\$558,000	\$558,000	\$1,720,500
4.	Independent Oversight Budget	\$12,800	\$76,800	\$102,400	\$47,680		\$239,680
5.	IV&V Budget		\$108,000	\$144,000	\$63,250		\$315,250
6.	Project Management	\$39,000	\$156,000	\$221,000	\$81,400		\$497,400
7.	Other Budget (Procurement, Quality, Change Control, EA)	\$28,000	\$211,688	\$246,850	\$106,380		\$592,918
8.	Data Center		60,000	60,000	60,000	60,000	\$240,000
9.	TOTAL VENDOR BUDGET	\$79,800	\$1,001,388	\$2,340,010	\$1,019,213	\$618,000	\$5,058,248

----- (Applies to SPR only) -----

Primary Vendor History Specific to this Project

7.	Primary Vendor	Global Touchpoints, Inc.
8.	Contract Start Date	1/5/2015
9.	Contract End Date (projected)	1/5/2017
10.	Amount	\$1,452,500

2.5.1. Primary Vendor Contacts

	Vendor	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
11	Global Touchpoints, Inc.	Udayan	Chanda	916	878-5950				Udayan.chanda@touchpointinc.com



2.6. Section F: Risk Assessment Information

Project #	3340-13
Doc. Type	SPR

	Yes	
Has a Risk Management Plan been developed for this project?	X	

General Comment(s)

This SPR has been developed with guidance from the Department of Technology and is in support of changes to the C³ project. These changes include a modified schedule, an explanation of the procurement methodology, redirection and addition of project funds, and the need for a temporary solution that will support FI\$Cal provided functionality until FI\$Cal Wave IV is completed.

The SPR also provides a snapshot of the project status as of 11/30/2015.

3. Proposed Project Change

The purpose of this Special Project Report (SPR) is to identify changes that are planned or have already occurred during the procurement, initiation, and implementation phases of the C³ project. The information reported in this document provides:

1. The Procurement Methodology use to hire the SI Contractor.
2. The use of a temporary system to provide business functions that will ultimately be provided by FI\$Cal.
3. A revised schedule.
4. A realignment and update of costs due to the revised schedule and increase in costs.
5. The addition of a Salesforce System Architect to support development of system design.

3.1. Project Background/Summary

On April 1, 2014, the Department of Technology approved a Feasibility Study Report to develop and deploy an automated system that will replace the California Conservation Corps' legacy CADCARS system, implement the required system interfaces, eliminate 20 databases and 216 spreadsheets, and allow for the reengineering, improvement, and automation of business process. The project started in April 2014 and will be completed in October 2016.

Project approval included the hiring of Information Technology (IT) staff to support implementation and ongoing operations of C³. Implementation activities also include the approved contractor staff to support Project Management, Project Oversight, Procurement Oversight, Independent Validation and Verification, and Quality Management.

3.2. Project Status

3.2.1. Project Staffing

1. Senior Programmer, Database Administrator, and Implementation Manager have been hired and consultant contracts have been executed.
2. Mobile Programmer position was hired on November 30, 2015.
3. The SaaS Integration (SI) Contract has been executed and onboarding of the contractor is complete.
4. The Salesforce System Architect was added to the team on October 12, 2015.

3.2.2. Schedule

1. Procurement Phase is complete.
2. Requirements baseline Business Requirements Document (BRD) is complete.
3. System Requirements Specification (SRS) completion target is 10/31/15. The SRS is broken down into three deliverables
 - o Release I Projects, Personnel, Work Accomplishment, Expiration Date Calculator
 - o Release II Timekeeping, Emergency Dispatch, Sponsor Verification, PTO Calculations, CMD Partial
 - o Release II Scheduling, Separation Calculations, FTE Calculations, Workers Comp, CMD Remaining

3.2.3. SaaS Integration (SI) and SaaS License Procurement

CCC has collaborated with the Department of Technology/Statewide Technology Procurement Division (STPD) to plan procurement of the C³ solution. Initially, the STPD determined the Invitation for Bids (IFB) process



would be the appropriate procurement vehicle. At that time Cloud Computing Terms and Conditions had not yet been finalized by the Department of General Services (DGS) and leveraged procurement vehicles for SaaS subscription licenses were not available. In September 2014, DGS released Cloud Computing Terms and Conditions. In October 2014, leveraged procurement vehicles, namely procuring through the California Department of Technology’s Standard Agreement for Salesforce.com licenses and California Multiple Award Schedules (CMAS) became available.

In October 2014, CCC and Department of Technology oversight staff agreed to change the procurement methodology from the Invitation for Bid (IFB) for SaaS licenses and integration services to a Master Services Agreement (MSA) solicitation for SaaS integration services and the Department of Technology’s Standard Agreement for Salesforce.com licenses.

Actual cost for STPD support was \$14,868.00.

SaaS Integration Services

The solicitation for implementation services was a Request for Offer (RFO). The RFO solicited responses from companies with experience implementing Salesforce.com and Microsoft SQL solutions.

On December 5, 2014, two qualified responses to the Request for Offers were received. Offer evaluation was conducted and the contract was awarded to Global Touchpoints Inc. Global Touchpoints, Inc. is a California certified small business. A significant partner and subcontractor is SaaSFocus. SaaSFocus will be providing Salesforce.com expertise during design and implementation of C³.

Global Touchpoints Contract

Contract Value	\$1,452,500
Contract Term	Jan 5, 2015 – January 5, 2017

Salesforce.com Subscription Licenses

During the fall of 2014, the Department of Technology was in the process of entering into a Standard Agreement for Salesforce.com subscription licenses with Carahsoft, Inc.¹

Item	SKU#	Item Description	QTY	Annual Vendor Rate	Vendor Cost	Customer Cost w/ 18%
1	204-1527	Force.com Unlimited Edition	300	\$ 801.49	\$ 240,447.00	\$ 283,727.46
2	204-1301GC	Government Cloud Premier+Success Unlimited Edition	300	\$ 90.00	\$ 27,000.00	\$ 31,860.00
3	204-1497SB	Sandbox Full Copy	300	\$ 240.44	\$ 72,132.00	\$ 85,115.76
4	204-1457	Force.com (Admin) Unlimited Edition	5	\$ 828.00	\$ 4,140.00	\$ 4,885.20
5	204-1301GC	Government Cloud Premier+Success Unlimited Edition	5	\$ 45.00	\$ 225.00	\$ 265.50
6	204-1497SB	Sandbox Full Copy	5	\$ 248.40	\$ 1,242.00	\$ 1,465.56
		Total			\$ 345,186.00	\$ 407,319.48

A Service Request has been issued to the Department of Technology for the Salesforce.com (Force.com) Subscription Licenses.

Implementation

¹ Carahsoft is a distributor of Salesforce.com licenses.



Contractor onboarding is complete. Initial requirements meetings were held the week of January 12, 2015. A Business Requirements Document (BRD) has been provided by the SI Contractor and serves as the requirements baseline for the project.

3.2.4. Actual Expenditures to Date One-Time IT Project Costs (As of 11/30/15)

Budget Item	Original Approved Amount 2013/14	Original Approved Amount 2014/15	Original Approved Amount 2015/16	Original Approved Amount 2016/17	Actual Expenditures to Date
One-time IT Project Costs					
Staff (Salaries & Benefits)	147,349	793,962	793,962	104,462	895,626
Hardware Purchase	0	40,000	0	0	
Software Purchase/License	0	0	0	0	
Telecommunications	0	0	0	0	
Contract Services					
Software Customization	0	342,400	767,900	232,000	519,197
Project Management	39,000	156,000	156,000	65,000	289,430
Project Oversight	12,800	76,800	76,800	25,600	132,998
IV&V Services	0	108,000	108,000	36,000	187,600
Other Contract Services	28,000	211,688	213,450	33,562	352,140
TOTAL Contract Services	79,800	894,888	1,322,150	392,162	1,481,365
Data Center Services	0	0	0	0	0
Agency Facilities	0	0	0	0	0
Other	0	42,000	0	0	20,241
Total One-time IT Costs	227,149	1,770,850	2,116,112	496,624	2,397,232



3.2.5. Actual Expenditures to Date Continuing IT Project Costs

Budget Item	FSR Amount 2013/14	FSR Amount 2014/15	FSR Amount 2015/16	FSR Amount 2016/17	Actual Expenditures to Date
Continuing IT Project Costs					
Staff (Salaries & Benefits)	0	0		503,068	0
Hardware Lease/Maintenance	0	0	8,000	8,000	0
Software Maintenance/License	0	46,500	558,000	558,000	449,089
Telecommunications	0	0	0	0	0
Contract Services			0	0	0
Data Center Services	0	60,000	60,000	60,000	0
Agency Facilities	0	0	0	0	0
Other	0	0	34,000	34,000	0
Total Continuing IT Project Costs	0	106,500	660,000	1,163,068	449,089

Total Expenditures to Date

One-Time IT Expenditures	2,397,232
Continuing IT Expenditures	449,089
Total	2,846,321

Section 4 provides the FSR approved EAW and the revised EAW with updated cost estimates.

3.3. Proposed Project Changes

Four project changes are proposed in this Special Project Report (SPR).

1. The Procurement Methodology use to hire the SI Contractor, and
2. The use of a temporary system to provide business functions that will ultimately be provided by FISCAL.
3. Revised schedule, decreasing the implementation timeframe.
4. Realignment and update of costs due to the revised schedule and increase in costs.
5. The addition of a Salesforce System Architect to support development of system design.

3.3.1. Change in Procurement Methodology

CCC changed procurement methodologies from an Invitation for Bid (IFB) to a Master Services Agreement (MSA) solicitation for SaaS integration services. The solicitation was in the form of a Request for Offer (RFO). The RFO solicitation resulted in responses from two companies with experience implementing Salesforce.com and Microsoft SQL solutions.

As mentioned in Section 3.2.3 above, CCC awarded the RFO to Global Touchpoints, Inc. The value of the contract was \$1,340,000.

Salesforce.com subscription licenses were procured using the Department of Technology's Standard Agreement. The value of this contract is \$407,391 per year.



3.3.2. Use of a Temporary System for FI\$Cal Functions

CCC is scheduled for Wave IV FI\$Cal deployment. Wave IV begins in July 2015 and ends in June 2017. As such, there is a conflict with the C³ schedule, where Contracts, Invoicing, and Accounts Receivable need to be ready by approval of the Project Module, currently scheduled for June 2015. CCC, with help from our IPOC, conducted an impact analysis and market research in February and March 2015 and submitted a request for exemption in April 2015.

CCC has requested authorization to procure a temporary system that provides Contracts, Invoicing, and Accounts Receivable capabilities. When FI\$Cal becomes available, the interface will be developed and the temporary system will be discontinued. Approval of the temporary exemption was received from the Department of Technology on 6/30/15.

3.3.3. Revised Implementation Schedule

Following the post contract award requirements review sessions and analysis of the requirements, Global Touchpoints, the C³ SI Contractor, has proposed an alternative schedule. The schedule estimates full implementation and acceptance of the system earlier than projected in the FSR. CCC has accepted this schedule revision. Original and revised milestones are found in Section 3.5 Implementation Plan are based on the baseline schedule that was approved on 7/28/15.

3.3.4. Realignment and Updating of Costs

The project schedule, based upon the System Integration Contractor's original estimates, called for a completion date in May 2016. The FSR called for a completion date of October 31, 2016. In order to ensure that funds were available to pay the System Integrator, CCC submitted a Finance Letter in February 2015. The submitted (and approved) Finance Letter requested the realignment of funds in the amount of \$392,163 from FY 2016/17 to FY 2015/16.

Subsequent to the realignment of funds, the project schedule has been re-baselined and the new schedule calls for a completion date more in alignment with the original FSR date. While in retrospect the February realignment wasn't needed, CCC was being proactive and didn't want to be in the position of not being able to pay the System Integrator if in fact the project was delivered in May of 2016. CCC will have to pay for additional IV&V, QA, PM and IPOC cost.

In addition, a Spring Finance Letter is being submitted to augment consultant contracts to ensure that critical consultant tasks and activities may continue through the end of the project. Total budget augmentation through the Finance Letter is \$408,910. This increase includes the new IPOC rate of \$9,380 per month.

3.3.5. Addition of a Salesforce System Architect

The project team identified a resource gap regarding Salesforce System Architecture support. In October, 2015, CCC agreed to add a Salesforce System Architect to the GTP contract. The Salesforce System Architect will lead the final design and architectural blueprint sessions and documentation. On October 12 meetings began between the Architect and members of CCC's design team. These sessions will continue through the end of January 2016. The Architect will monitor development activities, working the GTP software development manager, ensuring adherence the architectural blueprint and approved design. The Architect will stay involved through Release III of the project.

3.4. Reason for the Proposed Changes

3.4.1. The Procurement Methodology use to hire the SI Contractor

A critical factor affecting this change is the CCC's successful deployment of the Corpsmember Recruiting System (CoRe). CoRe was deployed in January 2014, after the Feasibility Study Report had been submitted for approval. CoRe/C³ integration is a requirement and fulfills a mission critical business function. CoRe is based on the Salesforce.com SaaS solution. CCC owns 45 licenses of Salesforce.com, the licenses are dedicated to CoRe and cannot be used for C³.

Changing the procurement methodology from an Invitation for Bids (IFB) to a leveraged procurement using DGS's Master Services Agreement (MSA) allows the CCC to build upon earlier implementation success of the Corpsmember Recruiting System (CoRe). The MSA provides the ability to specify a product set and build the implementation services around such product set. In this case, CCC was able to leverage and extend the use of the Salesforce.com product, perpetuating a homogenous technology infrastructure that is supportable by current CCC resources. Such an extension of CoRe's infrastructure to C³ is consistent with the State of California 2012 Strategic Plan, (3) "Efficient, Consolidated, and Reliable Infrastructure and Services as well as the CA Enterprise Architecture Framework 2.0 (CEAF2.0), "focusing on core and common areas to build reusable and shareable capabilities". It should be noted that the consulting fees paid to STPD helped to move the procurement forward.

CoRe was deployed in January 2014 and has had a positive impact on the volume of recruits and the method of recruiting corpsmembers. CoRe is a Salesforce.com SaaS solution.

CCC Information Services Branch (ISB) staff has invested over 500 hours of formal and informal Salesforce.com training and have over 10 years of experience with SQL Server. Since current Salesforce.com will continue for CoRe, adding different products for the C³ solution would be operationally disruptive and exceed the capacities of current staff. Therefore, addition of new IT products to the CCC system environment would have required a Special Project Report to hire either additional staff or contractors with knowledge of the new product(s). Hiring staff would have required a BCP and there is no guarantee that the BCP would have been approved in time. Hiring a contractor would divert funds from, and therefore adversely impact, other CCC programs.

Benefits to using the MSA include:

1. The MSA provides a clear and definite direction to bidders regarding the technology and product that will be implemented.
2. CCC can call out specific bidder and staff technical qualifications around the Salesforce.com product.
3. Comparing bids will be less complex as the technical solution will be less open ended, allowing for "apples to apples" comparisons.
4. Evaluation will be on company experience, technical qualifications, and implementation methodology only, not the SaaS product.
5. Simplified contract management. Prime contractor will not need to enter into a subcontract agreement with a SaaS provider.

Adding another cloud based product to the CCC infrastructure would complicate the technical architecture and CoRe/C³ interface requirements. Figure 1, below, provides a high level view of the data that will pass from CoRe to C³. There are over 75 data fields and related workflows that are part of the integration. Figure 2, below, provides an overview of the CoRe/C³ integration will occur using a single product. Note that Application Programming Interfaces are not required when using the same SaaS product. Figure 3, below, provides an overview of the Core/C³ integration with different products and shows that an API will be necessary if different SaaS products are deployed.

Figure 1

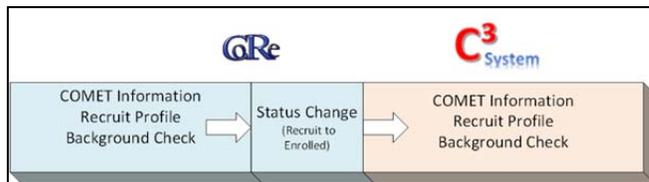


Figure 2 Same SaaS Product

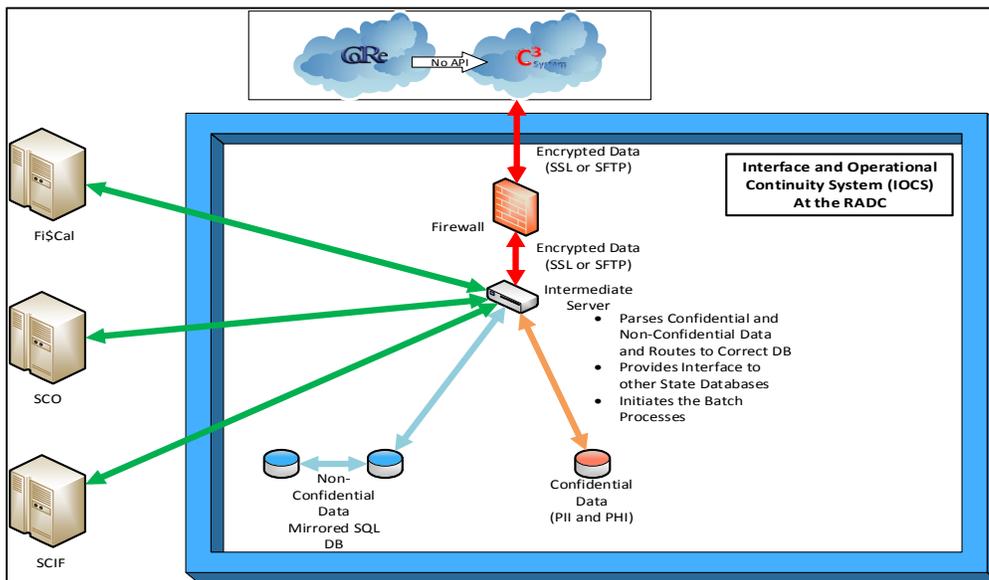
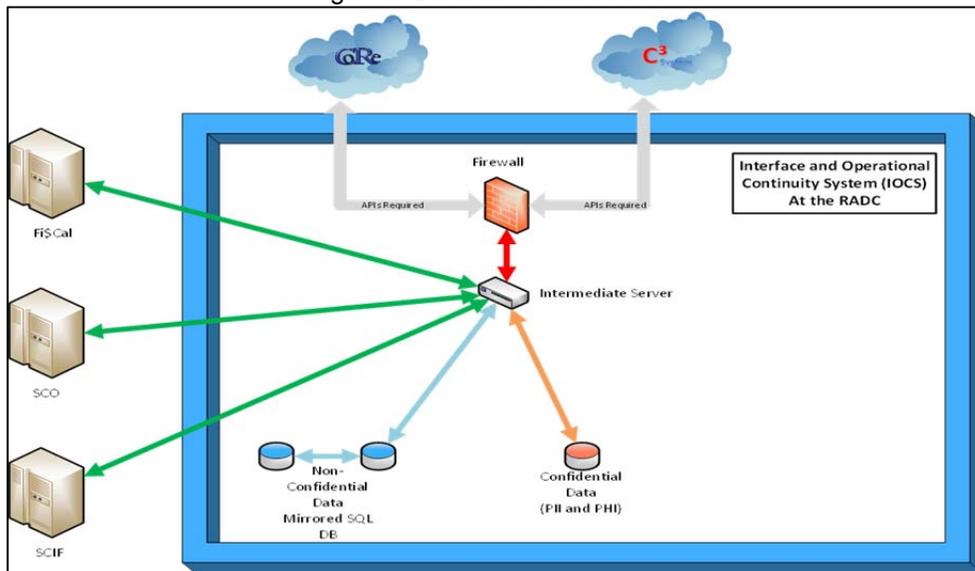


Figure 3 Different SaaS Product



CCC received approval to move forward with the MSA procurement strategy in October 2014. The procurement was released in November, 2014 and the contract executed in January 2015.

3.4.2. The use of a temporary system to provide business functions that will eventually be provided by FI\$Cal.

CCC is scheduled for Wave IV FI\$Cal deployment. Wave IV begins in July 2015 and ends in June 2017. As such, there is a conflict with the C³ schedule, where Contracts, Invoicing, and Accounts Receivable functions need to be ready by approval of the Project Module, currently scheduled for September 2015. CCC, with help from our IPOC, conducted an impact analysis and market research in February and March 2015 and submitted a request for exemption in April 2015.

On June 30, 2015, CCC received approval to move forward with the temporary solution.

3.4.3. Revised Implementation Schedule

The project schedule defined in the FSR called for a project completion date on October 31, 2016. Subsequently, the SaaS Integrator (Global Touchpoints) proposed a more aggressive schedule, targeting May 2016 for project completion. CCC accepted this shorter implementation timeframe with the understanding that scope and quality objectives would not change from those defined in the FSR. Initial deliverables submitted by Global Touchpoints did not meet CCC's quality standards and were returned for rework. This rework also required additional time and effort on the part of CCC staff and consultants as they provided more in-depth review of deliverables. This rework and additional time and effort on the part of CCC's resources have resulted in re-baselining the schedule to the original target completion date of October 31, 2016.

The schedule has been revised to:

1. Allow for additional review and input from Subject Matter Experts for each module. Rather than holding a single User Acceptance Testing (UAT) period just prior to Go Live with Release 1, separate UAT reviews will be conducted for each module. Prior to Go Live, a final UAT will be held to allow for end-to-end testing of all modules.
2. Allow for additional quality assurance checkpoints throughout the development and testing cycle to ensure adherence to requirements and high quality deliverables.

Specific target dates are included in Section 3.5 below.

3.4.4. Realignment and Augmentation of Cost Estimates

The project schedule, based upon the System Integration Contractor's original estimates, called for a completion date in May 2016. The FSR called for a completion date of October 31, 2016. In order to ensure that funds were available to pay the System Integrator, CCC submitted a Finance Letter in February 2015. The submitted (and approved) Finance Letter requested the realignment of funds in the amount of \$392,163 from FY 2016/17 to FY 2015/16.

Subsequent to the realignment of funds, the project schedule has been re-baselined and the new schedule calls for a completion date more in alignment with the original FSR date. While in retrospect the February realignment wasn't needed, CCC was being proactive and didn't want to be in the position of not being able to pay the System Integrator if in fact the project was delivered in May of 2016.

Finally, the CCC is requesting an additional \$408,910 to support ongoing consultant services that are critical to the success of the C³ project. The department plans to submit a 2016-17 Finance Letter to address increased project costs. Current projections based on burn rate indicate that the funds for the Project Management, Quality Management, IPOC, and IV&V resources will be expended in June 2016. The additional funding



request also includes additional funds to cover the cost of adding the Salesforce Architect. The final phase of the project is scheduled to go into production on September 30, 2016. Continued project training and project closeout activities are expected to complete on October 31, 2016.

Additional time and effort have been expended by consultant resources to help resolve a number of issues with System Integration deliverables. These issues have been documented in project Corrective Action Plans. The Corrective Action Plans are included as an attachment to the Spring Finance Letter.

The Project Manager is responsible for the day to day management of the CCC resources assigned to the project and is the single point of contact with the System Integrator (Global Touchpoints, Inc.), the California Natural Resources Agency, and the Department of Technology's IPOC. The Project Manager maintains project plans, the project budget, and the project schedule. Status meetings and the Executive Steering Committee meetings are chaired by the Project Manager.

The Quality Manager is responsible for ensuring that all business and technical requirements are met by the System Integrator. The Quality Manager evaluates system development and configuration standards, comparing them to the standards documentation established by the project team. The Quality Manager reviews the System Integrator's test results and provides approval to move the code to User Acceptance Testing and to Production. The Quality Manager writes the User Acceptance Test plans and manages the User Acceptance Test process.

The IPOC provides independent project management oversight guidance in conformance with the IT Project Management Framework and the Statewide Information Management Manual. The IPOC reports project progress to the Department of Technology and the California Natural Resources Agency and is required to continue with the project until project completion.

The IV&V resources provide verification and validation of the project management and system integration processes. The IV&V provide independent reporting to the State control agencies, the California Natural Resources Agency and the CCC. This service is required by the Department of Technology and serves a vital function by helping to ensure that the project remains on track.

The table below provides the cost variance between the FSR and SPR.

CCC SPR Cost Variance Table				
Project Costs	Costs per FSR	Costs per SPR1	Variance	Reason for Variance
One - Time Costs				
Staff	1,839,735.00	1,839,735.00	-	
Hardware Purchase	40,000.00	40,000.00	-	
Software Purchase/Licenses	-	-	-	
Software Customization	1,342,300.00	1,452,500.00	110,200.00	Addition of Salesforce Architect
Project Management	416,000.00	497,400.00	81,400.00	Cover overtime and extra hours due to quality issues and schedule delays.
Project Oversight	192,000.00	239,680.00	47,680.00	Cover overtime and extra hours due to quality issues and schedule delays and increase in IPOC Monthly Rate.
IV&V Services	252,000.00	315,250.00	63,250.00	Cover overtime and extra hours due to quality issues and schedule delays.
Other Contract Services	486,701.00	593,081.00	106,380.00	Cover overtime and extra hours due to quality issues and schedule delays.
Contract Services	2,689,001.00	3,097,911.00	408,910.00	Cover overtime and extra hours due to quality issues and schedule delays.
Data Center Services			-	
Agency Facilities			-	
Other (OE&E and Indirect)	42,000.00	42,000.00	-	
Total One - Time Costs	4,610,736.00	5,019,646.00	408,910.00	
Continuing Costs				
Staff	1,006,136.00	1006136	-	
Hardware Lease/Maintenance	24,000.00	24000	-	
Software Maintenance/Licenses	1,720,500.00	1720500	-	
Contract Services	-	-	-	
Data Center Services	240,000.00	240,000.00	-	
Agency Facilities			-	
Other (OE&E and Indirect)	102,000.00	102,000.00	-	
Total Continuing Costs	3,092,636.00	3,092,636.00	-	

3.5. Implementation Plan

The project milestones for the FSR, Actual Dates, and Revised Target Dates are described in the table below.

Milestone	FSR Date	Actual Date	Revised Target Date
Project Management Contract	4/1/14	4/20/14	
IV&V Contract	8/29/14	8/22/14	
Quality Management Contract	11/21/14	12/9/14	
SI Contract	1/2/15	1/8/15	
Project Kick Off	1/5/15	1/12/15	
Master Project Plan	1/23/15	2/2/15	



Requirements Matrix (BRD)	2/13/15	2/6/15	
Build and test of IOCS Salesforce.com Integration Completed	10/23/15		1/20/16
Release I: User Acceptance Testing Completed	3/3/16		2/26/16
Release I: User Training Completed	3/29/16		3/4/16
Release I: Go-Live	3/30/16		3/15/16
Release II: User Acceptance Testing Completed	6/17/16		6/9/16
Release II: User Training Completed	6/29/16		6/23/16
Release II: Go-Live	6/30/16		7/12/16
Release III: User Acceptance Testing Completed	9/23/16		8/23/16
Release III: User Training Completed	9/29/16		9/2/16
Release III: Go-Live	9/30/16		9/15/16
Project Closeout for Implementation and Training	10/31/16		10/31/16
Technical Support Period Ends	N/A		12/31/16
Contract Ends	1/5/17		1/5/17
PIER	10/31/17		1/5/18



4. Economics Analysis Worksheet

Existing System/Baseline: No Change

SIMM 30C, Rev. 06/2014

Agency/state entity: California Conservation Corps

Project: C³

EXISTING SYSTEM/BASELINE COST WORKSHEET

All costs to be shown in whole (unrounded) dollars.

Date Prepared: 3-5-15

	FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts								
Continuing Information														
Technology Costs														
Staff (salaries & benefits)	9.5	921,376	9.5	921,376	9.5	921,376	9.5	921,376	9.5	921,376	0.0	0	47.5	4,606,880
Hardware Lease/Maintenance		0		0		0		0		0		0		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total IT Costs	9.5	921,376	0.0	0	47.5	4,606,880								
Continuing Program Costs:														
Staff	287.5	21,669,249	287.5	21,669,249	287.5	21,669,249	287.5	21,669,249	287.5	21,669,249	0.0	0	1437.5	108,346,245
Other		0		0		0		0		0		0		0
Total Program Costs	287.5	21,669,249	0.0	0	1437.5	108,346,245								
TOTAL EXISTING SYSTEM COSTS	297.0	22,590,625	0.0	0	1485.0	112,953,125								



C³ Feasibility Study Report

Economic Analysis Summary for the SPR

SIMM 30C, Rev. 06/2014

Agency/State entity: California Conservation Corps

Project: C³

ECONOMIC ANALYSIS SUMMARY SPR

All costs to be shown in whole (unrounded) dollars.

Date Prepared: 12-30-15

	FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
EXISTING SYSTEM														
Total IT Costs	9.5	921,376	9.5	921,376	9.5	921,376	9.5	921,376	9.5	921,376	0.0	0	47.5	4,606,880
Total Program Costs	287.5	21,669,249	287.5	21,669,249	287.5	21,669,249	287.5	21,669,249	287.5	21,669,249	0.0	0	1437.5	108,346,245
Total Existing System Costs	297.0	22,590,625	297.0	22,590,625	297.0	22,590,625	297.0	22,590,625	297.0	22,590,625	0.0	0	1485.0	112,953,125
PROPOSED ALTERNATIVE	C³ Hybrid Solution													
Total Project Costs	1.5	227,149	8.0	1,877,350	8.0	2,773,812	6.5	1,772,192	5.0	1,163,068	0.0	0	29.0	7,813,571
Total Cont. Exist. Costs	295.5	22,393,308	292.0	22,074,119	292.0	22,074,119	293.5	22,260,551	295.0	22,414,980	0.0	0	1468.0	111,217,077
Total Alternative Costs	297.0	22,620,457	300.0	23,951,469	300.0	24,847,931	300.0	24,032,743	300.0	23,578,048	0.0	0	1497.0	119,030,648
COST SAVINGS/AVOIDANCES	0.0	(29,832)	(3.0)	(1,360,844)	(3.0)	(2,257,306)	(3.0)	(1,442,118)	(3.0)	(987,423)	0.0	0	(12.0)	(6,077,523)
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	0.0	(29,832)	(3.0)	(1,360,844)	(3.0)	(2,257,306)	(3.0)	(1,442,118)	(3.0)	(987,423)	0.0	0	(12.0)	(6,077,523)
Cum. Net (Cost) or Benefit	0.0	(29,832)	(3.0)	(1,390,676)	(6.0)	(3,647,982)	(9.0)	(5,090,100)	(12.0)	(6,077,523)	(12.0)	(6,077,523)		
ALTERNATIVE #1	Pure SaaS Solution													
Total Project Costs	0.0	0	7.0	1,585,109.00	7.0	2,738,921	5.5	1,476,252	4.0	979,627	0.0	0	25.0	7,007,058.00
Total Cont. Exist. Costs	295.5	22,393,308.00	292.0	22,074,119	292.0	22,074,119.00	293.5	22,260,551	295.0	22,414,980	0.0	0	1468.0	111,217,077.00
Total Alternative Costs	297.0	22,620,457	299.0	23,659,228.00	299.0	24,813,040.00	299.0	23,736,803.00	299.0	23,394,607.00	0.0	0	1493.0	118,224,135
COST SAVINGS/AVOIDANCES	0.0	(29,832)	(2.0)	(1,068,603)	(2.0)	(2,222,415)	(2.0)	(1,146,178)	(2.0)	(803,982)	0.0	0	(8.0)	(5,271,010)
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	0.0	(29,832)	(2.0)	(1,068,603)	(2.0)	(2,222,415)	(2.0)	(1,146,178)	(2.0)	(803,982)	0.0	0	(8.0)	(5,271,010)
Cum. Net (Cost) or Benefit	0.0	(29,832)	(2.0)	(1,098,435)	(4.0)	(3,320,850)	(6.0)	(4,467,028)	(8.0)	(5,271,010)	(8.0)	(5,271,010)		
SPR	C³ Hybrid Solution													
Total Project Costs	1.5	227,149	8.0	1,877,350	8.0	3,168,112	6.5	1,676,440	5.0	1,163,068	0.0	0	29.0	8,112,119
Total Cont. Exist. Costs	295.5	22,393,308	292.0	22,074,119	292.0	22,074,119	293.5	22,260,551	295.0	22,414,980	0.0	0	1468.0	111,217,077
Total Alternative Costs	297.0	22,620,457	300.0	23,951,469	300.0	25,242,231	300.0	23,936,991	300.0	23,578,048	0.0	0	1497.0	119,329,196
COST SAVINGS/AVOIDANCES	0.0	(29,832)	(3.0)	(1,360,844)	(3.0)	(2,651,606)	(3.0)	(1,346,366)	(3.0)	(987,423)	0.0	0	(12.0)	(6,376,071)
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	0.0	(29,832)	(3.0)	(1,360,844)	(3.0)	(2,651,606)	(3.0)	(1,346,366)	(3.0)	(987,423)	0.0	0	(12.0)	(6,376,071)
Cum. Net (Cost) or Benefit	0.0	(29,832)	(3.0)	(1,390,676)	(6.0)	(4,042,282)	(9.0)	(5,388,648)	(12.0)	(6,376,071)	(12.0)	(6,376,071)		



Feasibility Study Report

Funding Plan for the SPR

PROJECT FUNDING PLAN													Date Prepared: 12-30-15	
SIMM 30C, Rev. 06/2014														
Agency/state entity: California Conservation Corps													All Costs to be in whole (unrounded) dollars	
Project: C ³														
	FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		TOTALS	
	PYs	Amts	PYs	Amts										
TOTAL PROJECT COSTS	1.5	227,149	8.0	1,877,350	8.0	3,168,112	6.5	1,676,440	5.0	1,163,068	0.0	0	29.0	8,112,119
RESOURCES TO BE REDIRECTED														
Staff	1.5	147,349	5.0	466,540	5.0	466,540	3.5	280,107	2.0	175,645	0.0	0	17.0	1,536,181
Funds:														
Existing System		0		0		0		0		0		0		0
Other Fund Sources		79,800		0		0		0		0		0		79,800
TOTAL REDIRECTED RESOURCES	1.5	227,149	5.0	466,540	5.0	466,540	3.5	280,107	2.0	175,645	0.0	0	17.0	1,615,981
ADDITIONAL PROJECT FUNDING NEEDED														
One-Time Project Costs	0.0	0	3.0	1,304,310	3.0	2,508,112	0.0	408,910	0.0	0	0.0	0	6.0	4,221,332
Continuing Project Costs	0.0	0	0.0	106,500	0.0	660,000	3.0	987,423	3.0	987,423	0.0	0	6.0	2,741,346
TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR	0.0	0	3.0	1,410,810	3.0	2,701,572	3.0	1,396,333	3.0	987,423	0.0	0	12.0	6,496,138
TOTAL PROJECT FUNDING	1.5	227,149	8.0	1,877,350	8.0	3,168,112	6.5	1,676,440	5.0	1,163,068	0.0	0	29.0	8,112,119
Difference: Funding - Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Estimated Cost Savings	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
FUNDING SOURCE*														
General Fund	55%	124931.95	26%	488111	29%	918752.48	42%	704104.8	55%	639687.4	0%	0	35%	2875587.63
Federal Fund	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Special Fund	45%	102217.05	74%	1389239	71%	2249359.5	58%	972335.2	45%	523380.6	0%	0	65%	5236531.37
Reimbursement	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
TOTAL FUNDING	100%	227149	100%	1877350	100%	3168112	100%	1676440	100%	1163068	0%	0	100%	8112119
*Type: If applicable, for each funding source, beginning on row 29, describe what type of funding is included, such as local assistance or grant funding, the date the funding is to become available, and the duration of the funding.														
Annual Project Adjustments														
	FY PYs	2013/14 Amt	FY PYs	2014/15 Amt	FY PYs	2015/16 Amt	FY PYs	2016/17 Amt	FY PYs	2017/18 Amt	FY PYs	2018/19 Amt	Net Adjustments	
													PYs	Amts
One-time Costs														
Previous Year's Baseline	0.0	0	0.0	0	3.0	1,304,310	3.0	2,508,112	0.0	408,910	0.0	0		
(A) Annual Augmentation /(Reduction)	0.0	0	3.0	1,304,310	0.0	1,203,802	(3.0)	(2,099,202)	0.0	(408,910)	0.0	(47,680)		
(B) Total One-Time Budget Actions	0.0	0	3.0	1,304,310	3.0	2,508,112	0.0	408,910	0.0	0	0.0	(47,680)	6.0	4,173,652
Continuing Costs														
Previous Year's Baseline	0.0	0	0.0	0	0.0	106,500	0.0	660,000	3.0	987,423	3.0	987,423		
(C) Annual Augmentation /(Reduction)	0.0	0	0.0	106,500	0.0	553,500	3.0	327,423	0.0	0	3.0	(987,423)		
(D) Total Continuing Budget Actions	0.0	0	0.0	106,500	0.0	660,000	3.0	987,423	3.0	987,423	0.0	0	6.0	2,741,346
Total Annual Project Budget Augmentation /(Reduction) [A + C]	0.0	0	3.0	1,410,810	0.0	1,757,302	0.0	(1,771,779)	0.0	(408,910)	3.0	(1,035,103)		
[A, C] Excludes Redirected Resources														
Total Additional Project Funds Needed [B + D]													12.0	6,914,998
Annual Savings/Revenue Adjustments														
Cost Savings	0.0	0	3.0	1,410,810	0.0	1,290,762	0.0	(1,305,239)	0.0	(408,910)	(3.0)	(987,423)		
Increased Program Revenues		0		21,279,598		21,279,598		21,663,348		21,669,249		0		