California County Assessors' Information Technology JPA Board

PROPOSITION 19 IT Modernization Project

Prospectus: A Regulatory Compliant State-Wide Inter-County Centralized Assessor Case Management System:

Portal & Database

PREPARED SOLEY BY:
Justin J. Winn, MBA, PMP©, ITIL©, SAFe©

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I. About The Author ~

I. **Private University Adjunct Professor** (George Fox University, College of Business):
   I. Business Administration:
      I. Management & Organizational Leadership
      II. Corporate Change Management
      III. Finance & Accounting
   II. Executive Track: Portfolio, Program, & Project Management
   III. Published Author: (Semiconductor Industry, Administrative White Paper: Operational Service Delivery)

II. Fortune 100, **Global IT Initiative & Delivery Expert**:
   I. **Nike Inc**. (Enterprise Release Lead, Sr. IT Project Manager (Major Releases))
      I. Back-to-Back Record-Setting Global Releases by $USD Valuation
         I. DEC 2016 – $2.1B Scope Deployed over 4 days (Contiguous Release)
         II. JUN 2016 – $1.8B Scope Deployed in 4 days (Contiguous Release)
      II. JUL 2015 - $35M Scope (Remediated 1800+ Interfaces, 2.5yr. Project)
   II. **Intel Corp.** (Engineering Sr. Director., Sr. Program Manager, Sr. Project Manager)
      I. Best Known Method (**BKM**) – 2x's (Industry "Olympic Gold Medal")
         I. JUL 2012 - Intel + AEPCM Roll-Out Methodology & Svc. Del. (Author)
         II. SEP 2011 - Intel + AEPCM Project Manager Training Program (Author)
      II. High-Value Procurement Award (M+W Group, $4.6B, D1X MOD1 Tool-Install (Co-Author))

III. **Government Consultancy** (Procurement; Operations; IT Portfolio, Program & Project Management):
   I. **Federal** - US D.O.E. Bonneville Power Administration
      I. 2017-2018 - "Public Trust" Security Clearance
      II. PMO Maturation Project + Operational Analysis (Tactical Workflow)
      III. MS O365 Enterprise Deployment (Release SME - Planning)
   II. **State** – State of Oregon, Marion County
      I. 2018-2023 - Criminal Justice Information System (CJIS) Security Clearance
      II. 2022- Remediated and replaced 21+yr. old legacy District Attorney & District Court Client Management Systems, Report Digitization, 20+ PII/HIT/CJIS Interfaces, Data Migration, and AWS Cloud Migration

> *"All truly great PM's; at any level, work themselves out of a job with everyone smiling about it.*
>
> *~ Justin Winn (MBA Symposium, circa 2011)*

Justin J. Winn, MBA, PMP©, ITIL©, SAFe©

GEORGE FOX UNIVERSITY
COLLEGE OF BUSINESS

II. Introduction ~

I. This Prospectus:
   I. Is intended for an **Executive** audience, to highlight the vast scope, technical complexity considerations, cross-county coordination challenges, vendor and project management methodologies, and key resource requirements from both the County, Vendor, and the CCAITA JPA Board (herein known as the "**Authority**").
   II. Aims to inform the "Authority" and Director of the large-scale size and complexity of the project, outlining the essential planning and response factors to increase probability for a successful execution/implementation.
   III. Demonstrates how this project represents a significant IT modernization effort with far-reaching implications, cross-county interoperability, reduction in operational costs, increased user experience (public, Assessor Offices) for property tax administration and regulatory compliance.
   IV. Offers a candid risk profile for the Authority's decision-making, including industry examples and quantified analysis.
   V. Details the extensive manual report generation, integration efforts, potential data migration effort, a multi-style (Hybrid) Project Management delivery methodology, and the simultaneous cohort model for execution of 58 unique and various sized IT projects.
   VI. Provides schedule estimates, engagement risks, and a cost analysis (approach) for the Proposition-19 IT Modernization Project.
   VII. Is **not** a Project Plan, but an overview of an industry-proven oversight/managerial approach, detailing the minimum requirements needed (from technical to administrative), for a successful Project.

II. The Board of Commissioners:
   I. Should understand the project's scale, technical complexity, logistical and coordination challenges, potential costs, resource demands, and planning requirements for this state-wide initiative.
   II. Should reject sentiments of low-risk, low-complexity, or overly optimistic assertions of success. This is a significant endeavor, and it is the author's aim to highlight the dynamic vectors of risk and challenge with a data-driven objective solution.

III. Experienced Oversight & Authority Dedicated Resources:
   I. With dedicated Authority resources, this project will have the minimal requisite skillset and experience to enable the various 58 California Assessors to implement an integrated property tax administration and cross-county communication system, with a public-facing portal.
   II. Will ensure compliance with Proposition 19, and the plan to implement a modernized interoperable state-wide solution.
   III. Provide substantial benefits and increase the user-experience for property and property/homeowners across California.
   IV. Increase County Assessors operational efficiencies and reduce workloads through automation and cross-county integration.

32	Spain	**47,519,628**	-0.08 %	-39,002	95
33	Argentina	**45,773,884**	0.58 %	263,566	17
34	Algeria	**45,606,480**	1.57 %	703,255	19
35	Iraq	**45,504,560**	2.27 %	1,008,438	105
36	Afghanistan	**42,239,854**	2.70 %	1,111,083	65
37	Poland	**41,026,067**	2.93 %	1,168,922	134
38	Canada	**38,781,291**	0.85 %	326,964	4
39	Morocco	**37,840,044**	1.02 %	382,073	85
40	Saudi Arabia	**36,947,025**	1.48 %	538,205	17
41	Ukraine	**36,744,634**	-7.45 %	-2,957,105	63
42	Angola	**36,684,202**	3.08 %	1,095,215	29
43	Uzbekistan	**35,163,944**	1.55 %	536,292	83
44	Yemen	**34,449,825**	2.24 %	753,211	65
45	Peru	**34,352,719**	0.89 %	303,131	27
46	Malaysia	**34,308,525**	1.09 %	370,304	104
47	Ghana	**34,121,985**	1.93 %	646,115	150
48	Mozambique	**33,897,354**	2.81 %	927,836	43

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III. Problem Statement ~

I. Complexity:
   I. The Proposition 19 State-Wide Inter-County Property Transfer System + Public Portal Project is a highly complex, large-scale IT modernization initiative aimed at integrating disparate property tax systems across all 58 counties in California into a unified, compliant public-facing platform.

II. Regulatory Mandates:
   I. This project is essential to meet the regulatory demands of Proposition 19.
   II. The solution requires significant modifications in current Assessor property tax base client management systems.
   III. The solution directly impacts regulatory compliance and administrative operations for property transfers, and an immediate need to enhance state-wide and cross-county communication and operational efficiencies.
   IV. The solution shall simultaneously standardize, streamline, and increase the user-experience through a modern public facing Assessor Portal.

III. Notables:
   I. **Stakeholder Engagement & Compliance**: The project involves 58+ Key Stakeholders, including county tax Assessors, IT departments, state regulatory bodies, land/homeowners, and 3rd Party Vendor(s). FOCAL: This is identified as “Key Risk No. 1”. (Many, many “cooks in the kitchen”.)
   II. **Scope, Scale, & Logistics**: The project's scope involves the development, integration, testing, training, and deployment of a system that will synchronize multiple legacy systems, each with unique functionalities and configurations, across counties of varying sizes and technological maturity. The system must handle substantial data volumes, ensure real-time updates, and provide accurate tax base transfer information, house critical forms and documents, impacting hundreds of thousands of property tax transactions annually. FOCAL: This is identified as “Key Risk No. 2”.
   III. **Risk Management**: Given the project's complexity, there are high risks related to data integrity/migration, dynamic system downtime, and uncertain stakeholder buy-in. These risks are mitigated through early and hyper-communication from the Authority, rigorous planning, extensive testing, and phased/programmatic deployment to support a smooth transition.
   IV. **Technical Complexity**: The system will integrate with more than 58 distinct county systems, each with different data structures, operational processes, and technological infrastructures. This integration requires advanced solutions for report generation, data migration, real-time synchronization, and interoperability across multiple platforms. The challenge is compounded by the need to maintain system integrity, security, and compliance with state and local regulations throughout the process.
   V. **Resource Requirements**: A project of this magnitude requires extensive resources: Vendor, Authority, and County. The Vendor will mobilize a large, multi-disciplinary team to handle hundreds of county-specific forms, simultaneous multi-county: system design, development, testing, training, deployment, and support. The Authority will provide dedicated IT Specialists, and the Counties will provide support and volunteer staffing (where available, contingency planning).
   VI. **Business & Operational Impact**: Training, training, training: Significant time required. Smaller counties, which often lack robust IT infrastructures and skilled personnel, may face significant challenges in adapting to the new system and unable to fund their integration. Conversely, larger counties with more complex regulatory and financial structures may have ample funding but require extensive coordination and approval processes, potentially slowing down implementation.

< $330,000,000.00 >

Oregon Health Insurance Exchange Failure: Blame Runs Deep

Postmortem report confirms diagnosis of weak project oversight, unrealistic goals, and poor performance by Oracle.

David F Carr, Editor, InformationWeek Government/Healthcare
March 21, 2014

First Data's summary of that meeting does include a defense of Oracle's role in the project, which Screven said suffered from:

- The lack of well defined, stable requirements
- The lack of discipline in the change-control process (too many undocumented, ad hoc changes)
- The absence of a system integrator, which Oracle said was unprecedented for a project this complex
- The lack of timely test cases, some of which were not provided until mid-October 2013, according to Oracle

First Data reported a common theme in interviews with project staff "was that both Rocky King and Carolyn Lawson were perceived as supremely confident. The interviews also confirmed that the overly optimistic schedule/scope projections were based on continued trust in Oracle and the HIX-IT leadership (Rocky King, Carolyn Lawson, and Bruce Goldberg), despite repeatedly missed deadlines." Only very late in the process, in August and September, did any of these leaders acknowledge that the initial

https://www.informationweek.com/it-sectors/oregon-health-insurance-exchange-failure-blame-runs-deep#close-modal

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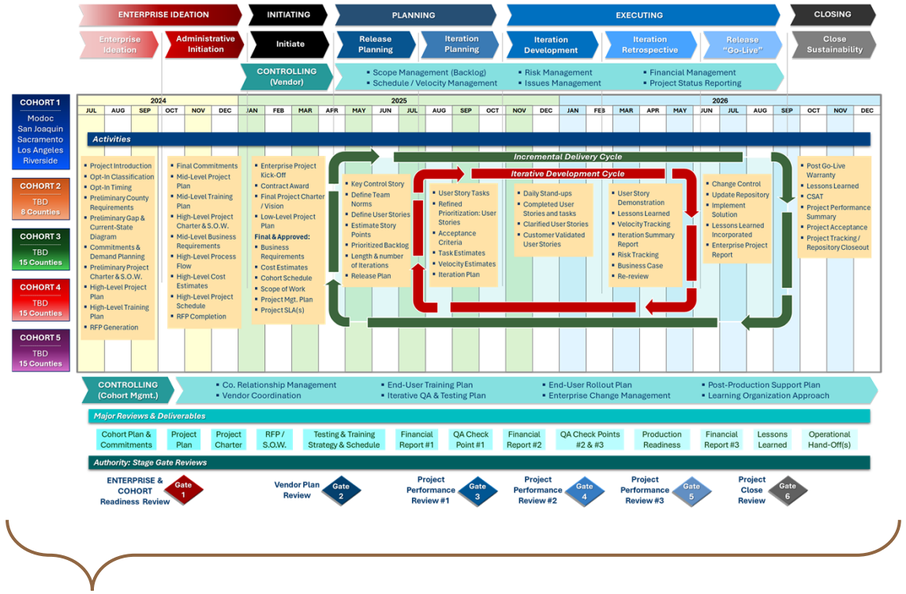
IV. Executive Summary ~

I. The Approach:
   I. This prospectus outlines a sober and detailed approach toward the development of a State-Wide Inter-County Assessor System that complies with the CCAIT JPA Proposition-19 Charter.
   II. The awarded Vendor shall be the Project Management Team of Record (contractual ownership of successful delivery), and will manage all engineering, development, and project management activities (Controls, Deliverables, Schedule, Plan), with the contractual obligation (by objective requirements) to deliver a working state-wide cross-county interoperable solution to the satisfaction of the Authority.
   III. The Authority will have final approval of the Solution Design, Solution Options, Management Team, Scope, Schedule, Budget, and Vendor Project Management methodologies.
   IV. The Authority shall provide skilled professional IT Program/Project Management support for coordination and integration across all 58 counties.

II. Background:
   I. Proposition 19 mandates changes in property tax rules, requiring a modern system for property tax base transfers with a public-facing portal. The Vendor will engineer, co-design, develop, test, train, deploy, and manage the new system.
   II. The Authority will facilitate collaboration with The Vendor across all phases of the Project, coordinating the activities of all 58 County Stakeholders.
   III. The RFP and Contract Language are critical Risk Vectors, and the Greatest Moment for increasing the Value Proposition and potential for success.
   IV. The CCAIT JPA Board significantly influences success probability with ample opportunity for planning, and clearly defined and objective Requirements.

III. Key Objectives (100K' Level, Primary Objectives):
   I. Vendor to develop the Inter-County Property Transfer System and Public Portal.
   II. Vendor to create a State-Compliant, cross-county integrated data system.
   III. The Authority to coordinate communication, system design and integration activities, formalize current-state diagrams, document unique requirements, and gain engagement decisions for all 58 counties.
   IV. The Authority to provide the management team to control, inform, and provide expertise in large-scale IT Deployments, and Vendor Management.

IV. Major Deliverables (Primary "Core" Deliverables, not an exhaustive list):
   I. Proposition 19 Compliant Inter-County Property Transfer System + Public Portal.
   II. County Specific Integration of all required Forms (FOCAL: This is identified as "Key Risk No. 3".)
   III. Training plan, schedule, and training materials.
   IV. Testing plan, schedule, and testing scripts.
   V. Current-state diagrams, Requirements (pLanguage or equiv.), Gap-Analysis (Workflow, Technology, Staffing, Infrastructure, Software, Current-System Contractual Obligations & Restrictions, Funding), and Cross-County Cohort-Model Integration & Release/Deployment plans.



"The Key" ~

(Overview of the Enterprise Project Plan)

- The above graphic provides a comprehensive overview of the Enterprise IT Modernization Project Plan.
- It outlines the key **Phases** of the Project, from Enterprise Ideation to Post-Implementation Review, detailing the **Critical Activities** and **Milestones** for each phase.
- This visual guide serves as a **Roadmap** (The Key) for understanding the project's structure, what's happening and when, simultaneously ensuring all stakeholders are aligned and informed.
- A detailed breakout of **The Key** is provided herein.

V. **Principled Best Practices ~**

This prospectus integrates **ITIL®** and **PMI PMP®** best practices as foundational principles to ensure a comprehensive and structured approach to enterprise project management.

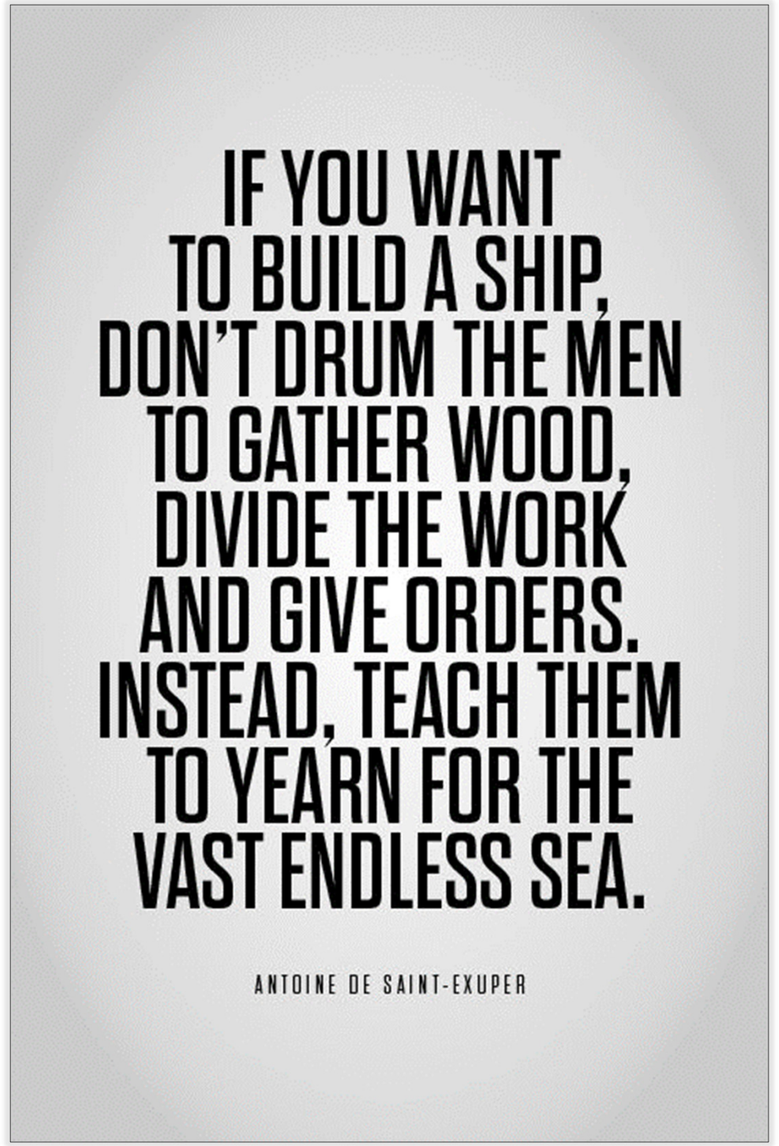
- **ITIL® Best Practices**
  - **ITIL®** provides a framework for IT Service Management (ITSM) that emphasizes aligning IT services with the needs of the business. Key processes such as service delivery, support, and continuous improvement are structured to ensure optimal IT operations and value delivery. ITIL's focus on standardization, service lifecycle management, and best practices for incident, problem, and change management provides a robust foundation for developing reliable and efficient IT systems.
    - **Value:** ITIL® enhances operational efficiency and service quality, promotes standardized processes, and supports continuous improvement.
    - **Source:** AXELOS ITIL® Foundation

- **PMI PMP® Best Practices**
  - **PMI PMP ®** best practices focus on the methodology of project management, encompassing initiation, planning, executing, monitoring, and closing of projects. PMI's framework emphasizes areas such as scope, time, cost, quality, and risk management, and provides a structured approach for managing and delivering projects successfully. It ensures that projects are aligned with business objectives, managed efficiently, and delivered within scope, time, and budget constraints.
    - **Value:** PMI PMP® provides a structured approach for managing complex projects, enhances project alignment with business goals, and ensures effective stakeholder management and resource utilization.
    - **Source:** Project Management Institute - PMP Certification

- **Combined Industry Value**
  - Combining ITIL® and PMI PMP® best practices in an enterprise project provides a synergistic approach where ITIL's service management excellence complements PMI PMP's project management rigor. This integration ensures that IT services are not only managed and delivered effectively but also aligned with strategic project goals and operational excellence. The holistic approach fosters a seamless transition from project execution to operational service management, enhancing overall project success, operational efficiency, and stakeholder satisfaction.
    - **Industry Value:** The combined application of ITIL® and PMI PMP® best practices ensures comprehensive project and service management, leading to improved project outcomes, efficient resource utilization, and sustained operational excellence.
    - **Source:** Combining ITIL® and PMP® for Better IT Project Management

- **References**

  - AXELOS. (n.d.). *ITIL® Foundation*. Retrieved from https://www.axelos.com/certifications/itil-service-management
  - Project Management Institute. (n.d.). *PMP® Certification*. Retrieved from https://www.pmi.org/certifications/project-management-pmp
  - AXELOS. (2021, September 6). *Combining PMP and ITIL for Better IT Project Management*. Retrieved from https://www.axelos.com/resource-hub/blog/combining-pmp-and-itil



VI. **Table of Contents ~**

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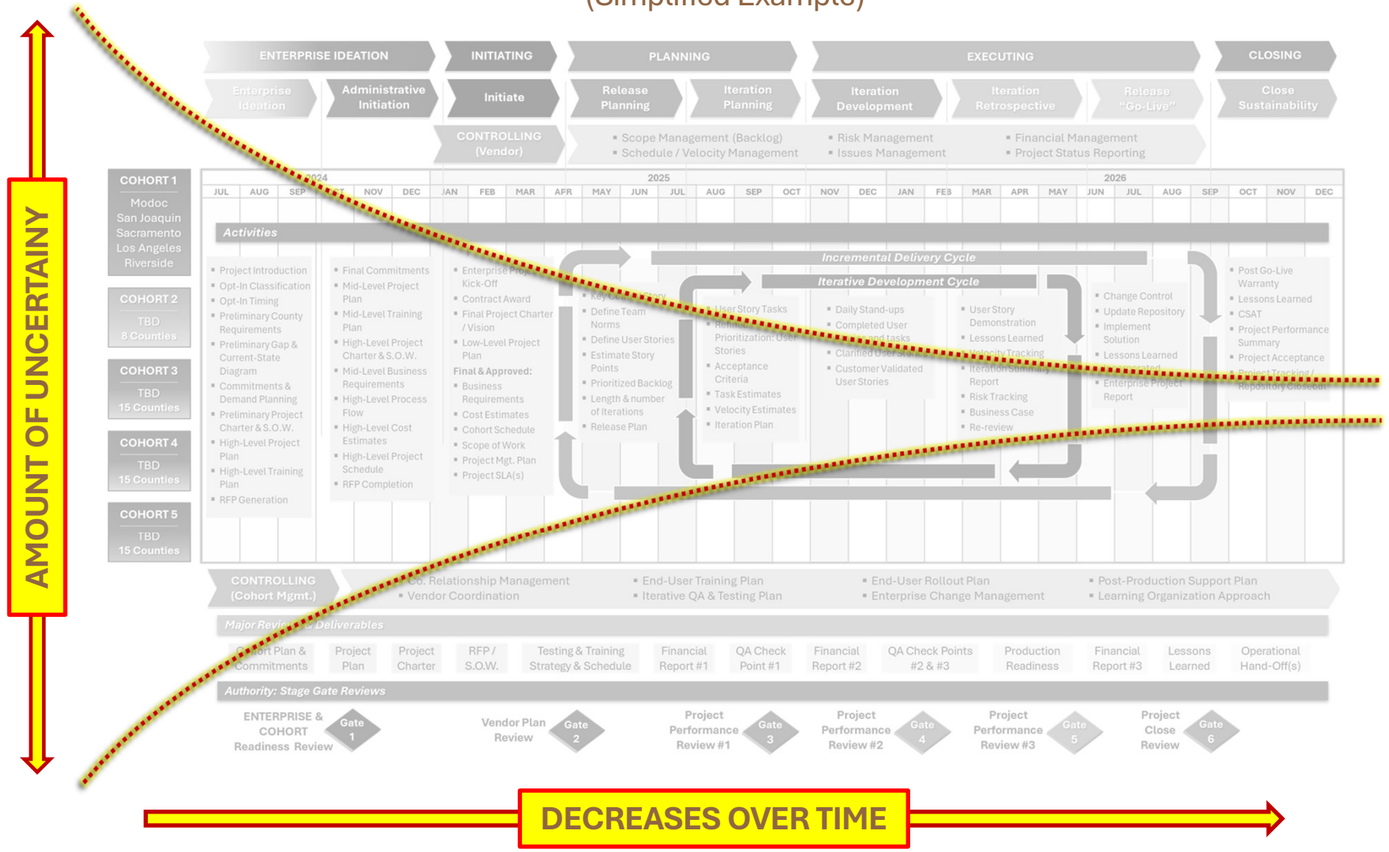
(Simplified Example)



“The Key” provides a data-driven objective process and management method to identify and define the uncertainties of the major tasks and minimum requisite activities for successful delivery and completion of the IT Modernization Project.

Additionally, **“The Key”** presents an easy-to-implement delivery approach; identifies the timing of key deliverables and the sequencing the phases must transpire, to complete the “Enterprise Project” in 36 months or less.

1. **Preliminary Project Scope Overview** (Executive Level)*

    1. **Objectives & Goals**
        1. **Vendor**: Develop and manage all technical resources and aspects including system design, configuration, documentation, testing and training of County Assessor Office and Staff.
        2. **Authority**: Coordinate engagements and build relationships to facilitate success; gather county-level preliminary requirements, current state analysis and documentation, hard commitments for support, and collaborate on every Project related task **with County Assessor Stakeholders**.

    2. **Expected Outcomes & Benefits**
        1. **Vendor**: Efficient system development and deployment.
        2. **Authority**: Enhanced county collaboration and integration, standardized state-side Assessor System, increased public user experience and efficiencies through a public portal automated system.

    3. **Impacted Departments & Functions**
        1. **Vendor**: To engage with County IT departments and Assessors for the duration of their specific solution/integration.
        2. **Authority**: To manage the Vendor-to-County communication, tasks, deliverables, scope, schedule, risks/issues, decisions, and coordination.

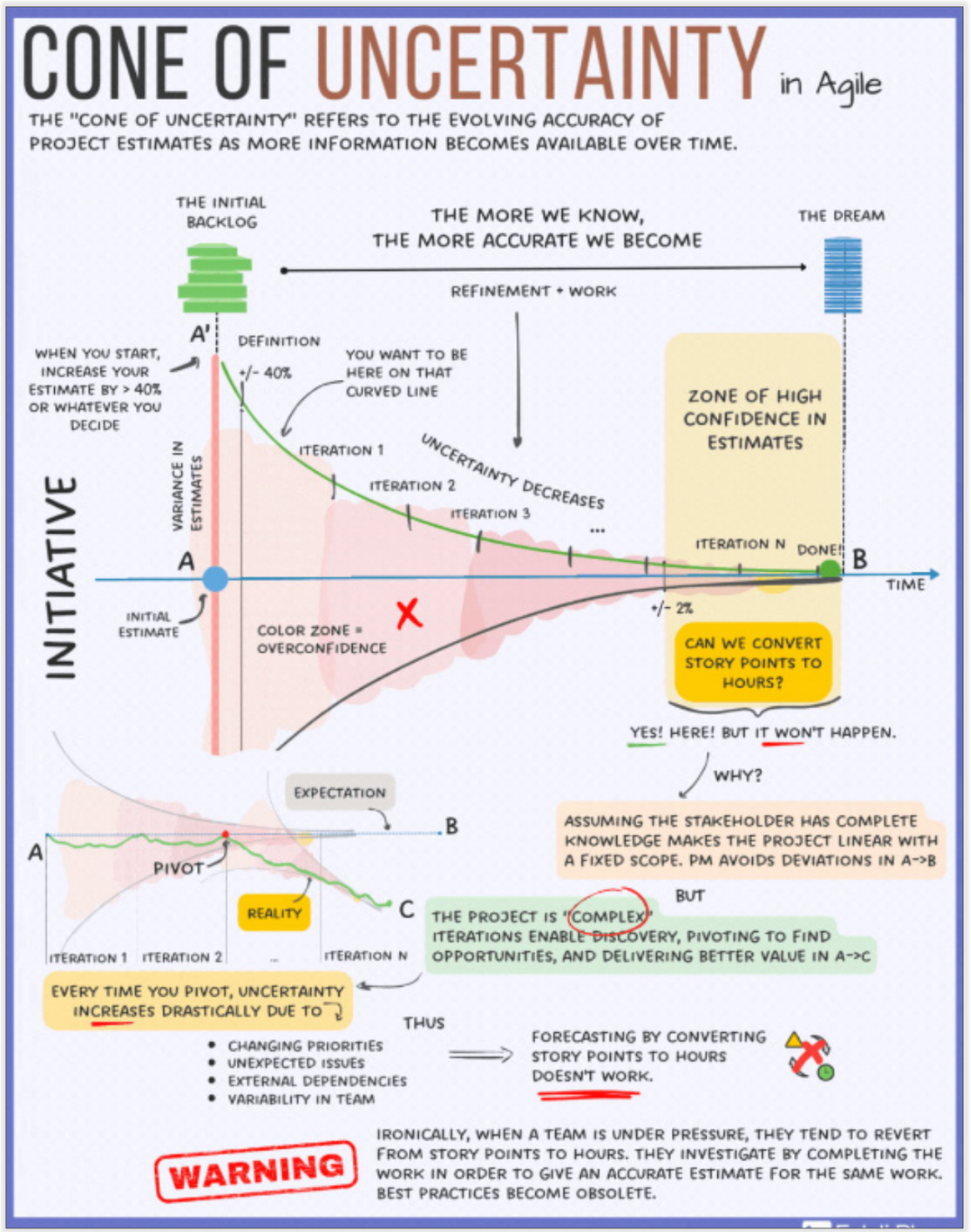
    4. **Interdependencies**
        1. **Vendor**: Dependent on accurate planning documentation, requirements, and current-state diagrams and timely engagement from each county.
        2. **Authority**: Dependent on Vendor's system development timelines and delivery capacity in training, forms, and product.

    5. **Major Components & Phases** (The Cone of Uncertainty)
        1. **Vendor**: Planning, development, testing, training, form/report generation, deployment, documentation, and sustainability.
        2. **Authority**: Requirement gathering, integration planning, stakeholder coordination (requirement finalization, gap analysis, testing, training, decision making, and project management processes).

    6. **Assumptions**
        1. **Vendor**: Leads all technical and project management governance related to the development, testing, training, deployment, and support of the system.
        2. **Authority**: Provides coordination, integration support, and provides project management governance related to the coordination the Vendor needs from the 58 County Assessors Offices and Staff. Approval governance with iterative stage gates and Enterprise project status reports.

* See Appendix for the "**Expanded Project Scope Overview** (Initiation/Planning Level)"

(Detailed Example)



https://www.linkedin.com/posts/ephou_agile-scrum-estimation-activity-7155140798278221824-AszP/

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2. **Project Timeline** (Aggressively Realistic)

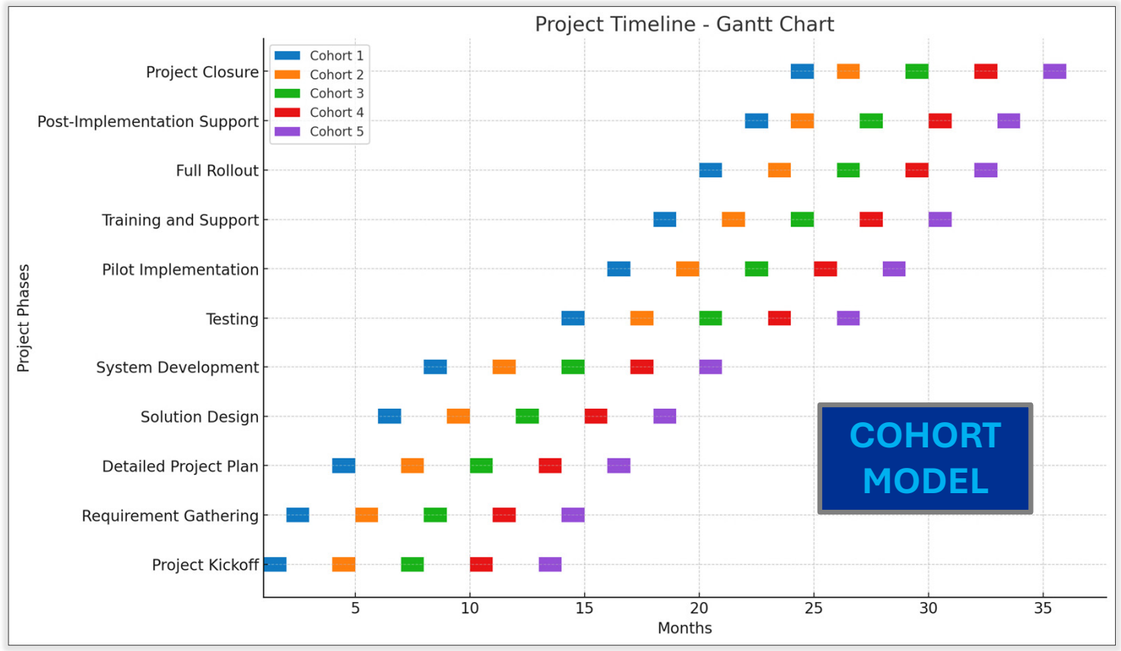
COHORT 1
Modoc
San Joaquin
Sacramento
Los Angeles
Riverside

COHORT 2
TBD
8 Counties

COHORT 3
TBD
15 Counties

COHORT 4
TBD
15 Counties

COHORT 5
TBD
15 Counties



1. **Comprehensive Timeline** (24-36 months)

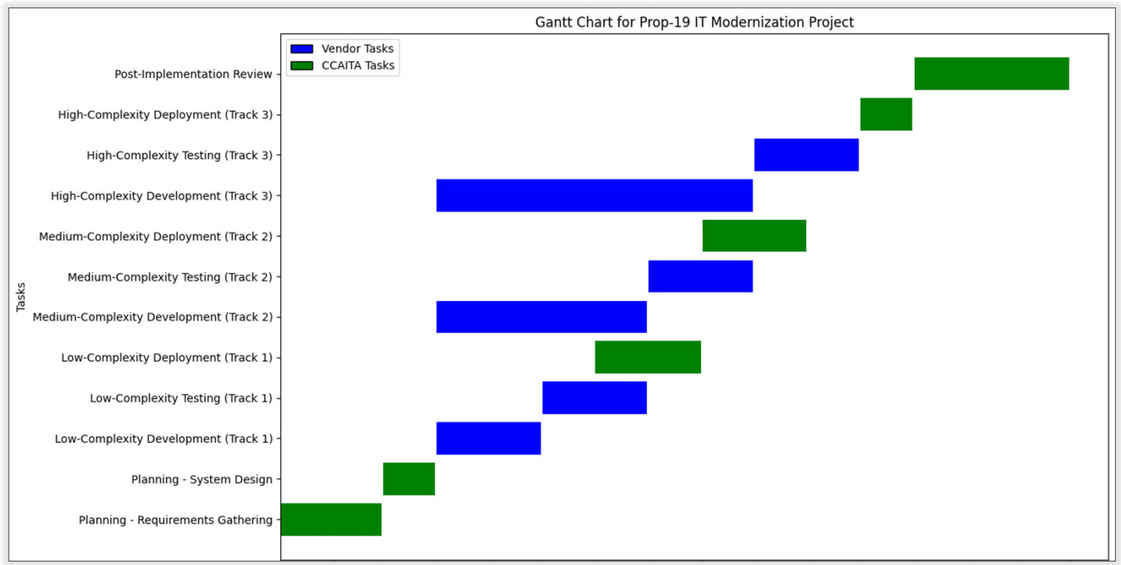
1. Enterprise Ideation: Q3 – Q4 2024
2. Initiation: Q1 2025
3. Planning: Q2 – Q3 2025
4. Executing & Development (Iterative): Q3/Q4 2025 – Q3 2026
5. Training & Testing: Q4 2025 – Q4 2026
6. Deployment: Q4 2025 – Q4 2026
7. Post-Implementation Review: Q3 - Q4 2026

2. Phases & Milestones

1. Requirements Gathering (Authority): End of Q1 2025
2. Development (Vendor): End of Q4 2026
3. Testing & Training (Vendor): End of Q4 2026
4. Deployment (Vendor): End of Q3 2026

3. Gantt Chart

1. A finalized detailed Gantt chart will be co-developed by the Vendor + Authority + County collaboration, during the first three micro-Phases (Enterprise Ideation, Administrative Initiation, & Project-Initiate) using Industry standard Project Management Software/Applications.



4. Dependencies

1. Vendor: On-time delivery of current state diagrams, requirements, and solution selection by each County.
2. Authority : Accurate and timely feedback from counties, dedicated county resources for Single Points of Contact (SPOC).

5. Critical Path

1. Completion of current state diagrams & Requirements (Authority).
2. Solution Defined by County, Development, Testing, Training, Data Migration, and Form Generation for integration (Vendor).

6. Potential Bottlenecks & Mitigation

1. **Vendor**: Delays in receiving accurate requirements.
2. **Authority** : Coordination challenges among counties.

2. **Project Timeline** *(Continued…)*

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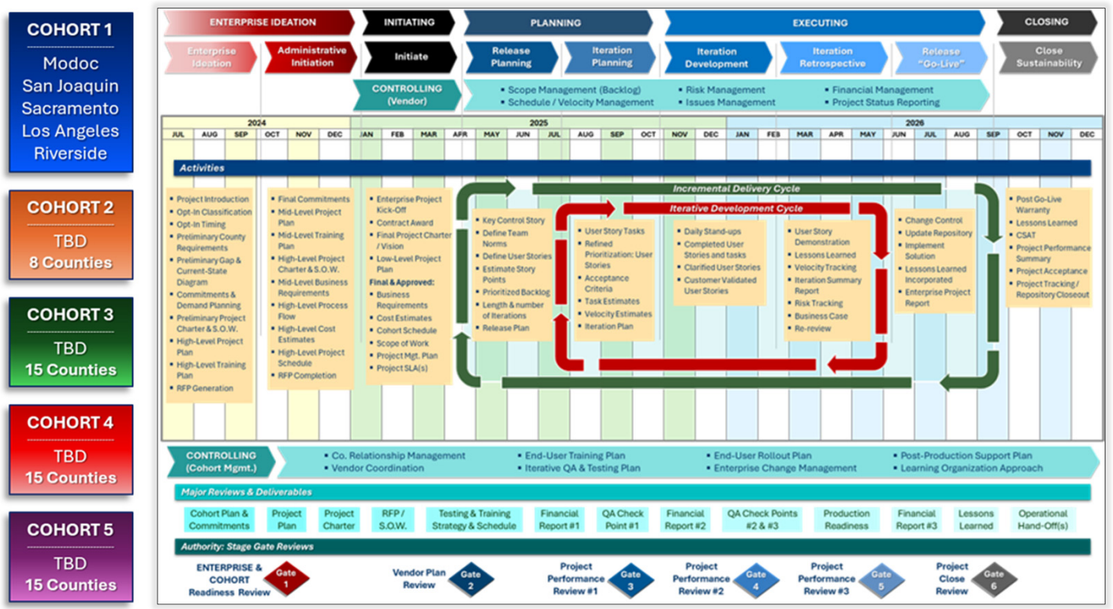

"The Key" provides an overview of the various minimum **Phases** and **Milestones** and by "when" during the Enterprise Project.

The Key **does not** provide the County Specific and/or finalized details that will come during the various County-progressions through the Waterfall (Enterprise Ideation → Planning) Phases and the Iterative approach (Executing → Closing Phases).

2. **Project Timeline** *(Cont…)*

1. **Comprehensive Timeline** (24-36 months)
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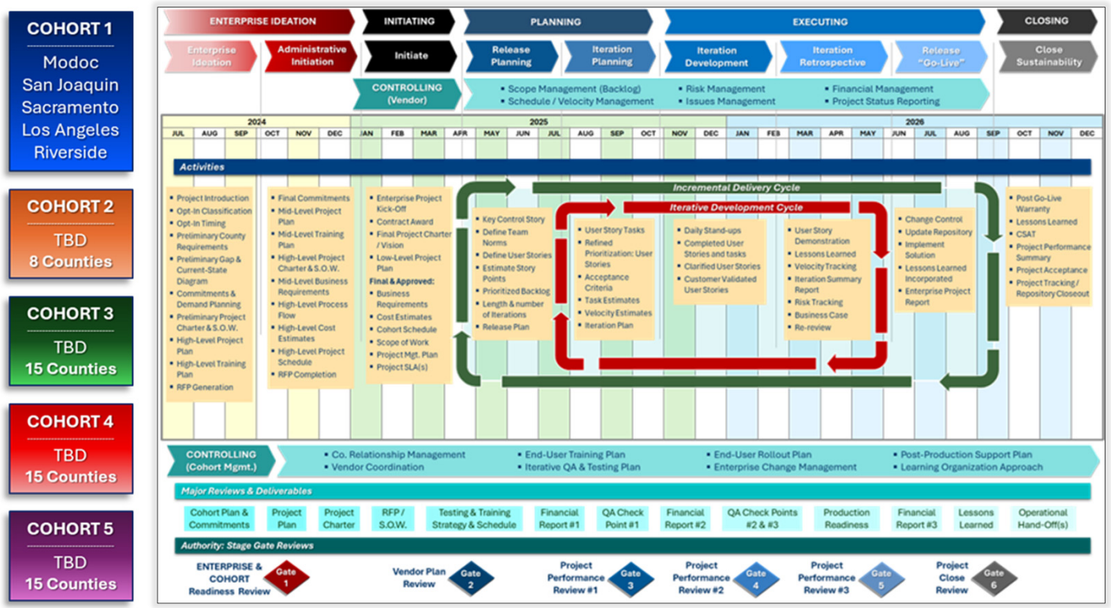

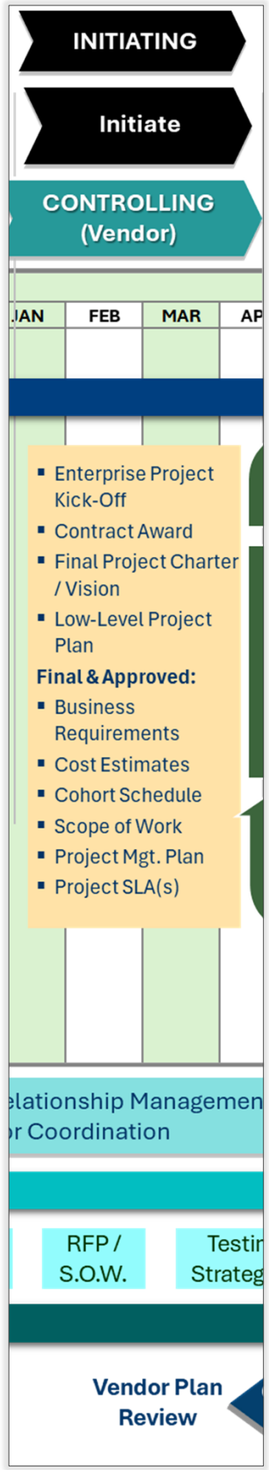

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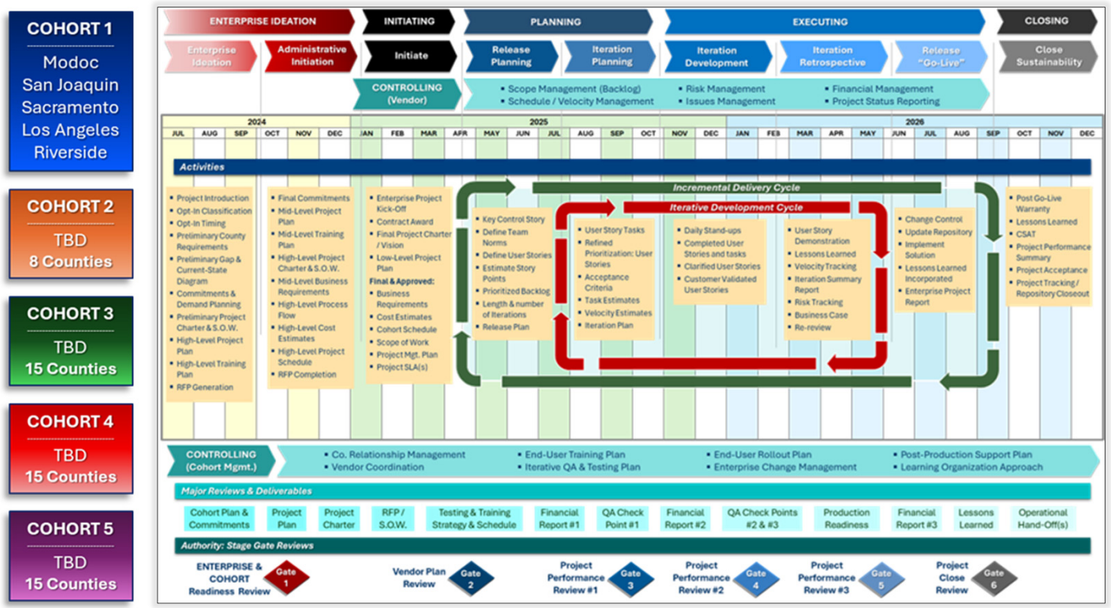

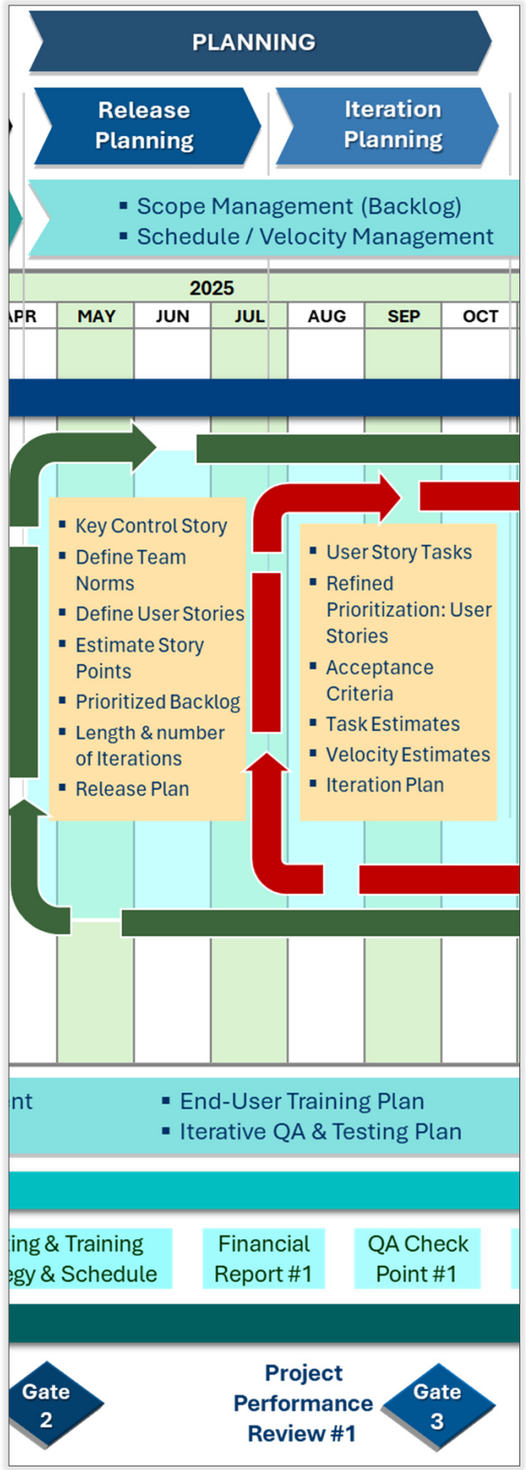

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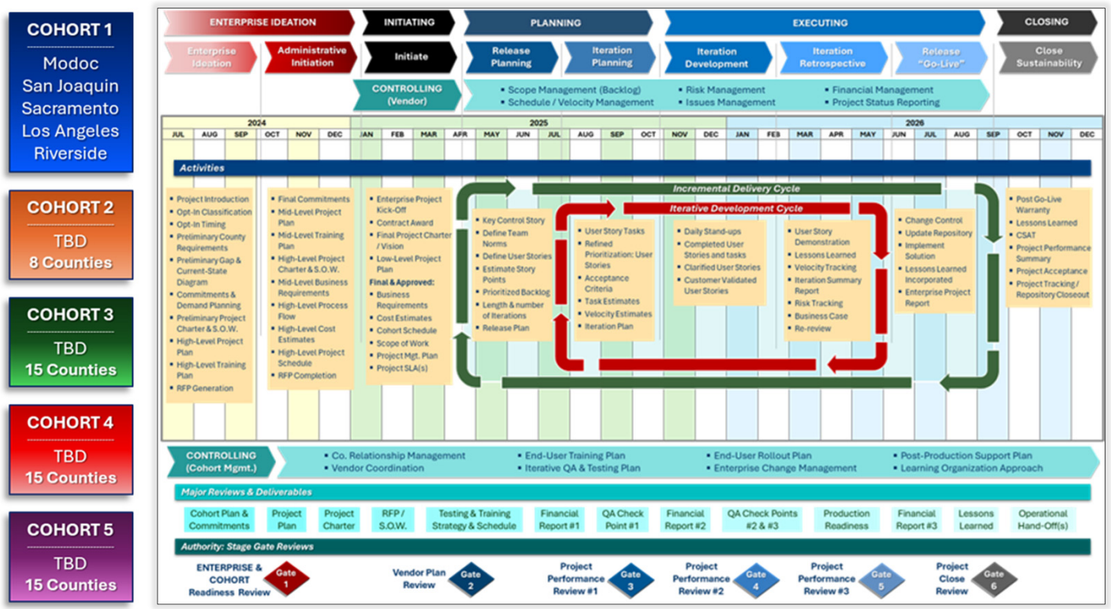

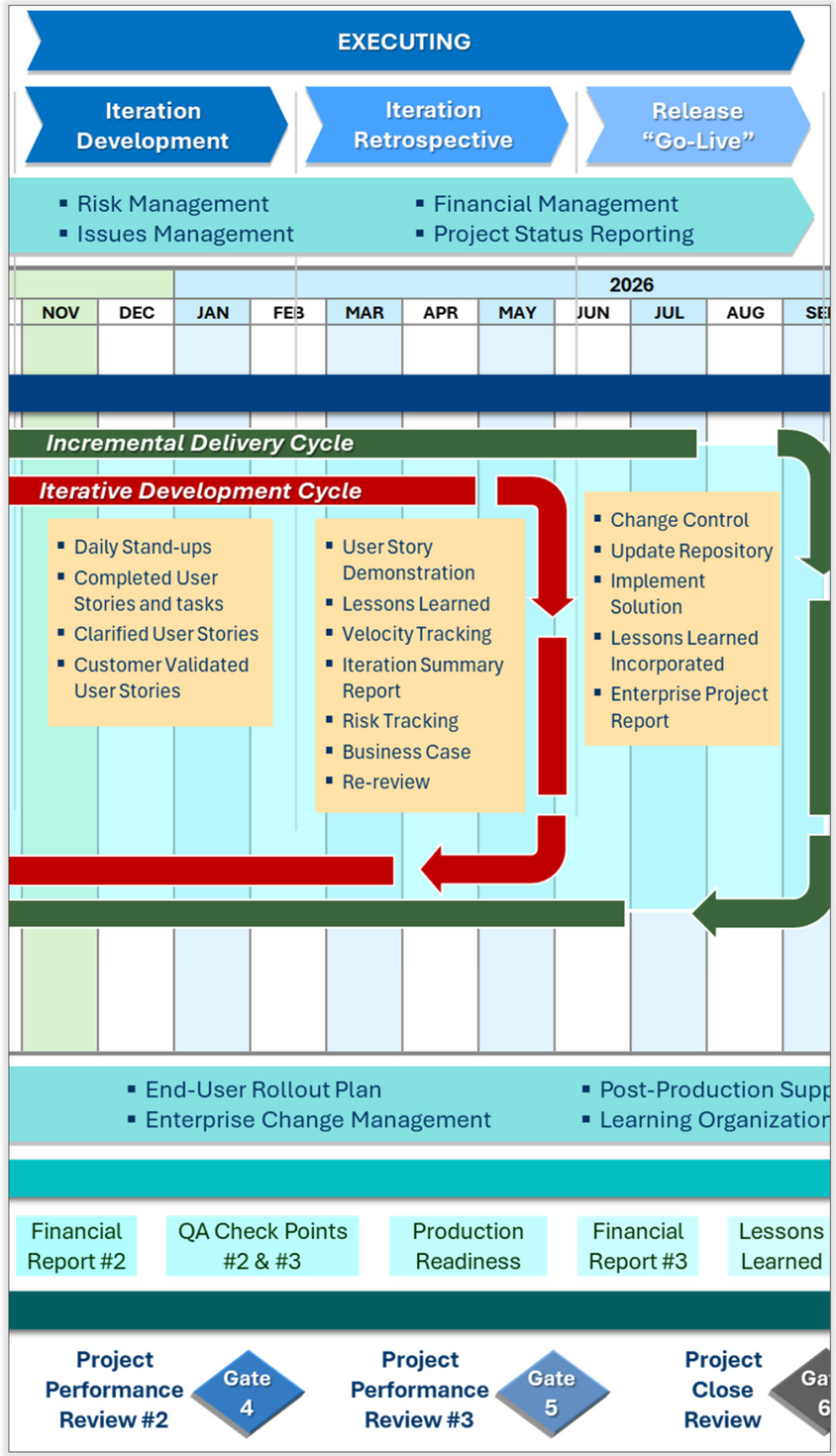

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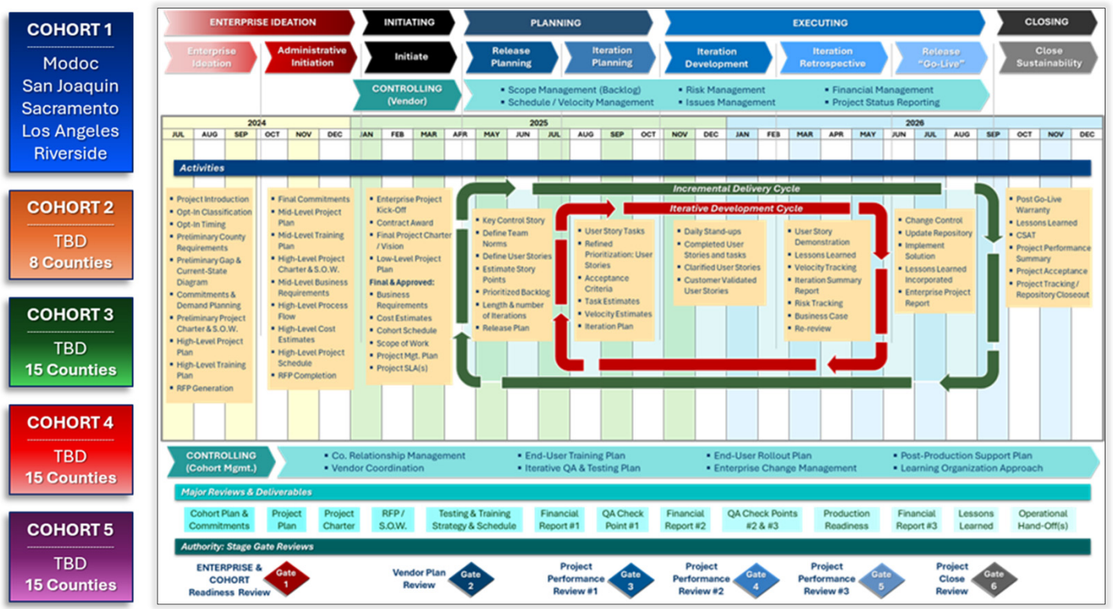
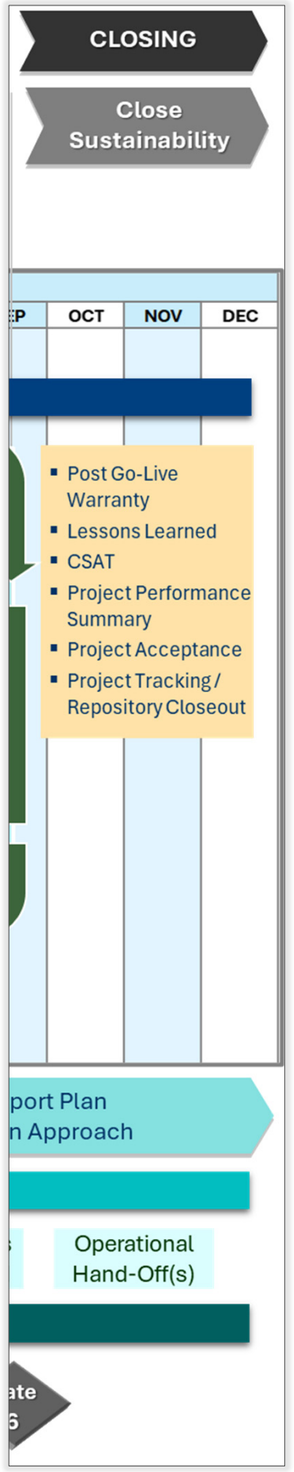
    2. Initiation: Q1 2025
    3. Planning: Q2 – Q3 2025
    4. Executing & Development (Iterative): Q4 2025 – Q3 2026
    5. Training & Testing: Q4 2025 – Q3 2026
    6. Deployment: Q4 2025 – Q3 2026
    7. Post-Implementation Review: Q3 - Q4 2026





"The Key" provides an overview of the various minimum **Phases** and **Milestones** and by "when" during the Enterprise Project.

The Key **does not** provide the County Specific and/or finalized details that will come during the various County-progressions through the Waterfall (Enterprise Ideation → Planning) Phases and the Iterative approach (Executing → Closing Phases).

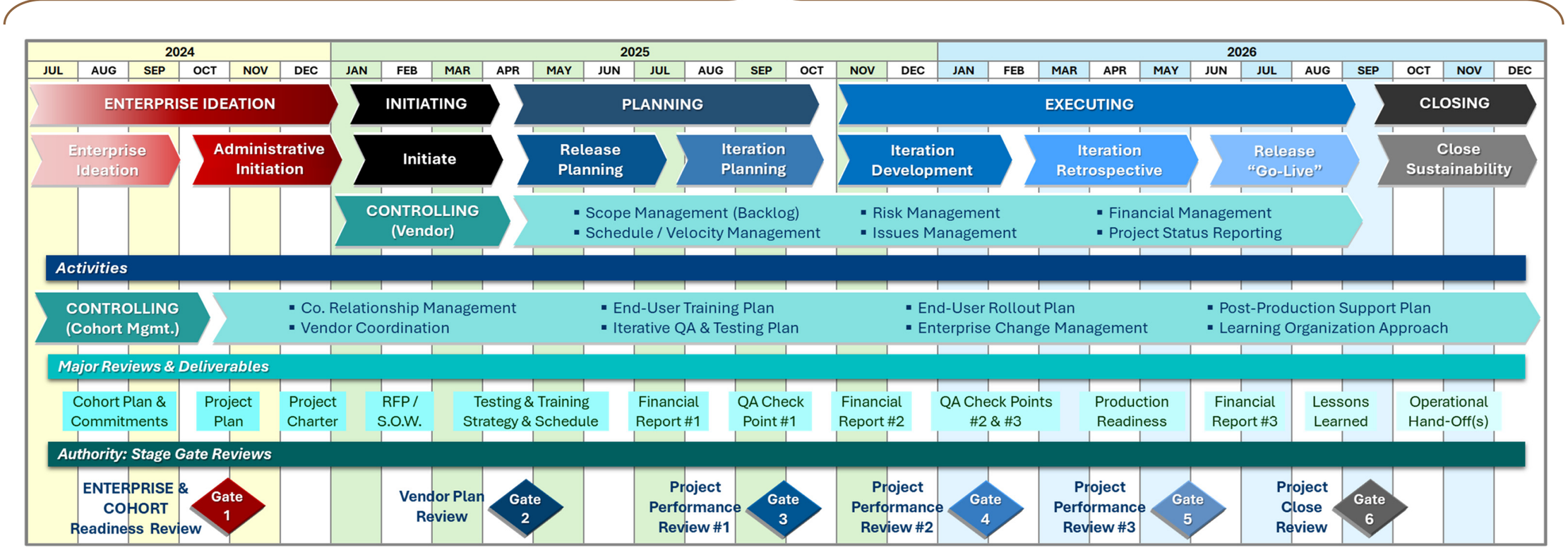
2. **Project Timeline** *(Cont...)*

1. *Comprehensive Timeline (24-36 months)*

2. **Phases & Milestones**
    1. Requirements Gathering (**Authority**): End of Q1 2025
    2. Development (**Vendor**): End of Q4 2026
    3. Testing & Training (**Vendor**): End of Q4 2026
    4. Deployment (**Vendor**): End of Q3 2026

"The Key" provides an overview of the various minimum **Phases** and **Milestones** and by "when" during the Enterprise Project.

The Key **does not** provide the County Specific and/or finalized details that will come during the various County-progressions through the Waterfall (Enterprise Ideation → Planning) Phases and the Iterative approach (Executing → Closing Phases).

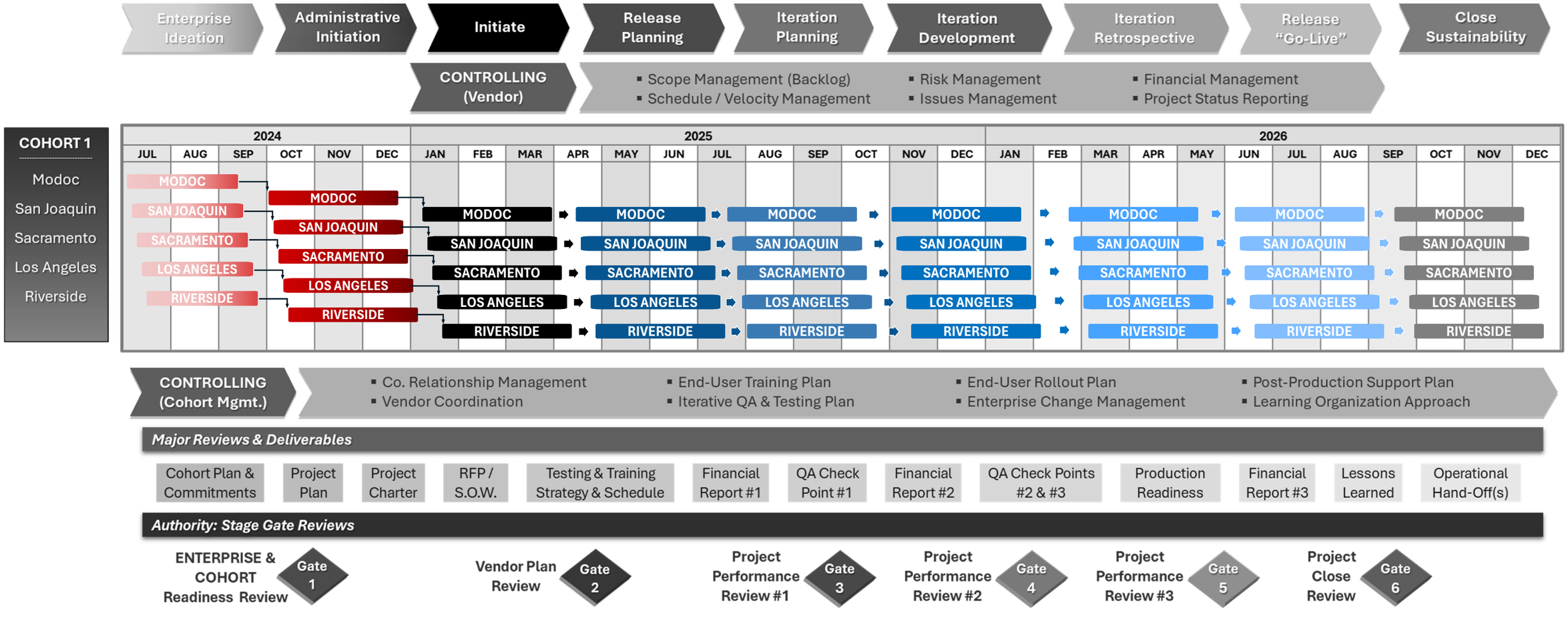


2. **Project Timeline** *(Cont...)*

1. *Comprehensive Timeline (24-36 months)*
2. *Phases and Milestones*
3. **Gantt Chart**
    1. A finalized detailed **Gantt Chart** will be co-developed by the Vendor + Authority + Assessors in collaboration/coordination using industry standard project management software.
    2. The final **Gantt Chart** will be a **Deliverable** (Cohort Schedule) of the **Initiate** Phase, prior to **Gate 2**, and only after commitments of timing, solution option, and resources, relative to each participating County.

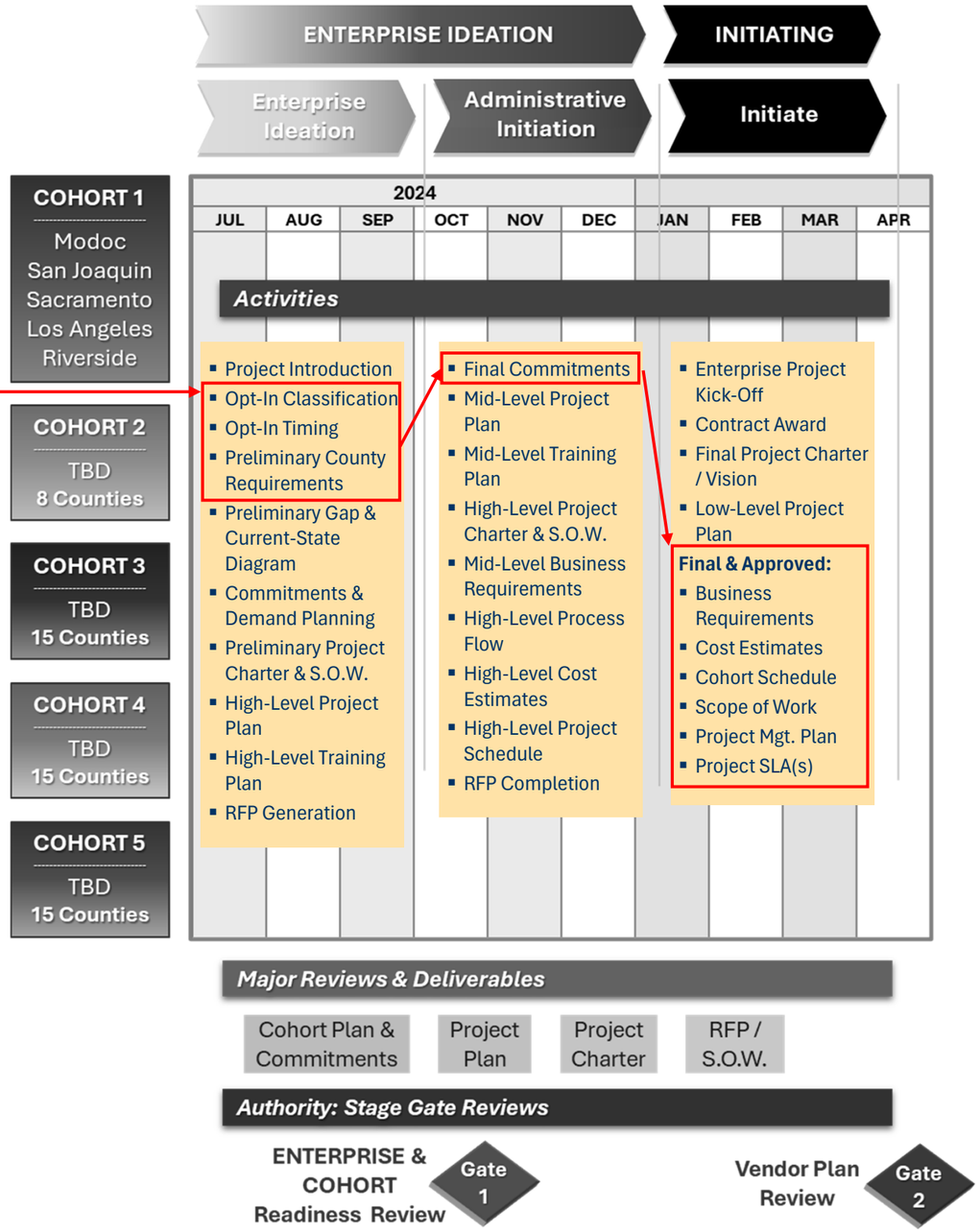
"The Key" provides an industry best practices approach to the **organization** of multiple agencies (Assessors) and the scheduling design to move similar sized solutions through the Software Development Life Cycle, simultaneously.

The Key **does not** provide the details that will come after Vendor selection, and during the subsequent **Planning** phases. We will resolve all gaps as we progress through the Cone of Uncertainty with Vendor participation.



2. **Project Timeline** *(Cont...)*

1. *Comprehensive Timeline (24-36 months)*
2. *Phases and Milestones*
3. *Gantt Chart*
4. **Dependencies**
   1. **Vendor**: On-time delivery of current state diagrams and requirements.
   2. **Authority** : Accurate and timely feedback from counties.
5. **Critical Path**
   1. **Minimum**: Completion of Requirements & Commitments (Authority).
   2. **Minimum**: Cohort Schedule Finalized, S.O.W., Project Plan (Vendor).
   3. Exhaustive details can only be uncovered with **hard commitments** by each County, and the subsequent **Vendor** + **Authority** + **Assessor** agreements to follow in the Planning phases.



"The Key" provides an overview of what **must be accomplished** and/or completed and **by when** in the Enterprise Project. This is known as **The Critical Path**.

The Key **does not** provide the "to be determined" details that only come during the subsequent Planning phase, as we progress beyond the Initiate Phase.

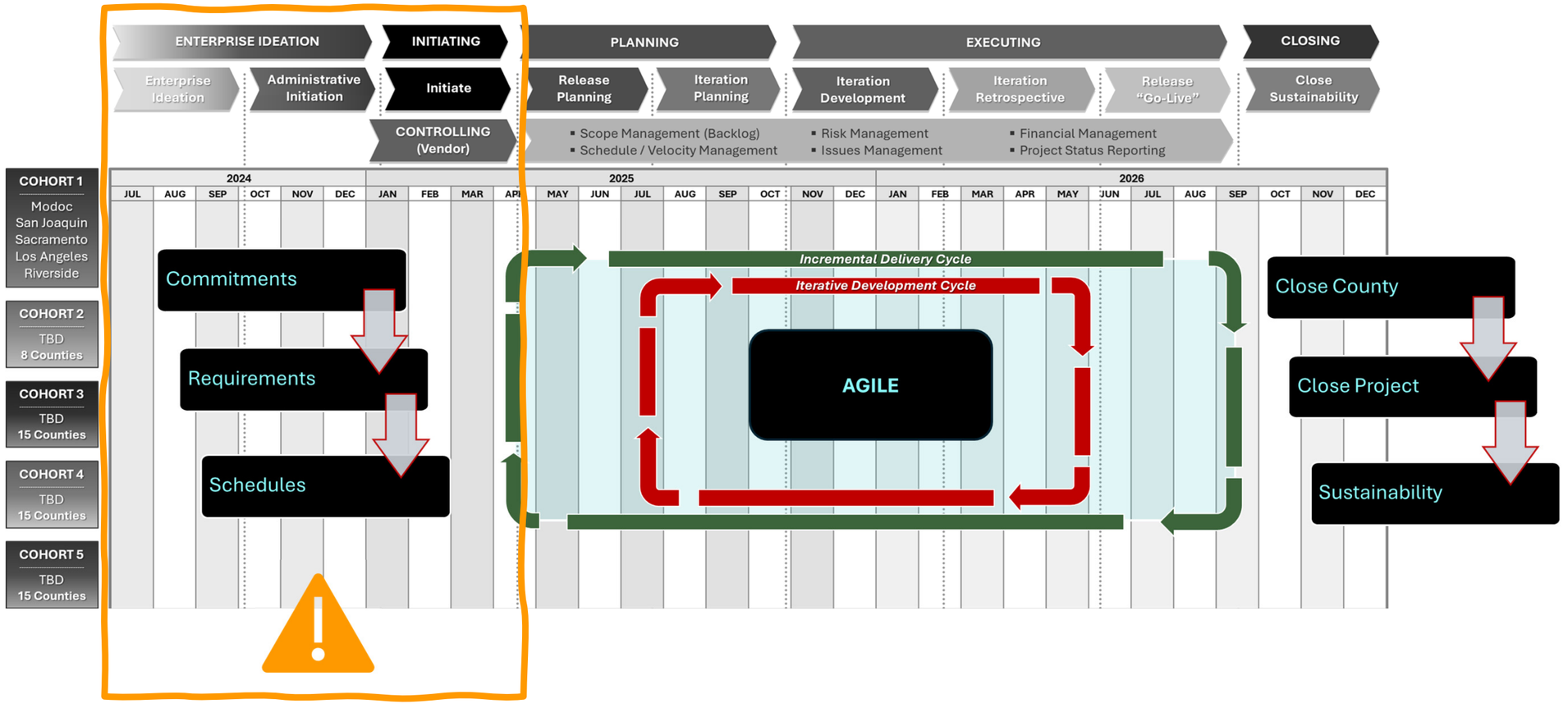
The Critical Path applies only to the **Ideation** & **Initiating Phases** as these are "**Waterfall**" tasks that happen **sequentially**.

2. **Project Timeline** *(Cont…)*

1. *Comprehensive Timeline (24-36 months)*
2. *Phases & Milestones*
3. *Gantt Chart*
4. *Dependencies*
5. *Critical Path*
6. **Potential Bottlenecks & Mitigation**
   1. **Vendor**: Delays in receiving accurate Enterprise Ideation & Initiating Phases Artifacts.
   2. **Authority** : Coordination challenges among counties, resolve through the Risk & Issues management process, as needed.

"The Key" provides an overview of the **Hybrid** Management & **Delivery** Model:

- The **Waterfall** method will be used for the **Enterprise Ideation**, **Initiating**, and **Closing** phases. (Delivering the preparation for the **Project**.)
- The **Agile** method will be used for the **Planning** & **Executing** phases. (Developing & Delivering the **Enterprise Software Solution** – The Product.)
- Our highest probability for **Bottlenecks** is in the first two Phases (Enterprise Ideation & Initiating), which are also our **Greatest Opportunity** zones/phases to increase our potential for successful and timely delivery.



3. **Resource Requirements & Cost Analysis Approach** *(E.L.)*

1. **Personnel**
   1. Vendor: Project Managers, Engineering, Developers, QA Specialists, Trainers.
   2. Authority: Program Managers, Project Managers, Business Analysts (County Liaisons & IT Coordinators).

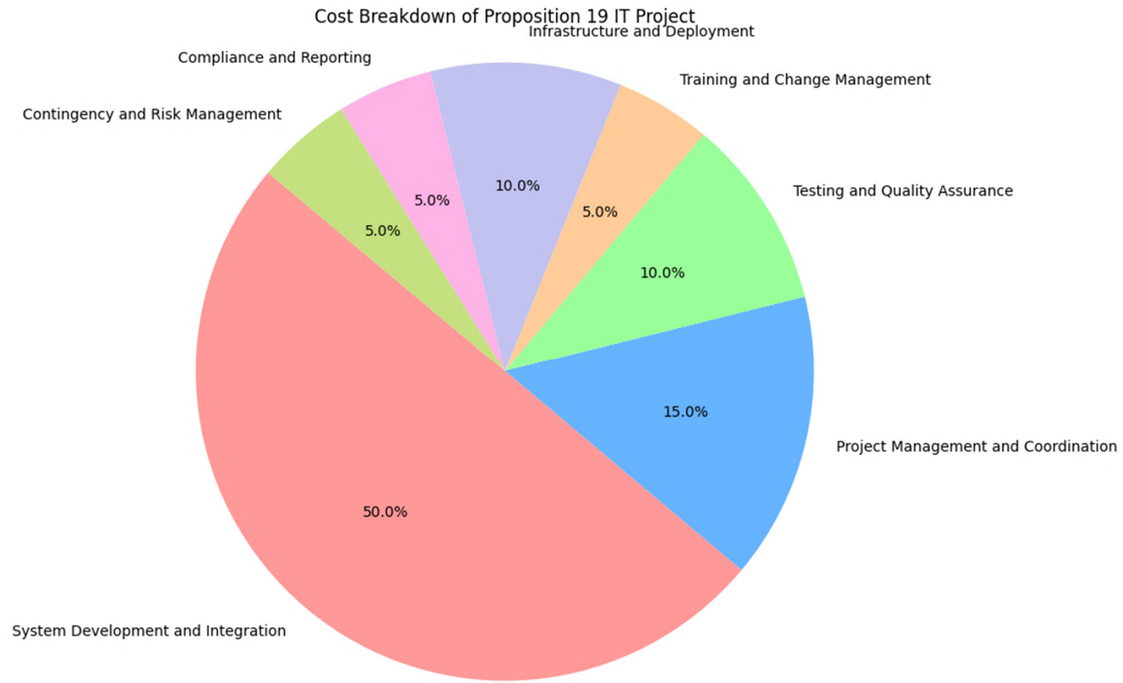
2. **Technology & Infrastructure**
   1. Vendor: Servers, software, network.
   2. Authority: Coordination tools, communication platforms.

3. **Staffing Plan**
   1. Vendor: Allocate technical roles and responsibilities.
   2. Authority: Assign county liaisons and coordinators.

4. **Budget**
   1. Vendor: Technical and management costs.
   2. Authority: Coordination and engagement costs.

5. **Resource Constraints**
   1. Vendor: Potential delays in technical resource availability.
   2. Authority: Coordination challenges across counties.

6. **Procurement Plan**
   1. Vendor: Adhere to state procurement processes.
   2. Authority: Facilitate procurement support and compliance.



Role	Junior (W2 Salary)	Junior (1099 Salary)	Mid-Level (W2 Salary)	Mid-Level (1099 Salary)	Senior (W2 Salary)	Senior (1099 Salary)	Expert (W2 Salary)	Expert (1099 Salary)
Program Manager	$110,000 - $130,000	$125,000 - $150,000	$130,000 - $150,000	$145,000 - $170,000	$150,000 - $170,000	$165,000 - $190,000	$170,000 - $190,000	$185,000 - $210,000
Project Manager	$90,000 - $110,000	$105,000 - $130,000	$110,000 - $130,000	$125,000 - $150,000	$130,000 - $150,000	$145,000 - $170,000	$150,000 - $170,000	$165,000 - $190,000
Business Analyst	$70,000 - $90,000	$85,000 - $110,000	$90,000 - $110,000	$105,000 - $130,000	$110,000 - $130,000	$125,000 - $150,000	$130,000 - $150,000	$145,000 - $170,000

- **Salaries and Roles Information**:
  - Average annual salaries for IT roles were referenced from industry reports and salary surveys, including data from:
    - Glassdoor
    - Payscale
    - Bureau of Labor Statistics (BLS)

3. **Resource Requirements & Cost Analysis Approach** *(Cont…)*

1. **Personnel**
    1. **Counties**: Assessor, Business SME, IT SME (Where available)
    2. **Authority**: Program Managers, Project Managers, Business Analysts (County Liaisons & IT Coordinators).
    3. **Vendor** (Black-Box): Vendor will determine the best fit for the Enterprise project. The Vendor Team will represent their team and approach for each phase of the Project and identify the Roles & Responsibilities for each: Project Managers, Engineering, Developers, QA Specialists, Trainers, etc.

2. **Technology & Infrastructure**
    1. **Vendor**: Servers, software, network, project management tools.
    2. **Authority**: Coordination tools, communication platforms.
        1. Remote Workforce
        2. Video Platforms (Zoom preferred)
        3. Team Chat Platform (MS Teams, Slack, etc.)
        4. File Share Platform
        5. Document Repository
        6. Email, Phone-Tree, etc.

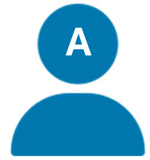
3. **Staffing Plan** (TBD by "Opt-In" Selections)
    1. **Vendor**: Allocate technical roles and define responsibilities per Project needs and Cohort approach (burst/scalable approach).
    2. **Authority**: Assign Project Managers and Business Analysts to each County as Cohort liaisons and coordinators for all Phases of the Project.

4. **Budget** (High-Level Cost Analysis in Appendix)
    1. **Vendor**: TBD upon "Opt-In" selections and Vendor award. Technical Development and Management costs.
    2. **Authority**: Project Management, Coordination and Engagement costs.

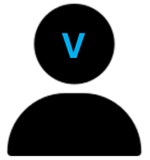
5. **Resource Constraints**
    1. **Vendor**: Potential delays in technical resource availability, depending upon selections of "Opt-In" solution for the entire Project (scalable approach is mandatory).
    2. **Authority**: Where County's don't have access or availability for IT Technical Support, Business/Assessor Expertise, and/or Coordination/Scheduling challenges across counties.

6. **Procurement Plan**
    1. **Vendor**: Adhere to state procurement processes.
    2. **Authority**: Facilitate procurement support and compliance.

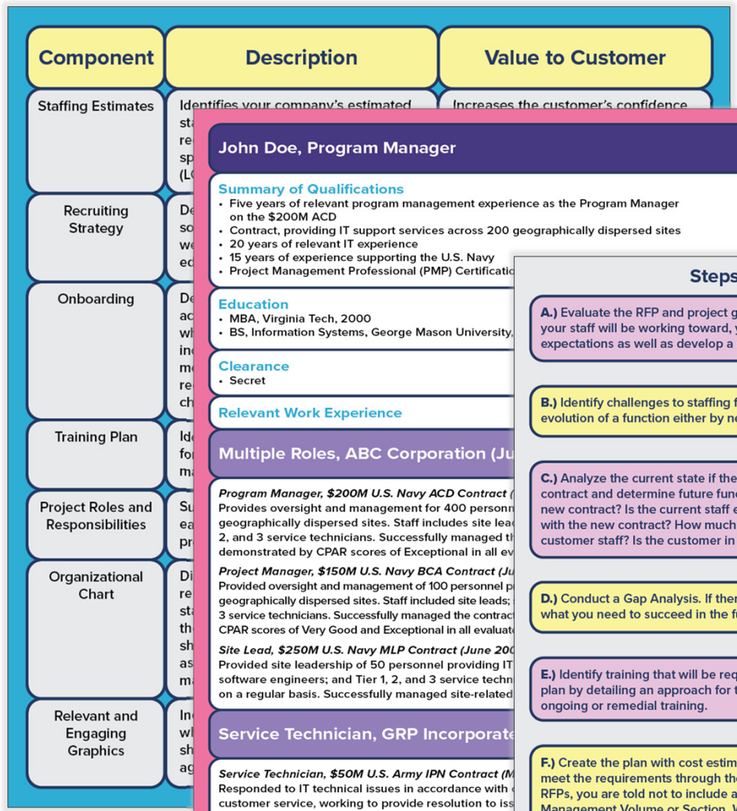
Counties:
- ✓ Assessor
- ✓ Business SME
- ✓ IT SME
- ✓ Product "Owner"
- ✓ Testers
- ✓ Trainers

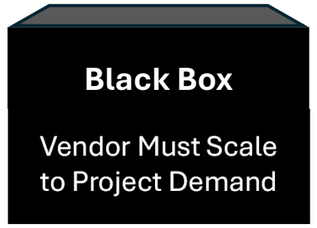


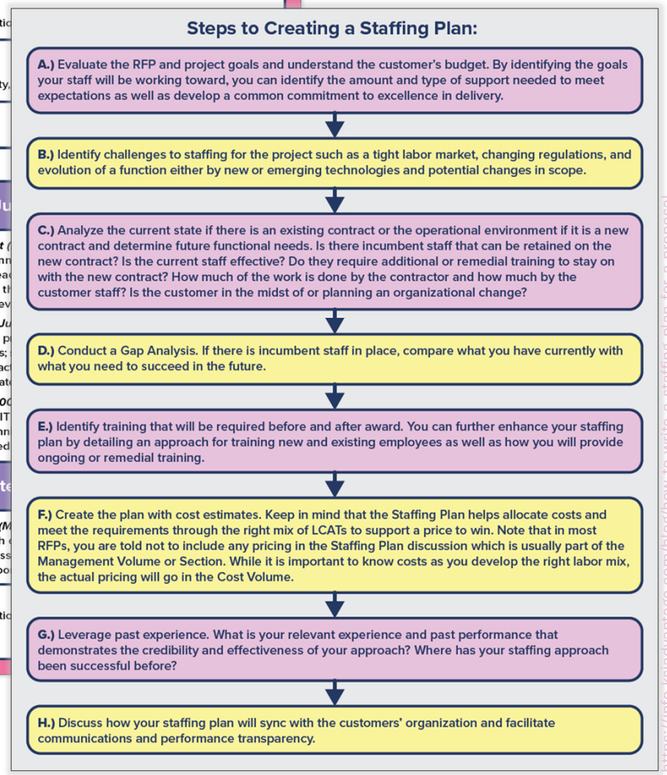
Authority:
- ✓ Program Mngr.
- ✓ Project Mngr. x2
- ✓ Business Analyst x4



Vendor: (Scalable)
- ✓ Program Mngr.
- ✓ Project Mngr. x??
- ✓ Engineer x??
- ✓ Developer x??
- ✓ Coordinator x??







4. **Risk Management Plan** (Executive Level*)

1. **Risk Identification**
   1. **Vendor**: Technical integration risks, data migration challenges.
   2. **Authority**: Coordination and communication risks.

2. **Risk Assessment Matrix**
   1. **Vendor**: Collaborate, define, mitigate, document, and report.
   2. **Authority**: Collaborate, define, mitigate, document, communicate, and report.

3. **Mitigation Strategies**
   1. **Vendor**: Phased testing, regular compliance checks.
   2. **Authority**: Frequent stakeholder engagement, clear communication, clear and defined escalation path.

4. **Risk Monitoring and Management**
   1. **Vendor**: Regular risk reviews, use of risk management tools, collaborative approach.
   2. **Authority**: Continuous collaboration, coordination, and Stakeholder feedback/inform loops.

5. **Contingency Plans**
   1. **Vendor**: Backup systems, rollback strategies, burst-capacity staffing if necessary.
   2. **Authority**: Additional staffing, extended timelines if necessary.

Risk	Likelihood	Impact	Mitigation Strategy
Delayed Requirements	Moderate	Minor	Early and ongoing engagement (Authority)
Integration Challenges	Unlikely	Minor	Comprehensive testing and phased roll-out (Vendor)
Training Issues	Unlikely	Minor	Regular audits and training (Vendor)

Likelyhood	Consequences				
	Insignificant *Risk is easily mitigated by normal day to day process*	**Minor** *Delays up to 10% of Schedule Additional cost up to 10% of Budget*	**Moderate** *Delays up to 30% of Schedule Additional cost up to 30% of Budget*	**Major** *Delays up to 50% of Schedule Additional cost up to 50% of Budget*	**Catastrophic** *Project abandoned*
Certain *>90% chance*	High	High	Extreme	Extreme	Extreme
Likely *50% - 90% chance*	Moderate	High	High	Extreme	Extreme
Moderate *10% - 50% chance*	Low	Moderate	High	Extreme	Extreme
Unlikely *3% - 10% chance*	Low	Low	Moderate	High	Extreme
Rare *<3% chance*	Low	Low	Moderate	High	High

https://plan.io/blog/project-risk-examples/

Risks & Issues Log	
Risk Defined: A risk is anything that has the **potential** to impact the project. It could affect the schedule, cost, or quality.	
Issue Defined: When a risk a realized, it is now considered an issue. An issue is anything that currently impacts the project. It could affect the schedule, cost, or quality.	
Purpose: Used to mitigate and track project risks and issues.	
Items are color-coded by status: In-Progress (Amber); Open (Blue); Closed (Green); Escalate (Red)	
Type	Risk Or Issue (drop-down list)
ID	Incremental Identifier of risk or issue
Status	Drop-down: Open, In Progress, Escalate, and Closed
Description	Detailed description of the risk or issue
Date Identified	Date the risk or issue was identified
Identified by	Individual that identified the risk or issue
Severity	Defines the severity level of the risk or issue should it occur - Negligible, Minor, Moderate, Major, and Critical (drop-down list)
Risk Likelihood (risk only)	Defines the Likelihood or Probability of the risk occurring - Rare, Unlikely, Possible, Likely, Almost Certain (drop-down list)
Risk Score (risk only)	Impact * Probability (Calculated and auto-populated)
Risk Impact Risk only)	Depending on the risk score, this auto populates. The risk impact can be low risk, moderate risk, high risk, and extreme risk
Strategy	Defines how to address the risk or issue: Accept it, Mitigate it, Transfer it (Drop Down)
Mitigation Plan	Describes the plan to address the risk or issue; include escalation resource/team if status is "escalate"
Responsible Party	Individual that is responsible to complete the item
Target of Mitigation Plan Date	Date planned to close
Progress	Ongoing updates that address the risk or issue

5. **Stakeholder Analysis** (Executive Level)

1. **Stakeholder Identification**
    1. **Vendor**: Technical teams, project managers, trainers.
    2. **Authority**: County Assessors, IT departments, state agencies.

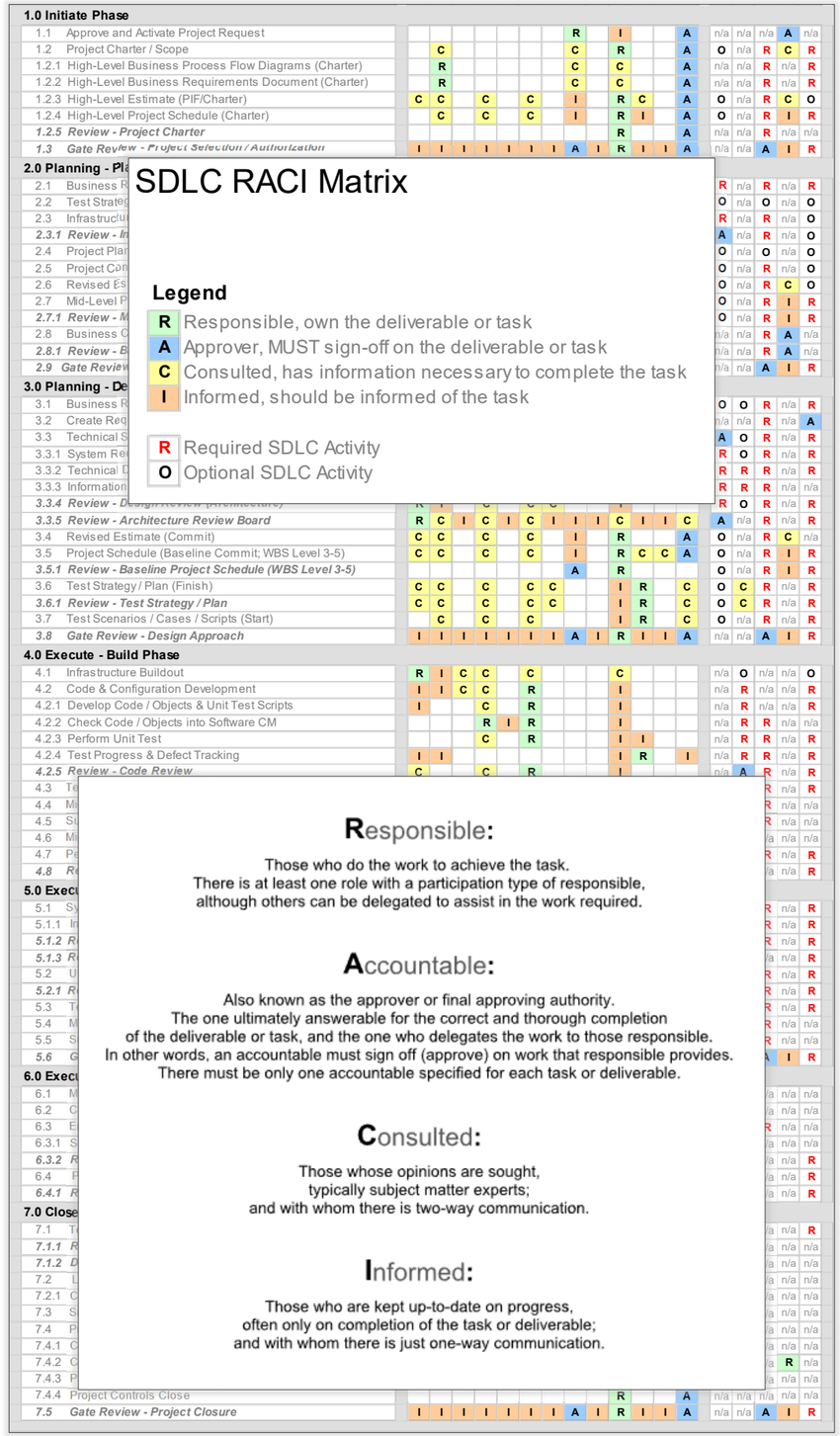
2. **Roles and Responsibilities**
    1. **Vendor**: Technical development, testing, training, quality controls, ongoing support.
    2. **Authority**: Project coordination (beginning to end), current state documentation, project preparedness, stakeholder engagement, quality oversight, reporting.

3. **Stakeholder Engagement Plan**
    1. **Vendor**: Regular Project/Progress Updates, Key Performance Indicators (KPI's - Leading & Lagging Indicators), Testing collaboration, and Training sessions.
    2. **Authority**: Regular coordination meetings, continuous feedback collection.

4. **Key Decision-Makers**
    1. **Vendor**: Project leads, technical managers.
    2. **Authority**: JPA, Program managers, Project managers, Delegates liaisons.
    3. **County**: Assessor, Delegates, IT Leads, Product "Owners"

5. **RACI Matrix**
    1. **Vendor**: TBD dependent upon Vendor selection/award and output of Initiate and Planning Phases.
    2. **Authority**: Collaborate, Define critical tasks for RACI.

Stakeholder Register	
Defined: List of all resources assigned to the Project	
Purpose: Used to track project team members	
Name	Name of resource
Department	Department that resource reports to
Role	Role on the project
Manager	Leader that resource reports to
Email	Email address of the resource
Phone	Best phone number to contact resource
Subject Areas	What area the resource are SME in
Type of Stakeholder	Drop-down: Project Team, Business Unit, Executive, End-User
Comments	Comments regarding resource (scheduled PTO, etc)



6. **Implementation Strategy** (Executive Level)

1. **Approach**
   1. **Vendor**: (Hybrid) Use Agile for Development of the Solution (product), Waterfall for Deployment of Project, Agile with Scheduling & Sequencing of Counties.
   2. **Authority**: Facilitate coordination, support change management.

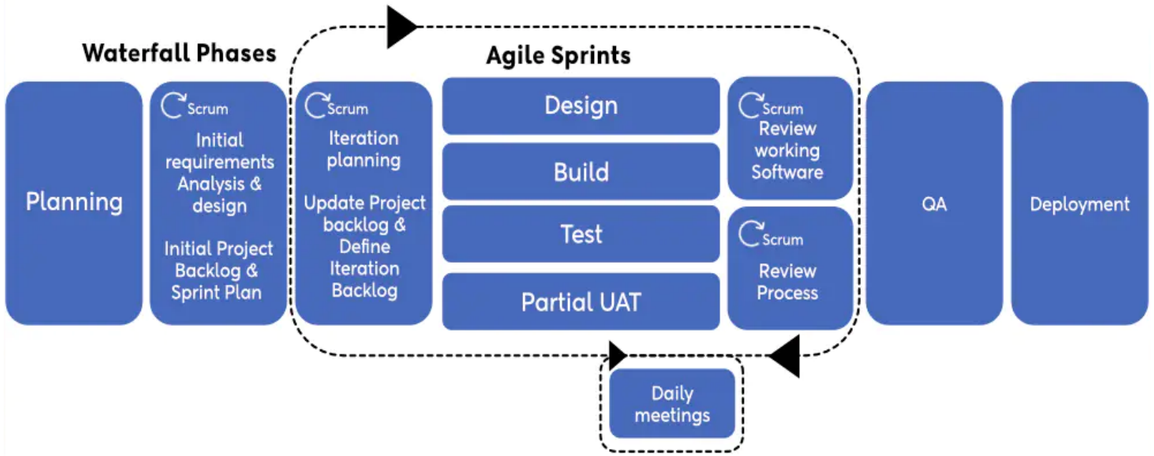
2. **Implementation Plan**
   1. **Vendor**: Define tasks and activities by phase.
   2. **Authority**: Coordinate requirements gathering and integration.

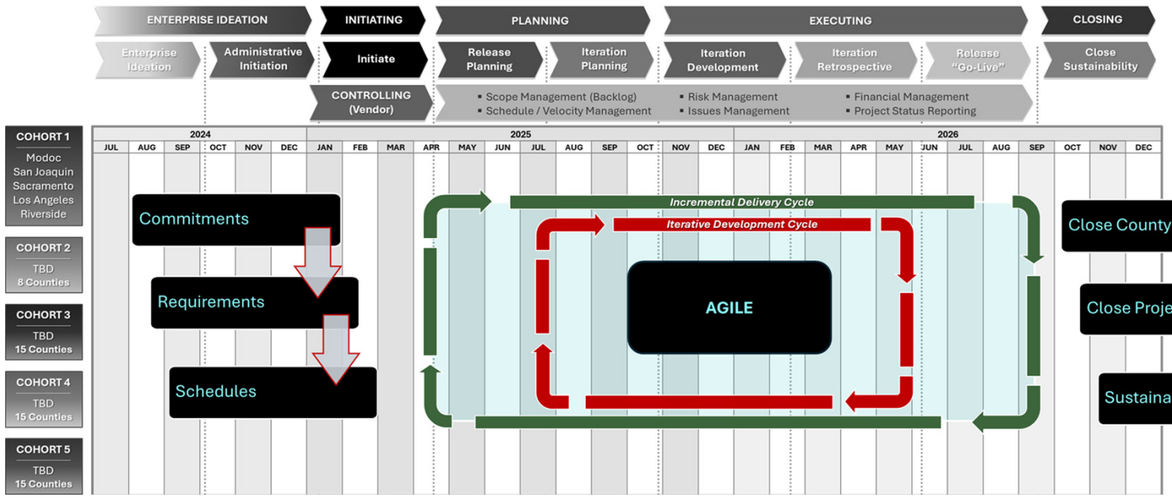
3. **Change Management Strategy**
   1. **Vendor**: Formalized Change Management Process, Agreement/Methods, Manage technical changes, update documentation/revision-controls.
   2. **Authority**: Support communication and training for changes.

4. **Pilot Testing**
   1. **Vendor**: Conduct pilot tests in selected counties.
   2. **Authority**: Facilitate feedback collection and adjustments.

5. **Transition Plan**
   1. **Vendor**: Plan for operational transition.
   2. **Authority**: Support end-user training and adoption.

6. **System Integration Plan**
   1. **Vendor**: Integrate with existing systems.
   2. **Authority**: Coordinate integration tasks and support testing.





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7. **Quality Assurance Plan** (Executive Level)

1. Outline Quality Assurance Processes:

	Vendor	Authority	County
Action	Define and document quality assurance methodologies, adhering to industry standards (e.g., ISO, CMMI).	Collaborate and provide governance and oversight of QA processes and Vendor's Methodology/Approach.	Collaborate and approve of the governance and oversight of the QA Process
Role	Quality Assurance (QA) Team	Program Manager Project Manager	Assessor Business SME
Details	1. Implement a structured approach to ensure that all deliverables meet predefined quality standards. 2. Conduct regular reviews and audits throughout the project lifecycle.	1. Review and approve QA methodologies and testing plans. 2. Ensure compliance with Prop-19 regulations and Authority/County Standards.	Conduct regular reviews and audits throughout the project lifecycle. County stakeholders participate in reviews to provide insights into operational needs and ensure alignment with County-specific quality expectations.

2. Testing, Validation, & Acceptance Criteria

	Vendor	Authority	County
Action	Develop comprehensive test plans covering unit, integration, system, and user acceptance testing.	Review and approve validation and acceptance criteria.	Collaborate and approve acceptance criteria.
Role	QA Team Technical Lead.	Project Manager Business Analysts	Assessor Business SME
Details	Specify detailed test cases and acceptance criteria for each testing phase. Ensure alignment with County requirements and Prop-19 regulations.	Collaborate with County stakeholders to validate criteria align with business requirements and regulatory standards.	1. County stakeholders collaborate with QA to validate test cases against operational scenarios and ensure alignment with Prop-19 regulations and local requirements 2. County representatives participate in user acceptance testing (UAT) to validate system functionality and usability.

3. Comprehensive Testing Plan:

	Vendor	Authority	County
Action	Create detailed schedules and assign responsibilities for conducting tests.	Co-Create schedules and assign responsibilities for conducting tests, and provide guidance on script details (objective, measurable).	Collaborate on creating detailed schedules and assign responsibilities/resources for conducting tests.
Role	QA Team Project Manager	Project Manager Business Analysts	Assessor Business SME
Details	Coordinate with County Liaison to schedule testing activities around County operational timelines. Ensure testing environments mirror production environments for accuracy.	1. Coordinate with County representatives to schedule and prioritize testing activities based on regulatory timelines and milestones. 2. Ensure testing environments align with regulatory compliance standards and replicate Vendor-to-County operational environments for accurate testing and validation.	1. Coordinate with Authority Team (County Liaisons) to schedule testing activities around County operational timelines and peak usage periods (ex.: Mid-FEB thru JUL). 2. Ensure testing environments accurately mirror production environments to simulate real-world scenarios and validate system performance under varying conditions.

4. Criteria for Successful Completion:

	Vendor	Authority	County
Action	Define measurable criteria for passing each testing phase.	Review and approve, and guide/define measurable criteria for passing each testing phase.	Collaborate in defining objective/measurable criteria for passing each testing phase.
Role	QA Lead Project Manager	Project Manager Business Analysts	Assessor Business SME
Details	Establish clear thresholds for defect severity and acceptance criteria. Conduct formal acceptance reviews with County stakeholders.	1. Establish clear metrics and thresholds for acceptance criteria. 2. Conduct formal reviews with Authority stakeholders to validate compliance with regulatory standards and project objectives. 3. Ensure all criteria are met to ensure successful project milestones and regulatory compliance.	1. Approve thresholds for defect severity and acceptance criteria. 2. County stakeholders collaborate in defining acceptance criteria to ensure they reflect operational needs and are achievable within project timelines. 3. Participate in formal acceptance reviews to verify compliance with County-specific requirements.

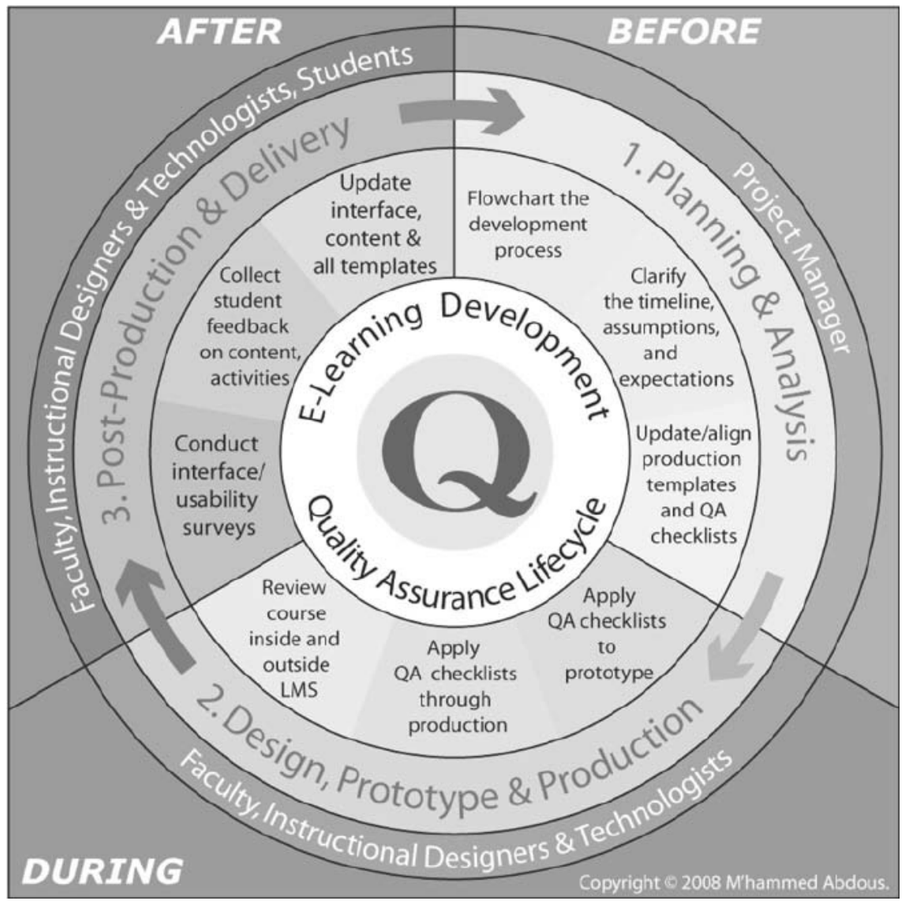
7. **Quality Assurance Plan** *(Cont...)*

5. Defect Tracking and Resolution:			
	Vendor	**Authority**	**County**
Action	Implement a robust defect tracking system and workflow.	Co-facilitate definition and Vendor's use of their defect tracking system and workflow.	Assist and approve Vendor's defect tracking system and workflow.
Role	QA Team Development Team	Project Manager Business Analysts	Assessor Business SME IT SME
Details	Log defects promptly, assign priorities, and track resolutions. Ensure County stakeholders are informed of status updates and resolutions.	1. Utilize a structured defect tracking system to log, prioritize, and resolve issues promptly. 2. Collaborate with Authority stakeholders to prioritize defects based on regulatory impact assessments. 3. Ensure transparent communication and resolution updates to maintain project alignment and compliance.	1. Users/Testers to log defects promptly, assign priorities based on County impact assessments, and track resolutions through to completion 2. Ensure Authority Team/Stakeholders are informed of defects and resolution issues. 3. Maintain transparency and alignment with project goals and timelines.

6. Continuous Quality Improvement:			
	Vendor	**Authority**	**County**
Action	Establish mechanisms for ongoing quality improvement.	Guide and co-facilitate Vendor's mechanisms for ongoing quality improvement.	Approve mechanisms for ongoing quality improvement.
Role	QA Lead Product Improvement Team	Program Manager Project Manager Business Analysts	Assessor Business SME IT SME
Details	Conduct periodic retrospectives and lessons learned sessions. Implement feedback loops from County users and stakeholders to refine processes and deliverables.	Facilitate continuous improvement initiatives through regular reviews and feedback sessions involving Authority stakeholders. Codify, Formalize, and Implement lessons learned to optimize processes, enhance system performance, and ensure ongoing regulatory compliance and project success.	1. Attend and participate in recurring cyclical retrospectives and lessons learned sessions. 2. Implement feedback loops from County users and stakeholders to refine processes and deliverables.

Black Box

Vendor Must Scale to Project Demand



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8. Training and Support Plan (Executive Level)

Vendor Responsibilities

1. **Develop Plan for Training and Supporting End-Users**:
   - **Action**: Design training programs tailored to County departments.
   - **Roles**: Training Specialist, Project Manager.
   - **Details**: Customize training materials and sessions based on County-specific workflows and requirements. Ensure training aligns with system updates and enhancements.
2. **Training Schedules and Materials Development**:
   - **Action**: Create detailed training schedules and materials.
   - **Roles**: Training Specialist, Technical Lead.
   - **Details**: Provide flexible training options (in-person, online modules) to accommodate County staff availability. Develop comprehensive user guides and documentation.
3. **Support Mechanisms Implementation**:
   - **Action**: Establish helpdesk support and troubleshooting resources.
   - **Roles**: Support Team, Training Specialist.
   - **Details**: Set up a dedicated helpdesk for rapid response to County inquiries and issues. Develop FAQs and troubleshooting guides for self-service support.
4. **Continuous User Feedback Collection**:
   - **Action**: Implement mechanisms for collecting user feedback.
   - **Roles**: Support Team, Training Specialist.
   - **Details**: Utilize surveys, feedback forms, and focus groups to gather input from County user's post-implementation. Analyze feedback to identify trends and areas for improvement.

Authority Responsibilities

1. **Training Plan Approval**:
   - **Action**: Review and approve the training plan.
   - **Roles**: Program Manager, Business Analysts.
   - **Details**: Ensure training aligns with County requirements and supports successful adoption of the IT solution. Provide feedback on training materials and delivery methods.
2. **Support Plan Oversight**:
   - **Action**: Provide oversight of support mechanisms.
   - **Roles**: Program Manager, Change Management Specialist.
   - **Details**: Monitor helpdesk performance metrics and user satisfaction. Implement continuous improvement initiatives based on feedback and support data.

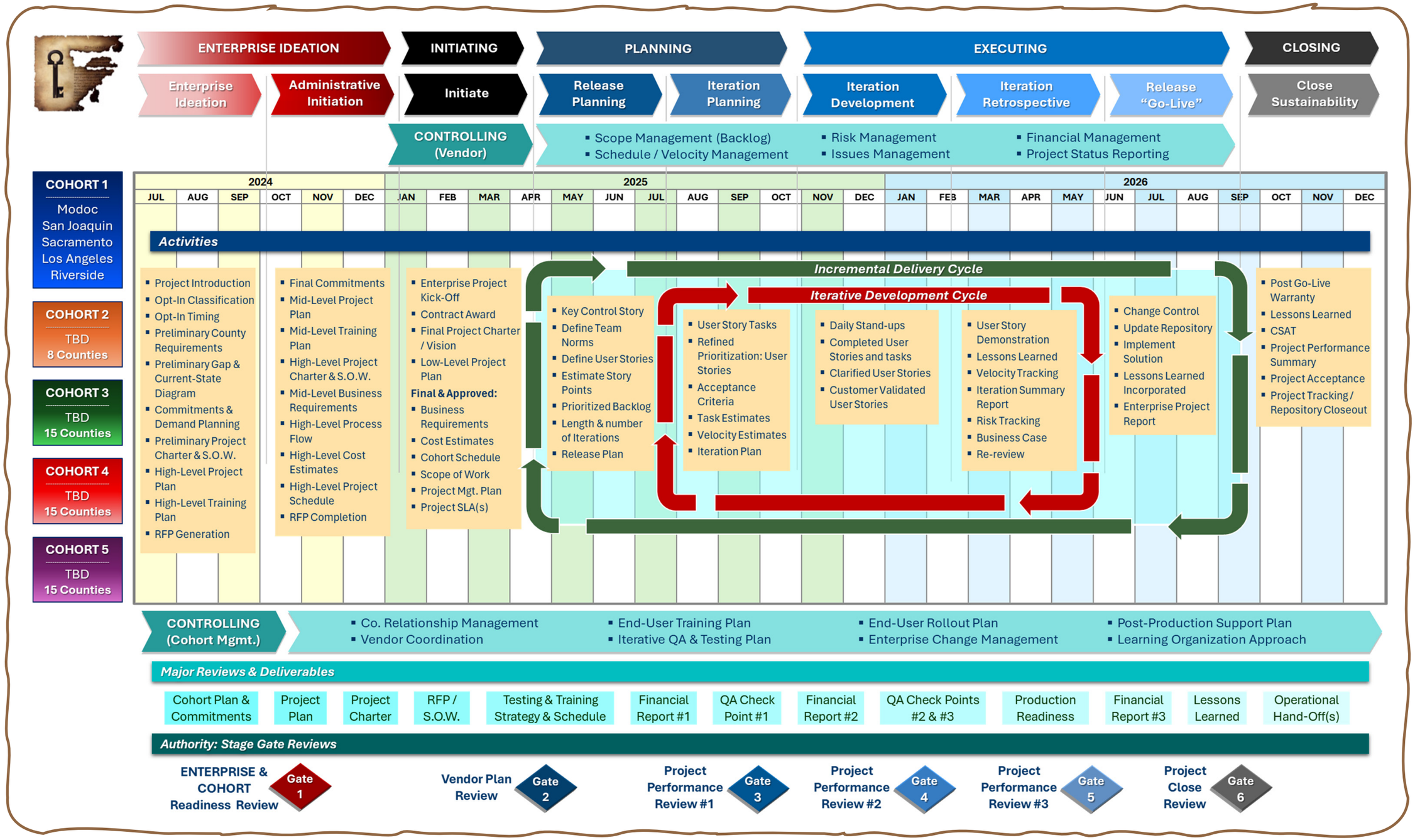
County Responsibilities

1. **End-User Training Participation**:
   - **Action**: Actively participate in training sessions.
   - **Roles**: Department Leads, End-Users.
   - **Details**: Engage in hands-on learning to ensure familiarity with the IT solution. Provide input on training effectiveness and suggest enhancements.
2. **Feedback and Improvement Suggestions**:
   - **Action**: Provide ongoing feedback on system usability and support effectiveness.
   - **Roles**: End-Users, Department Leads.
   - **Details**: Collaborate with Vendor and Authority to address user concerns and optimize system performance. Participate in post-implementation reviews and improvement planning sessions.

Next Steps

- **Detailed Planning Sessions**: Schedule meetings to finalize detailed plans and allocate resources.
- **Implementation Kick-Off**: Initiate the execution phase with clear roles and responsibilities outlined.
- **Monitoring and Adjustment**: Continuously monitor progress and adjust plans based on feedback and performance metrics.
- **Closure and Transition**: Conduct post-implementation reviews and transition to operational support phase.

A. **The Key ~** *(Appendix attached separately.)*



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